

sportscotland

Council Meeting

Minutes of the Council Board Meeting held at Caledonia House, 1 Redheughs Rigg, South Gyle, Edinburgh, EH12 9DQ on Wednesday 20 April 2016 at 1000 hours.

Present

Members

Mrs L Martin CBE, Chair
Mr D Cameron
Mr D Gass
Ms S Jackson
Professor G Jarvie
Professor C Mahoney
Ms C Riddell
Professor L Robinson
Mr R Stone
Mr G Walker
Ms F Wood
Mr M Young

In Attendance

Council Officers

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

Mr N Cobb
Mr J Kent
Mr J Lunn
Ms J Lynn
Ms N McKeand (part)
Mr S Roberts
Mr J Steel

Ms P Lombardi – Secretariat

Scottish Government

Mr Derek Grieve

Welcome

The Chair welcomed everyone to the meeting.

Business

Apologies

- *There were no apologies for absence.*

1 Declarations of interest

- *There were no new declarations of interest.*

2 Minutes of Meeting held on 16 December 2015

- *The minutes of the meeting held on 24 February 2016 were approved.*

3 Matters Arising

- *The actions from the previous meeting had been completed and matters arising were:*

Scottish Sports Association (SSA). Mr Harris reported that he had explained to SSA the rationale behind **sportscotland**'s decision on future funding and had offered the opportunity for further discussions. He felt that SSA now had a better understanding of the process of representation and might seek to make representation to the Board at a future meeting.

Cricket Scotland – A successful re-audit had resulted in a significant ratings improvement for Cricket Scotland, confirming that good progress had been made along the lines discussed at the last Board meeting.

Mr Cameron confirmed continued liaison with the LEADER programme at Scottish Government. There may be an opportunity for **sportscotland** to attend the LEADER Coordinators meeting for discussion of collective funding opportunities for locally-led initiatives.

4 Chair's Report

The Chair noted in particular her recent attendance at the SFA Congress, where a key issue under discussion had been work within the community, notably education and health and initiatives to address behaviour on the pitches. Leeann Dempster (CEO of Hibernian Football Club) would be a good contact for future learning.

The Chair was working with CABOS on the preparation of materials for the Prime Minister's debate on 12th May and would circulate relevant documents to Board members once cleared.

The Chair also wished to record the Board's appreciation of the contribution to sport in Scotland of Richard Thomas, Chair of Boxing Scotland, who had died recently.

- *The Board noted the Chair's Report.*

5 Executive Management Report

Mr Harris updated Board members on the areas of note within the Executive Management Report that highlighted those key activities and actions undertaken by the Strategic Management Team of **sportscotland** not contained in other substantive papers.

Mr Harris highlighted the Young People's Sport Panel and the School Sports Awards. He noted that with young people's enthusiasm about sport and the current political interest, the aim was to get as wide a representation as possible on the new Panel. The School Sports Awards were a valuable way of keeping in touch with what was going on in schools. The Awards also demonstrated the ongoing commitment from leaders in schools and the very positive communications flow between schools and **sportscotland**.

The Board agreed that following completion of the Young People's Sport Panel recruitment process a Panel representative / Young Ambassador should be invited to present at a Board meeting. The Board was pleased that learnings from the previous members of the panel were being taken into account in the recruitment process, with input from and involvement with previous members a key part of that process.

Mr Harris noted that Glenmore Lodge had been nominated under the 'Service Provider' category in The National Adventure Awards, which aim to celebrate the best of adventure programmes and facilities from across the UK.

➤ *The Board noted the Executive Management Report.*

For Discussion

6 Equalities Research

Nicola McKeand outlined the scope of the research, which had looked at the various protected groups in sport including disability, women, lesbian, gay and bisexual people, race, and gender reassignment. It had considered the barriers to participation for each group, the issues involved and the evidence where available.

The Board recognised the key challenges around learning, culture and attitudes, systems and monitoring, involvement and partnership, coaching and volunteering, pathways and club development. It was noted that the report was already having an impact on discussions across the sector.

It was agreed that improvement in communications might help to focus the outcomes and address the culture where sport is perhaps seen as a privilege rather than a priority and where facilities seemed to be a barrier. Better links between education, health and sport were important, along with the need to put in place adequate resources to invest and improve.

The Board would receive an update on the next steps and direction of work at a future meeting.

➤ *The Board noted the content of the Equalities Research report.*

7 Investment in Local Authorities

Mr Harris assured members of the robustness of the investment system in place and explained that the local authorities under discussion today were those that posed a risk of not delivering the ambitions agreed as part of the planning/investment process.

Falkirk Council

Noting the challenges affecting the working relationships in Falkirk and in particular the lack of support for the sports hubs concept, the Board discussed whether or not **sportscotland** should be supporting a local authority where there was such a lack of strategic alignment. The Board agreed that the aim is for all local authorities to have a clear strategy, be engaged at a leadership level and support **sportscotland**'s strategic ambition to achieve a world class sporting system, in return for financial resource and expertise from **sportscotland**. The Board felt that investing in local authorities that did not align strategically might send the wrong message to those authorities that were engaged and committed. The Board agreed that without this alignment **sportscotland** investment could be withdrawn and this should be communicated to the senior team in Falkirk.

