

sportscotland National Lottery Distribution Fund

Annual Report and Accounts
for the year ended 31 March 2024

sportscotland
National Lottery
Distribution Fund

Annual report and accounts 2023-2024

For the period 1 April 2023 to 31 March 2024

Presented to Parliament pursuant to Section 35 of the National
Lottery etc Act 1993

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Minister's Foreword

Once again this year, in schools, clubs and communities, I saw firsthand the difference that sport is making every day to people's lives. I want to say a huge thank you to all the organisations, staff and volunteers that collectively contribute to making a positive impact to society through sport.

In 2023, I wrote to **sportscotland** updating the Scottish Government's strategic guidance for the remainder of this parliamentary term. I challenged **sportscotland** to continue to contribute to the Scottish Government's National Outcomes, and to prioritise tackling inequalities wherever possible.

This report demonstrates **sportscotland**'s contribution to physical activity and health at a population level through Active Schools and Scottish Governing Bodies of sport. Reaching 1.1million people with high-quality opportunities to be active is an important and impressive achievement. I am also particularly pleased to see the continued progress on equality, diversity and inclusion. Reaching new audiences through the launch of the Active Campus programme, the work with Sporting Equals to address racism in sport, and the Female Athlete Health project are just three of many examples.

sportscotland's work also makes a real impact in local communities. On a recent visit to Leith Community Sport Hub, I was able to see how sport is bringing together local organisations to provide solutions and opportunities that meet the needs of local communities. This is the power of sport.

Finally, I would like to thank Mel Young for his commitment as Chair of **sportscotland** over the past eight years. He has provided impressive leadership and I have enjoyed working with him. I look forward to working in partnership with incoming Chair Maureen Campbell to continue to strengthen the sporting system for all in Scotland.

Maree Todd, Minister for Social Care, Mental Wellbeing and Sport

sportscotland
Lottery Fund
Statement of Account Prepared Pursuant to
Section 35 of the National Lottery etc Act 1993
Report of The Scottish Sports Council

Foreword

The Scottish Sports Council was established by Royal Charter in 1972 for the purposes, inter alia, “of fostering the knowledge and practice of sport and physical recreation among the public at large and the provision of facilities therefore”. On 1 July 1999 the Scottish Sports Council adopted the trading name of **sportscotland**.

Under the *National Lottery etc Act 1993*, **sportscotland** was appointed to distribute National Lottery Funds for expenditure on or connected with sport in Scotland, in accordance with the powers set out in its Royal Charter.

Under the directions given by the Scottish Ministers all distributing bodies must prepare separate statements of accounts relating to the disbursement of Lottery monies.

Format of Accounts

These accounts have been prepared in accordance with the accounts’ direction issued by Scottish Ministers and with the consent of the Secretary of State for Culture, Media and sport in accordance with Section 35(3) of the National Lottery etc. Act 1993.

THE PERFORMANCE REPORT

Overview

Chief Executive's Report

This year's annual review reflects the impact sport has had on people, places, and local communities across the country.

Between April 2023 and March 2024, Scotland's sporting system has demonstrated strength and resilience, and while we acknowledge there are significant challenges facing the sector, I have truly been inspired by the collaboration, support, and ongoing commitment of local and national partners.

Everyone has a part to play in our bold strategy, Sport for Life, and I'd like to acknowledge and thank those who continue to create opportunities for people to participate, progress and achieve in sport.

Together we will continue to create an impact to inspire future generations, with our dedicated workforce and volunteers at the heart of every opportunity. There are many exciting possibilities ahead that I am sure will go on to shape the future of sport in Scotland in a positive way.

The 2023 UCI Cycling World Championships was a fantastic event which demonstrated the impact of people experiencing everything sport has to offer. From the Gran Fondo mass participation event to the elite disciplines, Scotland was the perfect stage to bring together elite athletes, volunteers, and clubs from across the globe. A personal highlight was seeing the UCI integrate para events into the programme and experiencing the women's road race closing 10 days of fantastic sport. The event has created a legacy through The Cycling Facilities Fund which has materialised opportunities and created an infrastructure for cyclists across the country.

While we recognise the clear physical, mental, and social health benefits to sport and physical activity, we must also put emphasis on the positive value to people and their local communities. Sport at all levels can create a sense of belonging, strengthen communities, develop skills, and encourage collaboration. Sport has the power to change lives.

Forbes Dunlop, Chief Executive and Accountable Officer, **sportscotland**

Purpose and Activities of the Organisation

About us

sportscotland is the national agency for sport. We are a non-departmental public body, responsible through ministers to the Scottish Parliament. We are also a National Lottery Fund distributor and are governed by National Lottery distribution rules.

We have three directorates - sports development, high performance and corporate services. The **sportscotland** Trust Company operates national training centres which provide quality, affordable and appropriate residential and sporting facilities for people to develop in sport.

We deliver from our headquarters in Glasgow, the **sportscotland** institute of sport in Stirling and our regional bases across Scotland – and we have a wide range of partnerships running the length and breadth of the country.

This report applies to the **sportscotland** group, which is **sportscotland** and the **sportscotland** Trust Company.

You can find out more at: [Who we are \(sportscotland.org.uk\)](http://sportscotland.org.uk).

A sporting system for everyone

Our vision is of an active Scotland where everyone benefits from sport. We are committed to the Scottish Government's vision of a more active Scotland and the Active Scotland Outcomes Framework (ASOF), which contributes to the National Performance Framework¹. Our mission is to help the people of Scotland get the most from the sporting system.

The sporting system is made up of different components that interact with each other as illustrated in the diagram below. It is not a structure, an organisation or a process. The system adapts to its environment. So as the world around sport changes, the system components and the way they interact evolves.

The sporting system shows how resources are invested by various organisations and partners to promote sport and develop the people and places that create sporting opportunities which are delivered in the schools and education, clubs and communities and performance sport environments.

It helps everyone see where they fit in and how they contribute. As a result, people in Scotland take part in sport at the level they choose which has an impact on activity levels, health and other aspects of society and the economy.

¹ <http://nationalperformance.gov.scot/>

A sporting system for everyone



Structure: Our Environments

We see people taking part in sport and physical activity across three different environments. We use these environments to structure the programmes we invest in and our key activities.

Schools and Education

The schools and education environment helps build competence and confidence in sport by providing positive sporting experiences at schools, colleges and universities.

We collaborate closely with local and national partners to make changes to improve sport and physical activity for children, young people and young adults. We also ensure the voice of children and young people informs our decision-making.

We engage strategically with local authorities and local partners to understand the impact of the cost-of-living crisis and resource constraints on local sport and physical activity.

We will use our partnership working to everything we can to protect the professional workforce and sports facilities infrastructure, while driving the changes needed to reduce inequalities and ensure inclusion underpins everything we do. Our support will be driven by the needs and priorities of our local partners.

Clubs and Communities

The clubs and communities environment offers local opportunities for participants and athletes to take part in sport and physical activity and develop to the level they choose.

Through our ways of working, we will improve the connections between local authorities and Scottish Governing Bodies of sport (SGBs) to build capacity and capability within local clubs, hubs and communities. We also work with third sector organisations and other partners to add value and strengthen this approach.

We continue to work with SGBs, national partners, clubs and community organisations to understand the impact of the cost-of-living crisis. We work with partners to target our investment to help protect the professional workforce and sports facilities infrastructure and support the ongoing recovery of the sport and leisure sector.

We encourage a more inclusive approach. We support clubs, hubs and communities to understand barriers people face, adapt to better meet these requirements, and make it easier for people to participate in sport.

Performance Sport

The performance sport environment helps prepare and support athletes to perform consistently on the world stage using cutting edge expertise and technology.

We work in close partnership with SGBs and others in performance sport to build on the progress we have achieved. We continue to enhance areas of our system in response to the changing landscapes and direct requirements of our sports, athletes and partners.

We provide and encourage better leadership, management and impact awareness across our high-performance system through refining our management toolkits and ensuring athlete and staff welfare is at the core of our programmes and support. We use research, data and business intelligence to ensure we make better informed decisions going forward.

Making it Happen

Making it Happen supports our work in all three environments, both within **sportscotland** and for the whole sporting system. It is about effective business management and helps us:

- make the most of our people, places and tools.
- do the things we need to do to be a good organisation.
- help people understand and value **sportscotland** and sport.

Further information on what we do can be found at: [Business plan \(sportscotland.org.uk\)](https://www.sportscotland.org.uk/business-plan).

Performance Summary

This report covers the fifth year of our corporate strategy, Sport for Life². In April 2023, we agreed our business plan for 2023 and beyond, which describes how we will deliver our commitment to Sport For Life.

We report on our annual performance through:

- Highlights from our operational delivery across the three environments in the sporting system and our internal support functions.
- Key performance indicators which illustrate participation trends across each of the three environments in the sporting system, focusing on scale and diversity of participants.
- Infographics demonstrating our support to the sport sector, aligned to the Active Scotland Outcomes.
- Personal stories highlighting the impact of our collaborative work with partners across the system.

Playing our Part

Over the last year, our business plan priority has been to deliver the outcomes in Sport for Life, while continuing to support the sporting system to respond to the current economic challenges and drive inclusion and recovery.

We launched a new Active Campus programme, in partnership with Colleges Scotland and Scottish Student Sport. The programme aims to improve access to sport and physical activity to ensure a more active student population and develop a clear mechanism for high quality work-based placements for sports students. We are strengthening the existing network of sport and physical activity staff working within the college sector. We finalised partnership agreements with 16 colleges and appointed 16 Active Campus Coordinators to commence delivery.

We continue to support a range of leadership development within the sporting sector. Through the Scottish Sporting Leaders programme (SSL), we supported 16 people to develop and enhance their core leadership behaviours, with a strong focus on inclusion. We delivered SGB Chief Executive Officer learning events, with conversations focused on solutions to current challenges facing the sector and issues regarding inclusion. This was supplemented with ongoing one-to-one coaching and mentoring conversations. We supported six colleagues and partners to attend the Women's Sport Leadership Academy (WSLA), designed to further develop leadership competencies and support women to become the next generation of leaders in sport.

We continue to support the sector to ensure inclusion underpins everything we do. We agreed a new four-year partnership agreement Scottish Action for Mental Health (SAMH). We are building on our strategic relationship, focusing on delivering the mental health route map for SGBs and local authorities. This aims to help professional staff in the sector to explore and understand mental health and wellbeing in the context of sport and physical activity.

² <https://www.sportforlife.org.uk/>

We developed new partnerships to help us engage more diverse people and communities in sport and physical activity. We delivered the first Scottish Leaderboard programme through our partnership with the race discrimination charity, Sporting Equals. This initiative aims to empower individuals from diverse ethnic backgrounds with the knowledge, experience and connections to access board-level roles in sport and physical activity. Along with the other four sport councils we delivered the Tackling Racism in Sport: Time for Action conference in Leicester. This provided an opportunity to highlight the ongoing work in this area and to listen to others about what else can be done to drive real change. This work is a key part of our ongoing commitment to tackling racism and racial inequality in sport and physical activity.

We continued our focus to support Scottish athletes in preparation for the 2024 Paris Summer Olympic and Paralympic Games. We supported Scottish athletes in preparation for the 2024 Paris Summer Olympic and Paralympic Games. 34 Scottish athletes have been selected for Team GB and 20 Scottish athletes have been selected for ParalympicsGB. 14 **sportscotland** staff members have been selected for the Olympic Games, Paralympic Games and associated Preparation Camps, across a range of science, medicine and support roles. We provided **sportscotland** Athlete Personal Awards (SAPA) to help athletes cover training, competition, and living costs. Eight athletes have been awarded financial support to help their preparations and pursuit of qualification for the Paris 2024 Olympic and Paralympic Games.

We embedded the refreshed coach education subsidy to support development and qualification costs of aspiring coaches. We prioritise funding for groups which are under-represented within coaching. In 2023-24, we awarded £426,980 to 23 sports, supporting 2,984 people. The primary groups being supported by the subsidy are girls and women, people from more deprived areas (SIMD), disabled people, young people, and people from rural communities.

We celebrated the inaugural UCI Cycling World Championships held in Glasgow and across Scotland in August 2023. The first of a kind event combined 13 world championships in 11 days across Scotland. We continued to manage a strategic investment fund to deliver a network of accessible, inclusive and inspiring cycling facilities nationwide. In 2023-24, we approved investment of £1,343,053, into 14 projects. In addition, 30 initiatives were supported through the community cycling fund investing £351,634 to deliver new cycling activities across clubs, communities and schools. This investment aims to support a legacy of positive change and encourage more people to take part in cycling, after the success of the UCI Cycling World Championships.

We celebrated the official opening of the Oriam Indoor Tennis Court in February 2024 by the Minister for Social Care, Mental Wellbeing and Sport, Maree Todd. This fantastic project was funded in a collaborative partnership with Oriam, Heriot-Watt University, the Lawn Tennis Association, **sportscotland** and Tennis Scotland through the Transforming Scottish Indoor Tennis (TSIT) fund.

Environment Updates

Schools and Education

We maintained regular dialogue with senior leaders to understand the challenges in sport across local authorities and to support strategic planning for sport across key programmes. We engaged directly with Active Schools and Sports Development Managers from all 32 local authorities to support delivery against the set priorities and local needs in each area.

We continued to develop the Active Schools workforce. We worked closely with a range of local and national partners to deliver training sessions and workshops around coaching children, volunteer management and safeguarding young leaders in sport. We worked with Scottish Disability Sport (SDS) to develop a programme of workshops focused on Inclusive Approaches to Active Schools and Community Sport, with all 32 local authorities engaged. We developed a skills diagnostics tool for Active Schools Coordinators in partnership with the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) to inform future learning needs of the Active Schools workforce.

We continued to support local partners to reduce inequalities in sport and physical activity through Active Schools and community sport hubs inclusion projects. We continue to provide independent evaluation and outcomes setting support to partners as well as establishing a community of practice to support implementation and shared learning.

We supported the sixth cohort of our Young People's Sport Panel (YPSP) to deliver across their focus areas, which include access to sport, mental health, and leadership. The panel had an opportunity to present their plans to the Minister for Social Care, Mental Wellbeing and Sport. Panel members attended a range of opportunities and events, including the Race and Racism in Sport Conference, the Coaching, Officiating and Volunteering Awards, and the Scottish Sports Awards. We launched a YPSP mentoring programme. This provides the opportunity for **sportscotland** staff members to become a mentor and work with a YPSP member throughout their journey on the panel.

We launched the Young Ambassador (YA) programme for the 2023-24 academic year. 325 schools across Scotland signed up for the programme, resulting in 619 YAs. The programme aims to equip young people with the skills to promote and inspire other young people to get involved in sport within their schools and communities. In September 2023, we delivered six Young Ambassador Conferences, alongside our YA conference delivery team, with over 300 teachers and Active Schools coordinators engaged.

We ran Active Girls Day in October 2023. This encourages girls and young women to get involved in a day of sporting celebration with the parallel goal of increasing female participation in PE, physical activity, and sport. We promoted the positive work of our partners, and the incredible role models supporting girls' sport, across our social media channels. We provided a promotional toolkit to help allow schools, clubs, and partners tailor their offering to suit local need. We delivered a collaborative event on International Women's Day with Sport Ireland for partners to share and learn their approach to girls and women. We also supported a period education event with over 200 secondary school girls. The aim of the event was to educate young females and establish a culture where girls work with, rather than against, their bodies in sport and exercise.

We continued to support the Fit for Girls programme, in partnership with the Youth Sport Trust. It aims to increase girls' engagement and enjoyment in physical activity and sport (PEPAS). We supported 18 young female leaders to facilitate the delivery of workshops to over 300 girls locally. This provides a platform for the voices of girls and young women to be heard and helps local practitioners understand the needs of girls and young women in

sport. Our evaluation showed 81% of the workshop participants said they felt motivated to increase girls' engagement and enjoyment in sport and physical activity. 85% reported they feel empowered to create change.

We delivered the refreshed School Sport Award for the 2023-24 academic year. The awards are designed to encourage schools to continuously improve physical education (PE) and school sport opportunities. We are engaging 981 schools, an increase from 591 in 2022-23. 144 schools were awarded a gold, 213 were awarded silver and 156 awarded bronze.

We worked with the Scottish Government, local authority partners and Scottish Swimming to explore ways in which all children can be given the opportunity to learn to swim. We funded an independent evaluation of four pilot school swimming deliver models across four local authorities. The aim was to demonstrate the impact on participants, identify key advantages / disadvantages of each approach and inform next steps. This showed a positive impact on children's feeling towards swimming, most notably feelings of safety and confidence in the water. We supported Scottish Swimming to use the findings to inform a flexible National School Swimming Framework.

Clubs and Communities

We continued to work with SGBs, national partners, clubs and community organisations. We target our investment to help protect the professional workforce and sports facilities infrastructure, and support the ongoing recovery of the sport and leisure sector.

We established a new case management and support service, delivered by Children 1st. This aims to improve efficiency and expertise in relation to safeguarding, child wellbeing and protection and investigations support. We continue to support all invested SGBs to ensure compliance with Safeguarding Standards.

We continue to provide ongoing support to Cricket Scotland in relation to the recommendations in the Changing the Boundaries report. Specifically, we have helped with recruitment of a new board and permanent CEO. We have also provided financial assistance in relation to a temporary CEO, a Changing the Boundaries Manager and an EDI Manager. We have also supported the development and delivery of EDI training throughout the sport, as well as the creation and resourcing of the team to investigate the referrals arising from the report.

We continue to develop our nationwide Community Sports Hubs programme (CSHs). We provided residential to give CSH Officers the opportunity to connect, share and learn with peers across the hub network. We offered a variety of sessions to support them in their role and foster inclusive approaches in club and community sport. This included workshops run by partners SAMH, Paths for All, ENABLE and Angus Council. We launched an online CSH Café, an informal platform for the network to connect and encourage a culture of sharing and learning amongst peers. We transitioned CSH club data to PowerBI. We provided data support sessions to ensure the network is equipped to capture the quality of information that accurately reflects and represents the work they do.

