

sportscotland

Council Meeting

Minutes of the Council Board Meeting held at Glenmore Lodge on Wednesday 20 June 2018 at 08:30am.

Present

Members

Mr M Young, Chair
Mr D Cameron
Mr C Grant
Professor C Mahoney
Miss H Ousta
Mrs S Sandilands
Miss K U'ren
Mr G Walker
Ms F Wood

In Attendance

Council Officers

Mr S Harris, Chief Executive
Mr S Ogg
Mr M Roberts
Mr M Whittingham
Mr N Cobb
Mrs K McCheyne
Mr B Fleeting
Mr J Lunn
Mrs J Lynn
Mrs P Dewar
Mr J Steel
Mr S McGregor

Scottish Government

Mr D Grieve

Audit Scotland

Mrs C Grant

Glasgow Life

Dr B McConnell

Welcome

The Chair welcomed everyone to the meeting including Mrs C Grant from Audit Scotland. He commented on the very enjoyable and informative strategic discussion held the evening before. This had focused on 'population health – the ultimate partnership' with Bridget McConnell from Glasgow Life and Ian Manson from Glasgow Gateway.

Business

1 Apologies for Absence

- *Apologies were noted from Mrs C Riddell and Professor Leigh Robinson (for both the 19 June strategic discussion and the 20 June Board meeting).*

2 Declarations of Interest

- *No interests were declared in the agenda items.*

3 Minutes of Meeting held on 25 April 2018

- *The minutes of the Board meeting held on 25 April 2018 were approved, with the only change being the venue; otherwise they were approved as a true and accurate record.*

4 Matters Arising

None.

5 Chair's Report

The Chair highlighted the possible ethical issues associated with the INEOS sponsorship of the Daily Mile. This is a programme supported by the Scottish Government and recognised as one of their priorities in the Minister's Strategic Guidance letter to **sportscotland**. However, it was acknowledged the ethical issues had to be balanced against a situation where it was important to consider options for attracting new funding into sport.

It was noted that the Ethics Committee had considered this type of question in the past, and it was agreed that this was a complex area with many different perspectives. Following discussion, it was agreed that the Board should consider the ethical issues of attracting corporate investment into sport at a future meeting and it might be useful to bring experts in this area to inform the debate. Mr Grieve also agreed to circulate the Minister's letter which was sent to the Daily Mile Foundation.

The Chair also noted Scotland's success against England in the recent cricket match highlighting that the event was a great example of what defined sport.

- *The Board noted the Chair's Report.*

6 Executive Management Report

Mr Harris highlighted the Ministerial Strategic Guidance letter for the 2018-21 period and the importance of integrating the priorities into the corporate planning process.

Mr Harris explained that there had been positive meetings with the co-Directors of the Public Health Reform Steering Group and they had been impressed by the quality of the research we

had undertaken through the wider evaluations. **sportscotland** had offered its support to the Steering Group's work which will involve discussion with stakeholders across Scotland.

Mr Harris noted the research into the Voice of Sport which had been commissioned by the Scottish Government. Mr Grieve explained that this was in part a response to other organisations indicating that their views were not being heard.

Other points noted by Mr Harris related to the continuing volatility of National Lottery income; the number of external visits being made to Scotland by other national sports bodies to look at our approach; the ongoing issues with Badminton Scotland; the recent investment agreed by SRU into a new facility for the Edinburgh Club next to Murrayfield, and the outcome and impact of the recent SRU employment tribunal case. He explained that **sportscotland's** investment in the SRU had decreased and there are further discussions planned which he hoped would lead to an improved relationship with the SGB.

➤ *The Board noted the Executive Management Report.*

For Discussion

7 Glasgow Life - Opportunities and Challenges

Dr B McConnell explained the challenges and opportunities facing Glasgow Life and other local authorities and Leisure Trusts in Scotland. She emphasised the need to rethink and challenge what we do and how partners work together within the sporting system. Currently local service deliverers were faced with a stark choice: close services or charge more.

Dr McConnell highlighted the growing demand for social care and together with education; these two services will soon represent 88% of local authority budgets against a backdrop of reducing local budgets. So sport, culture, transport and all the other services provided by local authorities will be affected further in the future. She noted the reduction in funding in England but referenced that there had been more alignment there between services. She questioned how services like sport and culture would be funded in the future given that local authorities and leisure trusts had probably done everything possible to reduce cost and increase incomes.

She concluded that many staff working in local authorities had very serious concerns about the immediate future of sport and cultural services.

