

sportscotland

Council Meeting

Minutes of the Council Board Meeting held at the **sportscotland** National Centre Inverclyde on Tuesday 28 October at 09:00

Present

Members

Ms M Campbell, Chair
Ms M Connolly
Ms J Gotts
Mr A Kerr
Mr S Lindsay
Mr S Sweeney
Ms G Treasurer
Mr A Watt

In Attendance

Council Officers

Mr F Dunlop
Mr C Burn
Mr M Cowan
Ms J Lynn
Ms L Cook

Scottish Government

Ms A Robinson

Guests

Ms A Mellitt, Allwyn (for item 7)
Ms E Mascall, Allwyn (for item 7)

Welcome

The Chair welcomed everyone to the meeting.

Business

1 Apologies for Absence

➤ *Ms H Ousta, Mr T McDaid, Mr T Mistry, Mr A Bain.*

2 Declarations of Interest

➤ *None.*

3 Minutes of Meeting held on 26 August 2025

➤ *The minutes of the Board meeting held on 26 August 2025 were approved as a true and accurate record.*

4 Matters Arising

None.

5 Chairs Opening Remarks

The Chair reflected on the evening discussion with COSLA colleagues and the positive progress that new partnership was supporting.

The Chair updated on the latest UK Sport Board discussions including System Master Planning projects and preparation for the winter Olympic and Paralympic Games.

The Chair updated that she participated as a judge on the panel for our Sports Awards which are taking place on Monday 15th December. The nominations were a good reminder of the fantastic working going on across the country and in every part of the sporting system.

6 Executive Management Report

Mr Dunlop updated on the ongoing conversation with the Scottish Government around the commitment to double the budget into sport and active living. Mr Dunlop added that we continue to work with all parts of the sport and leisure sector to understand needs and to support a consistent and united voice to both the government and the opposition parties.

Mr Dunlop highlighted the recently published Health and Household surveys which show a downward trend in both adults and children meeting the minimum daily activity levels. He added that this should not be a surprise when taken in the context of the latest Accounts Commission report showing a decline in investment.

Mr Dunlop highlighted the brilliant work that was done on women and girls sport week which is a Government driven initiative that we align to and support.

Mr Burn updated on the various strands of preparation for the 2026 Commonwealth Games, including Scotland House, the Kings Baton Relay, the Commonwealth Games Federation (now known as Commonwealth Sport), general assembly and Team Scotland. The Board discussed the opportunities that the Glasgow 2026 Games presented and how we can make the most of these, recognising the financial restriction but focussing on prioritising resources and maximising

partnerships. Mr Burn explained more about the work of the Glasgow 2026 social impact team and that we are working closely with them and also exploring other opportunities to engage and support clubs across Scotland to engage with the Games. The Chair added that UK Sport Board planned to meet in Glasgow during the Games and we would explore opportunities with them and with other SGB Chairs and CEOs.

Mr Burn provided an update on the work with 4Global and Sport England on data. He explained we are close to reaching an agreement and signing a contract to progress this work in 2026.

The Chair asked for feedback on the Board sprint sessions, recognising that we had now tried these with a range of topics. The Board were positive about continuing with this approach to allow for some deeper conversations in preparation for discussion and decision making in the Board meetings.

➤ *The Board noted the Executive Management Report.*

7 Allwyn presentation

The Chair introduced Anna Mellitt, Director of Public Affairs and National Lottery Relations and Emma Mascall, Public Affairs and National Lottery Relations Manager who presented a summary of Allwyn's approach, performance and plans for the national lottery.

The Chair thanked Ms Mellitt for her presentation. The Board discussed the challenges of providing Allwyn with the data and stories required as part of the digitisation of the national lottery. Mr Dunlop confirmed that we are part of a data and digital group for all distributors as the goal is to find a single system to provide this information in a standard way.

The Chair thanked Ms Mellitt and Ms Mascall, wished Allwyn every success in their work to modernise the national lottery and in turn increase the returns to good causes.

➤ *The Board noted the Allwyn presentation.*

For Decision

8 Investment process and principles

Ms Lynn introduced the paper and highlighted that the first sections contain an update on progress being made with LAs and SGBs and the second section provides an update on progress that has been made with the investment process review.