We launched a new Moving to Inclusion framework for SGBs in collaboration with the five UK Sports Councils. This is a flexible development tool which support organisations to embed meaningful change. The framework includes a self-diagnostic tool to help organisations to assess where they are in relation to Equality, Diversity and Inclusion while we offer mentor support, help from equality partners and access to peer groups to drive improvements.

We worked with ENABLE to support young disabled people into employment in sport. Seven young people are undertaking modern apprenticeships (MA) in various subjects within the sporting sector with ENABLE Works providing expert resources and mentoring support. We also offered online learning opportunities targeting local and national professional staff, clubs and community sport leaders. We delivered 14 workshops, to 236 people, which aimed at raising awareness and confidence when supporting people with a disability in the workplace.

We worked with Scottish Disability Sport to support our Active Schools and Community Sport Hub networks when including children and young people with a disability in sport. We delivered 11 in person workshop and ongoing support to 185 professional staff, which aimed at improving the confidence of Active Schools Co-ordinators and Community Sport Hub Officers to remove barriers and include more disabled children and young people in sport.

We approved investment into 26 projects through the Sports Facilities Fund, totalling £2,426,938, enabling investment of £19,714,890. Through the Cycling Facilities fund we approved investment of £1,343,053, into 14 projects, enabling investment of £1,902,227. We also approved investment of £499,277 into 176 projects through Awards for All across 29 local authorities and 30 different sports.

We continued the development of our online learning platform Brightspace. This facilitates delivery of online education, training and CPD to people working or volunteering in sport, athletes, and their families. We supported 42 partners to use the platform, reaching over 43,000 active learners. We launched new courses covering topics such as introduction to physical literacy, bras and breast health in sport, and Positive Coaching Scotland courses on mindset, mastery and values. We collaborated with home country partners across the UK, with Sport NI and Sport Wales now using the platform, as well as further education establishments such as Heriot-Watt University and the Open University.

We refreshed the Effective Coaching Map, in partnership with the Scottish Qualifications Authority (SQA) to support the development of coaches and deliverers across the sector. We aligned this with the CIMSPA Professional Standards and the development of the Scottish Coaching Certificate (SCC). We are supporting 28 SGBs to align directly to the new SCC. This is now embedded within Higher National Certificate and National Certificate level qualifications.

Performance Sport

Our overall headline goals remained centred around planning for the 2024 Paris Summer Olympic and Paralympic Games and 2026 Milan/Cortina Winter Olympic and Paralympic Games, supporting investment and operational delivery. As of 31 March 2024, we have 13 staff selected for the Paris Olympic Games, Paralympic Games and associated preparation camps, across a range of science, medicine and support roles.

Through the **sportscotland** institute of sport (SIS), we continue to develop and deliver cutting-edge expert solutions for prioritised sports. We launched the pilot of a physical preparation programming app which is as a scalable, affordable training activation tool for pathway athletes in Judo. The pilot will monitor athlete training behaviour and competence and inform the potential for application across other sports. We finalised bespoke training and development in biomechanics, focusing on the Aberdeen Sports Village pool-based technologies. We also completed an AI camera system in the Sir Chris Hoy Velodrome.

We developed a partnership agreement with University of Stirling covering areas such as research, coach education and learning culture. We strengthened our collaboration with

University of Strathclyde by formalising placement opportunities with sport data analytics students. Placements are now embedded within Scottish Cycling and Scottish Tennis, adding significant value and impact.

We continued to facilitate a performance learning arena with UK Sport and English Institute of Sport. This is an online learning portal for practitioners which provides opportunities for enhanced learning and engagement with performance colleagues from across the UK. We are exploring the transfer of data management learning modules from the learning arena to the Brightspace platform. The aim is that this will improve access and engagement with the wider sport sector.

We continue to invest and support coach developer practitioner services for SGB performance coaches, with 22 coaches from nine SGBs receiving support. This included specific coach developer support to coaches working with athletes ahead of the Island Games in Orkney 2025.

We finalised a partnership agreement the Scottish Funding Council to invest in Winning Students 100, Scotland's national sports scholarship programme for talented student athletes. This provides financial and in-kind support to talented student athletes along their sports performance pathway. In 2023-24, we awarded 106 scholarships across 28 different sports and 21 universities and colleges, investing £190,000.

We used our Health and Wellbeing Group to drive activity across mental health and wellbeing, female athlete health, concussion, respiratory health and clean sport. We progressed our strategic policy for Clean Sport. All SGBs receiving performance investment now have refreshed operational Clean Sport plans in place and are being provided with Clean Sport education support.

We regularly met with an expert clinical group regarding athlete mental health and wellbeing, linking with other Home Country Sports Institute and UK Sport colleagues. We collectively established minimum standards for mental health and wellbeing in performance for sports. We integrated sport-specific wellbeing groups into SGB operating plans. This includes staged mental health screening in a sport-by-sport model. We also created a mental health education curriculum to pool current and developing resources.

We continued to support the female athlete health (FAH) project. We worked with sports to create female athlete health representatives to ensure female athlete needs are considered within sport specific activity and service delivery. This builds on the FAH surveys which helped us better understand female athlete needs and adapt our support services. We also collaborated with UK Sport Institute on the services provided to supported female athletes by SIS.

We continued to support the education on concussion to the sector. We supported the new UK-wide guidelines for recognising and managing concussion in grassroots sport and shared resources across our social media channels and through our networks. In collaboration with NHS Education for Scotland and Brain Health Scotland, the 2023 UCI World Cycling Championships provided an opportunity for us to showcase Concussion Education at events in Perth and Dundee. This delivered the concussion message and interactive learning, across spectators and athletes. The wider SIS team also offered a range of specialist services tailored to individual cycling disciplines and specific training needs to ensure that the athletes are in peak condition when they reach the start line.

Making it Happen

We continued to support work in all three environments, both within **sportscotland** and for the whole sporting system. We aimed to make the most of our people, places and tools, do the things we need to do as a good organisation and to help people understand the role of **sportscotland** and value sport.

We continued to develop a strong working relationship with the Minister for Social Care, Mental Wellbeing and Sport. We facilitated a range of Ministerial engagements including the inaugural Scottish Disability Sport Fife Parasport Festival. The event provided an opportunity to recognise the positive impact that sport can have on young disabled participants.

We continued to develop and improve our IT systems and cyber resilience capabilities. This included participating in a three-month Scottish Government pilot working with a not-for-profit organisation to assess our readiness against the new Scottish Public Sector Cyber Resilience Framework. The gap analysis produced during the pilot will now be used to build a work program designed to help **sportscotland** achieve baseline compliance with the new framework.

We maintained a high standard of governance throughout our finance, procurement, and legal functions, receiving positive feedback from auditors. We also provided significant legal, stakeholder relationship management and communications support regarding the Cricket Scotland Governance Review.

We applied a more targeted and diversified approach to advertising vacancies where under-represented groups are more likely to access opportunities. We continue to develop inclusive employer communications, through our social media, sponsorship and other communications channels, ensuring there is greater visibility of **sportscotland** as a diverse and inclusive employer. We worked in partnership with ENABLE, the Race Equality Network and Council for Ethnic Minority Voluntary Organisations Scotland (CEMVO) to implement improvements to our recruitment and onboarding processes.

We implemented technology to review text used in our adverts to enhance inclusivity and sought feedback from our EDI partners. We developed advertising materials to promote inclusivity, flexible working practices and benefits and now embed candidate feedback including the inclusivity of our recruitment processes.

We progressed with our research approach, supporting monitoring and evaluation of our key programmes, as well as developing research in new areas including our work with the college sector, Active Schools and CSH inclusion projects, school swimming projects and improving collecting equality data from SGBs. We made progress in data capture and presentation across our programmes, migrating key data to PowerBI.

We refreshed our EDI toolkit and relaunched the data and insight section of our website. This now provides staff and partners with one convenient place to access EDI evidence in sport. We continue to support partners to access and understand how best to use data and evidence to inform delivery and drive change.

We delivered a 'Good Day at Work' engagement and wellbeing survey for our staff. The results provided colleagues the opportunity to gain an insight into their own personal wellbeing, and helped us understand what **sportscotland** needs to do to support employees to have more good days at work. We conducted an organisational training needs analysis to enable effective training programme planning to staff.

We held monthly #SportHour sessions across the year covering a range of themes including Inclusion, Communities and Women and Girls. We sponsored a number of events celebrating success and inclusion in the sporting system, including the Scottish Association of Minority Ethnic Educators (SAMEE) Awards, the Scottish Women in Sport Awards and the Herald and GenAnalytics Diversity Awards. We hosted the Coaching Officiating and Volunteering Awards, providing the opportunity to recognise and celebrate the outstanding work and dedication of coaches, officials, and volunteers across Scotland.

National Centres

sportscotland continues to provide strong support to the national centres and their staff. There has also been the opportunity to review, enhance and more closely integrate the role of the national centres in the delivery of Sport For Life.

Inverclyde

We continued to build on the success of the previous year, with record performance across all key metrics for core business areas including income, occupancy, participant days and group numbers hosted onsite. Income exceeded the £2m mark, the highest ever in a trading year. Schools and SGB segments broke the £500k mark for the first time, with £584k and £542k respectively.

We continue to provide a home for residential sports training to a range of SGBs, clubs, schools and other partners. We hosted a record 34,993 participant days at the centre across our key segments, split across 388 groups. SGBs are the largest segment based on participant days and number of groups, with 27 sports hosted at the Centre. Schools provided the highest revenue across any segment, demand increasing from February to November, significantly expanding on the previous period of the summer term (April – June). We hosted 91 school groups from 16 local authorities, with 3,184 school children benefitting from the residential schools programme.

We hosted seven training camps for the UK Rugby Sevens squad as part of their pre-Paris Olympic and Paralympic training. In addition, Boccia UK continue to utilise the centre for their residential training camps. We welcomed Basketball Scotland for their first ever junior wheelchair camp. The stay was made possible as part of the SGBs annual investment process, with a return visit already scheduled for summer 2024. Our investment in sports hall upgrades has been a contributing factor in developing these relationships, at both Scottish and National governing body level.

In October, we were proud to be named as the first recipient of the Accessible Sporting Venue Award at the inaugural Disability Sport Awards, recognising excellence in inclusivity and accessibility across UK sporting venues. We continue to strive for improvement and have progressed work with Scottish Action for Mental Health to support staff and customers. Utilising our extensive estate, the 5-Ways Walk has been created with accompanying resources that focus on supporting participant's' mental health and providing signposting to additional resources and help.

Glenmore Lodge

We continue to deliver high quality training support development and innovation in the outdoor and adventure sport sector. Glenmore remains a key strategic partner for governing bodies across four primary outdoor and adventure sports – mountaineering, paddle sports, snow sports and mountain biking. Investment this year supported the development of our website accommodation module which will allow customers to book

their accommodation through our website. This will greatly improve the customer booking experience and increase room utilisation.

Despite difficult trading conditions, we increased room occupancy, bed utilisation, income and throughput on programme courses compared to 2022-23. In addition, we had a further 794 individuals undertaking tailor-made training courses and 3,155 individuals who attended a conference or seminar.

We continue to support a wide range of activity and support with an equality, diversity and inclusion lens. We developed and launched a brand-new British Sign Language (BSL) navigation course, working closely with Instructor Morag Skelton who is fluent in BSL and deaf herself. We were delighted to be chosen to host a Paddle Scotland CPD for coaches on inclusive paddle sport run by Equal Adventure. We provided ongoing support to disadvantaged young people as part of a programme with Urban Uprising and Climb Scotland, while also delivering developmental training for their staff. We ran two under 18 adventure weeks to support young people to participate in the outdoors. In conjunction with Young Scot, Scotland's young people aged between 14-17 can access courses at a greatly reduced rate. We continue to support female participation through the delivery of women specific skills training courses. We hosted a women's adventure film tour.

We provided a wide range of outdoor and adventure safety training. This included delivery of Scottish Mountain Rescue training courses, Mountain Rescue England and Wales Training courses, support for SARDA (Search and Rescue Dogs training), and Bristow's search and rescue helicopter crew training. We developed the national snow safety education resource (Snowsmart). We worked in partnership with Snowsport Scotland and Mountaineering Scotland to develop a National Backcountry policy covering best practice and safety guidelines. Glenmore Lodge also supports a Mountain Rescue team of its own and provides support to the local Mountain Rescue provision in the local area.

We embedded new features within the Scottish Avalanche Information Service Mountain Conditions blog which now includes guidance and public information on additional hazards beyond avalanche concerns. This additional information is designed to assist the public in their planning and takes account of the winter mountains becoming more variable in terms of conditions.

Principal Risks

sportscotland faces, and actively manages, a wide range of risks which are categorised in our risk register as strategic, reputational, operational and financial. Details of our risk management approach and of the significant risks facing **sportscotland** are set out in the discussion of risk management in the Accountability Report section of this document.

Going Concern

The statement of financial position as at 31 March 2024 shows net assets of £45,479k. Funding for **sportscotland** National Lottery Distribution Fund in 2024/25 continues to be provided by the National Lottery Distribution Fund and there is no reason to believe that future funding and budgetary approval will not be forthcoming. It has accordingly been considered appropriate to prepare these financial statements on a 'going concern' basis.

A handwritten signature in black ink, appearing to read 'James Dunlop', written in a cursive style.

Forbes Dunlop
Chief Executive and Accountable Officer

Performance Analysis

National Context

It is important to consider the national context for sport and physical activity in Scotland. National sport and physical data is collected by Scottish Government³. The latest data shows 51% of adults had taken part in physical activity and sport in the previous four weeks (excluding walking)⁴. This shows that sport participation remains broadly static and within the trends seen since 2011. The latest national data for volunteering shows that 15% of volunteers did so for physical activity, sport and exercise. This remains within the trends seen since 2018⁵.

This year we have not collected Active Scotland Outcomes Framework (ASOF) data through partner surveys as there continues to be challenges around survey fatigue and pressures on partner capacity. However, there are proven benefits of taking part in sport and physical activity. We have evidence around the positive impact of sport on the Active Scotland Outcomes reported^{6,7} in previous years. The evidence is consistent and there are marginal gains in repeating this annually. We will therefore use outcome surveys once every four years, to reduce survey fatigue.

The Scottish Government is in the process of refreshing the ASOF framework. This is anticipated to be complete by September 2024. We may need to revise our approach if there are significant changes but will continue to collect and report on the key indicators in the section below.

Performance Indicators

Key performance indicator dashboard

The table overleaf outlines our key performance indicators. The data illustrates **sportscotland's** contribution to sport and physical activity across Scotland.

The dashboard outlines the one-year comparison showing whether key measures are positive, static, or decreasing. Five-year trend data is also shown where available.

Most indicators have increased over the last 12 months, highlighting a continued recovery after the impact of COVID-19. We will continue to collect and report on this data in coming years.

³ [Scottish Household Survey 2022: Key Findings - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/scottish-household-survey-2022-key-findings/pages/11.aspx)














⁴ [Physical activity and sport - Scottish Household Survey 2022: Key Findings - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/scottish-household-survey-2022-key-findings/pages/11.aspx)

⁵ [Volunteering - Scottish Household Survey 2022: Key Findings - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/scottish-household-survey-2022-key-findings/pages/11.aspx)

⁶ [sportscotland's contribution to the Active Scotland Outcomes Framework \(www.sportscotland.org.uk\)](https://www.sportscotland.org.uk/).

⁷ https://sportscotland.org.uk/media/y3zmc3nu/final_sport_for_life_20.pdf

Key performance indicator dashboard

| Indicator | Value | 1 year trend | 5 Year trend |
|--|-----------|--------------|--|
| Total Participants | 1,080,680 | ↗ |  |
| Active Schools Participants | 269,398 | ↗ |  |
| % of pupils taking part in Active Schools | 38% | ↗ |  |
| SGB club members | 810,643 | ↗ |  |
| Inverclyde Participant Days | 34,993 | ↗ |  |
| Glenmore Lodge Participant Days | 7,842 | ↗ |  |
| Glenmore Lodge Learning and Development | 3,406 | ↗ |  |
| Places - Investment | £3.77m | = |  |
| Places - Enabled investment | £21.62m | ↗ |  |
| People - Number of people accessing sportscotland learning and development across projects | 12,055 | ↗ |  |
| People - Number of active learners on the digital learning platform | 32,669 | ↗ |  |
| People - Number of partners involved in the digital learning platform | 48 | ↗ |  |
| SIS supported athletes | 639 | ↗ |  |

Trend thresholds: For the one-year trend indicators we applied a 1% threshold. We will keep this under review in subsequent years when we have longer term trend data.

Equality, diversity, and inclusion indicator dashboard

The table below outlines the equality, diversity and inclusion (EDI) participation trends for our key programmes. The one-year trend shows the change in the EDI profile of our participant figures from 2022-23 to 2023-24. Data also shows our programme results against the Scottish population. We can see that there are still inequalities experienced compared to the national data.

EDI participation trends dashboard

| Participant | Characteristic | Participants | Scotland | Gap | 1 Year Trend |
|--|---|--------------|----------|------|--------------|
| Active Schools Participants | Male | 54% | 51% | 3% | = |
| | Female | 46% | 49% | -3% | = |
| | Pupils from 20% most deprived areas | 21% | 22% | -1% | = |
| | Have additional support needs | 23% | 34% | -11% | = |
| | Assessed disabled | 2% | 3% | -1% | = |
| | White Scottish / White other British / White other (including Irish, Polish, Gypsy/Traveller, Roma and Showman/Showwoman)* | 89% | 92% | -3% | = |
| | Asian, Asian Scottish or Asian British / African, Scottish African or British African / Caribbean or Black / Mixed or multiple or other ethnic group) | 11% | 8% | 3% | = |
| SGB Club Members | Male | 71% | 51% | 20% | = |
| | Female | 28% | 49% | -21% | = |
| | Adult | 66% | 84% | -18% | ↗ |
| | Youth | 34% | 16% | 18% | ↘ |
| High Performance Athletes (All) | Male | 51% | 49% | 2% | ↘ |
| | Female | 49% | 51% | -2% | ↗ |
| | Adult | 84% | 82% | 2% | = |
| | Youth | 16% | 18% | -2% | = |
| | From 20% most deprived areas | 5% | 20% | -15% | = |
| High Performance Athletes (Youth) | Report a health problem or disability that limits their day to day activities | 0% | | | ↘ |
| High Performance Athletes (Adult) | Report a health problem or disability that limits their day to day activities | 14% | | | ↗ |
| | Heterosexual | N/A | | | N/A |
| | Bisexual or Lesbian/Gay | N/A | | | N/A |
| | Preferred not to say | N/A | | | N/A |
| | White Scottish / White other British / White Irish or White other (including Irish, Polish, Gypsy/Traveller, Roma and Showman/Showwoman) | N/A | | | N/A |
| | Asian, Asian Scottish or Asian British / African, Scottish African or British African / Caribbean or Black / Mixed or multiple or other ethnic group) | N/A | | | N/A |

Active Schools data: This list of ethnicities is defined by the pupil census, which provides the national comparisons.

