

The Scottish Sports Council Trust Company

SSCT(BM)2/2023

Company No. SC137068

Charity No. SC020175

Minutes – 11 May 2023

Minutes of the Directors' meeting of the Scottish Sports Council Trust Company (the "**Company**") held on 11 May 2023 at Glenmore Lodge Training Centre and via conference call on Microsoft Teams.

Present

Ms Maureen Campbell, Chair ("**Ms Campbell**")

Ms Jane Booth, Director ("**Ms Booth**")

Mr David Rhoney, Director ("**Mr Rhoney**")

Ms Susan Sandilands, Director ("**Ms Sandilands**")

Mr Dilawer Singh, Director, ("**Mr Singh**")

Mr Robin Strang, Director ("**Mr Strang**")

Ms Kirstie Hepburn, Director ("**Ms Hepburn**")

In Attendance

Mr Neville Cobb, Head of Finance and Governance ("**Mr Cobb**")

Mr Forbes Dunlop, Chief Executive Officer ("**Mr Dunlop**")

Mr Barry Fleeting, Head of Centre, Inverclyde National Sports Centre ("**Mr Fleeting**")

Mr Shaun Roberts, Principal, Glenmore Lodge National Centre ("**Mr Roberts**")

Mr Simon Taaffe, Financial Controller ("**Mr Taaffe**")

Ms Heather Morning, Chief Instructor, Glenmore Lodge National Centre, ("**Ms Morning**")

Mr Mark Diggins, Scottish Avalanche Information Services, ("**Mr Diggins**")

Ms Jenny Clarke, Business Development Manager, Glenmore Lodge National Centre, (**Ms Clarke**)

Ms April Law-Reed, Legal Manager, (**Ms Law-Reed**)

Secretariat

Mr Andrew Shaw, Legal Officer and Company Secretary (**Mr Shaw**)

Apologies

Mr Iain Houston, Director (**Mr Houston**)

Mr Mark Gaffney, Director (**Mr Gaffney**)

Ms Kay Morrison, Director (**Ms Morrison**)

Chair

Ms Maureen Campbell 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.

2. Interests in Proposed Transactions and Arrangements with the Company

The Directors 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.

3. Chair – sportscotland Update

The Chair explained that Mr Dunlop is now appointed as CEO and recruitment is underway for members of the senior management team. The Chair added that, in relation to the previous Board meeting, the 'items for discussion and items for decision' format was helpful, particularly when addressing items relating to EDI, the business plan and funding position. The Chair commented that the Trust Company is starting the year in a strong position based on the previous meeting's budget update.

Mr Dunlop explained that, following a discussion with the **sportscotland** Board about activity levels and priorities going forward, the **sportscotland** Board's conclusion is that there is a need to continue to support the sector to look at making progress in terms of EDI. Mr Dunlop added that there is significant work to be done in terms of delivering on the EDI targets.

THE BOARD NOTED the contents of the Chair's update.

4. Minutes of previous meeting

Mr Singh asked about EDI wording discussed at the previous Board meeting, which Mr Dunlop confirmed it was updated in the Memorandum of Understanding and approved by the **sportscotland** Board.

THE BOARD APPROVED the minutes of the previous meeting.

5. Quarter 4 Reports

5.1. Mr Cobb presented to the Board in relation to Trust Company Finance

The required **sportscotland** investment was less than budgeted by circa £320,000 which meant there was some extra funding for capital to be spent before the year end. There will be a supplementary to the 22/23 pay award, which will potentially carry forward into baseline salaries. With the pay rises and cost of living crisis, there will be some budget pressure going into 23/24. At the moment the Trust Company is receiving larger gas and electric bills, so it is engaging with EDF and Total to understand what is causing this and whether there is

a solution that can be reached. In summary, there has been a tremendous trading performance but there remains caution around salary and utilities. Mr Cobb added that the corporate services recharge was put through to show potential costs for the Trust Company as if it was a stand-alone company. The Trust Company is also looking to utilise legacy money that Glenmore Lodge has received for the construction of the new Boulder Wall. It is also investing in the upgrade of its website as well as upgrading the Glenmore Lodge water supply system.

Mr Strang echoed Mr Cobb's comments on a great trading performance, particularly regarding return of income since Covid.

THE BOARD NOTED the contents of Mr Cobb's report.

