

**The Scottish Sports Council Trust  
Company**

SSCTC(BM)1/2019

**Company No. SC137068**

**Charity No. SC020175**

**Minutes – 7 February, 2019**

Minutes of the Directors' meeting of the Scottish Sports Council Trust Company (the "**Company**") held on 7 February 2019 at **sportscotland** Institute of Sport, Stirling, Airthrey Road, Stirling, FK9 5PH at 10:30 a.m.

**Present**

Ms Frances Wood, Director ("**Chair**")  
Ms Pamela Woodman, Director ("**Vice Chair**")  
Ms Kay Morrison, Director ("**Ms Morrison**")  
Mr David Rhoney, Director ("**Mr Rhoney**")

**In Attendance**

Mr Stewart Harris, Chief Executive, **sportscotland** ("**Mr Harris**")  
Mr Stuart Ogg, Director of Corporate Services, **sportscotland** ("**Mr Ogg**")  
Mr Neville Cobb, Head of Finance and Governance, **sportscotland** ("**Mr Cobb**")  
Mr Shaun Roberts, Principal, Glenmore Lodge National Centre ("**Mr Roberts**")  
Mr Barry Fleeting, Head of Centre, Cumbrae National Watersports Training Centre  
and Inverclyde National Sports Centre ("**Mr Fleeting**")  
Mr Ian Sherrington, Head of Training & Deputy Principal, Glenmore Lodge National  
Centre ("**Mr Sherrington**")  
Ms Ann Dougan, Corporate Planning Manager, **sportscotland** ("**Ms Dougan**")

**Secretariat**

Ms Alison Gallacher, Legal Manager, **sportscotland** ("**Ms Gallacher**")  
Mr Christopher Knudsen, Senior Legal Officer, **sportscotland** and incoming Company  
Secretary ("**Mr Knudsen**")

**Apologies**

Ms Kelsey Blemings, Director ("**Ms Blemings**")  
Ms Jane Booth, Director ("**Ms Booth**")  
Ms Kirsty Garrett, Director ("**Ms Garrett**")  
Ms Susan Sandilands, Director ("**Ms Sandilands**")  
Mr Dilawer Singh MBE, Director ("**Mr Singh**")

**Chair**

Ms Frances Wood presided as Chair (the "**Chair**") of the meeting as per Article 18 of the Company's Articles of Association (the "**Articles**").

## 1. Notice, Quorum and Apologies

The Chair reported that due notice of the meeting had been given and that a quorum was present, as per Article 34 of the Articles. Apologies were received from Ms Booth, Mr Singh, Ms Sandilands, Ms Garrett and Ms Blemings. Accordingly, the Chair declared the meeting open.

## 2. Interests in Proposed Transactions and Arrangements with the Company

Each Director present confirmed that they had no direct or indirect declarations of interest to be considered at the meeting in accordance with the requirements of section 177 of the Companies Act 2006 (the "Act") and Article 40 of the Articles of Association. It was noted that the Directors were entitled to attend and vote at this meeting and to be counted in the quorum.

### 2.1 Change of Company Secretary

The Board was informed that Mr Knudsen, Senior Legal Officer, replaced Ms Micheila West, who resigned from her position of Legal Officer at **sportscotland** and as a result, the Company Secretary would require to be changed.

The Chair invited the Board to appoint Mr Knudsen as Company Secretary of the Trust Company. **THE BOARD APPROVED** the appointment of Mr Knudsen as Company Secretary and Mr Knudsen confirmed his consent to this appointment.

## 3. Chair – sportscotland update

The Chair presented the main points to the Board from the previous meeting and informed the Board that Forbes Dunlop would, in due course, replace Mr Ogg as **sportscotland**'s Chief Operating Officer.

Mr Ogg informed the Board of the opportunity for the Trust Company to cooperate with **sportscotland** during their forthcoming Board Member recruitment process to help identify new Directors for the Trust Company Board.

**THE BOARD AGREED** to undertake a skills survey assisted by Mr Ogg to identify any current gaps on the Board which could be filled by possible new appointments identified through the **sportscotland** Board appointment process.

## 4. Minutes of the Previous Meeting held on 8 November 2019

**THE BOARD APPROVED** the minutes of the previous meeting held on 8 November 2018 subject to the following amendments:

- Mr Roberts indicated that on page 3, paragraph 7.2, the second paragraph should read, "*Mr Roberts confirmed that this was being tested but had 'not' been introduced to match the changing landscape in outdoor sports.*"
- The Vice Chair noted that on page 2, paragraph 7.1, the word '*incme*' be amended to read '*income*'.

## **5. Matters Arising and Sector-Specific Training/Events of Interest**

Actions outlined in the previous meeting were acknowledged. The Chair confirmed that actions for the current meeting were on the agenda or would be on future Board Meeting agendas.

