

sportscotland

Council Meeting

Minutes of the Council Board Meeting held at Glenmore Lodge on Wednesday 21 June 2017 at 09:00.

Present

Members

Mr M Young, Chair
Mr D Cameron
Mr C Grant
Professor C Mahoney
Miss H Ousta
Mrs C Riddell
Professor L Robinson
Mrs S Sandilands
Mr D Skinner
Miss K U'ren
Ms F Wood

In Attendance

Council Officers

Mr S Harris, Chief Executive
Mr S Ogg
Mr M Roberts
Mr M Whittingham

Mr S Roberts
Mr J Lunn
Ms J Lynn
Ms P Lombardi – Minute Secretary

Scottish Government

Mr D Grieve

Welcome

The Chair welcomed everyone to the meeting.

Business

1 Apologies for Absence

- Apologies were noted from Mr G Walker (for 20 June Strategic Discussion and 21 June Board Meeting).

2 Declarations of interest

- There were no new declarations of interest.

3 Minutes of Meeting held on 19 April 2017

- The minutes of the Board meeting held on 19 April 2017 were approved as a true and accurate record.

4 Matters Arising

- There were no matters arising.

5 Chair's Report

The Chair highlighted some of the current challenges faced by UK Sport, notably around governance and in particular regarding British Cycling. New codes of governance were being introduced, which the National Governing Bodies were required to accept as a condition of funding and were doing so mainly through their own legal procedures. The Chair's view was that **sportscotland's** interface with the Scottish Governing Bodies remained effective and robust and generally was working well.

The Chair agreed to circulate to Board members the Sport for Change data links from his presentation the previous evening.

- The Board noted the Chair's Report.

6 Executive Management Report

Mr Harris highlighted key aspects of his report, noting in particular:

- The Health and Sport Committee is entering its second phase and **sportscotland** is preparing a significant response.
- National Lottery Funding – with the 2019/20 estimate down closer to £20m, much work is required to close the gap between income and expenditure. Discussions are ongoing about priorities and resources are being closely monitored.
The Board queried whether Camelot had explored ways to address the decline. Mr Harris reported that Camelot was planning action and making organisational changes but it was unlikely that the decline could be reversed quickly. The other lotteries were becoming higher profile. It is understood that the Government may consider how funds are allocated between health, sport, heritage, etc. The Board would be kept informed
- Badminton Scotland – there are some current issues within the sport and there are challenges around leadership. An exception reporting paper will be brought to the Board in August.
- Communications Plan – information will be brought back for the Board to consider and discuss at a future meeting.

Mr Skinner commended the Executive on its commitment to supported business engagement through the Inverclyde Project.

- The Board noted the Executive Management Report.

For Discussion

7 Investment Process for SGBs

For the benefit of new Board members, Mr Lunn explained briefly the workings of the investment process. To demonstrate he discussed two of the sports that had been reviewed. One had achieved a good percentage of outcomes and targets. The other had poor delivery against outcomes and had missed targets, which impacted on the length and focus of **sportscotland**'s investment.

Mr Lunn noted that the sports are fully briefed on the investment process and requirements and confirmed offers are not made until the investment panel review meetings have taken place. A number of opportunities are in place for the sports to engage, with support and assistance available, and Mr Lunn explained the process for the investment review meetings held with the SGBs. The investment principles are under review to examine current criteria and the results of this exercise will be brought back to the Board for discussion.

In summary Mr Lunn assured members that the process and system of review for four-year and annual investment was robust and consistent, working with partners to get the right outcomes and allowing them to understand and support the process and make better-informed decisions. The process had been reviewed recently by internal audit and a clear and positive report received on the strength of the design and operation of the investment processes and decision-making

Mr Grieve reported that in a recent meeting with the Minister one particular organisation in receipt of funding had been complimentary about its involvement with **sportscotland** and appreciative of the investment process and structure.

- The Board noted the investment process for SGBs.

8 Supplementary Investment into SGBs

Mr Lunn explained the background. All sports had received the supplementary funding communication and information at the same time and had taken the decision whether or not to apply. The £2m was applied through supplementary investment offers – in a process separate from the annual investment, which kept it straightforward and simpler to manage – with the funds focused on child protection, equality and inclusion. Either through the equalities work already included in their strategic plans or groups set up within the Equality Network, SGBs were aware of their requirements in this area and the need to prove project sustainability; this would have resource implications and challenges for some SGBs.

Mr Lunn reported that the applications for additional funds (received from 39 of the SGBs) were across a broad spectrum and presented some well thought-out and innovative business cases. The Board found the funding examples provided useful background information and would be keen to see opportunities for those SGBs successful in their applications to share lessons learned with the others. The Board agreed that further discussion was needed around the best approach to sharing the information about the innovative ideas.

The Board discussed the merits of the targeted investment approach and agreed that the current strategic approach to review and investment remains the best way forward. Mr Lunn confirmed that the process does challenge the sports on diversity, equality and inclusion. The separation of the funding stream had created a lot of additional work for the SGBs and his own team and would not be his preferred option in future.