5.2. Mr Roberts presented to the Board in relation to Glenmore Lodge as detailed below:

Sustainable snow cover enabled the majority of winter training delivery, although some climbing and skiing courses were cancelled, and some challenging conditions required close management. There was a generally healthy throughput with 1,000 students, as pre-covid those numbers would be nearer 1,500. Mr Roberts explained there is a need to build around more resilient sustainable areas of training which are less susceptible to conditions like the Winter Skills course and training throughput outside of the winter period. Regarding business development, the website project was discussed with Ms Sandilands in detail and although delays are acknowledged Mr Roberts is confident that the project is heading in the right direction. Regarding facilities, expenditure went up in quarter 4. Some of this increase is attributed to delayed contractor work and generally a very busy period. The Glenmore Lodge Facilities Manager is retiring after 38 years of working at the centre. Glenmore Lodge will be celebrating Stuart Upward and 75 years of Glenmore Lodge at the same time this year.

Mr Roberts also provided an update to the Board relating to an incident which occurred at Glenmore Lodge.

THE BOARD NOTED the contents of Mr Roberts's report.

5.3. Mr Fleeting presented to the Board in relation to the Inverclyde National Centre as detailed below:

It was a very healthy and busy Q4 with 153 enquiries about future bookings. A mix of different groups attended the centre in that time. Staff are working with the new booking system to make it work the way the centre needs and it looks to be a great asset to the business.

The centre hosted over 70 residential groups in q4, many of which were school groups.

There has been work on maintenance of the facility and planned capital spend, as well as opportunistic spending on items for the future. The Cumbrae property remains on the market.

The Chair commented that it is good to balance the school groups attending with other groups passing through the centre and that thinking about income target and audience is key. Mr Rhoney commented on the unique atmosphere created when school groups mix with performance athletes and squads and how the staff manage this in such a positive way. Mr Strang said there may be a correlation between increased school groups and schools closing their outdoor education facilities. It may be Inverclyde caters for the increased demand. Mr Fleeting said there has been some business coming from areas where there are closures or where closure is threatened. Inverclyde's flexible approach will also be a factor.

THE BOARD NOTED the contents of Mr Fleeting's report.

Mr Roberts added Glenmore must think about how to support regionally in terms of school bookings which may be cancelled, as there was a recent example of that happening and Glenmore honoured the booking. Mr Roberts updated on ongoing discussions with High Life Highland and Highland Council to discuss their plans and progress from there.

The Chair commented that there has been a great Covid recovery and passed on appreciation to all of the staff.

5.4 Mr Roberts presented to the Board regarding Glenmore Lodge as detailed below:

The centre has continued to provide leadership across the sector, and more context to the EDI agenda from an outdoor point of view and how to explore opportunities in that area. The estate long term planning (feasibility study) is being progressed, all of this taking into account the Lodge's core purpose. The Chair thanked Mr Roberts and his team for the work on their plan which helped give clarity and direction for the Lodge, the Chair suggested that this is made available to the sportscotland Board. Mr Dunlop agreed that this can be attached as part of the Trust Board minutes which are provided to the sportscotland Board. The Chair added that there should be an opportunity every 1 / 2 years for Mr Roberts and Mr Fleeting to present to the sportscotland Board.

Ms Booth commented that the strategic plan looks good and provided direction and flexibility to respond to sector needs.

THE BOARD NOTED the contents of Mr Roberts's report.

6. SAIS (Scottish Avalanche Information Service) Presentation from Mark Diggins:

Mr Diggins presented to the Board in relation to SAIS, how forecasters assess hazards, standards the organisation conforms to, and the importance of international collaboration and focus on risk communication. The Chair thanked Mr Diggins for his presentation and the insight into such an important service.

THE BOARD NOTED the contents of Mr Diggins' presentation.

7. Mr McKay presented to the Board in relation to EDI as follows:

The EDI approach was developed by looking at who is taking part in sport and considering if they are representative of our communities and the Scottish population. Protected characteristics currently determine how likely it is we will take part in sport and our experience of taking part. These aspects were examined in developing the EDI approach.

Equality outcomes were delivered by helping people who:

1. Live in poverty and low income;
2. Experience mental health problems;
3. Are over 50 years old; and
4. Are part of our diverse ethnic communities.

Pre-existing inequalities and disadvantages experienced by these groups have worsened which is why sportscotland prioritise them and engaged with them.

Mr McKay discussed the Sport For Life EDI approach by explaining the framework for action.

There are three strands to this:

1. Supporting people;
2. Building an inclusive system; and
3. Experiment and co-produce new ideas to respond to the needs of excluded and underrepresented groups.

Mr McKay updated the Board on progress to date:

Regarding Strand 1 'Our People', sportscotland improved workforce data, delivered a wide range of training to staff and utilised EDI expertise through SAMH, ENABLE, Sporting Equals and others.

Regarding Strand 2 'Our System', sportscotland reviewed programmes and tried new approaches e.g., Active Schools, delivered more targeted investment through inclusion projects, targeted work with local partners and SGB investment. Sportscotland also

expanded engagement with new audiences, profiled more diverse participants, widened sponsorship and made communications more accessible.

