



sportscotland Lottery Strategy

**Our plans for the distribution of
lottery funding for Scottish sport.**

2007|2011

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01 Introduction

About sportscotland

We are the national agency for sport in Scotland.

We passionately believe in the benefits of sport, from the sense of enjoyment and achievement that participation brings, to the shared pride that national success generates.

Our mission is to encourage everyone in Scotland to discover and develop their own sporting experience, helping to increase participation and improve performance in Scottish sport.

We aim to achieve our mission by leading and supporting our partners, investing National Lottery and Scottish Government funding where it counts, and advising on policy and strategy for the future.

In all that we do, we strive to add value to the work of our partners and act in the best interests of Scottish sport.

Our Lottery Strategy

This strategy sets out our plans for investing National Lottery resources over the next four years. It has been devised following public consultation.

It sets out in detail the principles under which we will distribute lottery funding, the key investment areas and programmes that we will support, and the likely level of our investment. Our Corporate Plan for 2007 to 2011 provides the delivery vehicle for implementing this strategy and outlines our plans for Scottish Government resources. Our Corporate Plan is available on our website at www.sportscotland.org.uk.

The National Lottery and Scottish sport

For every pound spent on a National Lottery ticket, 28p goes towards UK Good Causes. **sportscotland** is one of 14 independent lottery funders who distribute Good Causes lottery money in the UK.

Lottery funders work in partnership to ensure every pound of lottery revenue makes the biggest difference possible. Therefore, **sportscotland** works alongside UK Sport, Awards for All and the Big Lottery Fund to ensure sport is resourced in line with local and national priorities. Together, lottery distributors have already contributed to more than 250,000 projects across the UK.

sportscotland has distributed more than £240 million of National Lottery investment to Scottish sport since the National Lottery began in 1994. This unprecedented injection of funding has transformed many aspects of Scottish sport, with awards benefiting everything from facilities, athletes, coaches and volunteers to governing bodies, schools and clubs. It has helped develop grass roots and performance sport.

Around 90 different sports, ranging from athletics and rugby to shinty and petanque, have benefited from **sportscotland** lottery awards.

All 32 Scottish local authority areas have benefited from funding including investment through community regeneration programmes helping the most deprived areas.

Over 765 awards, equating to more than £140 million, have helped build better sports facilities. This has helped develop a vast range of community facilities across the length and breadth of Scotland, and provided a unique opportunity to develop world-class sporting facilities for elite athletes.

Major sports events hosted in Scotland, such as the Mountain Bike World Cup, World Curling Championships and Commonwealth Boxing Championships, have received **sportscotland** lottery funding.

More than 240 of Scotland's top athletes currently benefit from the support of the Scottish Institute of Sport. The Institute was established in October 1998 thanks to a **sportscotland** lottery award. Continued awards of £4 million per year have ensured our top athletes have access to individually tailored programmes that help them develop as world-class athletes.

Over the next four years, we will build on the successes of previous investment. We will use lottery resources to continually develop a sporting infrastructure that will improve sporting opportunities across Scotland's communities and, in turn, increase participation and improve performance in Scottish sport.

02 Shaping our Lottery Strategy

Our Lottery Strategy has been shaped by the following:

- The political context
- The National Strategy for Sport
- The sporting context
- Lottery resources available
- Public views

The political context

In carrying out our role as a distributor of lottery funds, **sportscotland** operates in accordance with the Policy and Financial Directions issued by government. This includes Lottery Acts for the whole of the UK, and policy directions issued to **sportscotland** as a devolved responsibility of the Scottish Government. Our Lottery Strategy is, therefore, influenced by both the UK and Scottish Governments. A list of our main policy directions can be seen at Annex A (pg 16).

The National Strategy for Sport

Reaching Higher, the Scottish Government's National Strategy for Sport, was published in March 2007. It retains the vision of the previous strategy, *Sport 21*, for Scotland as:

- a country where sport is more widely available to all;
- a country where sporting talent is recognised and nurtured; and
- a country achieving and sustaining world class performance in sport.

To achieve this vision, the strategy identifies two national outcomes for Scottish sport: increasing participation and improving performance.

It sets out four national priorities; the building blocks, which together need to be in place to achieve increased participation and improved performance:

- well-trained people;
- strong organisations;
- quality facilities;
- providing the pathway.