Ms Lynn gave an overview of the SGBs that have presented in the last month, including newly recognised sports, she went on to give an update from the initial LA review meetings which are currently ongoing.

Ms Lynn explained that the investment principles have been updated to reflect the outcomes of participate, progress and achieve. The Board discussed these changes and the implications. Ms Lynn explained that the investment system and approach will be phased in line with the SGB investment cycles and agreements. The Board discussed the right balance between the scrutiny and governance required and the flexibility and more streamlined process to allow partners to focus on delivery. The Board went on to discuss the lack of progress with the BDO contract to provide independent audits for SGBs and asked that an update was provided to the next Audit and Risk Committee meeting.

The Chair asked the Board to approve the changes to the investment principles and noted that further discussion and consideration should be given to the investment process.

➤ *The Board approved the investment principles.*

For Discussion

9 Sport for Life: Places

Mr Cowan presented an overview of the findings of the estates review.

The Board discussed the report and the findings, recognising the size and scale of the challenge. The Board found the report helpful in providing the three themes of data, planning and investment. There was a discussion around the difference between local, regional and national facilities and the challenges that arise from regional and national facilities where LAs now consider their responsibilities to be wider than their boundaries. Mr Cowan gave context to the national, regional facilities investment and what that investment had delivered, filling a number of gaps that were identified at that time.

The Chair asked what learning and engagement we had from the work done to renew the school estate over the last twenty years. Mr Cowan explained the connections with that work and that significant learning has been taken on board so far, however further work and understanding is needed in the context of different funding models.

The Board discussed next steps, and the importance of how this report is communicated, they also discussed the role of **sportscotland** in leading this work in the future and the need for resource if we are to lead the next phase of work. Mr Dunlop explained that the next steps are to discuss the report with the Scottish Government and the minister who had requested the work.

The Chair acknowledged the hard work Mr Cowan has done and his ability to remain patient and keep going. Mr Cowan highlighted Ms Jones has led this work and acknowledged her role.

➤ *The Board noted the Sport for Life: Places presentation.*

10 Strategic Workforce Review

Mr Dunlop presented on the strategic workforce review, explaining the recommendations from Deloitte, the management response and the progress with implementing the changes. Mr Dunlop concluded by explaining the proposal to build this work into the context of the business planning process.

The Board recognised the progress in implementing the change and also the impact that the change had had on the organisation. The Board asked about staff feedback, Mr Dunlop explained that quarterly Good Day at Work checks were now in place therefore we had some comparable data which showed how staff are feeling across the organisation. The data had showed a dip in early summer but the latest quarterly report showed that had recovered in most parts of the organisation. Mr Dunlop added that staff briefings have taken place to update on the changes and that these have been well received.

The Board discussed how the teams were adapting to the different roles and remits, Mr Dunlop explained that the changes were taking time to bed in and to be fully understood and that he expected it would take well into next year to understand the full implications. Mr Burn added that we had always described this year as a year of transition.

The Board discussed the internal communications and how this was being managed. Mr Dunlop explained that the decision had been made to leave this responsibility within the Communications team and that a new member of the team will have responsibility for this, including the development of a new internal communications plan which will link all staff events and briefings to team meetings and all other aspects of internal communications.

The Chair asked that the Boards thanks to all staff for their support and understanding through this period of change be noted.

➤ *The Board noted the strategic workforce review.*

For Information

11 Sports Facilities Fund Annual Report

Noted and taken as read.

12 Clean Sport

Noted and taken as read.

13 Active Campus Year 2 Annual Report

Noted and taken as read.

14 2025-2026 Business Plan Quarter 2 progress report

The Chair highlighted that the report contains a good amount of data, information and stories, and asked the Board to take time to read it and celebrate the successes. There is a flavour of the diversity of work going on and feedback to the staff that we value getting that information.

Noted and taken as read.

15 People Development Committee draft minutes

Noted and taken as read.

16 Any Other Business

The Chair reminded the Board that they will soon receive an invite to the Sports Awards on Monday 15th December in Glasgow.

17 Date of Next Meeting: Monday 8 and Tuesday 9 December 2025 (Inverclyde)

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