Trend thresholds: For the one-year trend indicators we applied a 1% threshold. We will keep this under review in subsequent years when we have longer term trend data.

Data on health problem or disability: The latest census data has not yet been released to provide a comparison. We have not included comparisons with the 2011 census, as this is now significantly out of date.

High performance EDI data: We did not collect additional EDI characteristics (ethnicity, religion / beliefs, sexual orientation) this year as we are collecting this on a biennial basis via an athlete survey.

SGB EDI data: Due to limited EDI data on SGB club membership, SGB membership has been used as a proxy. SGB club membership accounts for 97% of SGB membership. For some SGBs these figures are the same.

We asked 19 SGBs to provide this data. This included the largest SGBs and those that could provide the full information. These account for 80% of total SGB membership. This is the first year we have asked for this data. We will work with SGBs across the year to increase EDI data collection and reporting.

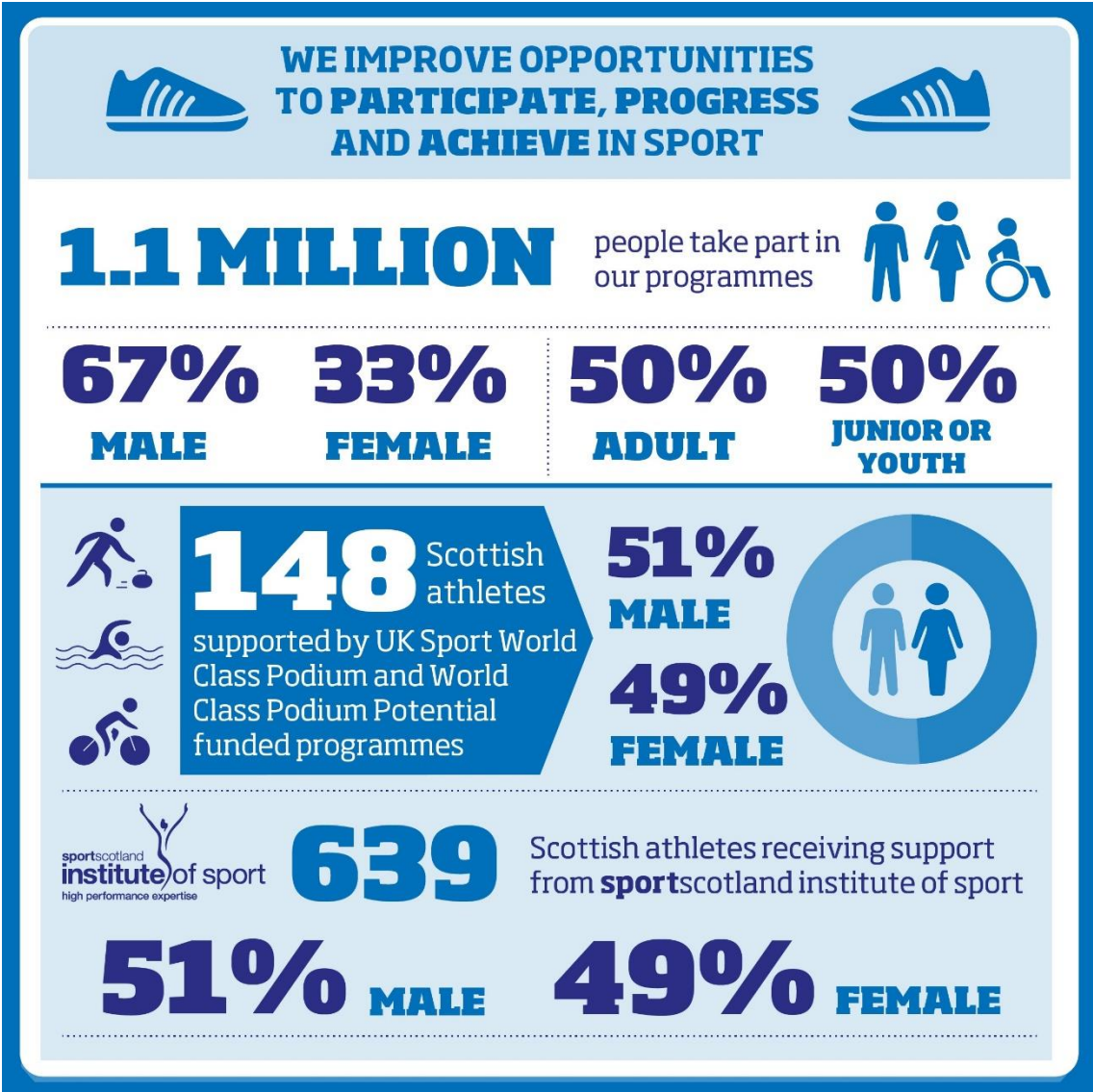
The figures in the table below ‘EDI data for SGB membership’ show the data submitted for each EDI characteristic, and the percentage of membership covered.

EDI data for SGB membership

| | Characteristic | Participants | % SGB membership covered |
|---------------------------|--|--------------|--------------------------|
| Deprivation | From 20% most deprived areas | 5% | 47% |
| Disability | Report a health problem or disability that limits their day to day activities | 2% | 28% |
| Ethnicity | White Scottish / White other British / White other (including Irish, Polish, Gypsy / Traveller, Roma and Showman / Showwoman) | 89% | 19% |
| | Asian, Asian Scottish or Asian British / African, Scottish African or British African / Caribbean or black / Mixed or multiple ethnic origin / Other ethnic origin | 8% | |
| Religion / belief | None | 54% | 19% |
| | Church of Scotland / Roman catholic / other Christian | 29% | |
| | Muslim / Hindu / Buddhist / Jewish / Sikh / Pagan / other religion or body | 3% | |
| Sexual orientation | Straight / heterosexual | 66% | 12% |
| | Gay or lesbian / bisexual | 3% | |
| | Prefer to use another term | 8% | |

Our support

We improve opportunities to participate, progress and achieve in sport:



This data is from routine, internal monitoring from across our programmes. EDI data from Active Schools is collected through our programme monitoring. Data in this report is based on responses from 31 of the 32 local authorities. Data on supported athletes was collected through annual monitoring.

We improve our active infrastructure – people and places:



This data is from routine, internal monitoring from across our programmes.

The figure for people accessing training opportunities is not distinct. This means there may be multiple counting of people accessing more than one training opportunity. Overall Learning and Development figure includes opportunities provided at Glenmore Lodge.

Facilities investment includes Sport Facilities Fund which is funded through National Lottery and the Cycling Facilities Fund which is funded equally through Scottish Government investment and the National Lottery. Please note there were no awards through the Transforming Indoor Tennis Fund (TSIT) this year.

Our data

We see people taking part in sport and physical activity across three different environments. This section provides trend data for people taking part in each environment as well as a breakdown of EDI characteristics, where available. We have also included trend data against our facilities investment, training, learning and development opportunities and National Centres.

Summary

In 2023-24 **1,080,680** people took part in the programmes we invest in.

67% Male / **33%** Female

50% Adult / **50%** Junior or Youth

Trend information of the number of people taking part in the programmes we invest in:

| Reporting year | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---------------------------|---------|---------|-----------|-----------|-----------|-----------|---------|---------|---------|-----------|
| Total participants | N/A | N/A | 1,063,344 | 1,074,976 | 1,097,743 | 1,045,600 | N/A | N/A | 997,526 | 1,080,680 |

Notes: Information for 2020-21 and 2021-22 is unavailable. COVID-19 significantly disrupted Active Schools activity and it was not possible to collect monitoring information in these years. As a result, we are unable to report total participants in these years.

Performance

Participation and EDI trend data for **sportscotland** institute of sport (SIS) supported athletes.

This data refers to athletes we support as part of the **sportscotland** institute of sport:

| Reporting year | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Total | 548 | 562 | 586 | 645 | 600 | 672 | 616 | 693 | 628 | 639 |
| % Male | 54% | N/A | N/A | N/A | N/A | 54% | N/A | N/A | 55% | 51% |
| % Female | 46% | N/A | N/A | N/A | N/A | 46% | N/A | N/A | 45% | 49% |
| % Adult | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 85% | 84% |

| | | | | | | | | | | |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| % under 18 | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 15% | 16% |
| % from 20% most deprived (SIMD 2020) | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 5% | 5% |
| % adult athletes have a health problem or disability | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 12% | 14% |
| % athletes under 18 have a health problem or disability | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 4% | 0% |

About this data

The data shows the number of SIS supported athletes is relatively static, with a slight increase since last year.

The proportion of SIS athletes who are female is up slightly (+4%) higher than previous year.

The proportion of adult SIS athletes with a health problem or disability that limits there day to day activities is static however under 18 athletes have fallen slightly (-4%).

Caveats

We use data for age and sex, disability and SIMD from our annual monitoring data. There are gaps in male/female split for a few years. We did not collect additional EDI characteristics (ethnicity, religion / beliefs, sexual orientation) this year as we are collecting this on a biennial basis.

Schools and Education

Participation trend data for Active Schools

This data refers to children and young people taking part in the Active Schools programme in 2022/23 academic year.

| Reporting year | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Total participants | 270,691 | 274,432 | 289,044 | 293,878 | 309,118 | 312,808 | N/A | N/A | 217,995 | 269,398 |
| % of pupils taking part in Active Schools as % of school roll | N/A | 41% | 43% | 43% | 45% | 45% | N/A | N/A | 31% | 38% |
| % Male | 52% | 53% | 52% | 52% | 52% | 52% | N/A | N/A | 54% | 54% |
| % Female | 48% | 47% | 48% | 48% | 48% | 48% | N/A | N/A | 46% | 46% |
| % from 20% most deprived (SIMD 2020) | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 21% | 21% |
| % Have additional support needs | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 22% | 23% |
| % Assessed disabled | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 1.5% | 1.8% |
| % White Scottish / White other British / White other (including Irish, Polish, Gypsy/Traveller, Roma and Showman/ Showwoman) | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 90% | 89% |
| % Asian, Asian Scottish or Asian British / African, Scottish African or British African / Caribbean or Black / Mixed or multiple or other ethnic group) | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 10% | 11% |

About this data

The data trend continues to show a strong recovery after the disruption due to the COVID-19 pandemic, participants are now 86% of the last full pre-pandemic year. Female participants remains at the same proportion from last year. This is in line with broader research suggesting that female participation in sport is not recovering as quickly.

Compared to the 2022 pupil census, Active Schools participants are broadly reflective of the diversity of school pupils. Active Schools has over-representation of pupils from diverse ethnic communities (+3%) however there is under-representation of:

- Female pupils (-3%)
- Pupils with additional support needs (-11%)
- Assessed disabled pupils (-1%)
- Pupils who live in 20% most deprived areas (-1%)

Caveats

The Active Schools data relates to the academic year 2022-23 but is reported in 2023-24. This is due to when the academic year and financial year line up.

Data on sex is based on responses from all 32 local authorities. Other EDI data is based on responses from 31 local authorities. 29 local authorities provided responses for additional support needs, 30 provided responses on SIMD and assessed disabled.

Clubs and Communities

Participation trend data for SGB club members

This data refers to SGB club members and participants taking part in the programmes we invest in. Age and sex data collected through our standard monitoring.

| Reporting year | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|----------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Total | N/A | 757,873 | 773,714 | 780,453 | 788,025 | 732,120 | 709,840 | 733,983 | 778,903 | 810,643 |
| % Male | N/A | N/A | 73% | 71% | 72% | 73% | 72% | 73% | 72% | 71% |
| % Female | N/A | N/A | 27% | 27% | 28% | 27% | 28% | 26% | 28% | 28% |
| % Non-binary | N/A | N/A | N/A | N/A | N/A | 0% | 0% | 0% | 0% | 0% |
| % Prefer not to say | N/A | N/A | N/A | N/A | N/A | 0% | 0% | 0% | 0% | 1% |
| Adult | N/A | N/A | N/A | N/A | N/A | | | | 64% | 66% |
| Youth | N/A | N/A | N/A | N/A | N/A | | | | 36% | 34% |

810 sport clubs are part of Community Sport Hubs, along with **140** physical activity classes/groups and **163** non-sport organisations.

About this data

The data shows SGB Club Membership has increased since last year. This follows decreases during the year's most impacted by COVID-19. The proportion of SGB Club members who are female has remained the same as last year, there are still far more male participants than female. This in line with earlier results.

Caveats

We have used the club membership figure submitted by SGBs. This is more comparable over time. We used a different methodology in previous annual reports, so the figures will not match. We have included the full trend data using the current methodology in this report to allow comparison.

We use data for age and sex from our annual monitoring data. We have started a process of collecting full EDI directly from SGBs. This year a limited number of SGBs were able to

provide full EDI data. We will continue to support SGBs to collect and share quality EDI data, however there are still significant challenges.

Places

Trend data for investment and investment enabled through facilities awards:

| Reporting year | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---------------------------|---------|---------|---------|---------|---------|
| Total investment | £1.23m | £2.39m | £4.48m | £3.77m | £3.77m |
| Investment enabled | £7.72m | £35.17m | £10.61m | £15.56m | £21.62m |

About this data

These figures show trend information for the total investment and total investment enabled from awards made through the Sports Facilities Fund, Cycling Facilities Fund and the Transforming Scottish Indoor Tennis Fund in the last five years.

Facilities investment includes Sport Facilities Fund which is funded through National Lottery and the Cycling Facilities Fund which is funded equally through Scottish Government investment and the National Lottery. Please note there were no awards through the Transforming Indoor Tennis Fund in 2023-24.

The figures provided are those previously reported at year end position. Please note, they do not take into account any subsequent decommitments or supplementary awards / investments that may have been made.

Total investment has remained static however there is a significant increase in enabled investment compared to last year. It is important to note that both figures can vary year-on-year depending on the number, type and size of the facility investment applications received in year.

People

People accessing **sportscotland** learning and development:

| Reporting year | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|--|---------|---------|---------|---------|---------|
| People accessing sportscotland L&D opportunities | 8,301 | N/A | N/A | 10,578 | 12,055 |
| People accessing Glenmore Lodge L&D opportunities | 3,533 | 212 | 2,394 | 3,171 | 3,406 |
| Active learners on digital learning platform | N/A | N/A | N/A | 18,732 | 32,669 |
| Partners involved in digital learning platform | N/A | N/A | N/A | 42 | 48 |

About this data

This data shows trend information for **sportscotland** and Glenmore Lodge training, learning and development opportunities. Glenmore Lodge offers specialist training for outdoor activities. The figure for people accessing training opportunities is not distinct. This means there may be multiple counting of people accessing more than one training opportunity.

The number of people accessing learning and development opportunities across both **sportscotland** Glenmore Lodge has grown steadily after the impact of COVID-19. We are seeing more partners involved in our digital learning platform and more active learners using the platform in comparison to the previous year.

In 2020-21 and 2021-22, we adapted the **sportscotland** Learning and Development offering to support the sector during the COVID-19 pandemic. As the training was not comparable to other years, we have omitted these figures.

National Centres

Participant days:

| Reporting year | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-------------------|---------|---------|---------|---------|---------|
| Inverclyde | 20,985 | 638 | 14,168 | 25,616 | 34,993 |
| Glenmore | 8,170 | 577 | 6,053 | 7,653 | 7,842 |

The data above shows the latest trends for participant days at our national centres, Inverclyde and Glenmore. Both have seen a positive recovery after the impact of COVID-19 in 2020/21 and 2021/22, with Inverclyde hosting the highest ever number of participant days.

Case studies

Discover some of the people and personal stories which highlight the impact of our collaborative work with partners across the system.

Scottish Women's Badminton Team

Scottish number one Kirsty Gilmour led the Women's national badminton team to a bronze medal at the European Women's Team Championships in Łódź Poland, February 2024. The Scottish team went through the qualifying rounds of the competition in December 2023 unbeaten, recording 5-0 victories against Azerbaijan, Slovakia and Estonia.

The team selection included experienced and established players Kirsty, Ciara Torrance and Julie MacPherson, along with up-and-coming talents Rachel Andrew, Rachel Sugden, Lauren Middleton and future young talents Brooke Stalker and Ishbel McCallister – who recorded their first international caps.

sportscotland institute of sport (SIS) staff, Darren Hide, Kerry O'Hara and Murray Sheath played a key role in the lead up to the European Championships and form a key part of the day-to-day institute support team for the Scottish women's badminton team.

The needs and demands for the range of players selected require the SIS team to adapt to changing needs and provide varying programmes. The success of the 2023 European bronze medal reflects the impact the SIS support is having throughout the pathway.

Murray Sheath, SIS, Physiologist: “My role within the team is to understand the individual demands and requirements. Within the women’s team we have a range of players at different stages in their career, so there are different priorities. School, college, university, work, tournaments and mental health are all things I need to consider so that each athlete can push the boundaries and excel at the top level”.

Angus Gallie, West Lothian Cycling Circuit

President of the Linlithgow Athletic Club, Angus Gallie, has labelled the West Lothian Cycling Circuit facility as a “life saver” in maintaining his physical and mental wellbeing following recovery from brain surgery.