The National Strategy for Sport (the National Strategy) states that key partners, particularly the Scottish Government, **sportscotland**, Scottish Governing Bodies (SGBs) and local authorities, should plan their contribution.

sportscotland has a dual role to play in *Reaching Higher*. Firstly, we must plan and deliver our contribution towards putting in place the building blocks of the strategy. Secondly, it's *our* role to support local authorities, SGBs and other partners to plan, develop and sustain *their* contributions to the National Strategy.

Within our responsibilities under the National Strategy, **sportscotland** is required to 'prepare lottery strategies to guide how funds will be invested to support the National Strategy in line with national lottery distribution policy directions and requirements'.

In devising this Lottery Strategy, we have taken account of the contribution lottery funds can make towards putting in place the four building blocks of

the National Strategy, and towards achieving the national outcomes of increased participation and improved performance.

The sporting context

Delivering increased participation and improved performance in sport requires a strong sporting infrastructure of people, organisation and facilities. A range of organisations from the public, private, education and voluntary sectors must be involved in delivering this infrastructure. Together, they can provide sporting pathways that support people in sport. Recent years have seen good progress in developing this sporting infrastructure.

The Active Schools Network is well established and is proving successful in encouraging more school-aged children to participate in a variety of sporting activities. SGBs are becoming increasingly professional, and are continuing to develop their particular sports – offering more sporting opportunities to those who wish to participate. Last year, our three National Centres helped improve the skills of more than 3,000 coaches, and continue to provide opportunities for professional athletes and sports enthusiasts. Furthermore, the network of private sports facilities is continuing to grow, and the school estate in Scotland is being upgraded.

It is important that we invest lottery resources where they count and will make the greatest difference to this infrastructure – to enhance and complement the resources of our key partners. Therefore, this strategy has considered where investment is needed most. Where other resources

are available, we will not duplicate efforts. With the Olympic and Paralympic Games in London in 2012, and the exciting prospect of Glasgow hosting the Commonwealth Games in 2014, the impetus for developing Scottish sport is greater than ever before. It is vital to ensure we put sustainable foundations in place to allow for a lasting legacy; not only for the people and sports directly involved, but for the whole of Scottish sport.

Lottery resources available

In general, the amount of money generated through the National Lottery has declined over the years. The lottery income that **sportscotland** has received has dropped from a peak of £32 million in 1998 to around £18 million in 2006/2007. When developing this strategy we expected our lottery income over the period of the strategy to be around £64 million, and our funding allocations are based on this expectation.

Since the development of this strategy, the UK Government has announced that some of our lottery revenues will be redirected to help support the London Olympic and Paralympic Games in 2012. This means that our actual lottery investment will be lower than outlined above. However, we will work with our sporting partners to ensure that our revenues are utilised and the benefits for Scottish sport are maximised.

We believe the next four years are critical to the development of Scottish sport. Therefore, although this strategy was based on a projected four-year income of around £64 million, this strategy sets out

plans to invest over £90 million of National Lottery funding, fully utilising lottery reserves which were built up at the peak of lottery income when the stream of quality applications was insufficient to allow us to invest all of the revenue available annually.

This strategy has been developed in the full knowledge that we will not have the benefits of lottery reserves to invest in sport in the future. Therefore, it is critical that we use these resources to best effect. To maximize the impact of our investment we have highlighted the principles that will guide our investment, and our investment priorities.

Public views

Our Lottery Strategy has been shaped by views from members of the public. These were expressed as formal responses to our consultation exercise, and also informally from the ongoing feedback of our partners.

In November 2006, we launched a consultation on our plans for investing lottery resources. We set out eight principles, and detailed how we would invest against the four national priorities of the National Strategy for Sport.

We received 33 responses from people involved in sport. Respondents ranged from partner organisations (including local authorities, governing bodies and representative organisations), to individuals (including Active School Coordinators, club members, volunteers and participants). We have taken the responses into account to develop this strategy. This section provides a flavour of

the responses and our comments in response to them. Our full consultation report can be viewed at www.sportscotland.org.uk.

Summary of responses

- The overwhelming majority of responses supported the principles and the investment areas we set out.
- Sustainability and additionality were most frequently highlighted as being among the most important principles.
- The principle of investing across sports was also raised as being important. In addition, the value of multi-sports awards was commented on. It was felt that these awards often have the largest impact.

Due to the overwhelming support recorded, this strategy retains all of the principles set out in the consultation document.