North Lanarkshire Council

North Lanarkshire Leisure had appointed a new General Manager and transferred Active Schools and Sports Development to the Trust. However, the CEO of North Lanarkshire Council was clear that if the required level of service was not provided by the contractor the Council would consider bringing some services back in. The CEO had requested a meeting with **sportscotland** to seek guidance and the Board would be provided with an update from that meeting at the June Board. .

Stirling Council

With Active Stirling currently working on a short-term contract, Stirling Council intended to put sport and leisure services out to tender on the open market. There had been a change of leadership within the Council and the Chairman and CEO of Active Stirling had sought a meeting with Mrs Martin and Mr Harris to seek guidance. This meeting was being arranged for early May.

Mr Harris reassured members that the majority of local authorities were doing well and that the investment process and system were being tightly managed.

➤ *The Board noted the Investment in Local Authorities report.*

For Decision

8 Governance Papers

Mr Ogg explained that a full set of Governance papers would come to the Board each April as one package.

8.1 Business Plan

Mr Ogg noted that there were minor changes in the budget since the December Board. The SMT would be looking robustly at budget changes quarterly and these would be reported to the Board.

➤ *The Board approved the refreshed Business Plan and Final Budget.*

8.2 Planned Budget Distribution

Mr Ogg noted for the Board's information that the distribution of budget between Scottish Government and National Lottery was now almost 50/50, representing a significant shift towards National Lottery funding as a percentage of the overall budget.

8.3 Memorandum of Understanding

The previous Management Statement had evolved into a more robust Memorandum of Understanding between **sportscotland** and The Scottish Sports Council Trust Company to ensure that it met the requirements of the Charities Act and the Companies Act and to better reflect the close relationship that existed between the two companies. This document had been endorsed by the Trust Board.

The Board requested a change to the wording of paragraph 8.6 to clarify that the Audit Committee was not expected to see the Trust Company's internal audit reports and to paragraph 8.9 to clarify the position on reserves.

Mr Ogg explained that the reference to **sportscotland** underwriting the Trust Board was to manage reputational risk.

8.4 Review of Corporate Risk Register

The 'Audit Committee' would now be known as the 'Audit & Risk Committee'. The Committee had discussed and agreed that the full corporate Risk Register should come to the full Board once a year. Mr Ogg explained that this document remained under constant review and the Board should be assured that the management team was managing risk seriously and working hard to avoid any potential for a risk-averse culture. The Board would see the high-level risks and any changes to those risks and of course any urgent issues arising in between would be escalated.

8.5 Review of Risk Management Framework and Process

The Risk Management Framework had been updated, incorporating the new corporate plan language and responding to points picked up through internal audit. The reference in paragraph 7.5 to 'biannually' would be changed to 'biennially'.

Mr Harris assured Board members that risk management is a fully and properly integrated part of the business at all levels.

8.6 Board and Committees Terms of Reference

The Board agreed the Terms of Reference for the Board and noted the changes to the Terms of Reference for the Audit & Risk and Remuneration Committees. The Board noted that the Terms of Reference for the Ethics Committee would be reviewed during the year.

➤ *The Board approved the Governance papers, subject to the incorporation of the required amendments as noted.*

For Information

9 Rubber Crumb Infill

If members required further information or explanation of anything contained in the report they should contact Graham Finnie direct.

10 National Performance Centre (Oriam)

Members were updated ahead of the site visit taking place after the Board meeting.

11 Reflections from New Zealand

Following a presentation by Lead Manager James Steel on his one-year secondment to Sport New Zealand, the Board agreed that it would be a worthwhile exercise to look strategically at possible partnerships with other countries to encourage similar secondments (with a view to seconding people in as well as out).

12 Date of Next Meeting

The next meeting of the **sportscotland** Board will be held on Wednesday 22 June at 10:00 a.m. in Caledonia House, Edinburgh.

13 Any Other Business

Mr Grieve noted that following the 5 May elections, there would be a new programme for Government in June and a spending review in the summer.

Mr Young wished to recognise and record the huge contribution made by Louise Martin during her term as Chair and the enormous impact she had had on sport both in Scotland and internationally. Her achievements throughout her career were remarkable and should not be underestimated. Members showed their thanks and appreciation to Mrs Martin.

The Chair thanked Mr Young for his kind words, thanked all for attending and closed the meeting.

Agenda Item	Responsible Officer	Planned Action	Actions Taken
4	Chair	Approved paperwork for Prime Minister's Debate on May 12 to be circulated to members.	These will not become public until after the next Commonwealth Sports Ministers' Meeting (August).
6	Mr Roberts	Board to be updated on direction and scope of Equalities Research at a future Board meeting.	Scheduled for August meeting.
7	CEO	Board to be updated on the outcome of Chair and CEO conversations with North Lanarkshire Council and Active Stirling.	Update provided in Executive Management Report.