The West Lothian Cycle Circuit forms part of the £8 million national Cycling Facilities Fund (CFF) from Scottish Government and **sportscotland** to create and improve a network of accessible, inclusive and inspiring cycling facilities that encourage people of all ages to ride bikes.

Linlithgow Community Development Trust (LCDT) secured a £100,000 grant from **sportscotland** to build the 1km West Lothian Cycle Circuit in Linlithgow which is used regularly by West Lothian Clarion Cycle Club, Linlithgow Athletic Club, and other club and community groups.

Angus does not have the confidence to go cycling on the open road and in this respect the cycle circuit has been of immense benefit to build fitness, stamina, and confidence.

Angus says, “I was so used to obtaining my cardio fitness through outdoor activity such as running and cycling, that this has been a big miss for me. Some months after surgery, I did manage to ride a two-wheel bike although mounting and dismounting was difficult. Practice was limited to car parks and very quiet sections of country roads”.

“The feeling I have after my ride, in company, on the circuit is like ‘I’ve been on a bike ride. We then chain up our bikes and we spend nearly two hours in the café just chatting!”

The CFF has built on the legacy of the 2023 UCI Cycling World Championships hosted in Glasgow from 3-13 August. The historic and innovative event brought together 13 UCI World Championships for different cycling disciplines into one mega event for the first time in history.

Perth Parrots Floorball Club

In 2023, Live Active Sport in partnership with **sportscotland** and the Gannochy Trust launched The Sport for Change Network. The network was launched to tackle inequalities that limit local people accessing quality sport and physical activity opportunities or network clubs. Another action of clubs within the Sport for Change Network is to sign up to Scotland’s Mental Health Charter for Physical Activity and Sport, through the Scottish Association for Mental Health (SAMH).

One of the clubs established through the Sport for Change Network is Scotland’s first LGBTI Floorball Team, The Perth Parrots. Floorball is a type of floor hockey, played

indoors with sticks and a plastic ball with holes. The nature of the sport makes it affordable and accessible.

The first club of its kind in Perth, The Parrots pride themselves on offering a safe and welcoming space for the LGBTI Community and its allies regardless of gender identity. The club is open to all abilities 18+ with regular training sessions, social activities, league events and representation for Scotland at 2023 Euro Games in Bern, Switzerland.

Flying the flag for LGBTI, the club's weekly floorball sessions have had a profound impact on participants in the local area.

Atlas Martin, Club General Secretary (League Captain and played for Team Scotland): "I've played sports for most of my life in clubs but felt like coming out of the pandemic and transitioning that I wasn't going to be able to find a sports club environment that I would feel comfortable in, and the Parrots has been exactly that. It's social and physical exercise, it improves your mental health, it's massive".

Rosie Iles, club member said: "I never thought that I would enjoy running about and a lot of my friends are quite shocked that I'm taking part in a sporty thing. Particularly as a woman you sometimes feel like an imposter in sport, but Parrots has never made me feel like that so that's a big change and I've seen that reflected in other people I know who were quiet when they started, and they are growing in confidence as well".

In recent years the club has extended its offering with physical and social opportunities, including fitness sessions, community Ceilidhs, hill walks, along with representation at the first ever pride parade in Perth city.

Scottish Disability Sport Summer Camp

Young people aged between 10 and 17 with a physical disability, vision impairment or hearing loss are experiencing the benefits of physical and social activity at Scottish Disability Sport's annual Summer Camp.

The three-day residential ran by Scottish Disability Sport and funded by Shared Care Scotland (Better Breaks Short Break Fund) welcomes 30-40 young people every year and is often the first time they have experienced a night away from home. The camp has developed over the years and has had a huge impact on young people, parents and carers, young leaders, volunteers, and care and medical staff.

Joshua Thompson, Events Manager, SDS said: "One of the participants, a young boy experienced his first trip away from home and enjoyed a trail orienteering adventure around Loch Morlich using an adapted bike with leaver controls. His parents hadn't been on a short break since he was born, and they also spent the weekend out in nature".

"When they reunited on the final day of camp his parents were so proud and this is now something the family can do together. We helped them source similar adapted equipment by putting them in touch with a supplier".

In 2023, the Summer Camp was hosted at Badaguish Outdoor Centre, Aviemore. The programme of activities delivered by SDS staff and volunteers focused on building independence, confidence and learning new skills through archery, bushcraft, orienteering and fun games with adapted equipment provided where needed.

Life skills such as team building, making your own lunch, social interaction with peers, changing the bed and learning from role models are hugely beneficial for the campers and

give them independence and confidence for life after camp - the feedback has been positive in that the youngsters feel more confident to support themselves and carers when they return home.

The support from SDS doesn't stop after the camp ends, participants are encouraged to engage with their Regional Development Manager to continue the sports and physical activity they have enjoyed at summer camp – this often leads to regular opportunities for young people in their local area and further short breaks in the future.

Creating safe spaces and opportunities within community sport

Jane Russell, Badminton Scotland's Regional Development Officer for Tayside, Fife and Central has delivered come and try sessions and offered subsidised places on Badminton Basics coaching courses as part of a targeted approach to inclusion for women and girls from AMINA, The Muslim Women's Resource Centre (MWRC) and Dundee Discovery Shuttles women's club.

Jane's role is funded by **sportscotland** and plays a key part in engaging communities in physical activity across Scotland through working with partners and organisations to promote, organise, grow, and create opportunities.

A tournament was organised by Jane at Menziehill Community Hall in Dundee for the women and girls and its purpose was to ensure the sessions weren't just a one off but part of their sporting journey. 21 players from Dundee Discovery Shuttles played in the event with ages ranging from 16 to 60+, including people with physical disabilities and some with long term health conditions.

The sessions, coaching courses and tournament have been equitable and inclusive for women who for religious and/or cultural reasons require the privacy of women only spaces.

Sofia Carlyle from Dundee Discovery Shuttles said: "Thank you to Jane, Darrell and his staff (at Menziehill) because we talk about equality, but they have made it equitable. The blinds on the window panels, the curtain in the hall, it means the ladies are more comfortable. It's been a long process, but staff know to put the curtain across and that males will wait until we have finished and changed. Over the last two years we've developed positive and supportive relationships".

Khadija Hussein, AMINA Muslim Women's Resource Centre, Project Coordinator said "Jane was crucial to our programme because she engaged exceptionally well with us. We couldn't have the Badminton Basics without the subsidy it was too costly for us. Jane saw the passion in our group and wanted to take this further so the subsidy was put into place and more women could do the training".

Badminton Basics is the first on the coaching pathway, focusing on fun games and skills development for beginners, in addition to giving participants the confidence and knowledge to lead sessions at schools/sessions and assist more experienced coaches at clubs.

Zahira Anwar, full time mum and a legal practitioner said: "I wasn't aware of any court lines before Badminton Basics, we just played over the washing line. I took the opportunity, and it was very beneficial teaching me the importance of rules, warm up and I've learnt how to train others. I've trained my kids at home, how to serve, basic rules and techniques".

Some of the women are now playing basketball too. Khadija Hussain: “We’ve joined up with **sportscotland** and Active Schools Dundee to run a pilot project for basketball. Sara Naveed will lead on this, she’s done a sports degree and was also picked by Pakistan to play for their netball team professionally. She’ll be a great role model and mentor for young BME girls to see that sport isn’t a barrier and something that can take you as far as any other subject. The future is to try and educate people around sport in BME communities, so people are not missing PE lessons and not being active in afterschool clubs. It’s also giving Sara a chance to build her confidence in what she’s achieved, and everybody will be there to support her”.

Active Schools | All Gold School Sport Award Cluster

Stirling are the first to have an All Gold School Sport Award cluster. All eight schools in the Balfon cluster - Balfon High School, Balfon Primary School, Buchlyvie Primary School, Drymen Primary School, Fintry Primary School, Killearn Primary School, Kippen Primary School, Strathblane Primary School - have received the Gold School Sport Award.

Neil Thomson, the clusters Active Schools Coordinator, said: “It never came together because of one person, it was a collective of people working well together. I formed a good team around me that I knew would work hard to get the award. I built good relationships with each school, class teachers and deputy heads, meeting at breaks, lunchtime, afterschool, any time that I was able to give ten, twenty minutes to keep the ball rolling. The schools, sports leaders, modern apprentices, parents, and staff were so invested in the programme and this made it achievable”.

The award is the highest level given out by **sportscotland** and the national initiative is designed to encourage schools to reflect, plan, improve, connect, and place young people at the heart of what they do, and has set the standard for schools across the country for many years.

Neil MacQuarrie, Head of PE at Balfon High School said: “The support from Active Stirling is instrumental in building the opportunities for our high school pupils to deliver physical activity sessions to our primary schools and nurseries and to have our young leaders support after school clubs”.

The Gold School of Sport Award is granted to educational institutions that demonstrate exceptional commitment and dedication to promoting physical education, sports participation, and overall well-being among their students. This recognition acknowledges the tremendous efforts made by the staff and students at each school within the Balfon cluster.

Throughout the academic year, the schools within the Balfon cluster have consistently encouraged and supported their students to engage in a wide range of sports and physical activities. Their commitment to fostering a culture of health and fitness has not only improved the physical well-being of the students but has also nurtured valuable life skills such as teamwork, discipline, and resilience.

The award will be in place for the coming two years where each school can continue to celebrate through presenting their gold award flag while continuing to improve what they do to create sporting opportunities for every pupil.

Future Plans

Our business plan for 2024 onwards describes how we will deliver our commitment to our corporate strategy, [Sport For Life](#). It outlines how we will continue to support the sporting system to respond to the current economic challenges and drive inclusion and recovery. [Business plan \(sportscotland.org.uk\)](https://www.sportscotland.org.uk/business-plan).

Review of the Financial Results of the Year

The accounts relate to the year ended 31 March 2024 and are prepared in a form directed by the Scottish Ministers in accordance with section 35 of Part II of the National Lottery etc. Act 1993.

During the year to 31 March 2024 £33,200k (2022/23 £30,100k) was called down from the NLDF towards the payment of approved awards and the administration of the National Lottery Fund. Administration and programme costs including depreciation and corporation tax for the year totalled £9,333k (2022/23 £8,314k).

A summary of the Lottery Balance position at the end of 2023/24 showing the commitments to be made over the next four year period from 2024/25 to 2027/28 is highlighted in the table below.

The **sportscotland** Lottery statutory accounts are prepared so as to provide details of hard commitments to partners annually. Thus, the income and expenditure account reflects these commitments.

This does not take account of the ongoing commitment to our partners who work to a four year plan to deliver specific outcomes.

The analysis below provides a breakdown of the soft / other commitments made at **sportscotland** over the four year period 2024/25 to 2027/28.

| | £000 | £000 |
|--|----------|----------|
| Monies held in National Lottery Distribution Fund for sportscotland | | 50,190 |
| Less: Commitments during the 4 year period 2023/24 to 2027/28 | | |
| Partner Revenue Funding | (56,496) | |
| Capital Funding | (27,675) | |
| Effective Organisation | (15,421) | |
| | | (99,592) |
| Balance to be funded by future Lottery Revenues | | (49,402) |

Remuneration for non-audit services

The accounts are audited by auditors appointed by the Auditor General for Scotland. For the year 2023/24 the appointed auditors were Audit Scotland.

During 2023/24, no non-audit fees were paid to Audit Scotland.

Intangible assets

During the year to 31 March 2024 there was £nil (2022/23 £nil) spent on acquiring intangible assets for **sportscotland** Lottery Fund activities.

Retained Reserves

Accumulated funds totalling £45,479k (2022/23 £47,837k) were held on the Statement of Financial Position at the end of the year.

Payment of Creditors

In line with guidance the **sportscotland** Group has a policy to pay all authorised invoices not in dispute within 30 days or the agreed contractual terms if otherwise specified. The **sportscotland** Group aims to pay 100% of authorised invoices, including disputed invoices once the dispute has been settled, on time within these terms.

During the year ended 31 March 2024 the **sportscotland** Group paid 96% (2022/23 97%) of all authorised invoices received within the terms of its payment policy.

The Scottish Government policy of paying 100% of invoices within 10 days of being received by the Finance department continues to be our target.

The **sportscotland** Group observes the principles of the Better Payment Practice Code.

Sustainability

sportscotland is working towards developing a plan for moving towards net zero. **sportscotland** is looking to engage a contractor in 2024/25 to help move this forward.

Accounting standards are being developed for reporting on sustainability and **sportscotland** will be looking to report in line with these when they are introduced for the 2024/25 reporting period and beyond.

sportscotland continues to submit information annually to Sustainable Scotland Network on its energy usage and carbon emissions. This includes information on decarbonising our car fleet, which has led a significant movement from diesel and petrol to hybrid and electric vehicles.

The organisation continues to move to paperless working with minimal paper output produced and much reduced need for on-site and off-site storage.

The national centres have continued to move towards sustainable energy sources, including ground source heat pump, solar panels, wind turbines and biomass pellets, as well as providing electric charging points.



Forbes Dunlop
Chief Executive and Accountable Officer

THE ACCOUNTABILITY REPORT

Corporate Governance Report

Directors Report

Members of the Board

The Members of the **sportscotland** Board for the year ended 31 March 2024, are listed below:

| | |
|-------------------------|-----------------------------|
| M Young (Chair) | Resigned 31 May 2024 |
| A Bain | |
| M Campbell (Vice Chair) | Appointed Chair 1 June 2024 |
| C Grant | |
| S Lindsay | |
| D McDonald | |
| T Mistry | |
| H Ousta | |
| S Sandilands | |
| S Sweeney | |
| K U'ren | |
| A Watt | |

M Campbell and S Sandilands are representatives of the **sportscotland** Trust Company.

M Campbell was appointed as the new Chair from 1 June 2024. A Bain was appointed as the new Chair of the **sportscotland** Trust Company from 25 June 2024.

The Chief Executive and Accountable Officer is Forbes Dunlop.

Mike Roberts, Director of Sport Development retired on 31 May 2023.

The Director of Sport and the Director of Operations commenced their roles on 2 October 2023.

A full list of the company directorships and other significant interests held by the Board members can be found on the **sportscotland** website at www.sportscotland.org.uk ([Our Board](#)).

Personal data related incidents

During 2023/24 **sportscotland** was not required to report any data breaches to the Information Commissioner's Office.

Statement of Accountable Officer's Responsibilities

Under Article 15 of its Royal Charter for **sportscotland**, **sportscotland** is required to prepare a statement of accounts in the form and on the basis determined by Scottish Ministers. The accounts are prepared on an accruals basis and must show a true and fair view of the Group's state of affairs at the year end and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts, the Accountable Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- Observe the accounts direction issued by the Scottish Ministers, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards have been followed, and disclose and explain any material departures in the financial statements; and
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that **sportscotland** will continue in operation.

The Accountable Officer for the Population Health Directorate has designated the Chief Executive of **sportscotland** as the Accountable Officer for **sportscotland**. His relevant responsibilities as Accountable Officer, including his responsibility for the propriety and regularity of the public finances and for the keeping of proper records, are set out in the Non-Departmental Public Bodies' Accountable Officer Memorandum.

Statement that accounts are fair, balanced and understandable

So far as the Directors are aware, the annual report and accounts as a whole are fair, balanced and understandable. The Accountable Officer confirms that he takes responsibility for the annual report and accounts and the judgments required for determining that they are fair, balanced and understandable.

Statement as to disclosure of information to auditors

So far as the Directors are aware, there is no relevant audit information of which the body's auditors are unaware, and the Accountable Officer confirms that he has taken all the steps that he ought to have taken to make himself aware of any relevant audit information and to establish that the body's auditors are aware of that information.

The Governance Statement

As Accountable Officer, I have responsibility for maintaining a sound system of internal control which supports the delivery of **sportscotland**'s policies, aims and objectives, as set out by the Scottish Government Ministers, whilst safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me. Accordingly, I can confirm that adequate arrangements for detecting and responding to inefficiency, conflict of interest and fraud, and minimizing losses of funds were in place throughout 2023/24.

The system of internal control is designed to manage, rather than entirely eliminate the risk of failure to achieve our aims and objectives or adhere to all relevant directions and policies; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an on-going process designed to identify the principal risks to the achievement of **sportscotland**'s policies, aims and objectives, to evaluate the nature and extent of those risks and to manage them efficiently, effectively and economically. The procedures have been in place throughout 2023/24 and have been reviewed during the year with a view to ensuring their effectiveness and improving their robustness.

My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and of the executive managers within **sportscotland** who have responsibility for the development and maintenance of the internal control framework. I receive a certificate of assurance from each executive director as part of this process. Our internal auditors' Annual Report confirmed that **sportscotland** has a framework of governance, risk management and controls that provides reasonable assurance regarding the effective and efficient achievement of objectives. They identified the management of **sportscotland**'s estate as a specific exception, and this remains an area of focus for the organisation with a full estates review commenced and targeted for completion in the first half of 2025.

The annual internal audit report also acknowledged substantial progress made during 2023/24 to address health and safety weaknesses identified in their prior year report. While further identifying there remains a number of outstanding health and safety issues, which I am committed to fully addressing with the relevant management teams early in 2024/25.

I am also informed by comments made by the external auditors, Audit Scotland in its annual audit reports.

Governance Framework

sportscotland's governance framework is based on **sportscotland**'s Royal Charter and the Framework Document with the Scottish Government.

The Scottish Public Finance Manual (SPFM) is issued by the Scottish Ministers to provide guidance to the Scottish Government and other relevant bodies on the proper handling and reporting of public funds. It sets out the statutory, parliamentary and administrative requirements, emphasises the need for economy efficiency and effectiveness and promotes good practice and high standards of propriety. **sportscotland** applies relevant sections of the SPFM to its governance framework. **sportscotland**'s governance arrangements comply with generally accepted best practice and relevant guidance.

The key components of the governance framework are detailed below:

sportscotland Board

Throughout the year, the Board had 12 non-executive members, being Ministerial appointments, one of which is appointed as Chair (non-executive).

