

SGB Generic Support

Briefing for Scottish Governing Bodies of Sport

Putting sport first

sportscotland
the national agency for sport

Introduction

This briefing provides guidance on the support that is available for those Scottish Governing Bodies of Sport (SGBs) that receive investment from **sportscotland**.

The SGB Generic Support programme contains several strands, which together aim to support SGBs on a journey of continuous improvement, to become better governed and increased effectiveness and is shown in figure 1.

The rationale is to ensure that governing bodies deliver the shared outcomes of their strategic plans and those of the **sportscotland** Corporate Plan in a well-managed way.

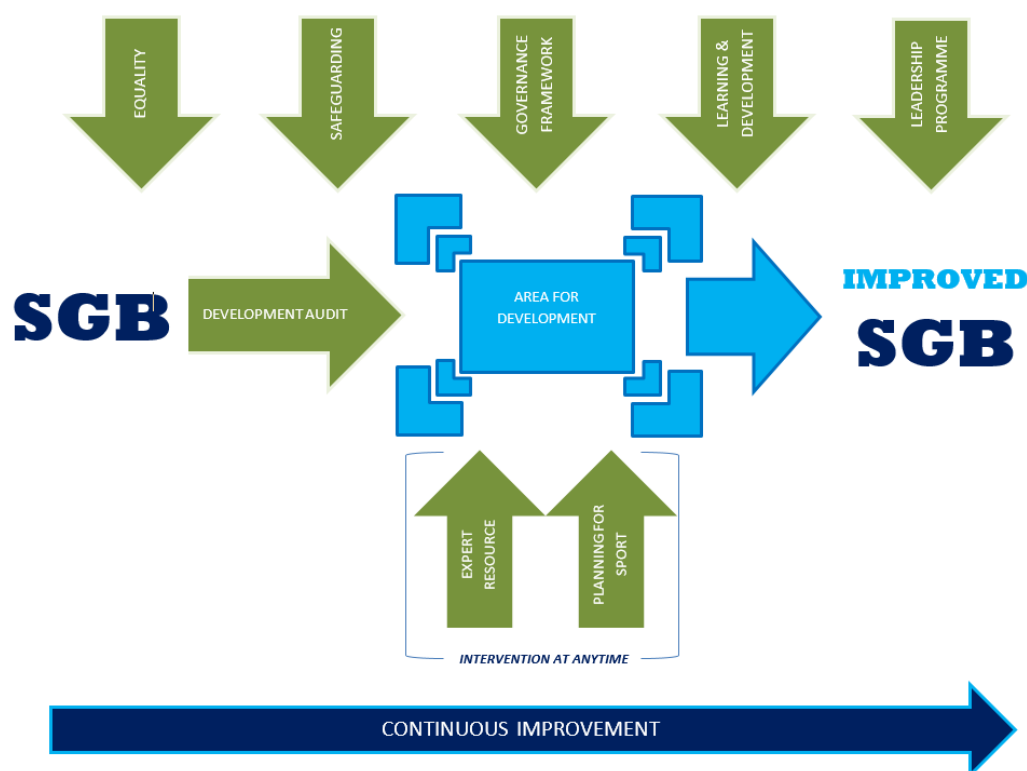
The programme provides a range of services through a connected and coherent system to address the various and complex needs of the SGBs in a landscape that is continuously changing both in legislative and operational contexts. There are several core requirements that all SGBs must embrace, including:

- ensuring that public investment is used in an appropriate and effective manner;
- adhering to current legislation regarding employment law and their duties under the Companies Act (where appropriate);
- providing a safe environment for children and vulnerable adults to participate in sport; and
- ensuring that their sport provides opportunities for all through embracing the principles of equality and inclusion.

It covers the following projects:

- Development Audit
- Equality Standard for Sport
- Safeguarding in Sport
- Governance Framework
- SGB Learning and Development programme
- Leadership Programme
- Expert Resource
- Planning for Sport

Figure 1: over the page an overview of how the programme operates.