**THE BOARD AGREED** the action for a marketing strategy and plan update will be included within the agenda for the next Board meeting.

There were no further comments from the Board.

## **For Discussion**

### **6. Corporate Plan Update – Ann Dougan**

Ms Dougan presented **sportscotland's** future draft corporate strategy for 2019 onwards. She explained that this was a high-level draft corporate strategy with an open-ended timescale. She outlined the outcomes from the extensive consultation process with internal and external stakeholders and noted the closer alignment with the Scottish Government's Active Scotland outcomes.

The Board asked what **sportscotland** expected would be the biggest changes as a result of the plan. Ms Dougan replied more progress with inclusion in sport as a result of increasing momentum and more participation in sport.

The Board sought clarity on the views of the Scottish Government on the role of different agencies in delivering the Active Scotland outcomes. Mr Harris confirmed that the Minister's response to the draft strategy had been positive and he understood the importance of other public bodies contributing to the outcomes.

Ms Dougan explained the activation process for the updated corporate strategy. She highlighted that this process will help create momentum to promote action. Ms Dougan also outlined the resources and stakeholders that would be involved.

The Board commented on the positive impact of **sportscotland's** participative events which were very helpful in engaging those working in the sporting system. Ms Dougan confirmed that all those involved in the system have an important role to play.

The Chair invited the Board to comment on the Corporate Plan and how the Trust Company can contribute to the Corporate Plan.

The Board discussed the involvement and contribution of the Trust Company together with the contribution of other partner organisations to the Active Scotland Outcomes. In response to the Vice Chair's query, Ms Dougan confirmed that the Outcomes would be fully stated in the final draft strategy. Other points covered in the discussion were the relationship between sport and physical activity, and the opportunity for private sector involvement in contributing to the Active Scotland Outcomes.

**THE BOARD NOTED** the content of the presentation and the Chair thanked Ms Dougan for her attendance and presentation to the Board. Ms Dougan left the meeting at 11:35am.

## **7. Trust Company Budget 2019-20 – Shaun Roberts & Stewart Harris**

The Board agreed to bring agenda item 10 forward.

Mr Harris gave the Board an update on the overall **sportscotland** budget for the next four years and how that might impact on the Trust Company in 2019/20.

Mr Harris highlighted the volatility of the budget information provided to the Board. He explained the income streams from Scottish Government, the National Lottery Underpin and the National Lottery as well as the proposed expenditure. Mr Harris also commented on the National Lottery Balance utilisation and the opportunity to better integrate the National Centres into the **sportscotland** organisation.

The Board discussed the difference between the National Lottery Underpin and the National Lottery Balance. Mr Cobb further explained to the Board the National Lottery funding process and how that impacted on **sportscotland**.

Mr Harris proposed a new model of working for the Trust Company to turn subsidy into investment and provided an example of this. The Board discussed how this model might be applied in practice.

**THE BOARD NOTED** the content of the verbal update and the Chair thanked Mr Harris for his attendance and presentation to the Board. Mr Harris left the meeting at 12:00pm.

The Chair adjourned the meeting and the meeting resumed at 12:15pm.

## **8. Equalities – Shaun Roberts and Ian Sherrington**

Mr Sherrington gave a presentation on equality and inclusion at the National Centres although he highlighted that it was focused mainly on recent work at Glenmore Lodge. It included the work with partners to address equalities issues.

Mr Sherrington explained the equality outcomes set by **sportscotland's** Equality and Inclusion Implementation Group.

Mr Sherrington highlighted the success of the 'Women in Adventure Sport' initiative and its impact on Glenmore Lodge. He also discussed the current staffing arrangements at Glenmore Lodge suggesting that they were considering employing an equalities 'champion' who would assist with the delivery of the outcomes. He also noted that they were targeting a 50/50 male/female split for the IDS scheme.

The Board raised the question of whether the **sportscotland** Equality Outcomes would be integrated within **sportscotland's** new Corporate Strategy.

Mr Fleeting commented on the importance of understanding the relevant demographics and how to engage with them.

The Board asked how many Glenmore Lodge staff had basic disability inclusion training. Mr Roberts confirmed around 80% of staff had received training from appropriate independent experts. Mr Roberts also highlighted the importance of working with partner organisations to be as inclusive as possible.

The Vice Chair commented on the wording for Equality Outcome 1. She queried whether Scottish Governing Bodies (**SGBs**) had to adhere to similar equality standards as **sportscotland**. This was confirmed, and it was achieved through the application of the Equality Standard as part of **sportscotland**'s SGB investment process.

The Board commented on taking a proportional approach when dealing with individual people who had specific requirements, and the wider benefits derived from such activities. Mr Rhoney suggested there may be funding streams available for specialist equipment.