All 12 non-executive members who held office during the year are considered by **sportscotland** to be independent in character and judgement, having no material relationship with the group. Board members are appointed by the Scottish Minister following a recruitment process managed by the Scottish Government with appointments normally being for an initial period of four years. Re-appointment for a further term (usually four years) is at the discretion of the Scottish Minister based on advice of the Chair of **sportscotland**.

All six meetings in the 2023/24 financial year were held in-person. The attendance of the 12 non-executive members who held office during the year of the six meetings of 2023/24 was:

| | |
|--------------|-----------------------|
| M Young | (6 of 6) (Chair) |
| M Campbell | (6 of 6) (Vice Chair) |
| A Bain | (6 of 6) |
| C Grant | (4 of 6) |
| S Lindsay | (5 of 6) |
| D McDonald | (4 of 6) |
| T Mistry | (6 of 6) |
| H Ousta | (3 of 6) |
| S Sandilands | (5 of 6) |
| S Sweeney | (6 of 6) |
| K U'ren | (4 of 6) |
| A Watt | (6 of 6) |

The Board meets every two months and is responsible for the strategy, performance and the framework of internal control. The Board has a formal schedule of matters specifically reserved to it for decision. These include the approval of the annual business plan, annual financial statements, annual budget and other policies. All members receive an induction on joining the Board. A combination of tailored Board and Committee agenda items and other Board activities assist the members in continually updating their skills, knowledge and familiarity with the business which are required to fulfil their role both on the Board and on Board committees.

Responsibility for the day-to-day operational management of the **sportscotland** Group is delegated to the Chief Executive and his directors. To enable the Board to discharge its duties, all Board members receive appropriate and timely information. The Board papers are distributed electronically by the Executive office at least one week before Board meetings.

Board Member Committees

The Board's standing committees have written terms of reference clearly setting out their authority and duties. There are two main Board Member committees – the Audit and Risk Committee and the People Development Committee (previously known as the Group Remuneration and Succession Planning Committee).

Audit and Risk Committee

Membership of the Audit and Risk Committee consists of five non-executive Board members. The membership during the 2023/24 financial year is detailed below with their attendance record for the six meetings which took place during the financial year.

The Audit and Risk Committee receives periodic reports from the Internal Auditors concerning internal control and these are reported to the Board. **sportscotland** utilised a professional firm of accountants, Azets LLP, as its internal auditors, who operate to standards defined in the *Government Internal Audit Public Sector Standards*. Azets LLP submits regular reports, which include an independent opinion on the adequacy and effectiveness of **sportscotland's** systems of internal control, together with recommendations for improvement. TIAA Ltd has been appointed to take over the role of internal auditors for the start of the 2024/25 financial year.

The Committee reviews the corporate risk register on a regular basis and considers the impact of new risks, changes to existing risks and planned mitigation to reduce the impact of the risks identified.

The Committee receives reports from the Data Protection Officer regarding Subject Access Requests and Data Breaches and receives a summary of Freedom of Information Requests.

The Audit and Risk Committee reviews the scope of the external audit and its findings. It also considers the appointment and fees of the internal auditors and discusses the planned timetable of activity and findings, as well as ensuring that any agreed recommendations are followed up by management. The Committee is responsible for monitoring compliance with accounting and governance requirements and for reviewing the annual financial statements. The Committee was chaired by S Lindsay.

| | | |
|------------|----------|---------|
| S Lindsay | (6 of 6) | (Chair) |
| A Bain | (5 of 6) | |
| D McDonald | (1 of 6) | |
| H Ousta | (5 of 6) | |
| A Watt | (6 of 6) | |

People Development Committee

The People Development Committee (previously known as the Remuneration and Succession Planning Committee) has a role to oversee all aspects of the internal People Strategy.

The Committee is also responsible for Board Development including being responsible for considering the application and impact of the Scottish Government's Public Appointments process for Board members and considering how these can be enhanced by **sportscotland** to ensure that a wide-ranging and diverse talent pool is accessed whenever Board appointments are required.

The remuneration for Chair and Board Members is decided by the Scottish Government and thus this committee has no influence over its own pay award.

The Committee met twice during 2023/24. Membership of the People Development Committee during 2023/24 comprised:

| | | |
|------------|----------|---------|
| C Grant | (2 of 2) | (Chair) |
| M Campbell | (2 of 2) | |
| T Mistry | (0 of 2) | |
| S Sweeney | (2 of 2) | |
| K U'ren | (1 of 2) | |

Information Security

During 2023/24, the **sportscotland** Information and Communication Technology (ICT) Team continued to make incremental improvements to cybersecurity arrangements and further strengthen protections around the organisation's data. This year, there was a particular focus on enhancing endpoint security and upgrading email protection by leveraging the emerging capabilities of artificial intelligence.

Recognising the critical role of staff in information security, the ICT Team implemented a new cyber awareness training platform. The new platform increased the library of content available to staff and offered improved capabilities for engagement and monitoring of progress.

sportscotland participated in a 3-month Scottish Government pilot working with a not-for-profit organisation to assess our readiness against the new Scottish Public Sector Cyber Resilience Framework v2.0. The gap analysis produced during the pilot will now be used to build a work program designed to help **sportscotland** achieve baseline compliance with the new framework.

Work to update the **sportscotland** Records Management Plan continued in 2023/24. The final draft will go to the Information Governance Steering Group in 2024/25, prior to formal submission to National Records of Scotland thereafter.

The organisation's Information Governance Steering Group continued to meet quarterly to offer leadership around cyber resilience and information governance.

Internal Control

The Board Members acknowledge that they are responsible for the Group's system of internal controls and for reviewing the effectiveness of these controls. The Board Members have delegated the detailed design of the system of internal control to the directors who review the internal control framework on an ongoing basis.

Monitoring of the system of internal control is included in the Terms of Reference for the Audit and Risk Committee and the committee is supported by the reporting of both the external and internal auditors.

Procedures have been developed to safeguard assets against unauthorised use or disposition and to maintain proper accounting records to provide reliable financial information both for internal use and for publication.

Best Value continues to be a focus in all areas of work within **sportscotland** and the continued communication of this principle supports all staff in its delivery.

More generally, the organisation is committed to a process of continuous development and improvement, including developing systems in response to any relevant reviews and developments in best practice.

Throughout 2023/24, **sportscotland**'s Freedom of Information systems were fully operational and all requests received were completed within satisfactory timescales.

System and process improvements

sportscotland has had an ongoing focus on system and process improvements. Systems and processes have continued to evolve to take account of hybrid working patterns, whilst ensuring that controls and governance were not reduced.

Operation of key systems and processes included:

- the finance system was successfully operated throughout the year, with electronic approval of spend and upload of soft copy documentation reducing the need for hard copies;
- the HR and payroll system was fully accessible electronically and no paper records are generated;
- the Chief Executive and Accountable Officer and senior management continue to work closely with the Trust Company and to support the National Centres;
- the authorisation and payment process for all investment payments and documentation of the system operated effectively throughout the year; and
- the ICT team ensured ICT processes were reviewed and adapted where necessary to ensure compliance with Scottish Government cyber resilience requirements and to ensure ongoing compliance with GDPR.

The continued focus on procurement and active contract management ensured that **sportscotland** and its suppliers have continued to operate together as effectively as possible. **sportscotland** continues to make use of the Scottish Government's procurement framework agreements where possible, in order to take advantage of the commercial benefits that they can deliver.

Improving the sportscotland estate

sportscotland hold an extensive estate across the country, from the **sportscotland** Inverclyde National Sports Training Centre in Largs to the Glenmore Lodge National Outdoor Training Centre, near Aviemore. The Watersports Centre on the island of Cumbrae is now being marketed for sale and a decision has been made to sell Caledonia House in Edinburgh, in the coming year. **sportscotland** are also tenants of office and performance spaces in Aberdeen, Dundee, Edinburgh, Glasgow, Inverness and Stirling.

Ownership of the **sportscotland** estates strategy lies with the Estates Strategy Group, led by the new Director of Operations. Associated site maintenance and development plans are established each financial year and progress reported in line with Senior Management Team, Trust Company Board and **sportscotland** Board requirements.

The strategy will be delivered through the implementation of a series of site-specific building maintenance plans and individual capital projects which will be established on an annual basis (as part of the organisation-wide business and investment planning process), agreed by the Estates Strategy Group and approved by the Senior Management Team. Annual investment plans will form part of the overall budget plans considered by the **sportscotland** Board and the Trust Company Board.

sportscotland commissions a building conditions report carried out by external consultants every 5 years to review the condition of the main sites within the estate. This report informs the planned preventative maintenance schedule over the following five years and enables **sportscotland** to plan and budget accordingly. This was last carried out in 2019 and will be carried out again in 2024.

Potential future developments are outlined in the strategy on a site-by-site basis and will be considered annually on an organisation-wide basis by the Senior Management Team, as proposed by the Estates Strategy Group, taking into account funding availability and prioritisation.

The National Centres' Principal and Head of Centre are responsible for the delivery of the actions as appropriate to their sites in line with the strategy. The Head of Human Resources is responsible for the delivery of the actions as appropriate across the corporate and regional estate.

Progress against future site developments was delayed by the pandemic and a new timetable is being developed to review and propose recommendations.

Social, Community issues and human rights

sportscotland places a high priority on ensuring that it discharges its obligations as a good corporate citizen and takes into account its responsibilities towards serving and meeting the needs of our partners, including safeguarding their human rights. Operational policies and procedures reflect this commitment, including our approach to managing individual grant requests.

Risk Management

We capture risks in our corporate risk register. The corporate risk register is reviewed by the **sportscotland** Board annually, by the Audit and Risk Committee every six months and by the senior management team on an ongoing basis. Specific attention is paid to ensure our corporate risk appetite has not been exceeded.

We categorise risk by five levels: very high; high; medium; low and very low. At the end of 2023-24, there were eight significant risks rated high or very high. These are shown in the table below:

- Seven risks were rated high, an increase of three since 2022-23.
- One risk was rated very high. A decrease of one since 2022-23.

These risks did not exceed **sportscotland**'s corporate risk appetite.

Significant risks facing sportscotland:

| Risk | Status | Mitigation |
|--|--------|--|
| Reputational - Failure to deliver high priority and high-profile projects (such as community sport hubs, Active Schools, sport facilities projects, workforce development and performance sport) adversely affects the reputation of sportscotland . | High | Regular monitoring and reporting to Board and key stakeholders including both the National Lottery and Scottish Government (Preventative) Successful performance outcomes at Summer and Winter Olympic/Paralympic Games and Commonwealth Games (Preventative) Progress of key priority / high profile projects reported and managed through operational groups to ensure delivery. (Preventative) Enhanced external stakeholder management through Strategic Partnerships manager position. (Preventative and remedial) |
| Financial / Operational - The impact of a major operational matter at the National Centres operated by the sportscotland Trust Company, has a significant negative financial/legal impact on National Centres / Trust Company, requiring additional investment from sportscotland | High | Management of operational risks, noted in Trust Company risk register. (Preventative) Management and implementation of operational procedures and health and safety (Preventative and remedial) Monthly finance meetings with each National Centre to monitor trading, operational activities and significant events (Preventative) |
| Financial – If the Cost-of-Living crisis is sustained for a prolonged period then this will lead to significantly higher staff costs for sportscotland in 2024-25 and beyond as compared to previous expectations, as well as a potential requirement to provide additional funding to partners where our investment underpins staff posts, leading to difficulty in balancing our Scottish Government side of the budget. | High | Managing our own staff costs through timing of recruitment. (Preventative) Managing our own non-staff cost base as effectively as possible (Preventative) Working with our partners to manage their staff cost requirements (Preventative) |

| | | |
|---|------------------|--|
| <p>Reputational - If sportscotland does not have an appropriate carbon management, biodiversity and climate change strategy in place, with associated policies and actions, then this will lead to a failure to meet statutory requirements, Scottish Government net zero targets and associated reporting obligations.</p> | <p>High</p> | <p>Owned sites (Inverclyde, Glenmore Lodge, Caledonia House) will look at opportunities to manage impact on environment. (Preventative)</p> <p>Office Facilities Manager will work with lessors on leased sites to manage carbon impact. (Preventative)</p> <p>Estates Strategy Group (Preventative)</p> <p>Estates Operational Group (Preventative)</p> |
| <p>Strategic – Change in external policies or reduced funding by key national stakeholders in sport adversely effects the ability to deliver sportscotland's corporate strategy</p> | <p>High</p> | <p>Continue regular dialogue with Government regarding the most appropriate policy for Scottish sport. (Preventative)</p> <p>Continue to gather evidence with partners regarding potential changes to allow appropriate responses to be developed. (Preventative)</p> <p>Enhanced external stakeholder management. (Preventative and remedial)</p> <p>sportscotland's contribution to Active Scotland Outcomes reported through corporate strategy indicators and wider evaluation work (Preventative)</p> <p>Sport for Life corporate strategy closely aligned with Scottish Government's Active Scotland Outcomes (Preventative)</p> <p>Continue regular dialogue with Scottish Government regarding potential opportunities to develop sport (Preventative)</p> <p>Recommendations from strategic forum for sport and physical activity to help inform and influence decision making at national government level, as well as the strategic planning of organisations within the sector. (Preventative and remedial)</p> |
| <p>Financial – Reduced National Lottery income negatively impacts sportscotland's ability to deliver its corporate strategy.</p> | <p>Very high</p> | <p>Confirmation from Scottish Government of continuation of National Lottery underpin from Scottish Government (Preventative and remedial)</p> <p>Maintenance of National Lottery balance to mitigate against reduced income (Remedial)</p> <p>Continue to ensure that National Lottery funding and use of balance is profiled as appropriate (Preventative)</p> <p>Continue to monitor weekly and monthly Lottery income (Preventative)</p> <p>Continue to monitor process for implementation of the new Lottery license in February 2024 (Preventative)</p> |

| | | |
|---|-------------|--|
| <p>Strategic – Reduced funding challenges local authorities’ ability to deliver their plans / outcomes for sport, which may impact on sportscotland’s ability to deliver its corporate strategy outcomes.</p> | <p>High</p> | <p>Partnership managers working strategically with local partners on their plans and resources for local sport including monitoring community planning activities at local level (Preventative)</p> <p>Partnership managers working with local authorities to produce fully integrated sports development plans. (Preventative)</p> <p>Research undertaken on local authority partners’ expenditure in sport to understand impact of reduced funding in sport. (Preventative)</p> <p>Recommendations from strategic forum for sport and physical activity to help inform and influence decision making at local government level, as well as the strategic planning of organisations within the sector. (Preventative and remedial)</p> <p>Long term planning to look at local authority investment landscape, this analysis used to inform conversations with leadership group and strategic forum (Preventative)</p> |
| <p>Strategic – If the Commonwealth Games do not take place in 2026, this could lead to reduced investment into performance sport, challenges with retention and recruitment of quality staff (SIS and SGBs) and athlete retention within SGB performance programmes.</p> | <p>High</p> | <p>Await outcomes of Commonwealth Games Federation discussions regarding 2026 Games (Preventative)</p> <p>Scope implications should Games not progress (Preventative and remedial)</p> |

Risk appetite levels and descriptions

| Risk category | Risk appetite | In practice | Current risk level |
|---------------------|---|---|--|
| Strategic | Low – We have minimal appetite for external risks which may negatively impact our ability to achieve our corporate strategy outcomes or constrain the way we operate. | We accept no more than three strategic risks rated high / very high. | We have three strategic risks rated high or very high. This is at our acceptable risk appetite. |
| Reputational | Moderate – We rely on our reputation to influence our partners and stakeholders in the sporting system. Our ability to do this effectively is crucial to achieving our corporate strategy outcomes. As such, we are cautious about risks which would impact negatively on our reputation or lead to a loss of confidence by our stakeholders and partners. | We accept no more than six reputational risks rated high or very high. | We have two reputational risks rated high or very high. This is four below risk our appetite. |
| Financial | Moderate – We are cautious about risks which might impact on our budgetary controls or our financial sustainability. | We accept no more than six financial risks rated high / very high. | We have three financial risks rated high or very high. This is three below our risk appetite. |
| | None – We have no appetite for risks that would leave us open to fraud or breaches of financial regulations. | We accept no financial risks rated high or very high. | We have no financial risks rated high or very high. |
| Operational | High – We have an open appetite where there are opportunities to develop and enhance our operational processes, systems, and controls, provided they improve our ability to achieve our corporate strategy outcomes. We want to minimise our focus on transactions and maximise our focus on where we can add value. | We accept no more than nine operational risks rated high or very high. | We have one operational risk rated high or very high. This is eight below risk our appetite. |
| | Low – We have a minimal appetite for risks which result in non-compliance with legislation or disclosure of sensitive information, which has the potential to negatively impact our integrity. | We accept no more than three operational risks rated high / very high. | We have no operational risk rated high or very high. |

Please note, some risks may be jointly categorised.

Remuneration and Staff Report

The tables on pages 52-56, together with the Fair Pay Disclosure note in the Remuneration and Staff Report have been subject to audit by the **sportscotland** External Auditor. The other sections in the Remuneration and Staff Report are reviewed by the External Auditor to ensure they are consistent with the financial statements.

Remuneration policy

sportscotland's staff pay award (up to and including Director level) is in line with Scottish Government's annual Pay Policy. All pay awards continue to require ministerial approval.

The Chief Executive pay award is in line with Scottish Government's Senior Pay Policy (Chief Executive Framework) and continues to require ministerial approval.

All directors' employment contracts are open ended and have three-month notice periods.

