

sportscotland

Council Meeting

Minutes of the Council Board Meeting held at the **sportscotland** National Centre Inverclyde on Tuesday 30 April at 10:00

Present

Members

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

In Attendance

Council Officers

Mr F Dunlop
Ms R Barrington
Mr C Burn
Mr N Cobb
Mr J Lunn
Mr D Williamson
Mr A Yaqub
Ms L Cook

Scottish Government

Ms A Robinson

Welcome

The Chair welcomed everyone to the meeting.

Business

1 Apologies for Absence

➤ *Mr D McDonald.*

2 Declarations of Interest

➤ *None.*

3 Minutes of Meeting held on 27 February 2024

➤ *The minutes of the Board meeting held on 27 February 2024 were approved as a true and accurate record.*

4 Matters Arising

None.

5 Chairs Opening Remarks

The Chair updated that this will be his last meeting as Chair as he finishes at the end of May and the process for appointing the new Chair is still ongoing but as soon as we know we will update the Board.

The Chair updated that he met with the Scottish Government Cabinet last Tuesday along with Mr Dunlop, Ian Maxwell, CEO, Scottish Football Association, and Erin Gillen, Scottish Athletics. This was a unique situation where sport was allowed to present to the Cabinet, they were very supportive and understood what we are about. Mr Sinclair has been tasked with writing a report for the Cabinet which summarises the contribution and opportunity that sport presents against the national outcomes. The Chair acknowledged that since the presentation the First Minister had stood down but that the plan and approach should not change.

The Board asked for more information on the presentation to the Cabinet. The Chair explained the approach had been to use examples of the work undertaken by the sport sector which directly contributed to the national outcomes. This was brought to life by Mr Maxwell and Ms Gillen, Ms Gillen also described her journey and the support provided as a young person through school, university and within community sport. Mr Dunlop added that through the presentation the challenges faced at a local level and particularly around facilities were also clearly articulated to the Cabinet.

6 Executive Management Report

Mr Dunlop updated that he attended a positive introductory meeting with Neil Gray MSP, Cabinet Secretary for Health and Social Care. He explained regular meetings continue with Maree Todd, the Minister for Social Care, Mental Wellbeing and Sport, the next of which is scheduled for tomorrow.

Mr Dunlop updated that the Active Scotland Outcomes Framework is being worked on and the intention is to bring a discussion to the June Board meeting. It should be interesting to see how sport has been positioned and to discuss what that will mean for **sportscotland**.

Mr Burn updated on the latest position with the 2026 Commonwealth Games. He explained that Commonwealth Games Scotland continued to develop an alternative model for a 2026 Games and that ultimately Commonwealth Games Federation would decide on the best model / approach for a 2026 Games.

The Board discussed concerns around reported figures which demonstrate the decline in volunteering. Mr Lunn agreed that there are concerns which are being expressed by SGBs, including the impact on clubs. Mr Dunlop explained that this was being considered as part of the club and community review and would be built into future planning.

Ms Barrington updated on recent correspondence from the Scottish Government asking **sportscotland** to consider in year cuts. Ms Barrington explained the response would be to clearly articulate that any in year cuts would directly affect employed positions and as such would contravene the Governments non-compulsory redundancy policy. The Board discussed the frustration of conflicting messages from Scottish Government, and it was agreed that the Chair would articulate this to the Minister the upcoming meeting. The Board discussed the importance of the scenario planning work, Mr Dunlop confirmed this was ongoing and was considering the scenarios of increased Scottish Government and/or Lottery monies, stand still income and reduced income, further updates will be brought to the June meeting.

➤ *The Board noted the Executive Management Report.*

For Decision

7 **2024/25 Business Plan, Budget and Performance Measurement Framework**

Mr Williamson presented an update on the business plan, explaining the minor changes from the draft version brought to the February meeting.

Mr Cobb presented an update on the budget, explaining the minor changes from the draft version brought to the February meeting.