Notes:

1. There are several programmes embedded within the SGB's as integral to their planning and operational delivery. These are Project Fusion (the need for quality membership data), Safeguarding in sport and Equality.
2. The Development Audit is used to assess and provide a report of the current operational status of the SGB.
3. The Audit Report will provide recommendations that highlight areas for development or improvement.
4. The Training and Development programme provides opportunities for the SGB to address its development needs and make improvements. This programme is also informed by the findings of the audit, and the embedded programmes.
5. Expert Resource and Strategic Support are available as support programmes at any point to address a specific need.
6. The whole process is cyclic and should result in a journey of continuous improvement.

Development Audits

The overall aim of the Development Audit is to help SGBs improve their governance, financial management and operational effectiveness to assist them in delivering their outcomes. As such, it is used as a tool for continuous improvement within SGBs.

The process consists of on-site audits with a tiered approach to managing risk and self-assessment. There are eight auditable areas: Governance, Financial Management, Risk Management, Planning & Reporting, Human Resource Management, Policies, Communication and Information Technology (ITC). The type/level of audit is proportional to the level of investment made by **sportscotland**.

All SGBs that receive **sportscotland** investment undergo an audit every four years and are required to carry out a mid-point audit at the interim 2 year point. The Audit report provides SGBs with recommendations, recognition of good practice and assigns an audit rating. The recommendations within the audit report are tracked and monitored by SGB Partnership Managers through the **sportscotland** investment process.



Your partnership manager will provide you with the type of audit required and planned schedule.

Equality Standard for Sport

The Equality Standard for Sport (ES) was launched by the UK sports councils in 2004 and was revised following legislation changes in 2010. The ES is owned and managed by the Sports Councils' Equality Group (SCEG), which is made up of representatives from each sports council.

The ES is a process for governing bodies to develop action plans to address inequalities in their organisation and membership. The ES also helps to educate SGBs in their equalities responsibilities under the *Equality Act 2010*; it should be noted that it is not a tool for monitoring legal compliance.

The ES has 4 levels and corresponding key outcomes as shown in figure 2. **sportscotland** use a proportional approach in the requirements for each SGB to achieve the appropriate level. Your Partnership Manager will advise you of the mandatory level according to your investment, although SGBs are free to progress to higher levels if they wish.

The Equality Standard for Sport	Outcome
Foundation Level	The organisation understands equality issues and is committed to equality.
Preliminary Level	The organisation has developed an action plan which addresses equality and diversity issues within the organisation and the sport.
Intermediate Level	The organisation is progressing actions which mainstream equality within the organisation and the sport.
Advanced Level	The organisation has made significant progress toward equality and diversity in all areas of work.

Figure 2: The Equality Standard for Sport.

SGBs are supported in their equalities work and progression through the levels of the Standard by expert equality consultants - Plan4Sport. Plan4Sport works directly with SGBs to support their achievement of the various levels of the Standard as well as providing a comprehensive training calendar to increase knowledge and upskill SGB staff and board members. In addition, Plan4Sport supports **sportscotland** to deliver a biannual conference on equalities and inclusion to which all invested SGBs are invited to attend.

Safeguarding in Sport

sportscotland Safeguarding in Sport service aims to ensure all children and young people have the opportunity to participate safely in sport and supports their rights as individuals.

sportscotland have worked in partnership with Children 1st for over 10 years and currently contract their Safeguarding in Sport team for three areas of delivery:

- The Standards for Child Wellbeing and Protection in Sport (Standards) – criteria for organisations to create a safe, child centered and rights-based approach reflecting current government guidance, policy and legislation.
- Education & Training – For Child Protection Officers in SGBs, their clubs and the wider sporting workforce.
- Advice, support and information services – through Parentline, dedicated Safeguarding in Sport Team and website with an array of resources and support tools.