Salaries and Allowances (Audited)

The salary and pension entitlements of the most senior members of the **sportscotland** Group are as follows:

| DIRECTORS | | Salary | All pension related benefits | Total |
|--|-------------|----------------|-------------------------------------|--------------------|
| Name | | £000 | £000 | £000 |
| S Harris | 2024 | - | - | - |
| (CEO to 31/10/22) | 2023 | 65-70 | 10.0-12.5 | 77.5-80.0 |
| F Dunlop | 2024 | 105-110 | 37.5-40.0 | 142.5-145.0 |
| (COO to 31/10/22, interim CEO from 1/11/22, CEO from 1/1/23) | 2023 | 95-100 | 10.0-12.5 | 107.5-110.0 |
| M Roberts | 2024 | 70-75 | 2.5-5.0 | 75.0-77.5 |
| (Director of Sport Development to 31/05/23) | 2023 | 95-100 | (2.5-5.0) | 90.0-92.5 |
| M Whittingham | 2024 | - | - | - |
| (Director of High Performance to 31/3/23) | 2023 | 140-145 | * | * |
| R Barrington | 2024 | 40-45 | 12.5-15.0 | 55.0-57.5 |
| (Director of Operations from 2/10/23) | 2023 | - | - | - |
| C Burn | 2024 | 40-45 | 12.5-15.0 | 55.0-57.5 |
| (Director of Sport from 2/10/23) | 2023 | - | - | - |

The only benefits normally received by Directors are salary and employer contributions to the pension fund. There was no performance pay nor bonuses payable across the organisation. The salary for M Roberts includes £55k of exit package, comprised of £48k termination payment and £7k payment in lieu of holiday.

SENIOR STAFF MEMBERS

| Salary Range | 2024 | 2023 |
|----------------------|-------------|-------------|
| £60,000 to £70,000 | 34 | 4 |
| £70,001 to £80,000 | 18 | 14 |
| £80,001 to £90,000 | 2 | 0 |
| £90,001 to £100,000 | 3 | 4 |
| £100,001 to £110,000 | 1 | 1 |

BOARD MEMBERS

| | | | | |
|-----------------|-------------|--------------|---|--------------|
| M Young (Chair) | 2024 | 15-20 | - | 15-20 |
| | 2023 | 15-20 | - | 15-20 |
| A Bain | 2024 | 0-5 | - | 0-5 |
| | 2023 | 0-5 | - | 0-5 |
| C Bain | 2024 | - | - | - |
| | 2023 | 0-5 | - | 0-5 |
| M Campbell | 2024 | 0-5 | - | 0-5 |
| | 2023 | 0-5 | - | 0-5 |
| C Grant | 2024 | 0-5 | - | 0-5 |
| | 2023 | 0-5 | - | 0-5 |
| S Lindsay | 2024 | 0-5 | - | 0-5 |
| | 2023 | 0-5 | - | 0-5 |
| C Mahoney | 2024 | - | - | - |
| | 2023 | 0-5 | - | 0-5 |
| D McDonald | 2024 | 0-5 | - | 0-5 |
| | 2023 | 0-5 | - | 0-5 |
| T Mistry | 2024 | 0-5 | - | 0-5 |
| | 2023 | 0-5 | - | 0-5 |
| H Ousta | 2024 | 0-5 | - | 0-5 |
| | 2023 | 0-5 | - | 0-5 |
| S Sandilands | 2024 | 0-5 | - | 0-5 |
| | 2023 | 0-5 | - | 0-5 |
| S Sweeney | 2024 | 0-5 | - | 0-5 |
| | 2023 | 0-5 | - | 0-5 |
| K U'ren | 2024 | 0-5 | - | 0-5 |
| | 2023 | 0-5 | - | 0-5 |
| A Watt | 2024 | 0-5 | - | 0-5 |
| | 2023 | 0-5 | - | 0-5 |

The only benefits received by Board members are Board member fees. There was no performance pay nor bonuses payable across the organisation.

Directors' Pension Entitlements (Audited)

| Name | Real Increase in pension during the year | Real Increase in lump sum during the year | Total Accrued Pension | Total Accrued Lump sum | Cash equivalent transfer value 2024 | Cash equivalent transfer value 2023 | Real Increase in Cash Equivalent Transfer Value |
|--------------|--|---|-----------------------|------------------------|-------------------------------------|-------------------------------------|---|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| F Dunlop | 0-2.5 | n/a | 10-15 | n/a | 142 | 84 | 58 |
| M Roberts | 0-2.5 | (0-2.5) | 30-35 | 10-15 | 431 | 402 | 29 |
| R Barrington | 0-2.5 | n/a | 0-5 | n/a | 11 | - | 11 |
| C Burn | 0-2.5 | n/a | 0-5 | n/a | 13 | - | 13 |

Directors' full year equivalent salaries for the year are: S Harris £nil (£115-120k 2022/23), F Dunlop £105-110k (£100-105k 2022/23), M Roberts £95-100k (£95-100k 2022/23). M Whittingham £nil (£95-100k 2022/23), R Barrington £85-90k (£nil 2022/23) and C Burn £85-90k (£nil 2022/23).

Fair Pay Disclosure (Audited)

| | 2024 | 2023 | Change |
|--|----------------------|----------------------|----------------------|
| Range of staff remuneration | £23,371- £107,500 | £21,142- £117,500 | £2,229- (£10,000) |
| Staff average (salary and allowances) | £43,753 | £41,001 | £2,752 |
| Highest earning director's total remuneration | £105-110k | £140-145k | (£35k) |
| Explanation of change: The 10.5% increase of the lowest pay grade was in line with Scottish Government guidance on pay awards, which was around 6.3% on average. The decrease in highest earning director's total remuneration relates to a one-off exit package in the prior year. | | | |
| Median (total pay and benefits) | £41,473 | £38,376 | £3,097 |
| Median (salary only) | £41,473 | £38,376 | £3,097 |
| Ratio between highest earning director's total remuneration and the median | 2.59 | 3.71 | (1.12) |
| Explanation of change: The 8.1% increase in median pay relates to the pay award in the year. The large decrease in ratio between highest earning director's total remuneration and median relates to a one-off exit package in the prior year. | | | |
| 25 th percentile (total pay and benefits) | £33,308 | £31,365 | £1,943 |
| 25 th percentile (salary only) | £33,308 | £31,365 | £1,943 |
| Ratio between highest earning director's total remuneration and the 25 th percentile | 3.23 | 4.54 | (1.31) |
| Explanation of change: The 6.2% increase in 25 th percentile pay relates to the pay award in the year. The large decrease in ratio between highest earning director's total remuneration and 25 th percentile pay relates to a one-off exit package in the prior year. | | | |
| 75 th percentile (total pay and benefits) | £49,219 | £45,999 | £3,220 |
| 75 th percentile (salary only) | £49,219 | £45,999 | £3,220 |
| Ratio between highest earning director's total remuneration and the 75 th percentile | 2.18 | 3.10 | (0.92) |
| Explanation of change: The 7.0% increase in 75 th percentile pay relates to the pay award in the year. The large decrease in ratio between highest earning director's total remuneration and 75 th percentile pay relates to a one-off exit package in the prior year. | | | |

Total pay and benefits:

There was no performance pay nor bonuses payable across the organisation.

The highest paid director earned £105k-£110k (£140k-£145k for 2022/23), a decrease of 24.6% from the previous financial year. The percentage change is a large decrease due to an exit package paid out in 2022/23. The percentage change in performance pay and bonuses payable from the previous financial year in respect of the highest paid director is zero, as there was no performance pay nor bonuses payable.

The percentage change in average salary and allowances from the previous financial year in respect of the employees of **sportscotland** taken as a whole is 6.7%. This increase is due to a larger pay award in the year. The percentage change in performance pay and bonuses payable from the previous financial year in respect of the employees of **sportscotland** taken as a whole is zero, as there was no performance pay nor bonuses payable.

All salaries shown are the gross salaries paid by the **sportscotland** group. All salaries are split between the **sportscotland** Lottery Fund and **sportscotland** through a process that assesses every employee and their split of work between the two companies.

The Chair during the year, Mel Young is remunerated through **sportscotland** and no recharges to the **sportscotland** Lottery Fund take place therein.

Remuneration is paid to board members at the rate of £184.51 for each meeting attended, along with an £92.26 payment for preparation for a board meeting. Attendance at Committee meetings is paid at the same rate.

sportscotland operates a car leasing scheme for essential users. Payments made during 2023/24 were £314k (2022/23 £328k).

sportscotland made payments of £131k to consultants during 2023/24 (2022/23 £40k).

Staff report

A breakdown of the number of persons by gender who were part of the Boards at **sportscotland**, its Directors, Senior Managers and employees (including internships) as at the reporting period end date is as follows:

| | Male | | Female | |
|-----------------|-----------|-----------|-----------|-----------|
| | Permanent | Temporary | Permanent | Temporary |
| Board members | 8 | n/a | 4 | n/a |
| Directors | 2 | - | 1 | - |
| Senior Managers | 13 | - | 6 | - |
| Employees | 165 | 28 | 147 | 29 |

Total staff costs comprise (Audited)

| | 2024 | 2023 |
|--------------------------|-------|-------|
| | £000 | £000 |
| Wages and salaries | 4,195 | 3,774 |
| National Insurance costs | 477 | 428 |
| Other pension costs | 806 | 722 |
| Aggregate staff costs | 5,478 | 4,924 |

All employment contracts are within **sportscotland** and relevant amounts have been recharged to the Trust Company and Lottery accounts.

Reporting of Civil Service and other compensation schemes – exit packages (Audited)

| Exit package band | 2024 | 2024 | 2024 | 2023 |
|-------------------------------|-----------------------------------|-----------------------------------|--|--|
| | Number of compulsory redundancies | Number of other departures agreed | Total number of exit packages by cost band | Total number of exit packages by cost band |
| <£10,000 | - | - | - | 1 |
| £10,000 - £25,000 | - | - | - | - |
| £25,000 - £50,000 | - | 1 | 1 | 1 |
| >£50,000 | - | 1 | 1 | - |
| Total number of exit packages | - | 2 | 2 | 2 |
| Total resource cost (£000) | - | 80 | 80 | 42 |

Exit costs in current year relate to settlement agreements. The severance or ex-gratia payments and associated legal costs are accounted for in full in the year of departure.

Sickness absence rate

Sickness absence rate during the year was 1.7% (2022/23 1.4%).

People

Our people are our most valued asset at **sportscotland** and they are critical to the successful delivery of our corporate strategy, Sport For Life, and are supported through our people strategy. The vision of our people strategy is to be a high-performing organisation with strong, inspirational leadership and an engaged, motivated, kind, healthy and supportive workforce with the knowledge and skills to achieve our organisational objectives, within an environment and culture where everyone can thrive.

Equality, Diversity and Inclusion (EDI)

sportscotland actively promotes policies for equal opportunities and to ensure non-discrimination on the grounds of any protected characteristic in accordance with the Equality Act 2010. Our commitment to inclusion underpins everything we do. We embed EDI principles in the recruitment, support and development of our people. We continue to learn more about our people's culture and experiences. We will continue to support our staff to learn more about how to make inclusive decisions and a series of EDI workshops are planned as part of our 'Sport for Life Academy' Learning and Development programme.

Employee Involvement

sportscotland recognises one trade union for the purpose of collective bargaining, Public and Commercial Services Union (PCS).

We recognise the benefits of a positive and open relationship with our recognised trade union. As part of our commitment to working in partnership we offer paid facility time to our workplace representatives to enable them to carry out union activities and duties. As an organisation, we derive benefits from allowing paid facility time.

The figures below are based on reported and known facility time.

- Relevant Union Officials – total number of employees who were relevant union officials during the relevant period – 3 employees (3.0 FTE).
- Percentage of working hours spent on facility time – number of employees who were relevant union officials employed during the relevant period spent:

| Percentage of working hours | Number of Union Officials |
|-----------------------------|---------------------------|
| 0% | 0 |
| 1 – 50% | 3 |
| 51 – 99% | 0 |
| 100% | 0 |

- Percentage of pay bill spent on facility time – 0.01%
- Paid trade union activities - Time spent on paid trade union activities as a percentage of total paid facility time hours calculated as: 33%

Staff policies applied during the year

sportscotland is committed to developing excellent management and leadership to ensure the organisation has clarity of purpose, is able to promote and accommodate change, ensure its resources are deployed in the most effective manner and shows a strong commitment to empowering managers and staff, achieving efficient operational delivery, promoting continuous improvement and achieving meaningful impact.

People Management is a critical element of this. We have worked in partnership with ACAS on the design and delivery of workshops on all employee relations policies to help empower our line managers to effectively manage people, but the proposal for our new 'Sport for Life Academy' Learning and Development programme includes a specific managers induction that includes employee relations matters including wellbeing and EDI matters, alongside a management development programme which encompasses a suite of skills development workshops, coaching and social learning to build competency and create consistency in our approach to management across the organisation.

Parliamentary Accountability and Audit Report

Regularity of expenditure

sportscotland is principally funded by the Scottish Government and by the National Lottery.

Scottish Government funding for 2023/24 was confirmed in the Grant-in-Aid allocation and monitoring letter from the Population Health Improvement Directorate of the Scottish Government. The letter confirms that use of resources must be in accordance with Ministerial priorities as set out in the Strategic Guidance letter (2023-2026), the agreed corporate and business plans, **sportscotland**'s framework document (which deals with corporate management matters and the application of non-lottery funds) and relevant guidance issued by the Scottish Ministers, in particular the Scottish Public Finance Manual.

Ministerial priorities for sport and physical activity for 2023-2026, as set out in the Strategic Guidance Letter focus on delivering a more active Scotland in line with the Active Scotland Outcome Framework, using the power of sport and physical activity, not only to improve physical health and thereby reduce inequalities, but also to improve mental wellbeing, strengthening communities, improving confidence and employability, and more generally improving an individual's life. Strategic priorities are set out as follows:

- Focus on reducing inequalities in sport and physical activity to:
 - Tackle racism and racial inequality in a sport.
 - Reduce cost barriers to sport.
 - Increase participation and visibility of girls and women in sport.
- Work with partners to provide accessible and inclusive opportunities for children and young people to be active in the schools and education environment to:
 - Ensure that the Active Schools programme is free for all children and young people by the end of this parliament.
 - Work with key partners to contribute to the development and delivery of Physical Education, Physical Activity and Sport (PEPAS), as part of the Health and Wellbeing curriculum.
 - Support schools with water safety and learning to swim.
- Support sports clubs and community organisations to provide accessible and inclusive sport and physical activity opportunities:
 - Strengthen Community Sport Hubs.
 - Work with communities and key partners to facilitate and support the provision of accessible, inclusive, and sustainable facilities.
- Place inclusion and welfare at the centre of the high-performance sport environment that prepares and supports athletes to deliver consistent success on the world stage:
 - Support a diverse and inclusive performance sport environment.
 - Prioritise the welfare of athletes and others involved in performance sport.
- Provide leadership to develop and sustain strategic partnerships that help **sportscotland** to deliver our joint vision, including partnerships with non-traditional partners.

National Lottery funding for 2023/24 is administered in accordance with directions received from Scottish Government, in compliance with the National Lottery etc. Act 1993, as amended by the National Lottery Act 1998.

- Policy Directions issued to **sportscotland** under Section 26A(1)(A) of the National Lottery etc. Act 1993 as amended by the National Lottery Act 1998.

This sets out what **sportscotland** must consider in terms of the need to ensure that money is distributed under section 25(1) for projects that promote the public good and which are not intended primarily for private gain, and the need to ensure that money is distributed under section 25(1) to projects that make real and sustainable improvements to the quality of life of the people of Scotland. It also confirms the need to promote access to sport and physical recreation for people from all sections of society, the need to promote health benefits, knowledge of, and interest in, sport by children, young people and adults, and the need to continue increasing participation and performance in Scottish sport and physical recreation.

- Financial Directions issued to **sportscotland** under Sections 26(3), (3A) and (4) as read with section 26(1)(a) of the National Lottery etc. Act 1993

sportscotland has to comply with the Statement of Financial Requirements set out in this document. **sportscotland** must operate within the principles of administrative law and must operate a system of internal controls to manage risk to a reasonable level to the achievement of policies, aims and objectives. It must also follow the guidance on applications, payments of grants and monitoring and evaluating projects.

The Chief Executive of **sportscotland** is designated as the Accountable Officer for the Lottery funds under **sportscotland**'s control and for signing the accounts for **sportscotland**'s Lottery distribution activities.

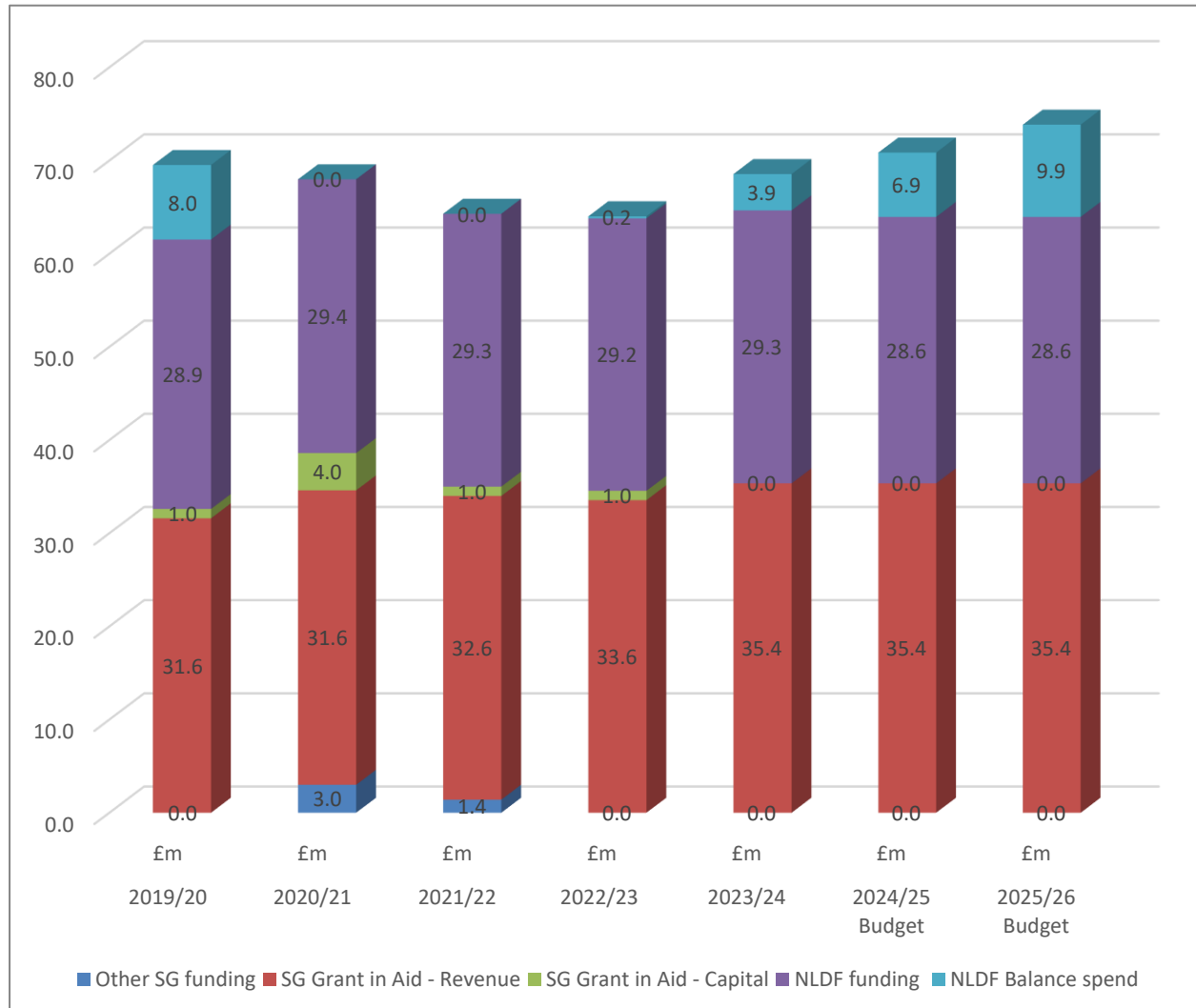
- Accounts Directions issued to **sportscotland** under Sections 35(3) of the National Lottery etc. Act 1993 direct that **sportscotland** shall prepare accounts in compliance with the accounting principles and disclosure requirements of the Government Financial Reporting Manual.

