

sportscotland

Council Meeting

Minutes of the Council Board Meeting held at the **sportscotland** National Centre Inverclyde on Tuesday 27 June 2023 at 09:00

Present

Members

Mr M Young, Chair
Mr A Bain
Ms M Campbell
Mr T Mistry
Mr C Grant
Mr S Lindsay
Ms H Ousta
Mrs S Sandilands
Mr S Sweeney
Mr A Watt

In Attendance

Council Officers

Mr F Dunlop
Mr N Cobb
Mr M Cowan
Mr B Fleeting
Mr J Lunn
Mrs J Lynn
Mr P Reid
Mr J Steel
Ms F Wernham
Mr D Williamson
Ms L Cook

Scottish Government

Mr A Sinclair

Guest presenter

Ms L Sanda, Strategic Director of People, Clackmannanshire Council

Welcome

The Chair welcomed everyone to the meeting.

Business

1 Apologies for Absence

➤ *Ms K U'ren and Mr D McDonald.*

2 Declarations of Interest

➤ *None.*

3 Minutes of Meeting held on 25 April 2023

➤ *The minutes of the Board meeting held on 25 April 2023 were approved as a true and accurate record.*

4 Matters Arising

Mr Lunn updated the Board on ongoing discussion with Netball Scotland around the funding model for the Strathclyde Sirens. He explained that the super league model will be reviewed during the season ahead and that one off support will be provided to the Sirens to allow this work to be completed which will in turn allow for greater clarity as to the long term implications and requirements.

5 Chairs Opening Remarks

The Chair highlighted the recent Honours and noted the sport recognitions, which are:

CBE

John Greig MBE

For services to football and the community in Scotland

OBE

Gordon Reid

Wheelchair tennis player, for services to Tennis

MBE

Dr Niall Elliott

Head of Sports Medicine, **sportscotland** Institute of Sport, for services to Sports and Exercise Medicine

Anna Marshall

For services to Lawn Bowls

John Stevenson

Volunteer, Tennis Scotland, for services to Lawn Tennis

BEM

Dick Campbell

Manager, Arbroath Football Club, for services to Association Football and the community in Angus

Albert Duffus

For services to Boxing, to Veterans and to Charity in Inverness-shire, Aberdeenshire and Moray

Alexander McMenemy

For voluntary service to the Scottish Schools Football Association and to the Scottish Football Association

The Chair updated on the World Economic Forum which he recently attended. The forum observed that the credibility and trust of politicians and democracy has declined. The forum also discussed the impact of wars, the global pandemic and artificial intelligence as well as how to mitigate risks and create a better world.

The Chair shared a takeaway from the forum on leadership in times of disruption and how this is both applicable to sport and how sport has a role to play in addressing and supporting macro challenges and improving individuals' lives.

6 Executive Management Report

Mr Dunlop updated on his meetings with Local Authority CEOs which he is using to emphasise the importance of sport, physical activity and leisure provision while at the same time listening to how local authorities are planning for that provision in the future. Recent announcements around Ayr Ice Rink and swimming pool closures in West Lothian are clear reminders of the pressures on local partners and the real impacts that are now being felt. A further update will be given at the August Board.

Mr Dunlop updated on Sport Org, who are still predominantly focused on winter sports but are now looking to bring resources together to have a more efficient model to deliver on performance. Nigel Holl is the part time CEO, and part time British Curling CEO. This should help us understand some of the pressures that British bodies are under.

Mr Dunlop highlighted that the UCI Cycling World Championships will commence in August. The team are working through technical and resource implications and challenges as they move into delivery phase. Board members will receive an invitation to a joint event with the UK Sport Board on the 8 August and there will be opportunities to attend other events. The Championships will be a fantastic event and an amazing ten days of cycling.

The Chair noted that we are keen that as many Board members as possible can attend the event with the UK Sport Board on the 8 August.

The Board asked about the broadcast deals and coverage associated with the Championships. Mr Dunlop confirmed there would be international broadcast and a strong commitment from the BBC for national Broadcast. The Board discussed **sportscotland's** role in the delivery of the Championships, Mr Dunlop explained the role of Visit / Event Scotland in supporting the event and the role of **sportscotland** in supporting the long-term development of the sport.

