

The Scottish Sports Council Trust Company

SSCTC(BM) 2/2019

Company No. SC137068

Charity No. SC020175

Minutes – 9 May, 2019

Minutes of the Directors' meeting of the Scottish Sports Council Trust Company (the "**Company**") held on 9 May 2019 at **sportscotland** National Centre Inverclyde, Burnside Road, Largs, Ayrshire, KA30 8RW at 10:30 a.m.

Present

Ms Frances Wood, Director ("**Chair**")
Mr David Rhoney, Director ("**Mr Rhoney**")
Ms Jane Booth, Director ("**Ms Booth**")
Ms Kirsty Garrett, Director ("**Ms Garrett**")
Ms Kay Morrison, Director ("**Ms Morrison**")
Mr Dilawer Singh MBE, Director ("**Mr Singh**")
Ms Susan Sandilands, Director ("**Ms Sandilands**")

In Attendance

Mr Forbes Dunlop, Chief Operating Officer, **sportscotland** ("**Mr Dunlop**")
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 Stuart Ogg, Project Adviser, **sportscotland** ("**Mr Ogg**")
Ms Pauline Kerr, Business Development Manager, Cumbrae National Watersports Training
Centre and Inverclyde National Sports Centre ("**Ms Kerr**")

Secretariat

Mr Christopher Knudsen, Company Secretary ("**Mr Knudsen**")

Apologies

Ms Pamela Woodman, Director ("**Vice Chair**")

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 Woodman. Accordingly, the Chair declared the meeting open and welcome Mr Dunlop to his first meeting in his new role.

The Chair notified the Board that Kelsey Blemings resigned as Director. The Company Secretary confirmed the termination of appointment was appropriately filed. The Board noted the contribution Ms Blemings had made and agreed to pass on its best wishes.

The Board discussed the benefits of using the **sportscotland** Board member recruitment process to appoint future directors to the Trust Company and **AGREED** to review the position at the next Board meeting in August 2019.

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.

Ms Sandilands arrived at 10:39am.

3. Chair – sportscotland update

The Chair presented the main points to the Board from the previous meeting, including: the final delivery of the Corporate Strategy; the Trust Company and **sportscotland** Memorandum of Understanding; partnership working with the Scottish Football Association; and transgender in sport. The latter will be the focus of a future topic for a **sportscotland** arranged panel discussion at one of its Board strategic discussion evenings.

Ms Booth suggested to the Board that the Professional Golf Association's (PGA) policies on the topic of transgender participation in sport could help with the discussion. The Board also noted LEAP sport as an organisation who are already involved with **sportscotland's** event.

THE BOARD NOTED the update from the Chair.

4. Minutes of the Previous Meeting

THE BOARD APPROVED the minutes of the previous meeting held on 7 February 2019. The minute was moved by Mr Rhoney and seconded by Ms Morrison.

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

THE BOARD NOTED the previous actions. There were no further comments from the Board.

For Discussion

6. sportscotland Corporate Strategy and Business Plan update – Forbes Dunlop (Presentation)

Mr Dunlop presented to the Board **sportscotland's** new and open-ended Corporate Strategy and explained how this relates to the business planning process. He described the key principles and outcomes, how these relate to the Scottish Government Active Scotland

Framework, the transition period and the launch of the new Strategy. He also described the activation process of the Corporate Strategy at regional and national levels.

Mr Dunlop confirmed the National Centres' business and operational plans would go to the **sportscotland** Board in June 2019 and reiterated the importance of these plans in helping to deliver the Corporate Strategy.

Mr Dunlop described the role of the Leadership Group and Leadership Sub-Group developing the business plan in ensuring the Corporate Strategy is translated through the work **sportscotland** undertakes across its portfolio of activities. He also confirmed the Corporate Strategy has received positive feedback from stakeholder organisations.

THE BOARD REQUESTED that the details of the remaining Corporate Strategy launch events should be circulated.

The Board sought clarity on the special partnership working with West Dunbartonshire Council, North Ayrshire Council, Glasgow City Council and Dundee City Council. Mr Fleeting clarified this is not an exhaustive list of special partners but these authorities were chosen on the basis of joint outcomes, planning and opportunity. The Board acknowledged that the Trust Company would continue to work with all local authorities.