The Chair thanked Dr McConnell for her comprehensive and incisive contribution, highlighting that it had raised many important issues which the Board ought to consider especially given the importance of local partners to the delivery of the world class system for sport.

During the discussion support was expressed for considering new ways of working and new types of intervention, and the need to better understand how partnerships work operationally. There was also a view that it was important to adopt a more person centric approach.

Dr McConnell responded by suggesting that public health and sport were currently only on the fringes of the debate. The focus was on primary care noting that very little mention had been made in recent times of the Christie Commission's findings and recommendations. She believed that as a strategic leader, **sportscotland** should and could play an important advocacy role within this wider debate about the future shape and delivery of public services.

During the follow up discussions various points were made. These included:

- 1 The importance of local authorities and leisure trusts consulting with **sportscotland** if there were plans to close facilities to minimise the impact on athletes and staff.

- 2 In the past we have worked with all 32 local authorities and had close links to all the leisure trusts, however that may not be the case in the future should some fail to commit to sport and physical activity.
- 3 **sportscotland** should invest in areas/activities where best value can be achieved. Specific examples were noted where some local authorities had made a significant shift in their commitment to sport, both positively and negatively.
- 4 It was acknowledged that as changes happen so engagement with the public and facility users were very important, however it was indicated that handing over facilities to communities was unlikely to be sustainable in many areas.
- 5 There was a need to understand what the common themes were and what new models and approaches could be developed

The Board agreed that time should be given to the debate about the future delivery and funding of public services generally and specifically to those related to sport and physical activity. There was also a need, more immediately for **sportscotland** to consider the reallocation of resources to help local leaders in communities to support the development and delivery of sport. In addition, other funding models need to be explored such as the Arts for Business approach.

The Chair thanked Dr McConnell for taking the time to contribute to the strategic discussion the previous evening and to the Board meeting itself.

- *The Board welcomed the debate and being able to consider the issues raised by Dr McConnell.*

8 Corporate Plan 2019 Onwards

Mr Harris updated the Board on the current status of the corporate planning process. He noted that there had been a successful networking event attended by 100 representatives of SGBs and local authorities as well as Active School managers. He felt that there was a consensus about the direction of travel with Board support for the existing vision and mission. The consultation process would continue over the summer although engaging national partners at all levels in education and health may be more difficult given previous experience.

He emphasised the importance of engaging local partners and the need to strengthen the partnership with Public Health. He felt that most SGBs valued the strategic leadership offered by **sportscotland**. It was suggested however that they needed to recognise the **sportscotland** brand more effectively alongside the significant investment they received. Ms McCheyne explained the work the Communications team were doing with SGBs to ensure this was happening. They were also helping to ensure the SGBs were using the same key messages about sport and the ambitions behind the world class system for sport.

- *The Board noted the progress being made with the corporate planning process.*

9 Corporate Plan and Business Plan Quarter 4: 2017-18

Mr Ogg explained the rationale behind the two main sections of the report. The first focused on performance against the corporate plan while the second set out progress against the Ministerial Strategic Priorities. The latter had been included to respond to the request from the Sponsor Team that the Board should have greater scrutiny over the delivery of these.

The Board queried the progress being made as a result of the additional equality funding which had been invested in SGBs. Mr Lunn explained the current position.

- *The Board welcomed and noted the contents of the report.*

10 Sport for Change

Mr Steel and Ms Dewar gave a presentation to the Board focusing on 'changing lives through sport and physical activity' which was a new term for 'sport for change'. They explained that a new investment stream had been established using resources from the Scottish Government, the Robertson Trust and **sportscotland**. It is expected that the investment will support up to 14 projects using an application based process, with amounts from £30k up to £70k being allocated.

The Board welcomed the development as it could positively impact on the wider health outcomes debated during the strategic discussion. It was agreed that these projects would offer a good basis to learn from although it was important to consider the sustainability of projects once the initial investment finished. The wider debate, locally and/or nationally was important in this context to explore how services could be more integrated.

Mr Grieve supported the idea of a bigger debate about other policy areas so that evidence could be pooled to allow new conversations to inform and influence other public bodies.

Mr Harris explained that this project had helped bring parties together that had previously been competing for the same resources and 'territory'. It also exemplified the strategic coordination role that **sportscotland** could play.

