

sportscotland

Council Meeting

Minutes of the Council Board Meeting held at the **sportscotland** National Centre Inverclyde on Wednesday 27 April 2022 at 09:00

Present

Members

Mr M Young, Chair
Ms C Bain
Ms M Campbell
Mr C Grant
Prof C Mahoney
Cllr D McDonald
Mr T Mistry
Ms H Ousta
Mrs S Sandilands
Ms K U'ren
Mr A Watt

In Attendance

Council Officers

Mr S Harris
Mr F Dunlop
Mr M Whittingham
Mr N Cobb
Mr B Fleeting
Mrs J Lynn
Mr M Cowan
Mr D McKay
Miss L Cook

Guest speakers

Mr P Vaughn
Ms P Colburn
Ms E Walker

Welcome

The Chair welcomed everyone to the meeting.

Business

1 Apologies for Absence

➤ *Mr S Lindsay.*

2 Declarations of Interest

➤ *None.*

3 Minutes of Meeting held on 23 February 2022

➤ *The minutes of the Board meeting held on 23 February 2022 were approved as a true and accurate record.*

4 Matters Arising

The Chair noted that matters arising from page 5 will be covered as part of the Business Plan agenda item.

5 Chairs Opening Remarks

The Chair welcomed the four new Board members, Ms Ousta, Mr Mistry, Mr Watt and Mr McDonald.

The Chair reflected on a very good session the previous evening and how a better understanding of community ownership, management and empowerment will be important as our sector builds back and recovers from COVID.

The Chair updated on recent discussion with the UK Sport Board, including considerations following the Winter Olympic and Paralympic Games.

Finally, the Chair explained the plan to have a full discussion on the cost of living and energy crisis as part of the Executive Management Report, accepting that the theme runs through a number of reports.

6 Executive Management Report

Mr Harris welcomed the new Board members.

Mr Harris updated on the review into racism in Scottish cricket, he explained that Plan4Sport have published an interim report and that the final report will be published by the end of July. Mr Harris explained that John Lunn has been seconded to Cricket as Interim CEO, this is a short term measure to give the sport some stability until a new permanent or interim CEO is put in place. The Board asked about an early indications and lessons for both Cricket and other sports. Mr Harris explained that as specific concerns have been identified through the review these have been passed to the relevant authorities to investigate further. He believes there will be both specific recommendations and changes that will need to happen in cricket but that there will be lessons for all sports.

Mr Harris updated on the National Lottery, it continues to perform well, however he explained that it can be unpredictable, and that Camelot have issued a health warning based on the macro-economic situation, the implications are for both individual players and on retail outlets. Camelot were not successful in their bid for the 4th licence and while they have appealed this decision, they have also assured that they will continue to operate fully until the changeover happens. The Board discussed the risk around the transition from Camelot to the new provider and the potential for a gap to appear. Mr Young believed that solutions will be found to prevent this but that we will monitor the situation carefully.

Mr Harris updated on a recent meeting with Community Leisure Scotland where he held discussions with the CEOs from the Leisure Trusts. The challenges they face are significant, they include the uncertainty of the investment model / levels from their Local Authorities, rising costs and staff shortages. **sportscotland** is committed to supporting, advocating and influencing and will work with the Trust CEOs to make sure this is co-ordinated and targeted in a constructive way. Mr Harris highlighted the challenges with delivering the equalities agenda when the infrastructure is fragile, given the importance of this agenda different approaches and tactics will continue to be developed.

Mr Harris updated on TSIT. Construction costs mean projects are now becoming increasingly challenging. The Board asked about increased running costs, Mr Cowan acknowledged that this is a significant factor with TSIT and other projects.

The Board discussed the implications of increased costs on users and the effect on those who cannot afford to access sports facilities. The Chair explained that this is a subject which he and the CEO have been discussing with the Minister and that while there is not an obvious or simple solution we must continue to consider and understand the implications through our ongoing discussions with partners. After discussion the Board asked for a facilities overview paper to discuss at the June meeting.

The Board asked about corporate risks on the risk register and suggested the Audit and Risk Committee consider this at their next review of the risk register in August.

Mr Harris updated that the Commonwealth Games Federation announced that 2026 Games will be hosted in Victoria. This decision and the expectation that Canada will host the 2030 Games gives some stability to the Commonwealth Games.

The Chair noted the proposed changes to the Board dates and asked members to raise any concerns with the changes. Other than some specific clashes for individuals everyone agreed to the new dates.

➤ *The Board noted the Executive Management Report.*

For Discussion

7 Fife Council/ Fife Sport and Leisure Trust Working together

Mrs Lynn introduced Mr Vaughn, Ms Colburn and Ms Walker who presented on work being done by Fife Council and Fife Leisure Trust using the 4DX model.

The Chair expressed his thanks for an inspiring presentation and congratulated the team on their success in spite of the challenges.