The Board also acknowledged the broader scope of the Corporate Strategy from sport to keeping active, providing a more inclusive Strategy and contributing to key health and other wider social outcomes.

THE BOARD NOTED the content of the presentation and the Chair thanked Mr Dunlop for his attendance and presentation to the Board.

7. National Centres Business Plans 2019-21 'Key Themes' – Barry Fleeting and Shaun Roberts (Presentation)

Mr Roberts presented to the Board the **Business Plan for Glenmore Lodge National Centre 2019-21**.

Mr Roberts explained the synergies between the business plan and current sector development. He outlined the core functions of Glenmore Lodge with a focus on support and developing leaders as well as supporting the outdoor community. He also shared with the Board the findings from a survey completed by Scottish Governing Bodies (SGBs) in relation to the services available at the National Centre.

Mr Roberts highlighted recent events at Glenmore Lodge such as: Wild Scotland AGM, Cairngorm Business Partnership, Women in Adventure Sport and a paddle-sports event.

The Board acknowledged the significant changes taking place in the sector and in customer behaviour.

In considering 2019-20 Mr Roberts confirmed income at +4% against PY outturn and -0.4% against PY budget, together with a +1% expenditure increase excluding the pay award for 2019-20, but +6% expenditure including the pay award. He explained the key income streams as: training; events and conferences; bar – food and drink; and accommodation. He also noted that the biggest forecast increase in expenditure was needed for the Scottish Avalanche Information Service.

It was clarified for the Board that the 'Other' income column within the report referred to sponsorship and other third party investments. The 'Other' expenditure column represented administration costs. Mr Roberts also explained the difference between basic evaluation as defined by **sportscotland** and what constituted more in-depth impact evaluation..

THE BOARD REQUESTED for future Business Plans to be written in a plain language to avoid management 'speak' and for page numbers to be included for ease of reference during future discussions. The Board commended the inclusion of the management matrix.

The Board also suggested that future Business Plans could include clear examples of where the National Centres have contributed to the wider sporting system. Mr Roberts explained that examples were shared at the National Centres working group so this information could be presented to the Board at future meetings.

Mr Fleeting presented to the Board the **Business Plan for Inverclyde National Centre 2019-21**.

Mr Fleeting explained to the Board the National Centre Inverclyde was in its third year of operation and highlighted the key successes as customer service, schools and education, clubs and the fitness suite. He also noted the improvements in the contract management process for the National Centre as well as the improvements being made to the gymnastics programme.

Mr Fleeting also gave a business overview of the services provided by Inverclyde and the budget for the forthcoming year. He outlined the strategic priorities and highlighted the example of corporate parenting in relation to relationships with national bodies and the third sector.

It was explained that because of the Corporate Strategy process, there had been a delay in preparing the National Centre Business Plans for Board discussion and approval. These would normally be prepared in the Third Quarter of the financial year and the business will revert to this timetable in future years.

The Board welcomed the corporate parenting model and the proposed changes to the gymnastics programme. The Board discussed the potential capacity of fitness suite membership and the catchment area of schools using the National Centre.

The Board suggested that the context and background included in future National Centre Business Plans could be the same to avoid duplication of effort.

Mr Fleeting presented to the Board the **Business Plan for Cumbrae National Centre 2019-20**.

Mr Fleeting reminded the Board about the ongoing review of Cumbrae and therefore the business is operating on a one year plan. He also explained the centre is moving towards a seasonal operation model and will close during the winter months.

Mr Fleeting highlighted the key successes as: the positive trading results of the centre when looking at the variance to the Q2 budget, the increased participation of school groups and the consistent positive feedback of customers. He also provided an overview of the key challenges being the operational circumstances, programme participation, and reduced activity over winter months.

The Chair thanked Mr Roberts and Mr Fleeting for their presentations and asked if the Board were willing to approve all three Business Plans as noted.

THE BOARD APPROVED all National Centre Business Plans for 2019-20.

8. Marketing Strategy Update – Pauline Kerr (Presentation)

Ms Kerr presented a marketing strategy update in relation to the National Centres Inverclyde and Cumbrae.

