

The Scottish Sports Council Trust Company

Company No. SC137068

Charity No. SC020175

Minutes – 11 November 2021

SSCTC(BM)4/2021

Minutes of the Directors' meeting of the Scottish Sports Council Trust Company (the "Company") held on 11 November 2021 at National Centre Inverclyde at 1000.

Present

Ms Jane Booth, Director ("Ms Booth")

Mr Mark Gaffney, Director, ("Mr Gaffney")

Ms Kirsty Garrett, Director ("Ms Garrett")

Mr Iain Houston, Director ("Mr Houston")

Mr David Rhoney, Director ("Mr Rhoney")

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

Mr Robin Strang, Director ("Mr Strang")

Ms Frances Wood, Director ("Chair")

Ms Pamela Woodman, Director ("Ms Woodman")

In Attendance

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

Mr Forbes Dunlop, Chief Operating Officer, **sportscotland** ("Mr Dunlop")

Mr Barry Fleeting, Head of Centre, Cumbrae National Watersports Training Centre and Inverclyde National Sports Centre ("Mr Fleeting")

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

Secretariat

Miss Laura Cook, PA to CEO and Chair ("Miss Cook")

Apologies

Ms Kirstie Hepburn, Director ("Ms Hepburn")

Ms Kay Morrison, Director ("Ms Morrison")

Ms Susan Sandilands, Director ("Ms Sandilands")

1 Chair, Notice, Quorum

Ms Wood presided as Chair (the “Chair”) of the meeting as per Article 18 of the Company’s Articles of Association (the “Articles”).

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.

Accordingly, the Chair declared the meeting open.

2 Declaration of Interests

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.

3 Chair – sportscotland update

The Chair presented the main points from the previous **sportscotland** board meeting on 26/27 October, including:

- A strategic session on the Cycling World Championships and the legacy of this event.
- Maree Todd, the new Minister for Public Health, Womens’ Health and Sport attended the Board meeting and talked about the benefits of collaboration. doubling the investment in sport and physical activity and the continued promotion of active living. Ms Todd also discussed the long term health benefits of sport and the benefits of preventative spend.
- The Business Plan was discussed and the key themes of inclusion, partnership and recovery remain the focus.
- The Annual Accounts were formally signed off.

4 Minutes from the previous meeting held on 5 August 2021

The Directors **APPROVED** the minutes of the previous meeting held on 5 August 2021.

5 Matters Arising

All actions from the previous minutes have now been completed.

For Discussion

6 National Centre Quarterly Reports

6.1 Glenmore Lodge – Q2 2021

Mr Roberts noted the following:

- Generally activity and demand has exceeded expectations
- A lot of work is being done to support qualification delivery

- The freelance workforce has been decimated as a result of the pandemic and this does impact on the operating model and capacity
- The Chief Instructor role is being recruited after a delay and interviews will commence next week.
- Better connections are being made with Highlands Active Schools team.
- The ongoing development of the estate is important to increase and maintain the quality of experience.

The Directors commented that there appears to be a lot of optimism which is good to hear, they also commented on personal positive experiences they have had when visiting the Lodge and the safe environment that has been created in recovering from the pandemic.

The Directors observed people have a desire to make a connection and asked if the Centre is being proactive in seeking new partnerships. Mr Roberts noted that the Centre has always been active in bringing groups together like SGBs but the outdoors sector can be fragmented. National Forums have been formed to try and bring the sector together and create a collective agenda.

A discussion was had on staffing as the number of vacancies is very high, Mr Roberts noted that some people have moved on to more stable jobs and some are planning to return when activity levels have increased.

Mr Dunlop noted that recruitment is an organisational issue and priority, we are looking at improving diversity. There has been a recruitment freeze in place for a year and half but a lot of work is going on internally as everyone recognises the need for more diversity.

➤ *Ms Garrett joined the meeting.*

The Directors **NOTED** the contents of the report.

6.2 Inverclyde – Q2 2021

Mr Fleeting noted the following:

- Like Glenmore, activity and demand have exceeded expectation.
- Many SGBs have returned with squad activity and events.
- Club activity and bookings have also returned strongly.
- The golf training centre has now opened and has been well received by community membership.
- Schools groups have returned, and there has only been one cancellation due to a Covid outbreak but the group have rebooked.
- Fitness and Gymnastics users have returned to reasonable levels and returning customers are at 84%.
- Work on a new outdoor sports base is progressing.
- The Centre has been shortlisted for the Andrew Doolan Best Building Award 2021, which is being led by the architect and is scheduled to be featured on the BBC news.

The Directors commented on the publicity around the building and feedback on positive experiences they have had personally when visiting not only due to the building but the staff who are always welcoming, helpful and maintain a safe and clean environment.

A discussion was had on return rates with some concerns that the sector won't return to 100% and that this should be considered as part of planning. Mr Fleeting acknowledged this, recognised more work is required in analysing who has and has not returned and understand the reasons and motivations behind this.

The Directors asked for an update on the Personal injury claim, Mr Fleeting noted that it is still ongoing with support from **sportscotland** legal team and external lawyers.

The Directors **NOTED** the contents of the report.

6.3 Trust Company Financial Overview – Q2 2021

The key points from the finance paper were as follows:

- A cautious approach was taken to setting the budget, while the first half of the year has been positive, a cautious approach will be retained.
- Monthly meetings continue to be held with both centre management teams to monitor trends and progress.
- £289,000 was claimed through the furlough scheme during this quarter.
- The forecasted budget for the second half of the financial year has been amended as we have been able to reduce the level of investment whilst retaining contingency.
- The outdoor activity centre tender costs have come in higher than predicted but we have been able to reroute investment savings to the capital project and we are hoping to get most of the work done in this financial year.