Regarding Strand 3 'New Ideas', sportscotland consulted with representative groups and experts on coproduction. It committed to testing coproduction but recognises the more focussed and targeted, the better the results will be. It needs to focus on building trust when doing this work and being honest with groups it works with.

Reflecting, sportscotland wants more lived experiences to inform decisions on EDI. EDI is everyone's responsibility so sportscotland needs to improve how it communicates and raises awareness.

THE BOARD NOTED the contents of Mr McKay's report.

8. Mr Fleeting presented to the Board regarding EDI as follows:

Inverclyde's approach is to support the customer base and make the experience the same for all groups. In the last year the centre has been looking to support new partners who have not had the experience of using the centre for various reasons. Investing in those who would benefit most is a key priority. Mr Fleeting listed some examples of groups who have benefitted from this approach. Mr Fleeting presented various items of feedback and testimonials.

Plans for this year involve moving into the new ideas space and embed some of those which will be effective. Our partners are also at differing states of readiness regarding EDI, so we want to establish this to ascertain how best to work with them. Sharing learning and accelerating plans will also contribute to an effective EDI approach in the coming year. Lottery resources will contribute the success of the centre's approach as well.

THE BOARD NOTED the contents of Mr Fleeting's report.

9. Mr Roberts presented to the Board regarding EDI as follows:

There has been good traction with some partners where projects can be piloted to see if they will be effective. Glenmore understands that there are common values between all forms of outdoor activities and adventures as some people may just like to go on a supported walk for example, whilst others wish to climb challenging routes, these activities share common values in their motivations and rewards.

Glenmore treats people who come to the facility as though they are part of the outdoor community. There has been success relating to women in leadership and female participation. Regarding inclusion, there were partnerships with Urban Uprising and Climb Scotland, as well as other partners. We are well placed to support progress in respect of these partnerships. There are a number of clubs in the local community with long standing relationships with Glenmore and using the facilities e.g., for climbing and snow sports. Mr Roberts captured examples of developing EDI from experience and reinforced that everyone is welcome to participate and get involved in the outdoors. Local partners and governing bodies are also collaborating to further our EDI aims.

Glenmore is taking a planned approach and developing long term programmes to sit alongside our core activity. As an active example of our approach, Glenmore Lodge received a request from the mother of deaf and mute lady for her to join the winter skills course. The centre looked closely at the resource requirement for this request with a positive intent. The individual did not come on the course, but the centre has continued to look into this matter and plans to invest in this area. Hopefully by the end of this year, the centre will be advertising the first course delivered in British Sign Language as a first language.

Mr Singh commented that years ago policies were put in place relating to EDI, but the question was always what is actually being done in relation to those policies. There is still a long way to go, it is about our actions and continuing to work on these issues. Evaluating what is happening with staff and policies being implemented must be a priority.

The Chair noted Mr Singh's point and acknowledged that Mr Dunlop has indicated a strong commitment to tackling EDI issues. Mr Dunlop updated that last week he spoke on behalf of sportscotland at a conference relating to racism. He said it was an invaluable experience with challenging and effective conversations. It reiterated the importance of not merely having policies in place but to follow up with meaningful action with the right advice/direction. Mr Dunlop expects things to change significantly at sportscotland and in society in general over the next few years.

Mr Rhoney said the difficulty with staffing is finding the right person with the right qualifications. Mr Rhoney gave an example of people who have less visible disabilities who may miss out on opportunities to come into the workforce and take courses at Glenmore Lodge. Mr Rhoney cited the adaptive bikes and progress made in respect of those. Things are going in the right direction, but it is a long process and journey to full equality, diversity and inclusion in sport.

THE BOARD NOTED the contents of Mr Roberts's report.

10. Ms Law-Reed provided an update to the Board as described below:

Ms Law-Reed provided a verbal update in relation to legal matters linked to the national centres.

THE BOARD delegated decision-making responsibilities relating to such matters to the Trust Company Chair, the **sportscotland** Chair and Mr Dunlop.

11. Mr Cobb presented to the Board regarding the Trust Company Audit Planning

Memorandum as follows:

This audit started on Monday of this week and is underway in the Glasgow office. There are no significant changes to how it will be carried out. Litigation matters will be brought up and the Audit Committee will be updated. There is a session between Finance, Legal and WJM with the auditors planned to happen in the near future to discuss the litigation matters. The Pension valuation will be worked through with updates to follow to the committee.

12. Any Other Business

None.

13. Date of Next Meeting:

The next Trust Company Board meeting was noted as being on 10 August 2023 at the Inverclyde National Centre. The Chair encouraged everyone to attend in person.