- Respondents felt facilities required significant sustained investment. They commented that having satisfactory facilities in place at all levels is vital in contributing to a strong sporting infrastructure and is, therefore, closely related to the development of the other areas. Facility access for clubs was a key issue and it was suggested there should be formal agreements for the access to, and the pricing of, facilities. There was general agreement that facility investment should be strategic – based on the greatest need across the country and across sports and that, in some cases, the percentage of funding provided by **sportscotland** for priority areas could be greater.

Over the period of this strategy, **sportscotland** will work with partners to support their facility planning which will include investment and access issues across a full range of facilities. We will review and continue to develop our facility funding model, and consider investments in line with priorities identified by our partners.

- Under the category of well-trained people, coaching was frequently raised as being vital for sporting development. This often included references to the importance of volunteer coaches, and the need for quality coaches at club level and in schools, as well as national level.

sportscotland recognises the need for quality coaches on the ground at community level and at elite levels, and will consider investing in paid coaches across all our lottery fund priorities. In addition, we have established a coaching priority to look at strengthening the coaching infrastructure, thereby enabling the recruitment, development and training of quality coaches for the long term.

- There were also widely expressed feelings that while performance development funding may not reach communities in the same way as other areas, lottery investment at elite level is critical, given a lack of alternative resources.

sportscotland agrees that it is vital to utilise lottery funding to supplement the limited resources provided to performance development in order to support Scotland's

top athletes and, in turn, provide Scotland with a sense of national pride.

- Some respondents believed that there should be a focus on investing in rural areas as well as areas considered socially deprived.

As stated in our distribution principles, sportscotland invests throughout Scotland. Annex B (pg 17) shows previous lottery investment by each local authority. This illustrates the wide spread of lottery investment. sportscotland will continue to review the way we invest lottery resources to ensure that communities in every area of Scotland effectively benefit from lottery funding.

- Some responses referred to the importance of widening the social range of participation. The importance of equality of opportunity for women, the elderly and those with disabilities were all individually highlighted.

sportscotland is committed to sport for all. As well as considering equity as a principle of our lottery investment, equity is one of the underpinning principles of our Corporate Plan and is a central consideration in all of our work. Through the implementation of our Single Equity Scheme, we will impact assess all of our policies and monitor our effectiveness in promoting sport for all.

- There was concern that sport in Scotland may be disadvantaged by the redirection of lottery resources to help support the 2012 Olympic and Paralympic Games in London.

In relation to this point, there was concern that lottery resources may be redirected towards Olympic and Commonwealth Games sports, thereby leaving other sports under-resourced.

Since the consultation process, the UK Government has confirmed that Scotland's lottery resources will be impacted on by the 2012 Games. However, **sportscotland** believes that the UK as a whole will benefit from these Games and their sporting legacy, and we will work with partners to promote Scottish interests and maximise this positive impact.

As set out in our lottery distribution principles, **sportscotland** will continue to consider investment across all sports. This includes investing in long-term plans of non-Olympic and non-Commonwealth Games sports, maintaining and building on their progress. However, to maximise the impact of the Games, there will be the need to prioritise performance funding for Olympic and Commonwealth Games sports, as well as other sports of national importance.

- Many respondents highlighted the need for the decision-making process for distributing lottery resources to be coordinated with other lottery funders, and for the process to be as transparent as possible.

sportscotland will continue to work with other lottery funders, including the Big Lottery Fund, to maximise the impact of our lottery distribution. Together with the other lottery funders, **sportscotland** contributes to the

Lottery Funding website, where potential lottery applicants can search for the most appropriate fund to approach. The site enables people to search for lottery funding by amount of money needed, type of activity, funding body, location and keyword. We will also continue to make our lottery funding programmes as clear and transparent as possible on our own website.

- It was felt by some that funding SGBs on an annual basis, rather than over a longer period of time, prevented long-term planning.

In implementing our Lottery Strategy and Corporate Plan, we will continue to review our investment procedures and criteria, and continuously improve the way we work with partners.

03 Our Lottery Strategy for 2007|2011

Our lottery distribution principles

The following principles will guide our investment of lottery funding over the next four years.

1. We will contribute to both national and local priorities

We will only distribute lottery resources where they contribute to both national and local priorities. We will consider our investment against the national outcomes of increasing participation and improving performance, and the supporting national priorities as set out in the National Strategy for Sport. We will also be influenced by local priority actions required to increase participation across Scotland.