The Board discussed the business plan and budget, reflecting on the challenges that the sector is facing. The Board reiterated their previous commitment to support the staffing infrastructure, recognising that if a network of people is retained then a particular focus of work can be carried out by that network.

The Board went on to discuss and then to confirm that Sport for Life continues to give the correct direction by taking a systems-based approach and by focussing on making sport more inclusive and more accessible. The Board tasked the executive team to continue to reflect on the breadth of work being carried out and to ensure that through the scenario planning exercises that a focus and prioritisation is applied, in particular recognising the over commitment to Lottery investment can only continue for another two years.

The Board commended and thanked Mr Cobb and the team on the presentation of the budget which has clearly identified the challenges, risks and many variables at play.

The Board went on to discuss the statutory reporting requirements and in the additional performance management reporting. It was agreed that we have a clear and compliant approach to statutory reporting. The Board discussed further how we strengthen our data collection to allow enhanced decision making. It was agreed that this will be work in progress and that then next critical element will be the updated Active Scotland Framework.

➤ *The Board approved the Business Plan, Budget and Performance Management Framework.*

8 Risk Management

Ms Barrington noted that the risk register was previously brought to Board last year and has since been reviewed internally and some minor adjustments have been made. Azets are exiting as our internal auditors and the next Audit and Risk Committee will run a risk appetite session which will be brought back to the full Board for consideration at the August meeting.

Mr Williamson presented an update on the risk management process.

The Board discussed the risk register, in particular considering that key risks are enduring and that despite mitigating actions have not moved. The Chair of the ARC commented that while score maybe static, risks are dynamic and the changes and mitigating actions are regularly reported and discussed.

The Board discussed both the progress and the work still required following the health and safety audit.

➤ *The Board approved the Risk Management paper.*

9 Board and Committee Terms of Reference

Mr Dunlop introduced the paper and noted that the Terms of Reference are brought back each year and we ask the Board to consider their own terms of reference as well as the two committees. Mr Dunlop explained that that in preparation for this paper the Chair of the Board, the Chair of the Audit Committee and the Chair of the Trust Company Board had met to discuss roles and responsibilities and that many of the changes resulted from this meeting.

The Board discussed the relationship with the Trust Company and the reporting of performance. The Chair of the Trust Company explained that the work was reported in an integrated way through the environment updates for schools, clubs and performance. It was agreed that once a year this should be extracted into a Trust Company report for the **sportscotland** Board.

The People Development Committee Chair noted that the committee has just met recently and as well as discussing their terms of reference, the committee also discussed the need to consider the Board skills matrix and future requirements.

➤ *The Board approved the Board and Committee Terms of Reference.*

10 Memorandum of Understanding (sportscotland and Trust Company)

Mr Dunlop introduced the paper, reemphasised the meeting of the appropriate Chairs and that the subsequent changes were as a result of this meeting.

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

11 Revised Model Code of Conduct

Mr Dunlop introduced the paper noting that there had been some clarifications and updates to revised Model Code of Conduct guidance but that it does not change the overall responsibilities.

➤ *The Board approved the Revised Model Code of Conduct.*

12 Cricket Scotland

Mr Lunn gave an overview of the work with Cricket Scotland, he explained that specific conditions had been added to this years investment agreement and that **sportscotland** would continue to work closely with Cricket Scotland.

Mr Lunn explained that the referrals process was coming to a conclusion, he explained the complexity and challenges faced by the investigation team, the significant number of recommendations from the investigation team and the implementation of these recommendations and those from Changing the Boundaries by Cricket Scotland. Mr Lunn recognised there was still some way to go and that the next phase of work would be very important in helping to move the sport forward while embedding the changes and learnings.

The Board reflected on the entire process, recognising that it is important to learn lessons from all aspects of this work. Mr Lunn confirmed that this was ongoing and had been the subject of a couple of conversations through the Audit Committee.