Mr Sherrington asked the Board if there was a willingness to employ somebody to have that area of focus. The Chair noted the query in respect of how the equality outcomes will be delivered as part of the Corporate Plan.

**THE BOARD NOTED** the content of the presentation **AND AGREED** for Mr Fleeting and Mr Roberts to provide a further update to the Board in one year to determine the level of progress at that time. The Chair thanked Mr Sherrington for his attendance and presentation to the Board.

## **9. Cumbrae Review Update – Barry Fleeting, Stuart Ogg**

Mr Ogg and Mr Fleeting provided an update to the Board on the strategic review of Cumbrae National Centre. Mr Fleeting outlined the previous actions taken by the Cumbrae Review Sub-Group since the last Board meeting of the Company. Mr Fleeting also provided a summary of the consultation process and engagement with partner organisations. Mr Fleeting outlined, at a high level, the potential future business models for Cumbrae National Centre.

Mr Ogg outlined the next steps in the review process. This would include an assessment of the value of the site and the cost of making improvements required at the existing location.

The Board discussed the operation of the seasonal model and positive engagement with staff.

**THE BOARD NOTED** the content of the update **AND AGREED** to be provided with a full update of the review at the next meeting. The Chair thanked Mr Fleeting and Mr Ogg for their update.

## **10. National Centre Quarterly Reports**

### **10.1 Trust Company Finance Overview 2018-19 Q3 - Neville Cobb, Head of Finance and Governance**

Mr Cobb presented to the Board an overview of the Trust Company's financial standing for Quarter 3 within the year 2018 -19, noting that the **sportscotland** budgeted investment had increased by £0.4m from £2.6m to £3m due to the impact of the **sportscotland** pay award for 2018-19 and shortfalls in trading income at Inverclyde and Cumbrae.

Mr Cobb confirmed the trading variance noted on page 2, within the first line should be amended to read 'minus £6k'.

The Vice Chair asked if the Trust Company had budgeted for the increased salaries. Mr Cobb confirmed that this had not been possible last year given the timing of certain events,

however it should be possible to include this in 2019-20 as the process had been brought forward to the start of the financial year.

Mr Cobb highlighted the table in paragraph 10 and how it reflects the level of investment in the Trust Company by **sportscotland**, representing 12% of Scottish Government income. It also highlights the importance of the Company and its potential role in achieving the outcomes within the Corporate Plan.

The Board discussed the **sportscotland** Corporate Services recharge of £317k. **THE BOARD NOTED** to defer discussion of the 2019-20 budget until the next meeting in May and to review the Memorandum of Understanding with **sportscotland** in respect of the recharge.

#### **10.2 Glenmore Lodge National Centre- Shaun Roberts, Principal**

Mr Roberts provided a report to the Board on Quarter 3 of the 2018-19 financial year. **THE BOARD NOTED** the contents of the report.

#### **10.3 Inverclyde National Sports Centre and Cumbrae National Centre - Barry Fleeting, Head of Centre**

Mr Fleeting provided a report to the Board on Quarter 3 of the 2018-19 financial year. **THE BOARD NOTED** the contents of the report.

### **11. Discussion topics 2019-20**

**THE BOARD AGREED** the following topics should be noted for future discussion:

- Cumbrae National Centre Review
- Purpose of National Centres
- Trust Company budget and Corporate Services recharge
- National Centre Business Plans and finalised Corporate Plan
- Marketing plans for each centre and overall
- Financial Resources Committee - Update.
- Equalities and Inclusion
- Risk management within the Centres, including reviewing the Risk Register

## **For Information**

### **12. Internal Audit - Neville Cobb, Head of Finance and Governance**

Mr Cobb confirmed this paper from BDO was for information and that the Board could take substantial assurance in the outcome of the audit. **THE BOARD NOTED** the contents of the report.

## Other

### 13. Any Other Business

No other business was raised.

### 14. Date of Next Meeting:

9 May 2019

### 15. Future meeting dates for 2019:

15 August 2019  
14 November 2019

## ACTION LIST

Item	Who is responsible?	Action	Comments
3	Mr Ogg	Skills Survey to be carried out with current Board members	9 May 2019
5	Mr Roberts and Mr Fleeting	Marketing Strategy and Plan - Update	9 May 2019
7	The Chair	The Chair to raise the question of whether the EIG equality outcomes will be integrated within the new Corporate Plan at the next <b>sportscotland</b> Board meeting.	February 2019
7	Mr Roberts and Mr Fleeting	Equalities and Inclusion Update	February 2020
8	Cumbræ Review Sub-Group, Mr Fleeting and Mr Ogg	Update on Cumbræ Review	9 May 2019



Chairperson