2. We will ensure lottery resources are additional to other investment

Some areas in sport are already significantly resourced and delivered through our sporting partners, including the Scottish Government, local government, the private sector, education and the voluntary sector. Lottery funds will be invested *in addition* to these resources, not *instead* of them, and will be used to address gaps in the delivery of sport, and to encourage resources from elsewhere.

3. We will invest both through our partners and directly to sport

sportscotland invests in two ways. We work through our partners to support and develop sport (e.g. investing in SGBs of sport to help them deliver their plans and contribute to the National Strategy for Sport). We also invest directly, so that participants, local groups and

clubs can access funding. Both routes require applications to sportscotland for funds. We will continue this twin approach to investment, as we believe both methods are vital for supporting Scotland's sporting infrastructure.

4. We will invest all over Scotland

Lottery resources must be available to all who wish to participate, across the whole of the country. We will, therefore, ensure all our lottery funding programmes are available to all areas in Scotland. Given the nature of lottery investment and the other principles set out in this strategy, this does not mean that per capita investment across the country will be equal. However, we will provide lottery programmes that every community can access, and we will work with partners to consider investment across the nation. In particular, we will work with local authorities to develop plans that contribute to the National Strategy for Sport, and address local and national priorities.

5. We will invest across all sports

Lottery resources will be available to the wide spectrum of sports that people choose to participate in. We believe that a wide range of sporting options is necessary to encourage more people in Scotland to take part in sport. We currently work with over 50 SGBs and we will continue to support and consider investment in their plans, taking into account the individual circumstances of each sport. We will also continue to make investment available to clubs and other community organisations to provide participation opportunities in a vast range of sports, including through multi-sports awards.

6. We will target investment where there is a particular need

Sport depends on a strong infrastructure of people, organisations and facilities. This requires consistent long-term planning and investment. Where there is a lack of infrastructure, there will be reduced opportunities for increasing participation or improving performance. Therefore, **sportscotland** believes lottery resources should be targeted towards these areas.

To allow players and athletes to develop to their own desired level and enjoy lifelong sporting participation, coordinated delivery and alignment of opportunities by our key partners is required. Lottery resources must be used to support the delivery of these sporting pathways.

7. We will support safe sport for all

sportscotland is committed to promoting ethical and equitable sport. We will use lottery resources to ensure that everyone in Scotland has the opportunity to participate in sport in a safe environment, regardless of where they live and regardless of their age, gender, race, religion or belief, sexual orientation, ability or disability.

8. We will ensure sustainability

In all that we do, we must ensure that the benefits of our investment are sustainable in the long term. That is why we will utilise lottery resources to build the capacity of sports organisations and long-term maintenance will be a condition of our facility awards.

Our lottery funding priorities

Consideration of the drivers highlighted in section two and of our investment principles, has led us to identify five key priorities for lottery investment over the next four years.

This section outlines our lottery funding priorities and the rationale and programmes that fall under them. It also provides an estimate of lottery investment in each priority area. These estimates allow for our actual lottery income being lower than projected in this strategy. In addition, given that our investment decisions are based on the principles outlined, these are only indications. Actual investment may vary over the period, particularly in relation to principle two, to best supplement other resources, and principle three, subject to application.

1. Coaching

Aim

To work towards established, leading-edge communities of coaches to meet the needs of player pathways. And to recognise and value coaching contributions at all levels.

Programmes

We will primarily invest lottery funding against governing body plans to deliver a coaching infrastructure for their sport. This means supporting their workforce planning, funding coach development posts and addressing training and development needs, including the delivery of the UK Coaching Certificate (UKCC).

Rationale

Quality coaches, both voluntary and professional, are essential to engage and develop people in sport at all levels – we will not increase participation and improve performance without them. To ensure that we recruit and retain quality coaches, we need a strong coaching infrastructure, with a clear career pathway and quality training, and organisations set up to recruit, support and recognise coaching. Lottery investment in this area is critical as there is currently insufficient funding available from other sources. Should resources be secured to fully deliver the UKCC, we will redirect lottery funding accordingly.

Estimated Investment

£2 million – £4 million

2. Community Sport

Aim

To support and build the capacity of the Scottish club network, and support other community organisations to deliver quality sporting opportunities in our communities.

Programmes

We will invest in the Awards for All programme to provide direct funding to sports clubs and other organisations supporting the delivery of sport across our communities and across sports.