➤ *The Board welcomed the presentation and discussion on changing lives through sport.*

11 Commonwealth Games Gold Coast 2018 Communications Report

Mrs McCheyne presented an overview of the communications strategy adopted for the Gold coast Commonwealth Games and highlighted the impact using a range of indicators. Overall the objectives had been to promote the athletes, the team behind the team, the investment made by the National Lottery and Scottish Government, and the connections with the wider sporting system. She explained that considerable preparatory work had been carried out including preparation of quotes from the Chair, CEO and Director High Performance which were all used during the Games. Existing content was also re-purposed for the Games maximising its value. Prior to the Games an agreement was reached with Team Scotland to allow them to focus on Twitter as its main channel while **sportscotland** focused its resources on other channels.

Extensive coverage had been obtained across all channels with some seeing a significant increase in traffic. Altogether it was estimated that £1m worth of media coverage was achieved.

The Board agreed that the communications around the Games had been very impressive with significant reach. Ideas for further development included using our other networks to share the stories about major sports events like the Games, such as Active Schools managers and teachers who could use the material to help make connections for school children.

The Chair felt it had been a really excellent outcome and thanked the Communications Team.

➤ *The Board welcomed the presentation on the communications associated with the 2018 Commonwealth Games in Gold coast and congratulated the Communications Team.*

For Decision

12 Active schools and Community Sports Network 2019-23

Mrs Lynn presented a paper seeking approval from the Board to commit to a new 4 year partnership with all 32 local authorities. She explained that the proposal was based on the relationships and agreements with the 32 local authorities and used the findings from the wider evaluations to provide the opportunity of strengthening partnership arrangements and changing the approach so that it was more people centric.

Following the presentation, the Board were positive about the direction of travel although queried the risk to **sportscotland's** investment in areas where there was no or little local commitment as well as the need to tackle barriers to sport participation; one example noted was the configuration of school changing rooms. The Board also acknowledged that by not investing in areas where local authorities were not committed to sport and physical activity there was a risk of increasing inequalities.

Mr Harris explained that some local authorities were considering actions which were in direct conflict with what **sportscotland** was doing. He suggested that in future more weight would be placed on taking a holistic view of an area before **sportscotland** committed resources.

Given the current financial position of some local authorities he indicated that he expected that in the future there will be more variation in the types of relationship **sportscotland** has with local authorities.

The Board also noted the tension between the position of local authorities and **sportscotland's** ability to meet all the Ministerial Strategic Priorities.

Mr Grieve noted that the Minister would be interested in hearing about the barriers to achieving her Strategic Priorities.

- *The Board thanked Mrs Lynn for the presentation and agreed the following actions;*
 - *That a series of strategic meetings with all 32 Local Authority partners takes place this will be followed by the offer of a timebound partnership agreement with each local authority depending on their commitment to sport and physical activity.*
 - *An in-principle commitment to the local employment of an Active School/Community Sport Hub network.*

13 Framework Document

Mr Ogg explained that the Framework document had been further refined taking into account the comments made at the April Board meeting and following further discussions with the Scottish Government's Sponsor Team.

- *The Board approved the updated Framework document.*

For Information

14 Communications update

Noted and taken as read with the Board welcoming the progress being made.

15 Financial Resources Committee Minutes

Noted although the discussion at the Committee regarding the gambling tax was raised and it was agreed that the Board would be involved in discussing its position on this matter at a future date.

16 Any Other Business

The Chair noted that the Board would be engaged in a discussion on the corporate plan at the strategic discussion in August and Mr Whittingham would present a full report on the major games which have taken place during 2018. The Chair congratulated all Board members that had recently been reappointed by the Minister.

Mr Whittingham noted the successful bid to host one of the two new Tennis Academies in Stirling as a result of a partnership between the University of Stirling, Beaconsfield School and the Institute supported by an investment of £5m from the LTA. This includes £100k for the services which would be provided by Institute staff. The Board welcomed the news and congratulated the bid team.

Mr Harris informed the Board that Mr Ogg would be retiring at the end of October.

17 Date of Next Meeting: Tuesday/Wednesday: 28/29 August 2018 Inverclyde National Centre.

There being no further business, the Chairman closed the meeting and thanked everyone for attending.

ACTIONS

Agenda Item	Responsible Officer	Planned Action	Actions Taken
5	Chair	Board discussion on ethical matters relating to sports sponsorship and related matters	Future Board meeting to be identified
5	Mr Grieve	Minister's letter to Daily Mile Federation to be circulated to Board members	Circulated as Appendix 3 to the Executive Management Report
12	Mrs Lynn	An updated recommendation regarding the commitment to 4 year agreements with local authorities should be drafted and circulated to all Board members.	Redrafted