Contingent Liabilities

No contingent liabilities were recorded as at 31 March 2024.

Long-term expenditure trends

sportscotland's expenditure is driven by the funding provided by the Scottish Government (SG) through grant-in-aid and by the National Lottery distribution fund (NLDF). The funding received from these two entities over the last 5 years is set out below, together with the budget for 2024/25 and 2025/26:



Note: SG Funding for 2024/25 is based on a current Grant in Aid letter. SG Funding for 2025/26 has been estimated as it will not be known until later in 2024/25.

NLDF Funding for 2024/25 and 2025/26 is based on The National Lottery licence holder forecast revenue in those years. NLDF Balance spend represents planned capital spend and use of balance to support planned investment.

Forbes Dunlop
Chief Executive and Accountable Officer

Independent auditor's report to the members of sportscotland National Lottery Distribution Fund, the Auditor General for Scotland and the Scottish Parliament

Reporting on the audit of the financial statements

Opinion on financial statements

I have audited the financial statements in the annual report and accounts of sportscotland National Lottery Distribution Fund for the year ended 31 March 2024 under the National Lottery etc Act 1993. The financial statements comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Reconciliation of movement of funds and notes to the financial statements, including material accounting policy information. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards, as interpreted and adapted by the 2023/24 Government Financial Reporting Manual (the 2023/24 FReM).

In my opinion the accompanying financial statements:

- give a true and fair view of the state of the body's affairs as at 31 March 2024 and of its net expenditure for the year then ended;
- have been properly prepared in accordance with UK adopted international accounting standards, as interpreted and adapted by the 2023/24 FReM; and
- have been prepared in accordance with the requirements of the National Lottery etc Act 1993 and directions made thereunder by the Scottish Ministers.

Basis for opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)), as required by the [Code of Audit Practice](#) approved by the Auditor General for Scotland. My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report. I was appointed by the Auditor General on 16 March 2023. My period of appointment is five years, covering 2022/23 to 2026/27. I am independent of the body in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. Non-audit services prohibited by the Ethical Standard were not provided to the body. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern basis of accounting

I have concluded that the use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the body's ability to continue to adopt the going concern basis of accounting for a period

of at least twelve months from when the financial statements are authorised for issue.

These conclusions are not intended to, nor do they, provide assurance on the body's current or future financial sustainability. However, I report on the body's arrangements for financial sustainability in a separate Annual Audit Report available from the [Audit Scotland website](#).

Risks of material misstatement

I report in my separate Annual Audit Report the most significant assessed risks of material misstatement that I identified and my judgements thereon.

Responsibilities of the Accountable Officer for the financial statements

As explained more fully in the Statement of Accountable Officer's Responsibilities, the Accountable Officer is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Accountable Officer is responsible for assessing the body's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is an intention to discontinue the body's operations.

Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. I design procedures in line with my responsibilities outlined above to detect material misstatements in respect of irregularities, including fraud. Procedures include:

- using my understanding of the central government sector to identify that the National Lottery etc Act 1993 and directions made thereunder by the Scottish Ministers are significant in the context of the body;
- inquiring of the Accountable Officer as to other laws or regulations that may be expected to have a fundamental effect on the operations of the body;
- inquiring of the Accountable Officer concerning the body's policies and procedures regarding compliance with the applicable legal and regulatory framework;

- discussions among my audit team on the susceptibility of the financial statements to material misstatement, including how fraud might occur; and
- considering whether the audit team collectively has the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations.

The extent to which my procedures are capable of detecting irregularities, including fraud, is affected by the inherent difficulty in detecting irregularities, the effectiveness of the body's controls, and the nature, timing and extent of the audit procedures performed.

Irregularities that result from fraud are inherently more difficult to detect than irregularities that result from error as fraud may involve collusion, intentional omissions, misrepresentations, or the override of internal control. The capability of the audit to detect fraud and other irregularities depends on factors such as the skilfulness of the perpetrator, the frequency and extent of manipulation, the degree of collusion involved, the relative size of individual amounts manipulated, and the seniority of those individuals involved.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my auditor's report.

Reporting on regularity of expenditure and income

Opinion on regularity

In my opinion in all material respects the expenditure and income in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers.

Responsibilities for regularity

The Accountable Officer is responsible for ensuring the regularity of expenditure and income. In addition to my responsibilities in respect of irregularities explained in the audit of the financial statements section of my report, I am responsible for expressing an opinion on the regularity of expenditure and income in accordance with the Public Finance and Accountability (Scotland) Act 2000.

Reporting on other requirements

Opinion prescribed by the Auditor General for Scotland on audited parts of the Remuneration and Staff Report

I have audited the parts of the Remuneration and Staff Report described as audited. In my opinion, the audited parts of the Remuneration and Staff Report have been properly prepared in accordance with the National Lottery etc Act 1993 and directions made thereunder by the Scottish Ministers.

Other information

The Accountable Officer is responsible for the other information in the annual report and accounts. The other information comprises the Performance Report and the Accountability Report excluding the audited parts of the Remuneration and Staff Report.

My responsibility is to read all the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on the Performance Report and Governance Statement to the extent explicitly stated in the following opinions prescribed by the Auditor General for Scotland.

Opinions prescribed by the Auditor General for Scotland on Performance Report and Governance Statement

In my opinion, based on the work undertaken in the course of the audit:

- the information given in the Performance Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the National Lottery etc Act 1993 and directions made thereunder by the Scottish Ministers; and
- the information given in the Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the National Lottery etc Act 1993 and directions made thereunder by the Scottish Ministers.

Matters on which I am required to report by exception

- I am required by the Auditor General for Scotland to report to you if, in my opinion:
- adequate accounting records have not been kept; or
- the financial statements and the audited parts of the Remuneration and Staff Report are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit.

I have nothing to report in respect of these matters.

Conclusions on wider scope responsibilities

In addition to my responsibilities for the annual report and accounts, my conclusions on the wider scope responsibilities specified in the Code of Audit Practice are set out in my Annual Audit Report.

Use of my report

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 108 of the Code of Audit Practice, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Pauline Murray

Pauline Murray CPFA
Senior Audit Manager
Audit Scotland
102 Westport
Edinburgh

sportscotland

Lottery Fund

Statement of Comprehensive Net Expenditure for the year ended 31 March 2024

| | Notes | 2024 £000 | 2023 £000 |
|---|-------|----------------|----------------|
| Income | | | |
| National Lottery Fund proceeds | | 27,919 | 28,643 |
| National Lottery Fund investment income | | 1,360 | 575 |
| Interest receivable | | 104 | 94 |
| Grants returned | 2 | 237 | 3 |
| Other operating income | 2 | 23 | 82 |
| | | <u>29,643</u> | <u>29,397</u> |
| Expenditure | | | |
| Grants paid and committed during the year | 3 | 20,967 | 17,418 |
| Grant commitments | 3 | 2,374 | 6,299 |
| Grants de-committed | 3 | (673) | (433) |
| Staff costs | 4 | 5,478 | 4,924 |
| Depreciation | 5 | 41 | 37 |
| Other operating charges | 6 | 3,788 | 3,333 |
| | | <u>31,975</u> | <u>31,578</u> |
| Operating surplus / (deficit) before tax | | (2,332) | (2,181) |
| Corporation tax | 7 | (26) | (20) |
| (Decrease) / Increase in fund | | <u>(2,358)</u> | <u>(2,201)</u> |

All the results of the Fund relate to continuing activities.

No other gains or losses were incurred in the year.

The notes to the accounts form part of these financial statements

sportscotland Lottery Fund

Statement of Financial Position at 31 March 2024

| | Notes | 2024 £000 | 2023 £000 |
|---|-------|---------------|---------------|
| Non - current assets | | | |
| Property, plant, and equipment | 8 | 54 | 37 |
| Intangible assets | 9 | - | - |
| Total non-current assets | | 54 | 37 |
| Current assets | | | |
| Investments – balance held in NLDF | 10 | 50,190 | 54,111 |
| Cash and cash equivalents | 13 | 1,041 | 2,933 |
| Trade and other receivables | 11 | 571 | 769 |
| Total current assets | | 51,802 | 57,813 |
| Total assets | | 51,856 | 57,850 |
| Current Liabilities | | | |
| Grants due within one year | 14 | 5,312 | 8,574 |
| Trade and other payables | 12 | 1,065 | 1,439 |
| Total current liabilities | | 6,377 | 10,013 |
| Net current assets | | 45,425 | 47,800 |
| Non-current assets plus net current assets | | 45,479 | 47,837 |
| Taxpayers Equity | | | |
| General fund | 15 | 45,479 | 47,837 |
| | | 45,479 | 47,837 |

The Accountable Officer authorised these financial statements for issue on 03 September 2024



Forbes Dunlop
Chief Executive and Accountable Officer
03 September 2024



Maureen Campbell
Chair
03 September 2024

The notes to the accounts form part of these financial statements

sportscotland

Lottery Fund

Statement of Cash Flows for the year ended 31 March 2024

| | Notes | 2024 £000 | 2023 £000 |
|---|-------|----------------|--------------|
| Cash flows from operating activities | | | |
| Surplus/(Deficit) on ordinary activities before tax | | (2,332) | (2,181) |
| Adjustment for non-cash items | | | |
| Depreciation on tangible and intangible fixed assets | 5 | 41 | 37 |
| Movements in working capital | | | |
| Decrease/(Increase) in investments | 10 | 3,921 | 882 |
| Decrease/(Increase) in trade and other receivables | 11 | 198 | (38) |
| Increase/(Decrease) in trade payables | 12 | (374) | 460 |
| Movements in provisions | | | |
| Increase/(Decrease) in provisions for hard commitments | 14 | (3,262) | 1,754 |
| Taxation Paid | 7 | (26) | (20) |
| Net cash (outflow) / inflow from operating activities | | (1,834) | 894 |
| Cash flows from investing activities | | | |
| Purchase of tangible assets | 8 | (58) | - |
| Purchase of intangible assets | 9 | - | - |
| Net cash outflow from investing activities | | (58) | - |
| Net (decrease) / increase in cash and cash equivalents | | (1,892) | 894 |
| Cash and cash equivalents as at 1 April | | 2,933 | 2,039 |
| Cash and cash equivalents as at 31 March | 13 | 1,041 | 2,933 |

The notes to the accounts form part of these financial statements

sportscotland

Lottery Fund

Reconciliation of movement of funds for the year ended 31 March 2024

| | Balances held in NLDF £000 | Balances at SSNLDF £000 | 2024 Total £000 | 2023 Total £000 |
|------------------------------------|-------------------------------|----------------------------|------------------------------|------------------------------|
| Opening balances | 54,111 | (6,274) | 47,837 | 50,038 |
| National Lottery Fund proceeds | 27,919 | - | 27,919 | 28,643 |
| National Lottery investment income | 1,360 | - | 1,360 | 575 |
| Drawn down in year by SLF | (33,200) | 33,200 | - | - |
| Interest on cash balances | - | 104 | 104 | 94 |
| Other operating income | - | 260 | 260 | 85 |
| Grants paid | - | (20,967) | (20,967) | (17,418) |
| Net grant commitment | - | (1,701) | (1,701) | (5,866) |
| Expenditure | - | (9,333) | (9,333) | (8,314) |
| | 50,190 | (4,711) | 45,479 | 47,837 |

The notes to the accounts form part of these financial statements

sportscotland

Lottery Fund

Notes to the accounts for the year ended 31 March 2024

1 Accounting policies

1.1 Basis of accounting

These financial statements are prepared under the historical cost convention as modified by the revaluation of fixed assets. These accounts have been prepared in accordance with the accounts direction issued by Scottish Ministers and with the consent of the Secretary of State for Culture, Media and sport in accordance with Section 35(3) of the National Lottery etc. Act 1993.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the entity's financial statements except as noted below.

As required by Scottish Ministers, the **sportscotland** Lottery Fund is not required to include a note showing historical cost profits and losses.

Comparative figures shown are for the year to 31 March 2023.

Going Concern

Due to the significant bank balance and strong net asset position as well as the continued funding expected, the Board has prepared the financial statements on the going concern basis which provides that the organisation will continue in operational existence for the foreseeable future.

1.2 Accruals convention

All income and expenditure is taken into account in the financial year to which it relates.

As required by the Scottish Ministers, a distinction is made in respect of the **sportscotland** Lottery Fund awards between hard and soft commitments.

Revenue recognition

Revenue in respect of services provided is recognised when, and to the extent that, performance occurs, and is measured at the fair value of the consideration receivable. Where income is received for a specific activity that is to be delivered in the following year, that income is deferred.

Hard commitments

A hard commitment is analogous to a commitment arising from a legally binding contract, carrying with it an obligation on the distributor to pay the agreed Lottery grant provided only that all the conditions of the grant are met, and that the National lottery continues to operate. For the purposes of recording a charge in the Statement of Comprehensive Net Expenditure, a hard commitment arises when a firm offer of a grant from the National Lottery proceeds has been made by **sportscotland** and accepted in writing by the recipient. A firm offer will only be made if there is a reasonable expectation that conditions attached to the offer will be met. A provision for hard grant commitments is shown on the Statement of Financial Position and is written down as the commitment matures.

Soft Commitments

These will occur when there is agreement in principle by **sportscotland** to fund a scheme. Once a formal offer and acceptance of the terms and conditions of the grant have been concluded this will become a hard commitment. The total soft commitments are shown in a note to the Statement of Financial Position. Changes in soft to hard commitments which arise after the accounting year end and before the publication of the Accounts will not be adjusting events in terms of IAS 10 (Events after the Reporting Period).

De-commitments

Should a hard commitment fail to become a cash payment within the expected timeframe, and there is little possibility of it crystallising, **sportscotland** may withdraw the offer formally in writing. A reverse entry to the commitment is then made in the Statement of Comprehensive Net Expenditure.

1.3 Property, plant, and equipment depreciation, revaluation and impairment

Assets with a value of less than £2,000 are not capitalised. A depreciated historical cost basis is used as a proxy for current value in existing use for fair value of assets.

Depreciation is provided on all tangible fixed assets on a straight-line basis, as follows:

| | |
|-----------------------|---------|
| Fixtures and fittings | 5 years |
| Equipment | 4 years |

Depreciation is only provided for in the year of acquisition if the asset is purchased prior to 30 September. No depreciation is provided in the year of disposal.

The finance team is advised of any assets that have been disposed of during the year and this is backed up by the annual asset audit check which entails visiting the estate and checking the accuracy of the Fixed Asset Register by verifying the location and condition of assets.

Where an asset is held under a finance lease, depreciation is provided over the shorter of the lease term and the policy for the class of assets concerned.

In accordance with International Accounting Standard 36, Impairment of Assets, assets are reviewed at the end of each accounting period for impairment. Decreases in asset values and impairments that are the result of a loss of economic value or service potential are taken to the Statement of Comprehensive Net Expenditure.

1.4 Intangible Assets

Intangible assets are valued at cost less straight-line amortisation, normally these assets are expected to have a useful life of 4 years and are amortised on that basis.

Future economic benefit has been used as the criteria in assessing whether an intangible asset meets the definition and recognition criteria of IAS 38 where assets do not generate income. IAS 38 defines future economic benefit as 'revenue from the sale of products or services, cost savings or other benefits resulting from the use of the asset by the entity'.

1.5 National Lottery Distribution Fund

Balances held in the National Lottery Distribution Fund remain under the stewardship of the Secretary of State for Culture, Media and Sport. The share of these balances attributable to the **sportscotland** Lottery Fund is as shown in the accounts and, at the Statement of Financial Position date, has been certified by the Secretary of State for Culture, Media and Sport as being available for distribution by the body in respect of current and future commitments. This balance is shown as an investment on the Statement of Financial Position and is stated at market value.

The annual proceeds available from the National Lottery Distribution Fund have been treated as income within these financial statements.

1.6 Taxation

Taxation has been provided for by the **sportscotland** Lottery Fund. The Fund is liable to corporation tax on the bank interest received.

1.7 Post retirement benefits

All members of staff are contractually employed by **sportscotland** and not **sportscotland** Lottery Fund. A proportion of staff costs are recharged by **sportscotland** to **sportscotland** Lottery Fund on the basis of time spent by the employee on activities of **sportscotland** Lottery Fund.