The Board recognised the significance and importance of those who had raised concerns, the impact on a small staff team at Cricket Scotland and the impact on the sport.

➤ *The Board approved the Cricket Scotland recommendation.*

For Discussion

13 Equality, Diversity and Inclusion strategy

Mr Yaqub presented on progress which has been made over the past year with the Equality, Diversity and Inclusion strategy.

The Chair thanked Mr Yaqub for his presentation.

The Board discussed the paper and presentation including the plan for updated research to be completed later this year, Mr Williamson explained the process and approach that will be taken to appoint a research supplier for this work through procurement. The Board discussed the new ideas section of the strategy and the need to manage this carefully to avoid community groups considering **sportscotland** to be a direct source of funding over the medium to long term. Mr Dunlop confirmed the approach was to learn from these new ideas strands of work and for that learning to then inform the system based approach.

Mr Burn noted the importance of our reporting across all protected characteristics, recognising this was built into all of our programmes and highlighting work with women and girls and people with a disability. The Board agreed that inclusion is built into all of our programmes and it is complicated to then look at it in isolation.

The Board discussed the approach that had been taken to build partnerships and relationships with a wider group of organisations. Mr Dunlop explained that the approach had been successful over the last few years in that our networks are now extended and that we will now use these networks to help educate and inform the system around inclusion,

The Chair thanked Mr Yaqub for his presentation and paper.

➤ *The Board noted the Equality, Diversity and Inclusion strategy.*

14 Looking Ahead – Medium Term Financial Planning

Ms Barrington introduced the paper which explores the next three to five years planning with various scenarios. Ms Barrington explained that this process will be ongoing and that the Board will be updated on a regular basis through the environment reviews and that the work will come together as part of the business planning process later this year / early 2025.

The Board asked about the internal focus and the need to take account of staffing costs. Ms Barrington agreed, reassured the Board that this will be part of the process and that in addition a work force planning exercise was being scoped. The Board asked that appropriate consideration was given through the risk register to this work and any associated decisions.

Mr Cobb noted that the Audit and Risk Committee have discussed and fed back on the scenarios which has helped shape the paper and approach.

The Board agreed with the structure and approach and looked forward to future and specific discussions as these are brought forward through the environment reviews at future meetings.

- *The Board noted the looking ahead - medium term financial planning paper.*

For Information

15 National review of facilities update

Mr Burn updated on the progress and timelines associated with this work. Mr Burn confirmed that it will be the end of 2024 before reports are available but that we would continue to work through a stakeholder group to ensure sector buy in and support.

Noted and taken as read.

16 Communication update

Noted and taken as read.

17 Audit and Risk Committee meeting draft minutes (February)

The Chair of the Committee noted that they discussed drawing specific points out of the minutes. The Chair highlighted that in the annual audit effectiveness of framework Azets have once again given a negative mark, we have given reasonable assurance on the expectations with the management of **sportscotland's** estates. There has been a failure to appropriately manage and mitigate risks which has been challenged but still needs to be flagged to the Board. However, they did complement and commend the management effort.

Noted and taken as read.

18 Audit and Risk Committee meeting draft minutes (March)

Noted and taken as read.

19 Trust Company Board meeting draft minutes

Noted and taken as read.

20 Any Other Business

The Chair noted that this is Mr Cobb's final meeting and thanked him on behalf of the Board for all of his hard work, input and commitment.

Mr Burn updated that Al Smith has been appointed as Head of Performance Discipline.

Ms Barrington updated that Mark Drummond has been appointed as Head of Finance.

The Vice Chair thanked the Chair on behalf of the Board, he remains in post until the end of May but **sportscotland** has flourished under his leadership and the clarity of purpose he has provided. The Chair expressed his thanks to everyone for the support that they have provided and the work that they continue to do to promote sport at every level.

21 Date of Next Meeting: Monday 24 and Tuesday 25 June 2024 (Inverclyde)

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