Mr Dunlop updated on the Fair Work First guidance which requires all future investment with a Scottish Government component to be subject to two mandatory components as of the 1 July 2023. The mandatory components are paying at least the real Living Wage; and provide an effective workers' voice. These do not have to apply to National Lottery investments but will be included in investment agreements as guidance. Local Authority partners currently have awareness of this but not many Scottish Governing Body partners do. The Board welcomed the guidance and the requirement to pay the living wage but expressed concerns on how the effective workers voice will be implemented for organisations that are not unionised. Mr Dunlop noted that Mr Cobb and Mrs Law-Reed are currently working on this and will provide internal training as well

as offering workshops to SGBs which will highlight methods of delivering this commitment, for example staff committees.

Mr Dunlop highlighted that the Audit and Risk Committee meeting that will take place in the afternoon will consider an internal audit report which raises concerns around the corporate management of health and safety and the need to update policies and reinstate the health and safety committee. Mr Dunlop reassured the Board that operating procedures and processes were in place but they had not been updated since post COVID, he also clarified that the National Centres do have up to date policies and procedures which have been updated and are being managed at a local level. It was agreed that a further update would be sent to the Board following the ARC.

The Board discussed the Scottish Governments commitment to double the budget to sport and physical activity and asked if we are clear on what we will spend additional monies on. Mr Dunlop explained that previous discussions have made it clear that any additional monies should be targeted towards making sport more inclusive. Significant work had taken place with local partners to consider this last year and local plans are in place ready to be funded. Mr Dunlop went on to explain there were other strands of work like school swimming which had also been identified and pilot programmes were currently being evaluated so that if new monies do materialise we are clear what works best.

The Board asked if we have any modern apprenticeships or traineeships. Ms Wernham noted that we are working with Skills Development Scotland and Enable to create employment opportunities for people with a disability. This is a new initiative which we shall monitor and evaluate carefully.

The Board noted that the Human Rights Bill is out for consultation and asked that we discuss this with the Minister and respond to the consultation.

Mr Dunlop highlighted the recommendation that British Ju Jitsu is derecognised, explaining that any consideration of the recognition status of a National Governing Body is a collective decision that **sportscotland** takes with the other UK Home Country Sport Councils (HCSC) in Wales, Northern Ireland and England. The Board are supportive of derecognition.

➤ *The Board noted the Executive Management Report.*

For Discussion

7 Clackmannanshire Council

The Chair introduced Ms Sanda, the Strategic Director of People for Clackmannanshire Council and thanked her for helpful and insightful presentation last night.

Mrs Lynn noted that a targeted approach has been taken with six Local Authorities, one of which is Clackmannanshire Council and Ms Sanda is here to bring that to life. This work has been reported in the business plan over the last eighteen months and this presentation will show the impact.

Ms Sanda presented on the work being done in Clackmannanshire. The Chair then thanked Ms Sanda for her fascinating presentation and insight into the area.

The Board asked what components are required to create a successful hub and what asset rationalisation is required? The Board asked if the work in Clackmannanshire can be used as a template and can the learnings be replicated. Ms Sanda noted that they are currently having

learning partner discussions and that Scottish Government are tracking some of the work in a broad sense, but we need to ensure someone who understands the detail is involved. Mrs Lynn noted that Mr Williamson and Ms Horton are involved with the evaluation and ensuring that we have substantial learning and can use it.

The Board asked how the secondment for Mr Stewart was developed with Clackmannanshire Council and could the model work for other LAs? Mrs Lynn noted that this is currently the only LA with a secondment at that level. Ms Sanda noted the approach was very beneficial, it was an approach taken with other partners and the learning will benefit Clackmannanshire Council, **sportscotland** and Mr Stewart. Mrs Lynn explained that we have been exploring and supporting a number of secondments to various partner agencies over the last year and that we will continue to do this and also look for inward secondments to **sportscotland**.

The Board asked what the national vision is for the Wellbeing Hub? Ms Sanda noted that the aim is for the Wellbeing Hub to become a centre of excellence, recognising there is much work to do across multiple partners and stakeholders before that vision is delivered.