The Board asked why they chose the 4DX model? Mr Vaughn noted that Fife Council had used the model previously on other projects and it was successful in achieving the goals and outcomes in a short period of time.

The Board asked about all staff engagement and how they took all staff with them? Mr Vaughn noted that they try to explain the purpose and held launch events and leadership training. There are only a few people that have still not bought into the plan and they have moved aside to work on different projects.

The Board asked if there was on particular thing that has made the difference to make the project a success. Mr Vaughn believes the clear accountability gives people absolute clarity in what they are trying to achieve and whether they are being successful or not. Ms Walker agreed that individual and team accountability has been the main driver and been positively received.

The Board commented on how good it is to hear the power of collaboration and shared vision and asked if Active Schools would like to have more input from education? Ms Colburn noted that they have discussed how to ensure everyone can benefit and identify areas of need and areas that they know sport already has a positive impact and then use the wider strategy to embed the approach. Active Schools has looked at this approach and use data to better effect to know what young people are doing so that we can put interventions in and take a targeted approach but these approaches vary depending on the local need.

The Board asked how numbers compare to the pre-covid baseline. Mr Vaughn noted that they did not fully understand the pre-covid numbers and did not analyse the data in the same way pre COVID so direct comparisons have a health warning, that said, analysis suggests they are at 80% of pre COVID participation.

The Board commented on the fascinating presentation and noted how good it was to have clear measures of success and to change the culture of failure to being seen as positive by removing the fear of failure. Mr Vaughn noted that a portal is used to note a commitment which is then reported back on the following week to see if it worked and if not something different can be tried the next time in a cycle of constant learning. Ms Colburn added that time is allocated to discuss this and everyone is really supportive in helping to find ways to rectify any issues.

➤ *The Board noted the presentation from Fife Council and Fife Sport and Leisure Trust.*

8 EDI Strategy implementation

Mr Dunlop noted that we do not tend to have a standalone EDI agenda item as the strategy is to have EDI built into all papers and then once a year bring forward a summary paper which reflects on the progress that has been made and the plan ahead.

Mr Dunlop explained that the strategy has three strands, people, system and new ideas. In the past year time has been taken to develop resources and training to support our people and the people in the sector, this will be an ongoing process which recognises that the workforce needs the correct resources and training as well as more diversity attracted through recruitment. The system strand is also progressing with a focus on the new programme for government investment through existing programmes, particularly active schools and community sports hubs. The new ideas strand is developing with an initial focus on race and minority ethnic groups. Mr Dunlop, finished by explaining that we need to be comfortable to experiment, to learn and to fail with this new work.

The Board congratulated the team on the work done so far and noted that a huge leap in progress can be seen from over the years. The Board noted emerging partnerships with Enable Scotland and Sporting Equals. There was discussion on the importance of expertise being based on the Scottish demographic and that our new partnerships must be based on this.

Mr Dunlop understood and re assured the Board that new partnerships would not be limited to the ones mentioned in the paper, he acknowledged the complexity within race and ethnic minorities and confirmed that a range of partners will be needed to ensure understanding and meaningful support is provided.

The Board discussed the role of the **sportscotland** digital channels in supporting this work. Mr Dunlop updated that this is discussed and will continue to be under review, however maintaining the correct balance of featuring the work we are doing versus giving a false impression remains an important factor. The Board noted that the imagery in Sport for Life is positive, that perception is important that we need to be cautious that it does not become tokenistic.

The Board noted the importance of the timing, induction and integration of the new Equalities post and asked Mr Dunlop to explain the considerations around this. Mr Dunlop explained that the decision was made not to recruit this post at the start of the strategy to emphasis the need for the responsibility and understanding to be taken by all staff, as progress has been made on this it is now felt that the timing is right, however the risk that we revert to the challenge being seen as the responsibility of the new post still exists and will be monitored carefully.

The Board asked about the impact on governing bodies and asked if we are we still running the governance piece with Plan4Sport on EQIAs. Mr Dunlop noted that this is being reviewed at the moment, Darren McKay, Louise Dobbie and Fiona Lilley are carrying out an in depth review and the main feedback has been that it seems compliance driven and from a Scottish perspective we can provide more support and have a more flexible approach. A further update with more detail can be shared once the review is complete.

The Board noted that a human rights bill is being put together and asked if sport been considered or can we make suggestion that sport should be part of the wider conversation. Mr Harris has not had a direct conversation but the Chair will raise it when they meet with the Minister.

The Chair noted that we will continue development, mistakes will be made but this will remain a live document.

➤ *The Board noted the EDI Strategy implementation.*

9 Winter Olympics and Paralympics final report

Mr Whittingham presented a final report on the Winter Olympics and Paralympics. The British Olympic Association and British Paralympic Association have not produced their reports yet but will follow up with anything that is relevant.

The Chair noted the intention to invite colleagues from UK Sport to a future Tuesday night Board discussion where we can debate a number of topical performance sport issues.