In partnership with local authorities, we will provide focused investment in our most deprived communities through our Community Regeneration programme. We will review this investment over the period of this strategy, ensuring it best contributes to local and national priorities.

We will consider investing lottery resources in other areas to support club and community sport development. These will include direct support for clubs (e.g. through the Help for Clubs website and club official training programmes) and investment through our partners' plans.

Rationale

Community sport is a focus for our lottery investment, as it is one of the key areas where we can ensure that lottery resources reach people in communities across Scotland. It also allows lottery resources to be utilised to meet local sporting priorities and will encourage the development of participation in a wide range of sports.

We will provide focused investment in our most deprived communities, not only because this is in line with the good-cause ethos of lottery investment, but also because sports participation is lower in these communities and there is a greater sporting need.

We will work with local and national funding partners to ensure that lottery investment adds value to the other resources invested in this area.

Estimated Investment

£7 million – £10 million

3. Performance Development

Aim

We will invest in and support SGB performance plans which nurture and develop Scotland's emerging talent. And we will invest in the preparation of Scotland's athletes to perform on the world stage, with a particular focus on

Olympic, Paralympic and Commonwealth Games medals, and international success in other sports of national importance.

Programmes

We will provide integrated investment against agreed components of SGB plans including:

- athlete development, competition and training programmes at national, regional and local levels;
- athlete support funding to support high performance athletes; and
- performance staffing, including coaches.

We will invest in the Institute Network (the Scottish Institute of Sport and Area Institutes of Sport) to support the development of SGB-identified athletes.

Rationale

We will utilise a good deal of our lottery resources for performance sport. This is because, unlike other priority areas, there is virtually no investment from other sources. Without lottery investment, we would be unable to deliver the national priority of improving performances in sport. This is vital, not only for performance sport's sake, but also to inspire people in Scotland to take part and realise the benefits of sport. Should additional resources become available from other sources, our lottery investment will be redirected to other priorities.

We will support a wide range of governing bodies to develop performances in their sport. However, as resources are limited, we will prioritise investment in Olympic, Paralympic and Commonwealth sports and other sports of national importance over the next four years. This is because of the profile of these sports and the impact success will have

on generating national pride and encouraging participation.

Estimated Investment

£38 million – £42 million

4. Quality Facilities

Aim

To develop improvements to the quality, sustainability and accessibility of Scotland's sporting facilities and natural resource opportunities.

Programmes

We will invest lottery resources in the National and Regional Sports Facilities programme and in the Building for Sport programme's Training and Competition strand, to support the development of a network of training and competition facilities across Scotland to service a range of sports.

Investing through the Community strand of our Building for Sport programme will support the refurbishment and upkeep of sub-standard local facilities, and will focus on developing facilities in areas of under provision, in line with local and national priorities.

Rationale

Quality sporting facilities are essential if people are to participate in sport – at all levels and for life. However, our recent facilities audit highlighted that Scottish facilities are not adequate to support all who wish to participate. Lottery investment in facilities is required to enhance that of the Scottish Government and other local and national agencies.

Investing now in quality facilities with long-term management plans will benefit people across all of our communities for generations to come.

Estimated Investment

£27 million – £31 million

This will have a sustainable impact – building the capacity and skills of our organisations to deliver and develop sport together, and on an ongoing basis.

Estimated Investment

£3 million – £6 million

5. Strong Partners

Aim

To help further strengthen our sporting partners, supporting them to plan and develop a sporting infrastructure.

Programmes

We will consider investing lottery resources in sporting partners across a range of sectors, where it is necessary to enhance their delivery. Principally, this will involve investing against the plans of SGBs of sport, and in the staffing and training requirements that enable their delivery.

We will continue to utilise lottery resources to enhance the sporting infrastructure, bringing together and supporting our key partners. This includes continuing to pilot Sports Partnerships at a regional level, reviewing their impact and determining future regional infrastructure needs.

Rationale

We believe supporting and strengthening the key organisations in Scottish sport is a valuable and appropriate use of lottery resources as it is additional to the organisations' resources and will enhance the ability to deliver sport for all.

Delivering our strategy – our Corporate Plan for 2007|2011

Our Corporate Plan for 2007|2011 will provide the delivery vehicle for our Lottery Strategy. Our plan sets out our overall contribution to the National Strategy for Sport, highlighting the underpinning principles and priorities for our work and investment of both Scottish Government and National Lottery resources, and explaining the way we will work with partners to deliver our plan. It provides more detail on our actions for the next four years, and is supplemented by annual business plans.

