

# **sportscotland**

## **Council Meeting**

Minutes of the Council Board Meeting held at the **sportscotland** National Centre Inverclyde on Tuesday 25 February at 09:00

### **Present**

#### **Members**

Ms M Campbell, Chair  
Mr A Bain  
Mr S Lindsay  
Mr T Mistry  
Ms H Ousta  
Ms S Sandilands  
Mr S Sweeney  
Ms K U'ren  
Mr A Watt

#### **New Board members as observers**

Ms J Gotts  
Mr A Kerr  
Mr T McDaid

### **In Attendance**

#### **Council Officers**

Mr F Dunlop  
Ms R Barrington  
Mr C Burn  
Ms L Cook

#### **Scottish Government**

Mr A Sinclair

## Welcome

The Chair welcomed everyone to the meeting.

## Business

### 1 Apologies for Absence

➤ *Mr C Grant and Mr D McDonald.*

### 2 Declarations of Interest

➤ *None.*

### 3 Minutes of Meeting held on 10 December 2024

➤ *The minutes of the Board meeting held on 10 December 2024 were approved as a true and accurate record.*

### 4 Matters Arising

None.

### 5 Chairs Opening Remarks

The Chair formally welcomed Ms Gotts, Mr Kerr and Mr McDaid, the new Board members who are attending as observers and will officially join the Board next month. Ms Connolly and Ms Treasurer unfortunately could not attend this meeting but will officially start on the 1 March and join the April meeting.

The Chair updated that 127 applications had been received for the five Board positions, the quality of applications was very high and the final selection and appointment process had identified five excellent candidates. The Chair thanked Mr Sinclair and his team for supporting the process.

The Chair highlighted that Katherine Grainger's second term as Chair of the UK Sport Board is coming to an end and it is anticipated that the new Chair will be announced soon.

The Chair and Mr Watt met with a number of individuals regarding the Changing the Boundaries report, including the referrals team and the CEO of Cricket Scotland. The Chair noted that it is not the role of the Board to get involved in the detail of this work, that the executive team will keep the Board up to date as appropriate and that where individuals remain unhappy they should be directed to the **sportscotland** formal complaints process.

The Chair described a constructive meeting that herself and Mr Dunlop had with the Minister and the Cabinet Secretary. The Cabinet Secretary has agreed to meet with a group of SGBs.

The Chair attended a Public Sector Reform conference which focused on the need for all public bodies to continue to look at efficiencies.

### 6 Executive Management Report

Mr Dunlop introduced the report, explaining that there has been a lot of internal work and focus on the business plan, budgets and people issues during January and February and this will continue into March.

Mr Dunlop updated on a meeting with Tennis Scotland, the LTA and Scottish Government at the start of the year. Discussions focussed on the various tennis funding streams and how these are best invested, more information will be brought to the April Board,

Mr Burn updated on the potential investment from the London Marathon Foundation which will focus on Glasgow and the Highlands, the two authorities and sportscotland will match the funding.

Mr Burn gave an overview of the work being progressed at a UK level on safe sport. He explained that we will continue to work with colleagues across the UK on a consistent framework for safe sport but retain the delivery at a Scottish level.

Mr Burn explained that we are in discussion with Scottish Government around the Euro 2028 legacy opportunities and that our position was that a partnership approach should be adopted with the SFA and other stakeholders.

Mr Burn highlighted the progress and appointments of the senior team at Commonwealth Games Glasgow 2026. He went on to update on recent meetings with Commonwealth Games Scotland around the investment that we will make into Team Scotland.

Ms Steven updated that three members of the Glenmore Lodge team were involved in a road traffic accident in Switzerland. We are providing support to the staff and their families. There is also an internal investigation underway.

Ms Steven updated that the Good Day at Work engagement survey is conducted on an annual basis, and we have just completed year two with positive results. The Strategic Workforce Review is ongoing and will include engagement with the People Development Committee and an update to the April Board meeting. The Voluntary Severance scheme closes on Friday, and we will share the outcomes at the April Board meeting.