Ms Kerr explained the full range of actions taken to date in relation to a marketing strategy for Cumbrae. These actions involved introducing an e-newsletter, moving to digital communications, creating individual discipline flyers, sharing customer testimonials and spotlighting courses. She also informed the Board of the participation in sector events such as the Scottish Cycling, Running and Outdoor Pursuits Show.

Ms Kerr explained the marketing actions taken in relation to Inverclyde National Centre. These include better contract management, updating the pricing schedule to reflect customer needs and revising the terms and conditions to suit the business.

Ms Kerr also informed the Board that customer feedback has moved to an online platform, business intelligence has increased through using new software, and communications have been more focused, including the creation of specific briefing notes to advertise the National Centre to specific customer groups.

The Chair thanked Ms Kerr for her attendance and presentation to the Board. The Board praised the work carried out to date and the commercial acumen Ms Kerr had brought to the organisation.

THE BOARD NOTED the content of the presentation.

9. National Centre Quarterly Reports:

9.1 Trust Company Financial Overview 2018-19 Q4 – Neville Cobb

Mr Cobb presented to the Board an overview of the Trust Company's financial standing for Quarter 4 within the year 2018 -19, noting that:

- In terms of actual spend against the budget, Inverclyde would have been on target if the cost of staff restructuring and provision for bad debts was excluded
- Cumbrae achieved a slightly better performance than anticipated at Q2
- Glenmore Lodge finished behind budget due to shortfalls in training income during the year

- Overall the Trust Company is receiving £193k more investment in respect of its trading position compared to the previous year and £471k more than two years ago. The total investment by **sportscotland** in 2018-19 amounts to some £4 million.

Mr Cobb noted that **sportscotland** through its CEO continued to support the work of the Trust Company in helping to deliver key elements of the corporate strategy and would continue to provide investment funding.

The Board sought clarity on the Corporate Services recharge and whether such services could be provided in-house by the Trust Company. The Board acknowledged this was a possibility but the current recharge rate provides good value.

The Chair thanked Mr Cobb for his overview.

THE BOARD NOTED the contents of the report.

9.2 Glenmore Lodge – Shaun Roberts

Mr Roberts provided a report to the Board on Quarter 4 of the 2018-19 financial year. **THE BOARD NOTED** the contents of the report.

9.3 Inverclyde & Cumbrae – Barry Fleeting

Mr Fleeting provided a report to the Board on Quarter 4 of the 2018-19 financial year. **THE BOARD NOTED** the contents of the report.

10. Cumbrae National Centre Review Update – Barry Fleeting and Stuart Ogg (Presentation)

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 in relation to the Review.

Mr Ogg informed the Board that although there is an early preferred option, various options, with the exception of the status quo continue to be explored. These options will be presented to the Board for a final decision once all research has been completed.

THE BOARD AGREED to delegate authority to the Cumbrae Review Sub-Group consisting of the Chair, the Vice-Chair and Ms Morrison. **THE BOARD NOTED** the contents of the report.

11. Skills Survey of Trust Company Directors – Stuart Ogg

THE BOARD NOTED the contents of the report and **AGREED** to undertake a skills survey to identify any gaps in knowledge and experience within the current Board composition for the purpose of future recruitment.

Ms Garrett left the meeting at 1.30pm.

12. Memorandum of Understanding – Trust Company and sportscotland

THE BOARD NOTED the contents of the report and **AGREED** to the current Memorandum of Understanding as tabled.

The Trust Company Board acknowledged this has been prior approved by the **sportscotland** Board.

For Information

13. None

Other

14. Any Other Business

Mr Rhoney expressed to the Board the thanks of Para-Adventure who had previously engaged with Glenmore Lodge.

The Company Secretary requested for all Declaration of Interests forms to be submitted.

15. Date of Next Meeting: 8 August 2019

THE BOARD AGREED to bring forward the next Trust Company meeting from the 15th to the 8th August 2019, to be held at Glenmore Lodge.

16. Future meeting dates for 2019: 14 November 2019 - Inverclyde.

ACTION LIST

Item	Who is responsible?	Action	Comments
6	sportscotland	Circulate Corporate Strategy Events	May 2019
14	All Directors	To complete Declaration of Interests form.	May 2019
11	All Directors	To complete Skills Survey.	August 2019
7	Mr Roberts and Mr Fleeting	Equalities and Inclusion Update	February 2020

x James L Wood