Mr Harris commented that it would be necessary to manage SGBs' expectations with regard to likely National Lottery funding longer term and how that might affect their resources – in particular the SGBs who were underperforming. Work is ongoing to gain a greater political understanding of what is possible and what can be delivered, in order to make the strongest case for Scottish Government funding. **sportscotland's** response and contribution to the Health and Sport Committee report forms part of this work.

The Board commended the staff involved on successfully harnessing the fairly challenging process of allocating the additional funding within the existing framework whilst keeping the sports focused on the four-year investment cycle.

- The Board noted the report on Supplementary Investment into SGBs.

9 Equalities and Inclusion – making an impact

Mrs Lynn provided an update on **sportscotland's** work across the three outcomes from the Equity in Sport report – access to sport; culture of sport; and workforce and requirements – and around the key principles of understanding and awareness; data; leadership; capacity and capability; and collaboration. The full 'Sport for Change' report was available should Board members wish to receive it.

Priorities for action were leadership; networking; integration and the funding environment. **sportscotland's** leadership role would focus on leading, evidencing and communicating, embedding equalities and inclusion within the system that is already in place while working collaboratively with Education; Health; Wellbeing; and Social Inclusion.

In summary, priorities and opportunities were: understanding what we do now (in the short term); upskilling workforce (medium term) and promoting cultural change (long term). Underpinning these monitoring and evaluation was key, including reviewing the research approach, identifying additional data requirements and collaborating with partners.

Mrs Lynn confirmed that to encourage further engagement with Education, community sports hubs advisors were happy to provide guidance to schools around forming hubs if they wished to do so. Currently 50% of community sports hubs are located in schools. In rural areas particularly, schools tended to be more than just schools and provided opportunities for other activities. Working with the other agencies towards making the most of this and unlocking barriers would be a huge step forward.

The Board discussed the sustainability issue of keeping children in the most deprived areas in sport once they leave school. There were some challenges around local authorities and schools opening after school hours to provide access to sports facilities, including practical issues such as health and safety requirements, costs, etc.

Mr Grieve noted that if members would find it helpful he would be happy to try to accelerate progress on this by raising within the appropriate Government channels.

Board members agreed the importance of providing robust evidence to highlight, support and help progress the good work being done around equalities and inclusion.

- The Board noted the Equalities and Inclusion Report.

10 Mission 2018 – PyeongChang and Gold Coast

Mr Whittingham updated Board members on High Performance preparations for the 2018 Winter Olympics in PyeongChang and the 2018 Commonwealth Games in Gold Coast. He noted that a review of Sports Development and HP Investment Principles was being completed and would be brought back to the Board with recommendations. He confirmed that a targeted list of priorities is in place for the High Performance team to ensure that athletes and staff are fully prepared ahead of the PyeongChang and Gold Coast events.

- The Board noted the Mission 2018 update.

11 Business Plan – Q4 Report

Mr Ogg explained that this year a more consolidated approach had been taken to the annual report, with one report coming to the Board in August as part of the annual accounts. The quarterly report provided today was an information snapshot ahead of that process. He noted that budgets had been managed well and every effort made to expend funds where they would have maximum impact.

Mr Ogg noted the Portfolio exception report to the end of March. With no funding on capital from the Scottish Government the estates strategy would be kept under review.

The Board wondered whether the budget variances (underspend) were indicative of programmes being overfunded if they could run effectively with an underspend. Mr Ogg explained that monies allocated but unused are clawed back and deferred for reallocation elsewhere. He confirmed that at the end of 2016/17 all money in the system had been used, leaving no underspend.

- The Board noted the Q4 Report.

For Information

12 Committee Minutes

- The Board noted the draft minutes from the Audit and Risk Committee, Remuneration Committee, Financial Resources Committee and the Trust Board.

13 Any Other Business

Mr Whittingham advised that the Queen's Baton Relay would pass through the Institute on 25 August. Information on the Baton's route whilst in Scotland would be sent on to the Board.

The Chair noted that the format of Board meetings would be kept under consideration to ensure it remained appropriate in terms of allowing the fullest possible attendance. A calendar of all Board and Committee meeting dates would be circulated to members.

14 Date of Next Meeting: Tuesday/Wednesday 22/23 August 2017 (Inverclyde).

15 Dates of 2017 Meetings Tuesday/Wednesday:
24/25 October (Inverclyde)
12/13 December (Inverclyde)

16 Dates of 2018 Meetings Tuesday/Wednesday:
27/28 February
24/25 April
19/20 June
28/29 August
30/31 October
11/12 December

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

ACTIONS

Agenda Item	Responsible Officer	Planned Action	Actions Taken
5	Mr Young	Circulate Sport for Change information links to Board members.	Complete.
13	Mr Whittingham	QBR route in Scotland information to be circulated to Board members.	Complete.
13	Mr Ogg	All Board and Committee meeting dates to be circulated to Board members.	Complete.