The Standards are set out across 3 areas:

- The child and how the sports organisation will safeguard and promote their wellbeing and protect them from abuse
- The workforce and how the sports organisation will support volunteers/staff in this area
- The sports organisation and how it will be managed and accountable

The Standards can apply to any organisation delivering sport to children and young people under the age of 18 years. This includes SGBs, affiliated clubs and member bodies.

One of the Children 1st team will work with your SGB to provide support and advice as well as monitor compliance against the Standards.

Governance Framework

sportscotland is clear that strong governance within an SGB is essential to achieving the sporting outcomes against which public money is invested.

An SGB Governance Framework (the framework) was developed in 2016 to provide guidance and advice to SGBs on effective governance. It describes 12 guiding principles within which there are several elements that demonstrate what good governance looks like.

The framework is used to guide aspects of the SGB development audits undertaken by KPMG. To support the use of the framework SGBs can access a range of training and guidance as follows;

- generic training on the framework - sessions up to twice yearly
- bespoke training for Board and Senior Management on the Governance Framework, this is delivered by **sportscotland** Partnership Managers
- a self-assessment tool which identifies strengths of the organisation in relation to the framework and opportunities for development
- bespoke training presentations for each of the 12 principles for more focused training.

All the above are delivered by **sportscotland** Partnership Managers and the level of engagement of SGBs is monitored on an annual basis

Several the **sportscotland** Partnership Managers completed the CIPFA Certificate in Corporate Governance Course as part of their CPD in 2016. This provides them with the skills and knowledge to deliver training support in the areas of Board roles and responsibilities and development. Please speak to your Partnership Manager about the support available.

SGB Learning & Development Programme (L&D)

sportscotland recognises the importance of supporting the learning and development of the sporting workforce from CEO to administrator, national coach and board member. The knowledge, skills, experience and competence of all SGB employees, voluntary or paid, is crucial to the long-term success of SGBs.

The aim of the SGB L&D Programme is to develop a well-trained skilled and informed SGB workforce through the delivery of a 'needs based', learning and development programme.

The activities and functions delivered by SGBs, which traditionally has centered on providing basic membership services and running competitions, has grown enormously in recent years to include a wide range of activities such as club and youth development, coach education, marketing, performance programmes etc. This increase in operations has required SGBs to recruit and develop staff and volunteers with the required knowledge and skills set for a more dynamic business environment.

In conjunction with Corporate Services, the SGB L&D Programme contracts a Framework of Training Providers to deliver training in the four main areas of learning and development:

- Business Skills development
- Communication Skills
- Personal Effectiveness
- Coaching and Mentoring

SGB Learning and Development Programme
April – September 2018

Category	Topic	Date	Duration	Format
Equality	Equality Impact Assessment	13 Sept.	B	
	Equality Training for Staff	13 Sept.	B	
	Introduction to Mental Health and Wellbeing	13 Sept.	B	
	Introduction to Mental Health and Wellbeing	20 April (AM)	1/2	
	Mental Health Awareness for Senior Management	10 May (PM)	1/2	
	Equality Training for Staff	5 June (AM)	1/2	
	Equality Training for CEO & Board Members	28 June (AM)	1/2	
	LGBTI - Actively Included	18 Sept. (E)	1/2	
	Disability/Inclusion (Club)	19 Sept. (E)	1/2	
	Disability/Inclusion (Club)	27 Sept. (AM)	1/2	
Safeguarding	Safeguarding: Having Difficult Conversations	17 May	F	
	PVG An Overview	1 May	1/2	
	In Safe Hands 2	6 June	1/2	
Marketing & Communications	Effective Presentations - Design & Delivery	17 May (AM)	1/2	F
	How to Engage Inactive People	22 May (AM)	1/2	F
	Communications Strategy	29 May	F	
	Communications Strategy	11 Sept.	F	
Coaching/Talent	Multi Skills	3 May	F	
	Physical Literacy & Understanding Talent	11 June	F	
Information Technology	Excel Level 2 (Glasgow)	27 August	F	
	Microsoft Project - An Introduction	21 Sept.	F	
	Excel Level 3 (Glasgow)	21 Sept.	F	
Personal Effectiveness	Working Assertively	17 May	F	
	Running Effective and Engaging Meetings	22 May (AM)	1/2	
Business Development / Governance	Core Elements for Managing Successful Business Teams	30 August	F	
	Club Governance	6 Sept.	F	
Masterclasses	Masterclass: Mindfulness	30 May (AM)	1/2	
	Masterclass: Time Management	30 May (PM)	1/2	
Bite-size: 90 Minute Sessions	Bite-size: Facilitating Focus Groups	13 Sept.	B	
	Bite-size: Mind Maps	13 Sept.	B	