The Directors **NOTED** the contents of the report

7 National Centres Business Plan 2022/23

Mr Fleeting and Mr Roberts presented on the Business Plan approach and highlighted the following points:

Mr Fleeting:

- There will be a continued focus on the community element for the year.
- The Centre will look to support partners with their planning and recovery while at the same time demonstrating what the site has to offer with a particular focus on inclusion
- The partnerships with a number of SGBs will be developed further, in particular new partnerships where the centre can be used for squad training and development.

Mr Roberts:

- A continued focus on the development of the workforce, recognising the importance of quality delivery in providing a quality experience.
- Online learning has been extended during COVID, there are positive lessons which will be retained.
- Core partnerships with a range of SGBs will be enhanced, developing partnerships with Highland Active Schools will be explored further
- The provision and development of the Avalanche Awareness service.

➤ *Ms Woodman rejoined the meeting.*

The Directors had a wide discussion around inclusion, recognising new partnerships and approaches are required if new communities are to be attracted to the centres.

Mr Fleeting noted that we have started to define the impact experiences through the National Centres can have. We need to look at how we can target groups that would benefit the most from an experience at the National Centres, building on the work with Enable Scotland, Scottish Autism and Boots and Beards.

Mr Dunlop noted the **sportscotland** Equality, Diversity and Inclusion Strategy (EDI) and the approach outlined within that work which is now moving towards action plans and which both national centres will have an active role in delivering against.

Mr Fleeting thanked everyone for their input to the discussion and noted that it will be very useful in the coming weeks and months as part of the business planning process.

8 Cumbrae Responsibilities

Mr Dunlop provided an updated from the previous meeting when a discussion was had on ownership and the responsibility for Cumbrae. He explained that ownership remains with **sportscotland** but the lease is with the Trust Company until 2052 and therefore the Trust Company is still responsible for the site and as such reports will continue to be brought forward to the Trust Board.

Mr Fleeting updated on the current status of the site:

- Security provision for the site is in place.
- Essential maintenance is still provided.
- Work is in progress with RYA Scotland to distribute the kit and equipment
- The community group named Cumbrae Wave have recruited a Development Officer and are developing a business plan to make a case for a full asset transfer of the site. North Ayrshire Council continues to support the group.

The Directors enquired about timescales. Mr Fleeting noted that the normal process should take twenty-four months but this has been extended by a year due to the pandemic. We are taking the lead from the local authority who have experienced a similar process previously. Clearer timescales will be brought to the February Board.

The Directors asked if there were any other interested parties, Mr Fleeting noted that there had been some initial interest, but this has not been followed up with further conversations.

The Directors **NOTED** the report.

9 Trust Company Governance Review

Mr Dunlop introduced the paper and highlighted that the scope was not about examining the role and purpose of the Trust Company but the governance, finance and legal considerations. The subcommittee which had been formed narrowed the review to focus on three options:

- Bringing the Trust Company in-house (within sportscotland)
- Maintaining the status quo (with revised governance)
- Utilising the charity in a wider way

Mr Dunlop explained that expert advice had been sought on the options and expanded on the pros and cons which were noted in the paper against each option and the outstanding questions and information which would be sought before a final decision is made.

The Directors asked if the main reason to maintain the Trust Company as a separate body was around rates relief and queried if there are any potential liability issues without **sportscotland** investment. Mr Cobb noted that the balance sheet for the Trust Company contains the long term leases for the buildings which the National Centres operate from and on an annual basis of trading there is an investment of £4 – £4.5 million from **sportscotland**. Although it is not all in cash, this investment from **sportscotland** and the Scottish Government enables the Trust Company to carry out its normal business. From a financial point of view **sportscotland** should be able to continue to provide support to the National Centres.

The Directors enquired if the leases of the National Centres were gifted or if a premium was paid, Mr Cobb noted that there has been no charge, but they were granted at nominal rent.

A discussion was had on how independent the Trust Company is from **sportscotland**, the Chair noted that as a charity the Trust Company is governed by OSCR and Board members must feel they have independence and can act in the best interest of the Trust Company. Board members expressed comfort in both the alignment to the **sportscotland** corporate strategy and that that they retained independence and decision making powers.

The Chair updated that the subcommittee will have a final meeting at the end of November with the intention of making a recommendation to the December **sportscotland** Board meeting and then return to the Trust Company Board meeting in February. In the meantime the Chair encouraged members to contact Mr Dunlop with any queries or further feedback

The Directors **NOTED** the paper.

10 Any Other Business

None.

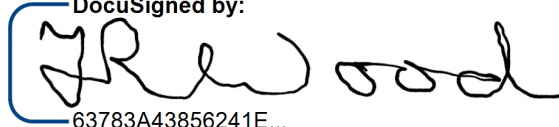
11 Date of Next Meeting

The next meeting will be on 3 February 2022, at Inverclyde National Centre with option to dial in.

ACTION LIST

Item	Responsibility	Detail	Progress
7.	Shaun Roberts / Barry Fleeting	A more detailed Business Plan to be presented to the February meeting	

DocuSigned by:

A handwritten signature in black ink that reads "G. R. Wood". The signature is written in a cursive style with a large initial "G".

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Chair Signature