The summary below highlights our lottery funding priorities (in blue) within our overall Corporate Plan priorities. A full copy of our plan is available on our website at www.sportscotland.org.uk.

Our Priorities

Active Schools Network

We believe that increasing participation opportunities for children is critical to a lifetime's involvement in sport and to future sporting performances. We will continue to develop and strengthen the Active Schools Network, who in turn coordinate activities that enthuse and develop our children's interest in sport from an early age.

Coaching

Inspirational and well-trained coaches are essential to develop Scottish athletes at all levels. We will continue to support the recruitment, training and career development of Scotland's coaches through a coaching strategy aligned to the UK coaching framework.

Community Sport

Scotland's sports clubs and community organisations are vital to providing a full and diverse range of sporting opportunities. With partners we will support this network and provide focused investment in the most deprived communities where sporting opportunities are fewer.

Performance Development

We will invest and support SGB performance plans which nurture and develop Scotland's emerging talent. We will also invest in preparing Scotland's athletes to perform on the world stage, with a particular focus on Olympic, Paralympic and Commonwealth Games medals and international success in other sports of national importance.

Quality Facilities

We will support improvements to the quality, sustainability and accessibility of Scotland's sporting facilities and natural resource opportunities.

Strong Partners

We will continue to invest our partners' development so that Scotland's sporting organisations have the capacity and skills to develop sport. We will support their planning and invest in their people, both paid and unpaid.

Strong sportscotland

We will strive to continuously improve and grow understanding and belief in both **sportscotland** as an organisation and in our work. We will invest in our people and embed the principles of equity, environmental protection and best value in all our work.

04 Conclusion

This strategy will guide **sportscotland**'s investment of lottery resources across Scottish sport for the next four years. We invest in line with both the distribution principles and our wider investment priorities to ensure that our contribution to the sporting infrastructure provides the best possible support for increasing sporting participation and improving performance. We have brought together all our sport funding – lottery resources and Scottish Government funding – and simplified the procedure to one application and decision process per applicant, so it is more straightforward than ever to apply for funding. This is proving successful and we will continue to improve the way in which we invest, making the process as accessible, transparent and effective as we can.

Moving forward, we will continue to face challenges. With the opportunities of the 2012 Olympic and Paralympic Games and, we hope, the 2014 Commonwealth Games in Glasgow, it is more important than ever to put strong and sustainable foundations in place to help us develop as a sporting nation.

We will direct lottery resources to address these challenges and work to make sure that they have positive, substantial and lasting effects for all to participate in sport. By building this infrastructure now, we will be encouraging more and more people to recognise the value of sport and share in the enjoyment it brings.

Throughout the period of this strategy, we will continue to report on our lottery investment and continue to measure our effectiveness. As well as regular reporting to our Board, we will publish an annual review and lottery report, and we will present annual accounts to the Scottish Parliament. The Scottish Government will also have a role in scrutinising our delivery and our contribution to the National Strategy for Sport. We will continue to work in partnership with the Scottish Government, and in accordance with our management statement and financial memorandum agreements, to support this process.

Annex A

Government policy directions

- Projects should support charitable purposes and the public good more broadly and should not be primarily for private gain.
- **sportscotland** must consider applications for the full range of activities to which it may distribute money, while taking into account:
 - the needs of sport and **sportscotland**'s current priorities;
 - the need for all parts of Scotland to have access to funding; and
 - the ability to reduce economic and social deprivation while creating benefits for sport.
- **sportscotland** should promote access to sport by all sections of society.
- **sportscotland** should promote knowledge of and interest in sport by children and young people.
- **sportscotland** should further the objectives of sustainable development by achieving long-term benefits and a legacy of investment.
- An award can only be given to a project for a specified duration.
- Applicants must demonstrate that projects will be viable throughout the period of the award.
- Where projects – such as capital projects – are intended to continue beyond than award period, the necessary funding must be sourced and allocated.
- Applicants should contribute a share of the project funding according to their reasonable ability to secure it.
- An award can only be made where there is demonstrable financial need.
- **sportscotland** should work with other organisations to deliver its Lottery Strategy.
- **sportscotland** may solicit particular applications if this is the only way of delivering key elements of its strategy.
- **sportscotland** must obtain the information it needs to make informed decisions on each application.

Annex B

Our previous strategy

This annex provides information on our previous Lottery Strategy, *Raising Our Game* which covered the period 2003/2007.