All members of staff have the option of joining the Strathclyde Pension Fund (SPF). Existing employees are entitled to maintain their membership of the Scottish Teachers Superannuation Scheme (STSS).

As **sportscotland** is the employer of staff, the pension scheme is accounted for as a defined benefit scheme in the financial statements of **sportscotland**. Within **sportscotland** Lottery Fund, the pension scheme is accounted for as a defined contribution scheme and the recharged share of the pension contributions is expensed to the Statement of Comprehensive Net Expenditure in the year.

Scottish Teachers Superannuation Scheme (STSS).

sportscotland participates in the STSS pension scheme providing benefits-based career average earnings. The assets of the scheme are held separately from those of **sportscotland**. **sportscotland** is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore, as required by IAS 19 "Employee Benefits", accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the Statement of Comprehensive Net Expenditure represents the contributions payable to the scheme in respect of the accounting period.

Strathclyde Pension Fund (SPF).

The SPF is a pension scheme providing benefits based on career average earnings. The assets and liabilities of the scheme are held separately from those of **sportscotland**. Pension scheme assets are measured using market values. Pension scheme liabilities are measured using a projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency to the liability.

1.8 Leases

Rentals paid under operating leases are charged to the Statement of Comprehensive Net Expenditure in the year to which the invoice relates.

1.9 Provisions

A provision (a liability that is of uncertain timing or amount) is recognised in the **sportscotland** Lottery accounts only when it actually exists at the Statement of Financial Position date. A provision is recognised when the **sportscotland** lottery fund has a present obligation (legal or constructive) as a result of a past event, it is probable that a transfer of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

1.10 Lottery salary recharges

All employment contracts are within **sportscotland** and the relevant amounts charged to Lottery. All salary costs, except relocation and redundancy costs are split between the **sportscotland** Lottery Fund and **sportscotland** through an annual budgetary process that assesses every employee and their split of work between the two entities.

1.11 Accounting Standards that have been issued but have not yet been adopted

All applicable accounting standards have been applied in the current year.

2 Income

2.1 Proceeds from the National Lottery

The proceeds from the National Lottery represent the share of net operator proceeds and investment returns allocated to the **sportscotland** Lottery Fund during the year.

2.2 Other operating income comprises:

| | 2024 | 2023 |
|----------------------|-------------|-------------|
| | £000 | £000 |
| Grants Returned | 237 | 3 |
| Miscellaneous income | 23 | 82 |
| | <hr/> 260 | <hr/> 85 |

3 Grants paid and net grant commitment

3.1 Annual grants paid and committed during the year

| | 2024 | 2023 |
|---------------------|-------------|-------------|
| | £000 | £000 |
| Capital and Revenue | 20,967 | 17,418 |

3.2 Grants paid during year

| | 2024 | 2023 |
|--------------------------------|--------------|--------------|
| | £000 | £000 |
| Paid and committed during year | 20,967 | 17,418 |
| Committed in previous years | 4,962 | 4,112 |
| | <hr/> 25,929 | <hr/> 21,530 |

3.3 Net grant commitments

| | 2024 | 2023 |
|--|-------------|-------------|
| | £000 | £000 |
| Hard commitments made during year | 23,341 | 23,717 |
| Less: amounts paid and committed during year | (20,967) | (17,418) |
| | <hr/> 2,374 | <hr/> 6,299 |
| Less: amounts de-committed during year | (673) | (433) |
| Net grant commitment at 31 March | <hr/> 1,701 | <hr/> 5,866 |

3.4 Net grant commitments split

| | 2024 | 2023 |
|--------------------|--------------|--------------|
| | £000 | £000 |
| Capital programmes | 1,930 | 3,759 |
| Revenue | (229) | 2,107 |
| | <u>1,701</u> | <u>5,866</u> |

3.5 Grants paid during the year by programme

3.5.1 Capital Facilities

| | 2024 | 2023 |
|-----------------------------|--------------|--------------|
| | £000 | £000 |
| Regional Facilities | 2,060 | 1,098 |
| Sports Facilities Programme | 1,674 | 1,558 |
| Total Capital Grants paid | <u>3,734</u> | <u>2,656</u> |

3.5.2 Revenue Funding

| | 2024 | 2023 |
|-----------------------------------|---------------|---------------|
| | £000 | £000 |
| Schools and Education | 894 | 370 |
| Clubs and Communities | 17,544 | 15,554 |
| Performance | 3,757 | 2,950 |
| Total Revenue Grants paid | <u>22,195</u> | <u>18,874</u> |
| Total grants paid during the year | <u>25,929</u> | <u>21,530</u> |

4 Employees

4.1 Total staff costs comprise:

| | 2024 | 2023 |
|--------------------------|--------------|--------------|
| | £000 | £000 |
| Wages and salaries | 4,195 | 3,774 |
| National Insurance costs | 477 | 428 |
| Other pension costs | 806 | 722 |
| Aggregate staff costs | <u>5,478</u> | <u>4,924</u> |

All employment contracts are within **sportscotland** and the relevant amounts are recharged to **sportscotland** Lottery.

4.2 The average staff numbers, including part-time and full-time employees, are as follows:

| | 2024 | 2023 |
|---------------------|-------------|-------------|
| | Number | Number |
| Permanent Contracts | 99 | 91 |

Additional information can be found in the Remuneration and Staff Report.

5 Total Depreciation Charge

| | 2024 | 2023 |
|-----------------------------------|-------------|-------------|
| | £000 | £000 |
| Depreciation of tangible assets | 41 | 37 |
| Amortisation of Intangible assets | - | - |
| Total Depreciation | 41 | 37 |

6 Other operating charges

The operating result is after charging:

| | 2024 | 2023 |
|-------------------------|-------------|-------------|
| | £000 | £000 |
| Administration expenses | 3,544 | 3,124 |
| Travel and subsistence | 72 | 48 |
| Auditors' remuneration | 30 | 27 |
| External | 23 | 18 |
| Internal | 119 | 116 |
| Operating rentals | 3,788 | 3,333 |

7 Corporation tax

| | 2024 | 2023 |
|-----------------|-------------|-------------|
| | £000 | £000 |
| Corporation tax | 26 | 20 |

Corporation tax is due on the bank interest received in the year based on the main rate of corporation tax of 25% (2022/23 19%) for companies with profits of £250,000 or more.

8 Property, Plant and Equipment

2024

| | Total | Fixtures and Fittings | Equipment |
|--|--------------|--------------------------------------|------------------|
| | £000 | £000 | £000 |
| Cost at 1 April | 187 | 1 | 186 |
| Additions during year | 58 | - | 58 |
| Disposals during year | - | - | - |
| Cost at 31 March | 245 | 1 | 244 |
| Aggregate depreciation at 1 April | 150 | 1 | 149 |
| Charge for the year | 41 | - | 41 |
| Disposals during year | - | - | - |
| Aggregate depreciation at 31 March | 191 | 1 | 190 |
| Net Book Value at 31 March 2024 | 54 | - | 54 |

2023

| | Total | Fixtures and Fittings | Equipment |
|--|--------------|--------------------------------------|------------------|
| | £000 | £000 | £000 |
| Cost at 1 April | 187 | 1 | 186 |
| Additions during year | - | - | - |
| Disposals during year | - | - | - |
| Cost at 31 March | 187 | 1 | 186 |
| Aggregate depreciation at 1 April | 113 | 1 | 112 |
| Charge for the year | 37 | - | 37 |
| Disposals during year | - | - | - |
| Aggregate depreciation at 31 March | 150 | 1 | 149 |
| Net Book Value at 31 March 2023 | 37 | - | 37 |

9 Intangible assets

| | 2024 | 2023 |
|---------------------------------|-------------|-------------|
| | £000 | £000 |
| Cost | | |
| Opening balance 1 April | 302 | 302 |
| Additions during year | - | - |
| Disposals during year | - | - |
| Closing balance 31 March | <u>302</u> | <u>302</u> |
| Accumulated amortisation | | |
| Opening balance 1 April | 302 | 302 |
| Charge for the year | - | - |
| Amortisation on disposals | - | - |
| Closing balance 31 March | <u>302</u> | <u>302</u> |
| Net book value at 31 March | <u>-</u> | <u>-</u> |

10 Investments

| | 2024 | 2023 |
|------------------------------------|---------------|---------------|
| | £000 | £000 |
| National Lottery Distribution Fund | 54,111 | 54,993 |
| Increase/(decrease) in year | (3,921) | (882) |
| Closing Balance | <u>50,190</u> | <u>54,111</u> |

The balance shown at 31 March 2024 is the final valuation from NLDF, the final audited balance for the value of investments as at 31 March 2023 was £54,111k.

11 Trade and other receivables

| | 2024 | 2023 |
|-------------------------------------|-------------|-------------|
| | £000 | £000 |
| Trade debtors | 16 | - |
| Intercompany - sportscotland | - | - |
| Prepayments | 12 | 177 |
| Other Debtors | 543 | 592 |
| | <u>571</u> | <u>769</u> |

Breakdown of Debtors by Category

| | 2024 | 2023 |
|---------------------------------|-------------|-------------|
| | £000 | £000 |
| Other Central Government Bodies | - | - |
| Other External Bodies | 571 | 769 |
| Total | 571 | 769 |

12 Trade and other payables

| | 2024 | 2023 |
|-------------------------------------|-------------|-------------|
| | £000 | £000 |
| Trade creditors | 110 | 40 |
| Corporation tax | 26 | 20 |
| Other Payables | 12 | 18 |
| Intercompany – sportscotland | 683 | 693 |
| Accruals and deferred income | 234 | 668 |
| Total | 1,065 | 1,439 |

Breakdown of Creditors by Category

| | 2024 | 2023 |
|---------------------------------|-------------|-------------|
| | £000 | £000 |
| Other Central Government Bodies | - | - |
| Other External Bodies | 1,065 | 1,439 |
| Total | 1,065 | 1,439 |

13 Cash and cash equivalents

| | 2024 | 2023 |
|-----------------------------------|-------------|-------------|
| | £000 | £000 |
| Cash and bank balance at 1 April | 2,933 | 2,039 |
| Net cash (outflow)/inflow | (1,892) | 894 |
| Cash and bank balance at 31 March | 1,041 | 2,933 |

Financial Instruments (under IFRS)

As the cash requirements of **sportscotland** are met through grants provided by the National Lottery Fund, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with **sportscotland**'s expected purchase and usage requirements and **sportscotland** is therefore exposed to little credit, liquidity or market risk.

14 Grant Commitments

| | 2024 | 2024 | 2023 |
|--|-------------|-------------|-------------|
| Capital | £000 | £000 | £000 |
| Balance as at 1 April | | 6,006 | 4,358 |
| Amounts committed during the year | | 3,209 | 4,504 |
| Total hard commitments | | 9,215 | 8,862 |
| Amounts paid during the year | 2,780 | | |
| Amounts paid and committed during the year | 954 | | |
| Amounts de-committed during the year | 326 | | |
| | | 4,060 | 2,856 |
| Hard capital commitments at 31 March | | 5,155 | 6,006 |
| | | 2024 | 2023 |
| Revenue | £000 | £000 | £000 |
| Balance as at 1 April | | 2,568 | 2,462 |
| Amounts committed during the year | | 20,132 | 19,213 |
| Total hard commitments | | 22,700 | 21,675 |
| Amounts paid during the year | 2,182 | | |
| Amounts paid and committed during the year | 20,014 | | |
| Amounts de-committed during the year | 347 | | |
| | | 22,543 | 19,107 |
| Hard revenue commitments at 31 March | | 157 | 2,568 |
| Total hard commitments at 31 March | | 5,312 | 8,574 |

At 31 March 2024 a total of £5,312k (2022/23 £8,574k) is payable within one year. No other amounts are committed.

15 General Fund

| | 2024 | 2023 |
|-----------------------------|-------------|-------------|
| Represented by: | £000 | £000 |
| Balance as at 1 April | 47,837 | 50,038 |
| Change in fund for the year | (2,358) | (2,201) |
| Balance as at 31 March | 45,479 | 47,837 |

16 Soft capital grant commitments

| | 2024 | 2024 | 2023 |
|---|-------|-------|-------|
| | £000 | £000 | £000 |
| Balance as at 1 April | | 175 | 380 |
| Amounts committed during the year | | 327 | 150 |
| Total soft commitments | | 502 | 530 |
| Amounts transferred to hard commitments | (175) | | |
| Amount de-committed during the year | - | | |
| | | (175) | (355) |
| Soft commitments at 31 March | | 327 | 175 |

17 Related party transactions

The **sportscotland** Lottery Fund is administered by **sportscotland** and thus **sportscotland** is regarded as a related party of the **sportscotland** Lottery Fund.

All transactions with related parties are conducted at arm's length.

During the year **sportscotland** recharged salaries of £5,478k (2023: £4,924k). Within creditors there is an amount of £683k due to **sportscotland** (2023: £693k).

The Scottish Sports Council Trust Company is a related party of the **sportscotland** Lottery Fund as it is controlled by **sportscotland**. There were no transactions in the year between the Scottish Sports Council Trust Company and **sportscotland** Lottery Fund.

During the year both the Accountable Officer and the Chair of the **sportscotland** National Lottery Distribution Fund received remuneration from **sportscotland**.

The **sportscotland** Lottery Fund paid grants to the following bodies which are related parties:

| | 2024 | 2023 |
|-----------------------------------|-------|-------|
| | £000 | £000 |
| Awards for All (Big Lottery Fund) | 1,043 | 1,298 |

There were no related party transactions with members within the year.

There were no significant related party transactions with associated organisations during the year to 31 March 2024. Details of awards made to governing bodies and amounts paid to individual sports is shown on the **sportscotland** website at sportscotland.org.uk/about-us/investment-reporting/.

18 Losses

The **sportscotland** Lottery Fund had losses totalling £nil (2023: £nil) during the year.

sportscotland

Accounts Direction by The Scottish Ministers

The Scottish Ministers, in pursuance of section 35(3) of the National Lottery etc Act 1993, hereby give the following direction.

1. **sportscotland** shall prepare accounts for the financial year ended 31 March 2015 and subsequent financial years in compliance with the accounting principles and disclosure requirements of the edition of the Government Financial Reporting Manual issued by HM Treasury ("the FReM") which is in force for the financial year for which the accounts are being prepared as well as any other guidance which Treasury may issue from time to time in respect of accounts which are required to give a true and fair view.
2. The accounts shall be prepared so as to:
 - (a) Give a true and fair view of the financial position as at 31 March 2015 and subsequent financial year-ends, and of the comprehensive income and expenditure, cash flows for the financial year then ended; and
 - (b) Provide disclosure of any material expenditure or income that has not been applied to the purposes intended by Parliament or material transactions that have not conformed to the authorities which govern them.
 - (c) Follow the additional accounting and disclosure requirements set out in Annex A.
3. This Direction applies to the Lottery distribution activities of **sportscotland**. The direction given in April 2010 is revoked.
4. Compliance with the requirements of the FReM will, in all but exceptional circumstances, be necessary for the accounts to give a true and fair view. Any material departure from the FReM should be discussed with HM Treasury.

Signed by the authority of the Scottish Ministers



Richard Foggo, Deputy Director and Head of Active Scotland Division, The Scottish Government
July 2015

I agree, signed on behalf of the Secretary of State for Culture, Media and Sport



Peter Mills
27 July 2015
Head of Finance Special Projects
Department for Culture, Media and Sport

ANNEX A

Additional Accounting and Disclosure Requirements

The following paragraphs detail the additional requirements as agreed by Scottish Ministers, the Secretary of State for Culture, Media and Sport and **sportscotland**, over and above those disclosures required in the FReM.

1. The Statement of Comprehensive Net Expenditure shall include as separate items, where material:
 - a. the share of Lottery proceeds attributable to **sportscotland**;
 - b. the share of investment income of the National Lottery Distribution Fund attributable to **sportscotland**;
 - c. interest receivable on lottery funds;
 - d. repayment of grants;
 - e. any other income;
 - f. grant made from lottery funds;
 - g. lapsed or revoked grant previously recorded as commitments from lottery funds;
 - h. the total operating costs incurred in respect of National Lottery distribution activities.
2. The Statement of Financial Position shall include:
 - a. under the heading "Current assets": shown as an investment, the balance held on behalf of **sportscotland** at the National Lottery Distribution Fund;
 - b. Grants falling due for payment within one year should be disclosed separately under the heading "Current Liabilities".
 - c. Grants falling due for payment after more than one year should be separately disclosed under the heading "Non current liabilities"
3. The Cash Flow Statement shall use the indirect method when presenting "Cash flow from Operating Activities";
4. The Notes to the Accounts should meet the requirements of the FReM and include:
 - a. a statement that the Accounts have been prepared in a form directed by the Scottish Ministers and with the consent of the Secretary of State for Culture, Media and Sport in accordance with Section 35(3) of the National Lottery etc. Act 1993;
 - b. a statement of the accounting policies. This must include a statement explaining the nature of the balances held on **sportscotland's** behalf in the National Lottery Distribution Fund as follows:

"Balances held in the National Lottery Distribution Fund remain under the stewardship of the Secretary of State for Culture, Media and Sport. However, the share of these balances attributable to **sportscotland** is as shown in the Accounts and, at the Statement of Financial Position date, has been certified by the Secretary of State for Culture, Media and Sport as being available for distribution by **sportscotland** in respect of current and future commitments."


c. the value of grant commitments at the year-end which **sportscotland** has made but which have not been included as liabilities in the Statement of Financial Position because they did not meet the criteria for being treated as liabilities at that date;

d. where grants exceed available resources as shown in the Statement of Financial Position, a note explaining the rationale for the over-commitment taking into account any advice received from the Department as appropriate.

e. a note reconciling the opening and closing balance of investments held at the NLDF. This should disclose proceeds received from the National Lottery, investment income, unrealised gains and losses on investment, and cash drawn down from the NLDF.

f. a breakdown of the total grant liabilities (current and non current) in the Statement of Financial Position to show:

- Liability brought forward
- Commitments in the year
- Decommitments
- Commitments paid
- Liability carried forward
- A breakdown of the liability for each year up to and including 5 years and over 5 years

July 2015

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