➤ *The Board noted the Winter Olympics and Paralympics final report.*

For Decision

10 Business Plan and Budget 2022/23

Mr Harris noted that this has been discussed at most of last year's meetings, and highlighted that the focus remains on inclusion and working with partners to see where our resources can have the greatest impact. A number of the specific strands of work that have been discussed at previous Board meetings are developed to the point that we can commit resources to them.

Mr McKay presented on the context of the plan and highlighted the need to be dynamic as we come out of Covid-19. The key area trialled has been based on partner need based on specific local context. An example was given of Levenmouth looking at life transitions and how it impacts on sport and physical activity.

Mr Cobb updated on the budget, information set out in paper shows the split between three environments, clubs, communities and performance.

The Board asked if we should review the opportunities around commercial revenue. The Chair noted the previously work done by the Financial Resources Committee which concluded that at this stage we should not spend any further time on this area, he noted however that we should always be open to the opportunities.

The Board asked if there was an understanding on the impact of the cost of living crisis to individuals in terms of the sport and physical activity. Mr Harris suggested it was too early to say anything specific but it was inevitable that there will be an impact. He explained that membership information from Governing Bodies is coming through and that while it differs across sports there are positive signs, he also explained that governing bodies, in most cases, have built reserves which give them some additional capacity to deal with issues in the short term.

The Board discussed the balance between looking to grow participation numbers overall and focussing on target groups through our EDI work. Mr McKay agreed that achieving growth can be hard alongside EDI but there are opportunities for us to learn through EDI and for that learning to be applied across the whole sporting system.

The Board asked what upscaling looks like for Active Schools? Mrs Lynn referred to the previous discussion noting that the focus will be on inclusion, she explained that local partners will be asked to bring forward plans which detail what they believe will make a difference, we will take an open view of these plans and learn from the varied approaches that we expect to be presented with.

The Chair asked all to approve the plan and thanked the team for all their work.

➤ *The Board formally approved the Business Plan and budget 2022/23.*

11 Risk Management

11.1 Risk Register

Mr Dunlop noted that the Audit and Risk Committee look at the Risk Register twice a year and that it is reviewed by SMT in advance of these meetings. The last review by SMT and ARC took place in February. Mr Dunlop went onto explain the proposed changes to the Risk Register.

The Board agreed with the additional risk associated with the new Scottish Government monies and that consideration should be given to earlier discussions around cost of living and fuel crisis. The Board asked if reviewing the register twice a year is often enough, Mr Dunlop explained that taking account of the timelines and the pre work that took place for each of the reviews meant that in effect the document was under constant review, and that when this is combined with the area risk registers it is felt that the process and approach is robust.

11.2 Risk Framework

Mr Dunlop noted that this is our approach to risk management and the Audit and Risk Committee feel that it is still fit for purpose after a discussion at the meeting in February.

- *The Board formally approved the Risk Register and Risk Framework.*

12 Memorandum of Understanding (sportscotland and Trust Company)

Mr Dunlop noted that the Memorandum of Understanding governs the relationship between **sportscotland** and the Trust Company and the review of the Trust Company found that the relationship should be maintained but proposed some changes which have been made and can be seen in the appendices with track changes.

Mr Dunlop noted that we now have an understanding of where risk and liability lies and this has been discussed and the Trust Company who were happy with the changes made.

- *The Board formally approved the Memorandum of Understanding (**sportscotland and Trust Company**).*

13 Board and Committee Terms of Reference.

Mr Dunlop noted that this item consists of three parts, the Boards own terms have not been considered elsewhere and the Board are asked to discuss any changes. The Audit and Risk Committee looked at their terms in February and are happy with them. The Remuneration Committee also checked their terms when they met in March and made a number of changes around the role and purpose of the committee.

Mr Dunlop also noted that for the new members allocation to committees needs to happen and will be in touch soon.

- *The Board formally approved the Board and Committee Terms of Reference.*

14 Model Code of Conduct

Mr Dunlop noted that the Model Code of Conduct has been updated and reissued at the end of 2021 and there is a request that public bodies adopt it by June 2022.

The Board noted that this update was a positive step forward and that the code was now easier to understand and relate to.

The Board asked who the Public Bodies Standards Officer is, Mr Dunlop confirmed that he has that responsibility.

- *The Board formally approved the Model Code of Conduct.*

For Information

15 Communications update

The Board commented on the great work from the Young People's Sports Panel on kits for all and Euan's guide.

Noted and taken as read.

16 Trust Company Board meeting draft minutes

Noted and taken as read.

17 Audit and Risk Committee meeting draft minutes

Noted and taken as read.

18 Remuneration and Succession Planning meeting minutes

Noted and taken as read.

19 Any Other Business

None.

20 Date of Next Meeting: Tuesday 28 and Wednesday 29 June 2022 (Inverclyde)

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