Ms Steven provided an overview of progress against our estate. The sale of Caledonia House is progressing with a completion date of April. The sale of Cumbrae is also progressing, again an April completion date is expected. We continue to review usage and requirements across the rest of our office estate and will keep the Board up to date.

Ms Steven updated on the two live litigations.

➤ *The Board noted the Executive Management Report.*

## **For Discussion**

### **7 Planning and reporting documents**

#### **7.1 Corporate Strategy**

Mr Dunlop introduced the paper, reminding the Board that a light touch review of Sport for Life was agreed and that the changes adopted take account of the new Physical Activity for Health Framework. The final formatting will now be completed.

#### **7.2 Business Plan 25/26**

Ms Steven gave a presentation on the business plan, explaining how the environments and the enablers have been used to explain and present our work. Ms Steven went on to explain that the plan was work in progress with a final version coming back to the Board in April.

The Board fed back that they liked the simplicity of the Corporate Strategy but that more work needed to be done to link the Corporate Strategy and the Business Plan with clear KPIs and

indicators linking to the outcomes. The Board also asked for clarity on the timescales of the business plan, Ms Steven confirmed it was for one year.

The Board discussed the wider investment in sport and whether that is or should be captured, after discussion it was agreed to focus on **sportscotland** investment through the business plan.

The Board fed back that the direction and change stated in the Business Plan was clear and consistent with our review process. They discussed this in the context of a transition year and asked how ready **sportscotland** and the sector was for change. Mr Dunlop agreed that this was a transition year and that had started with internal decisions but that it had been communicated to external partners and that we would continue to do so in the months ahead.

The Board discussed the position of the national centres in the plan and whether they should have their own business plan or be seen as an enabler. It was agreed that it was important to see the national centres in the business plan but that they do and should continue to have more detailed plans which the Trust Company Board review. The MOU between **sportscotland** and the Trust Company will come to the April Board as part of the annual review.

The Chair concluded the discussion, confirming that feedback will now be built into the final version of the Business plan and brought back to the April Board meeting.

### **7.3 Budget Development**

Ms Steven presented on the budget development and the assumptions and considerations at this stage.

The Board discussed the impact of the voluntary severance scheme, the savings achieved through closing offices and the various investment streams which are stopping. The Board considered the impact of these cuts and asked that the executive team continue to build this into the reporting.

The Board acknowledged the work that had been completed to date to help balance the budget going forward but noted that this did not free up any monies for reinvestment. The Board went on to discuss the difficulty that further Scottish Government cuts would present.

### **7.4 LA and SGB investment**

Mr Burn provided an update on progress following the last meeting. Some SGBs are on a four year Olympics and Paralympic cycle and others are on a Commonwealth Games cycle, with some annual investments agreed with SGBs. All LAs are on the same four year cycle of investment.

Mr Burn went on to describe the process that was followed in coming to a final decision in terms of investment and that a review of that process would be completed next year. The Board encouraged the executive to take into account the different sizes of sports and flex the approach to be light touch and as simple as possible for smaller sports.

➤ *The Board noted the planning and reporting documents.*

## **8 EDI Reports**

### **8.1 Equalities Mainstreaming report**

### **8.2 Equality Outcomes 2025- 29**

Mr Dunlop noted that as part of our public sector duties we need to produce the Equalities Mainstreaming report every two years and set our Equality Outcomes every four years. Drafts of both these documents are presented for feedback and final reports will come to the April Board meeting.