Duration: F = 6hrs | 1/2 = 3hrs | B = 1.5 hrs | E = Evening

How to book a place: The SGB Learning and Development Programme is open to all staff, board and high level volunteers of sportsScotland recognised SGBs. Please only circulate to those who work directly for your organisation. To book a place, click the course name above and complete your booking through Eventbrite. Should you have any queries, please contact us on the details below.

sgbid@sportscotland.org.uk | 0131 625 4403

sportscotland
the national agency for sport

Two SGB L&D Programmes are delivered each year and will be sent to the designated training contact in your SGB.

Leadership Programme

sportscotland has a commitment to developing capability and leadership within sport by providing high quality learning and development opportunities for the workforce. The Scottish Sporting Leaders programme is for SGB Heads of Development or other senior members of staff alongside Active Schools and Sports Development Managers.

The programme is designed as a journey of learning and development over a 9 month period that will enhance the skills, knowledge and behaviours of those leading Scottish sport.

The current programme commenced in Autumn 2018 and is being delivered in two cohorts of up to 16 people in each. Selection is by application with full support required from Line Managers and full commitment to the course.

Dates for future programmes will be determined once the current programme is completed and evaluated. If you or your senior staff are interested, please let your partnership manager so you can be informed of future opportunities.

Expert Resource

The Expert Resource programme contracts high calibre companies who are specialists in their field to provide generic and bespoke support to SGBs. The current activities supported are:

- Legal – Harper Macleod LLP
- Finance – BDO LLP
- HR – Brodies LLP

This programme was re-tendered in 2015 with a focus on a 'helpdesk' type approach following consultation and feedback received. This ensures a greater range of service could be provided to all SGBs and to maximise value for money. It was also considered important to move towards a more training and learning focus so that a greater proportion of resource would be spent on training and education, rather than responding to immediate issues.

An SGB can contact the Expert Resource helpline direct for advice at any time either by phone or by email. Your Partnership Manager has the current contact details and there is also a small Business Card with these details.

Requests are usually dealt with immediately or within 24 hours. If the issue requires further detailed support, then the request is escalated to case management status. At this point the **sportscotland** Partnership Manager is involved to decide on any additional budget costs and the appropriateness of the support. This is overseen by the **sportscotland** Project Manager.

There is usually an annual governance conference that addresses key developments and topical issues in sports development, governance and law. Feedback is always very positive and SGBs are encouraged to attend.

Planning For Sport

sportscotland believe in the importance of effective and informed strategic and operational planning which linked with effective delivery will ensure targets and longer-term outcomes are met.

Planning for sport support is available through your partnership manager at any time but is particularly encouraged when new strategic plans are being developed. Support will include offering of advice, making connections to possible partners, check and challenge, and sharing examples of good practice. There is also the option of a **sportscotland** partnership manager leading a facilitated planning process in which a range of staff with specialist knowledge (facilities, coaching and volunteering, high performance) can add real value.

Facilitated workshops emphasise the importance of engagement with key stakeholders, determining priorities, integrated planning and setting timelines.

Further details on all programmes are available from your Partnership Manager.