The Board highlighted a challenge with the ability to predict intervention outcomes and asked if anything unique had been done or if AI was involved? Ms Sanda noted that AI was not involved, but that there was very clear evidence that early intervention in child services can make a significant difference and likewise interventions and support for adults can have a dramatic impact on their health and wellbeing. Ms Sanda discussed the balance between overly monitoring detailed investments and investors working with local partners to focus on the outcomes.

The Chair thanked Ms Sanda for sharing her insights and noted that it was fantastic to hear how well the relationship is and the secondment is going. Ms Sanda thanked **sportscotland** for their support to Clackmannanshire Council.

➤ *The Board noted the presentation from Clackmannanshire Council.*

8 Sport for Life - Clubs

Mr Steel presented an update and highlighted that in recent months discussions with partners have taken place to ensure we are doing the right things to support club and community organisations. Mr Steel highlighted the key themes identified in paper and asked if these resonate with the Board.

The Board expressed a concern about support for volunteers and the workforce as people are less time rich there are less volunteers. Professional staff can relieve some of this pressure but how could this best be utilised and are there quality issues as sports have quality standards. Do we work with Volunteer Scotland? Mr Steel noted that there is a slightly different mindset around volunteers post covid and the next step is to bring the right people together to discuss further and make sure we can identify what the next step is and what solutions could be collectively generated as we are open to find the right interventions. The Chair asked about partnership working and if we should explore a partnership with Volunteer Scotland. Ms Wernham noted that we have reached out to them and are awaiting a response. We are also engaging with Volunteering Matters and looking to do some volunteering management training for staff and partners.

The Board noted that nothing stands out and causes concern but believes there is a need for collaboration and better clarity on roles and asked where is the pitch for the sector that can then have local versions as it could be easier for partners to buy in to once they see an example of it working. Mr Steel noted that there has been an ask for greater collaboration between local and national partners and there is a frustration on the lack of understanding between them both.

The Board asked about organisation survival, the cost of living crisis and overall participation is there a tangible risk. Mr Steel noted anecdotally that we have seen some Community Sports Hubs

disappear as result of pandemic but we have also seen some emerge as clubs tend to be resilient. The Chair commented that in the wider volunteering sector there are a lot of issues and a danger of people becoming burnt out.

The Board asked if there were any examples of good clubs that could be used to inspire other clubs and is there more that we could do to understand why clubs are successful. Mr Steel noted that there are many examples of clubs doing great work and that we need to consider how we give these greater profile. The Chair commented that Spartans Football Club are an example and asked how we get more clubs with that mindset and approach, Mr Steel explained that we are working closely with Spartans and investing in them to support other clubs and that his view was that leadership had a significant part to play in the long-term success of the club.

The Board discussed the importance of developing future leaders and asked how we support the Young People's Sports Panel with this intention. Mrs Lynn explained that we work with partners on a range of young people leadership programmes.

The Board reflected on personal experiences and questioned if volunteering and running sports clubs was becoming too onerous. Mr Steel agreed that some people may be put off but that many of the checks and balances are important to help ensure a safe and inclusive environment is in place. The Board discussed examples of inclusive clubs and how this can be shared further.

The Board finished by emphasising the great work done by clubs and volunteers across the country and while it was important to continue to consider what more can be done it was also important to recognise and celebrate the success of clubs across all communities of Scotland.

➤ *The Board noted the Sport for Life – Clubs paper.*

9 Sport for Life - People

Ms Wernham presented the paper and highlighted the developments in coach education with the development of the Scottish Coaching Certificate that has replaced UKCC and explained the important work led through the partnership with CIMPSA to align qualifications with the SQA.

The Board asked about the connections to higher and further education? Ms Wernham noted that the new partnerships with colleges across Scotland will help develop a better alignment between the sector and colleges and that the Active Campus Managers held their first meeting at Inverclyde last week.

The Board asked if there are skills, knowledge and experience that we do not have at a local level like local employability partnerships to ensure that nobody is left behind and suggested using a key worker model to connect with some people who are not currently linked with sport. Mrs Wernham noted that this is something partners could consider but is not part of the discussion at the moment.