The Board noted the significant work presented in the Mainstreaming report and the progress that has been made. The Board asked for more information about the Outcomes and the proposal to keep these the same as the last four years, Mr Dunlop explained that the research and data supports us maintaining the same Outcomes, he went on to explain that the Equality Outcomes in the context of our wider EDI approach continues to create confusion and some frustration with partners who consider our Equality Outcomes to be the focus of what we do. Mr Dunlop went on to explain that the Equality Outcomes are a small part of what we do and following a conversation with Equality and Human Rights Commission he was confident that we are taking the right approach but need to communicate this in a clearer way.

➤ *The Board noted the EDI Reports.*

## 9 People Development

Ms Steven gave a presentation on the three strands of work which fall under people development.

The Good Day at Work survey has shown positive progress and feedback over the last year. The survey was completed in November and the plan is now run quarterly pulse surveys to monitor feedback from staff on an ongoing basis. Ms Steven also acknowledged that while the organisational average had improved there were still areas of the business where feedback was not positive. All members of the leadership team are now completing team sessions and the results are being utilised to get further feedback which will form an action plan.

The Board recognised the progress but also that we were now in a period of change and that the quarterly pulse surveys will be a good way to monitor how staff are feeling during this time. Mr Dunlop added that we have proactively increased communications over this period of time and that as a leadership team we continue to get feedback formally and informally.

Ms Steven went on to give an update on the strategic workforce review. She explained that we have consulted with internal staff who were all invited to drop-in sessions, there will be consultation with external stakeholders and partners next with recommendations coming in April.

The Board discussed the organisational readiness for this work and for further change. Ms Steven replied that we have been communicating what we were doing and why for sometime, while recognising that change is difficult.

Mr Mistry, Chair of the People Development Committee, welcomed the update and the work which will give a direction to the organisation. He welcomed the opportunity for the People Development Committee to stay close to the work and receive regular updates, noting that it has been a long time since **sportscotland** completed a piece of work like this. The Board enquired about their engagement in the process, Ms Steven confirmed the Chair and Chair of the People Development Committee had been interviewed and that the People Development Committee will continue to be engaged.

Ms Steven gave the Board an update on the voluntary severance scheme. The Board discussed the impact on those staff that will leave, those that applied but will not be approved and those who are staying. It was recognised that decisions must be made in line with the policy and ultimately must be affordable. Mr Dunlop confirmed that the recognised trade union had been consulted on the policy.

The Chair asked the Board to continue to support and help any way they can and to please feed through any expertise they have.

➤ *The Board noted the People Development paper.*

## **For Information**

### **10 Q3 Business Plan report 10.1 2024 / 2025 Budget Update**

Mr Burn and Ms Steven updated on various elements of the business plan including a budget update. The Chair commented that the budget update is helpful and a welcome addition.

The Board asked Mr Sinclair if he and his team were fully cited on our potential overspend on the Scottish Government side of our 2024/2025 year. Mr Sinclair confirmed that they were.

The Board discussed SGB governance and it was agreed that a separate session would be arranged to give Board members an overview of the different tools and interventions that are in place and how this is tracked and reported.

### **11 People Development Committee meeting draft minutes**

Noted and taken as read.

### **12 Audit and Risk Committee meeting draft minutes**

Noted and taken as read.

### **13 Trust Company Board meeting verbal update**

Ms Steven noted that the Trust Board minutes were not ready to be shared with the Board given the meeting only took place last week.

Mr Bain updated that the focus of the meeting was on the budget setting, and everyone is happy with the continuity.

Mr Bain updated that Ms Sandilands will remain on the Trust Board as an independent member, this will support with continuity.

The Board asked about opportunities to visit Glenmore Lodge.

### **14 Any Other Business**

The Chair expressed thanks to Ms U'ren, Ms Sandilands, Mr Grant and Mr McDonald for their huge contribution during their time on the Board. They all brought particular expertise with them but also an all-round knowledge and passion for sport.

The Chair explained that she had spoken to the various committee chairs and that she would finalise with them member allocation to the various committees.

### **15 Date of Next Meeting: Monday 28 and Tuesday 29 April 2025 (Inverclyde)**

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