It highlights:

- actual investment against our plan, including the programmes we invested in and whether they will continue for 2007 onwards;
- the distribution of awards across Scotland; and
- the distribution of awards across sports.

Planned versus actual investment

The following table shows the amounts we planned to invest over the last four years, against how much was actually spent, by investment category. **The amounts awarded are for the period 1 April 2003 to 31 March 2007.** They give an indication of the contribution towards each of the three visions of our then National Strategy for Sport – *Sport 21*. However, much of our investment will have contributed in more than one area.

Investment category	Planned investment ¹ (£ million)	Awarded investment ² (£ million)
Widening Opportunities – Revenue		
Awards for All Grants for sports projects involving small groups in the community.	4.0	4.0
Social Inclusion Meeting the sporting needs of communities in SIPs and other areas of deprivation.	4.0	3.2
TOP Play, TOP Sport and School Sport Co-ordinators Develops sporting/physical activity skills and participation for primary school pupils. <i>These programmes are now discontinued and are covered through our Exchequer funded Active Schools programme.</i>	3.0	0.7
Subtotal	11.0	7.9

Investment category	Planned investment ¹ (£ million)	Awarded investment ² (£ million)
Developing Potential – Revenue		
Player Improvement Support to programmes developing young talent.	2.0	3.3
Club/Volunteer Development Support targets to increase club membership and sustain volunteers. <i>The frameworks for these investment programmes are still in development.</i>	3.0	0.8
Regional Partnerships (now called Sports Partnerships) Strengthening the capacity of local authorities and SGBs. <i>Funding for this began in 2007/2008.</i>	2.5	0
SGB Coaching and Organisational Development We have used additional resources to support SGB coaching and organisational development.	0	1.4
Subtotal	7.5	5.5

Investment category	Planned investment ¹ (£ million)	Awarded investment ² (£ million)
Achieving Excellence – Revenue		
Scottish Institute of Sport National body providing support services to develop international winners.	16.0	16.4
Area Institute of Sport Regional bodies providing high-level support services to performance athletes.	4.0	3.2
Athlete Support Financial support for individual top performers and potential winners.	10.5	9.6
Coach Support Develops skills/knowledge of coaches working with national standard athletes.	4.0	4.8
Subtotal	34.5	34.0

Investment category	Planned investment ¹ (£ million)	Awarded investment ² (£ million)
Facilities		
Building for Sport Facility awards for community facilities and training and completion facilities. A good deal of these will have gone to local authorities and clubs. <i>For the year 2006/2007, part of the planned investment was paid through Exchequer resources. Planned lottery investment was transferred to other priorities.</i>	28	19.3
Swimming Pool Refurbishment Kick-starts reinvestment in our deteriorating stock of swimming pools.	3.5	3.5
National and Regional Sports Facilities Strategy National network of regional training/national competition facilities.	14.0	19.7 ³
Subtotal	45.5	42.5
Overall total	99	89.9

¹ Planned investment for four years 2003/2007.

² Awarded investment for four years 2003/2007.

³ The £19.7 million for the National and Regional Sports Facilities Strategy has been notionally committed. However, funding is being put in place for projects to develop from 2006/2007 onwards.

Distribution of funds across Scotland and across sports

The following tables show how **sportscotland** lottery funding has been distributed since the lottery began in 1994 up to and including March 2007. The first shows the distribution of awards across Scotland and the second shows the distribution across sports. It is not possible to break down all investment awards by local authority area and by sports. The total lottery investment awarded will, therefore, have been larger than the figures below. Nonetheless, the tables demonstrate the wide spread of investment, both geographically, and for different sports.