The Board asked for more information on the national workforce register. Mrs Wernham explained that while the concept has been around for some time it has gained momentum following the Whyte review. Mrs Wernham added that it will be piloted in England and that we will stay close to the implementation and learning. Mr Dunlop updated that there was a concern that it could add another barrier to someone staying involved in sport and noted that it is important to get the right balance and not disengage people. The Board asked how it will work with Disclosure Scotland, Mrs Wernham noted that it will not replace it but disclosure certificates could be added to the register. Mrs Wernham highlighted that we are taking a cautious approach and ensuring that we are well informed before deciding whether to be involved. The register will also include volunteers.

➤ *The Board noted the Sport for Life – People paper.*

For Decision

10 Performance Measurement Framework

Mr Williamson explained to the Board the challenges being faced collecting data which is used to report against the performance measurement framework and that while a solution was needed to deal with the annual report further consideration was needed into the longer-term approach. This longer-term approach will be brought back to the Board later in the year.

The Chair expressed frustration that given our levels of investment we are still not able to secure the appropriate data. Mr Williamson noted that the challenge is getting participant / member data at a more detailed level which required individuals to complete questionnaires and returns that they are not always willing to do. Mr Lunn provided an example of a large sport who sent out the survey four times and still received a poor return, we are working through this and trying to make sure our surveys align with SGBs and what they are putting out. Mr Lunn noted that we are increasingly asking for more and more data like EDI to help inform decision making.

The Board recognised surveys can feel intrusive and encouraged the approach to work closer with the SGB to have a single aligned membership survey which communicates the importance of responding. The Board also discussed using market research experts, Mr Williamson agreed this can help and that previous conversations have been had around the use of national surveys for additional questions but this is extremely expensive and still limited by the number of questions you can add.

Mr Williamson noted that the next step is to look at alternatives. Mr Dunlop noted that we know that our investments and interventions do make a difference but need to explore what is this going to look like in the future. We have got time to do some thinking, but we should be reassured by data that has been collected in the past that our investment has an impact.

The Chair summarised the discussion highlighted that there is going to be thinking time on how we move forward for the future and this needs to happen in the Autumn, an update on the progress will be provided at a future Board meeting.

➤ *The Board approved the Performance Management Framework.*

11 Quarter 4: 2022-2023 progress report

Mr Williamson highlighted the exceptions report and noted that the red does not indicate poor performance but that we are trying to be a bit more critical as we review our progress against milestones.

The Board welcomed the more rigorous assessment but question the timing and suggested that it might have been better to wait until quarter one. Mr Williamson noted that the key purpose is to enable the Board to scrutinise. Mr Dunlop noted that the aim of the change is to be ambitious and challenging than everything being green in a world that is rapidly changing, this feels like a more honest assessment. Financial assessment is varied but all of the actions are green. We can explain why any actions have been missed and hopefully bring some comfort to the Board.

Mr Cowan updated on the UCI Cycling World Championships and noted that it is difficult to predict from quarter to quarter but we started with our best estimate and vary between quarters but there have been no red warning flags.

The Board asked about college sport and if we were too ambitious? Mr Dunlop noted that changes in funding had contributed to the timelines for this work but that the delivery of the work had maintained good pace. Mrs Wernham noted that eighteen partnership agreements are now in place and three recruitments are in place.

The Board welcomed the transparency of the report.

➤ *The Board approved the Quarter 4: 2022-2023 progress report.*

12 Board Annual Programme of work

Mr Dunlop updated that the Board annual programme of work was put in place a few years ago but has slipped due to Covid-19. The document shows the rhythm around business planning, and we will accumulate thinking and ideas across meetings on various topics which will feed into the business plan.

➤ *The Board approved the Board Annual Programme of work.*

For Information

13 Communication update

Noted and taken as read.

14 Trust Company Board draft minutes

Noted and taken as read.

15 People Development Committee draft minutes

Mr Dunlop noted that there has been an issue with the circulation of the survey to Board members and will recirculate.

Noted and taken as read.

16 Any Other Business

The Chair reminded all that they will be invited to the UCI Cycling World Championships on the 8 August alongside UK Sport and encouraged everyone to attend.

17 Date of Next Meeting: Monday 28 and Tuesday 29 August 2023 (Inverclyde)

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