Distribution of funds across Scotland

Local Authority	No of awards	Value (£)	Population	Amount per capita (£)
Aberdeen City	78	5,297,406	211,910	25.00
Aberdeenshire	195	5,589,821	226,940	24.63
Angus	63	1,489,450	108,370	13.74
Argyll and Bute	160	5,171,776	91,300	56.65
City of Edinburgh	193	13,844,883	449,020	30.83
Clackmannanshire	31	956,971	48,070	19.91
Dumfries and Galloway	165	5,445,871	147,780	36.85
Dundee City	88	6,071,264	145,460	41.74
East Ayrshire	97	2,606,003	120,310	21.66
East Dunbartonshire	71	1,989,327	108,250	18.38
East Lothian	82	2,320,714	90,180	25.73
East Renfrewshire	34	2,658,279	89,410	29.73
Eilean Siar	61	4,480,151	26,450	169.38
Falkirk	65	2,795,259	145,270	19.24
Fife	207	8,695,775	349,770	24.86
Glasgow City	277	33,843,435	578,710	58.48
Highland	343	12,249,501	208,920	58.63
Inverclyde	87	1,997,770	84,150	23.74
Midlothian	41	2,395,935	80,950	29.60
Moray	82	1,448,178	87,000	16.65
North Ayrshire	138	3,782,653	135,820	27.85
North Lanarkshire	265	5,909,301	321,180	18.40
Orkney Islands	51	1,520,555	19,220	79.11
Perth and Kinross	100	3,790,295	134,950	28.09
Renfrewshire	113	4,147,773	172,850	24.00
Scottish Borders	146	3,024,142	106,950	28.28
Shetland Islands	39	1,335,720	21,960	60.83
South Ayrshire	91	2,652,734	112,160	23.65
South Lanarkshire	190	7,792,152	302,340	25.77
Stirling	77	5,919,748	86,200	68.67
West Dunbartonshire	71	2,287,494	93,320	24.51
West Lothian	100	5,214,318	159,030	32.79
Across Scotland	26	314,005		
Various local authorities	5	169,847		
Totals	3,832	169,208,508		

Distribution of funds across sports

Sport	No	Value (£)	Sport	No	Value (£)
Aeromodel Flying	13	40,866	Modern Pentathlon	17	37,846
Aikido	4	11,693	Motor Cycling	21	173,783
American Football	37	166,619	Motor Sports	36	420,631
Angling	126	811,655	Mountain Biking	3	215,000
Aquatics, Swimming	297	26,889,543	Mountaineering	43	2,113,324
Archery	93	635,570	Movement & Dance	38	950,558
Athletics	420	5,912,057	Netball	92	306,844
Badminton	138	4,013,817	Orienteering	81	514,293
Ballooning	1	3,350	Parachuting	1	49,400
Baseball	8	28,428	Petanque	2	3,880
Basketball	116	1,116,960	Polo	1	4,702
Baton Twirling	14	30,449	Pool	3	11,161
Biathlon	2	6,000	Rambling	21	102,794
Billiards & Snooker	4	13,357	Real Tennis	1	5,000
Bobsleigh	7	56,636	Rescue Service	3	12,605
Bowls	498	4,647,904	Roller Hockey	3	7,950
Boxing	120	1,250,280	Rowing	93	1,926,041
Camogie	2	7,549	Rugby League	20	94,496
Canoeing	194	1,658,035	Rugby Union	242	3,793,157
Cricket	273	4,395,188	Sailing/Yachting	241	3,568,656
Croquet	9	60,725	Sand / Land Yachting	4	123,177
Curling	180	2,425,223	Shinty	80	990,121
Cycling	178	1,907,985	Shooting	120	845,894
Disability Sport	71	431,234	Skating / Skateboarding	7	48,125
Equestrian	134	1,621,010	Skiing	137	2,653,935
Fencing	106	551,228	Snowboarding	6	21,897
Football	1,000	25,703,998	Softball	1	4,150
Fitness	31	1,046,823	Squash	111	2,332,003
Flying	2	37,300	Sub Aqua	99	404,419
Gaelic Football	1	4,163	Surfing	4	14,050
Gliding	8	275,335	Table Tennis	53	489,831
Golf	354	11,083,347	Taekwondo	7	35,456
Gymnastics	164	1,952,526	Tennis	249	6,181,123
Handball	16	65,730	Ten Pin Bowling	5	4,316
Hang/Para Gliding	5	22,624	Trampolining	25	88,816
Highland Games	4	13,894	Triathlon	84	987,398
Hockey	323	6,053,985	Tug of War	55	56,473
Ice Hockey	7	34,320	Volleyball	175	904,865
Ice Skating	53	240,651	Water Skiing	36	153,316
Ice Sports	2	2,452,637	Weightlifting	57	197,193
Judo	159	1,632,063	Windsurfing	2	26,974
Jujitsu	9	20,326	Wrestling	40	234,215
Karate	71	286,475	Yoga	2	2,778
Korfball	1	4,500	Multi Sports	258	47,344,618
Lacrosse	78	159,534	Contingency fund	0	0
Life Saving	6	13,569			
			Totals	7,918	188,254,432

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