

The Scottish Sports Council Trust Company

SSCT(BM)3/2022

Company No. SC137068

Charity No. SC020175

Minutes – 11 August 2022

Minutes of the Directors' meeting of the Scottish Sports Council Trust Company (the "**Company**") held on 11 August 2022 at **sportscotland** Glenmore Lodge National Outdoor Training Centre and via conference call on Microsoft Teams.

NB: The Board Members acknowledge that the Minutes of this Board Meeting shall be published on the Trust Company website.

Present

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

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

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

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

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

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

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

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

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

In Attendance

Ms Jenny Clarke, Operations Lead Manager at Glenmore Lodge ("**Ms Clarke**")

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

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

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

Heather Morning, Chief Instructor Glenmore Lodge (“**Ms Morning**”)

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

Mr Ian Sherrington, Head of Training, Glenmore Lodge (“**Mr Sherrington**”)

Mr Simon Taaffe, Financial Controller (“**Mr Taaffe**”)

Secretariat

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

Apologies

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

Ms Kirsty Garrett, Director (“**Ms Garrett**”)

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. Apologies were received from Mr Gaffney and Ms Garrett. The Chair subsequently declared the meeting open.

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 noted that **sportscotland** CEO, Stewart Harris, will retire in October 2022. The Chair noted that Mr Harris has done a wonderful job in leading the organisation through significant change and development over the years. The Chair explained that the recruitment of a new CEO is required but that a timetable has not yet been set for this.

At the previous **sportscotland** Board Meeting in May 2022, The Board received an update on anti-doping, as well as the Birmingham Commonwealth Games, and there was positive discussion around strengthening links between Glenmore Lodge and schools and universities.

The Board also heard a quarter 4 update to show that the year ended positively and that Covid-19 recovery is well underway.

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

4. Minutes of Previous Meeting

Ms Sandilands commented that in section 5.1 at the third paragraph, the words “shares comments and views” should be added in relation to measuring interaction.

Ms Morrison also wished to reinstate a further query into the minutes.

Mr Shaw advised that he will update the previous minutes accordingly.

Mr Cobb then addressed the Scottish Government Sponsor action from the previous Board Meeting, advising that it has also been picked up in discussions at the Audit and Risk Committee. Mr Cobb explained that he will prepare a paper summarising **sportscotland's** position as a public body and the types of insurance that it takes.

5. Matters Arising

There were no items raised under matters arising.

6. National Centre Quarterly Reports

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

Forward bookings at Glenmore Lodge are looking positive so Mr Roberts is optimistic that there is good customer demand. Conference and events are making a recovery, with training starting to catch up, and this recovery will continue into the next financial year.

The migration of the website has been delayed as a coding review was recommended and undertaken with a number of outcomes and additional work involved. The website will now go live next week (week commencing Monday 15 August) but this delays Phase 2 which will be pushed into quarter 4.

Work relating to the Avalanche Service change of employment status is close to a conclusion. The benchmarking evaluation process confirms that **sportscotland** looks competitive compared with other similar organisations (it is particularly competitive against forecasters coming through the MET Office and is close in comparison with Canada).

Ms Booth queried, in terms of personnel, whether we envisage having to recruit against the new posts. Mr Roberts explained that we have more forecasters available now than in the last 10 years, though some may move on. Mr Roberts assured that there is a communications plan in place in relation to this.

The Chair asked Mr Roberts for further detail on the website development. Mr Roberts explained that the website is at the front end of our customer contact and that he and his team have mapped out what the customer journey should look like when they visit the website, adding that the Phase 2 Plan focusses on this.

Mr Roberts further explained that he will tighten the customer offer by introducing a pay as you go theme to make providing food and other services easier. Mr Roberts is also having a focussed review on the prices of the courses in general. There will still be a package offer so that customers can easily book training and accommodation.

Mr Roberts explained that, historically, people would often have to share with someone if they booked accommodation, but there will be an option for single rooms, shared rooms, cabins etc. This will manage the customer requirements better, whereas previously it has been more restrictive. Ms Hepburn asked about what the market has said in response to the proposed changes in the way bookings are made. Mr Roberts explained that anyone booking a winter course is only booking training. The challenge is dealing with the customer

communications around this. There are people on the system now who have booked training but not accommodation and Glenmore Lodge sends reminders to them that accommodation is available. Glenmore Lodge has been regularly talking to customers about this and many of them are happy to share rooms as it is part of the social experience. Some customers do not want to share accommodation with strangers. Mr Roberts added that this feedback was obtained before the pandemic, so there no bespoke survey has been carried out. Ultimately, there is more discussion and survey required.

Ms Hepburn commented that flexible booking may cause challenges to the management at Glenmore Lodge and so was keen to hear what market response to this proposal is.

Mr Roberts added that the new flexible model eases the burden on Glenmore Lodge management team. Ms Clarke said that Glenmore Lodge has had a lot of requests for single rooms so there is a clear need for flexibility and letting the customers choose how they want their experience to be.

Iain Houston commented that historically sharing rooms was part of the experience at Glenmore Lodge, so it is a big change to the landscape.

Mr Roberts said that this experience will still be available to customers, but that there is a growing new audience which we are trying to give flexibility to. There are still those who will wish to experience the lodge by sharing accommodation. Ms Hepburn suggested that camping might be a good offer The Chair suggested that camper vans with hook up facilities could be very appealing.

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

6.2 Mr Fleeting presented to the Board in relation to Inverclyde as detailed below:

Mr Fleeting's report shows healthy figures for quarter 1, especially compared to a year ago. It was note that schools dominated quarter 1, with 15 of the 42 schools being new and 14 have booked with Inverclyde to come back next year.

There has been wide range of customers, and the 3x3 basketball event was hosted as part of the Commonwealth Games qualification process and was streamed on BBC. Table tennis had a number of large events including the British Schools Championships. Inverclyde hosted the UK v Finland police volleyball match which was a well-received event. Kilmarnock attended Inverclyde for their preseason soccer camp.

There have been testimonials online, with people sharing their experiences at Inverclyde. Regarding the Adventure Sport Hub, Mr Fleeting expects to have keys in the next few weeks

which will complement the Active Schools Programme and ensure the estate is used as fully as possible.

Claypotts School from Dundee is coming to Inverclyde as one of our partners this year, reflecting the links being made with Sports Development and some of our targeted Local Authorities.

The Fitness Programme has 725 members and is in a very healthy position and continues to grow.

Regarding maintenance, Mr Fleeting advised The Board that the scaffold by the building entrance has now been removed as the leak is resolved. This was in relation to a pre-existing defect from the original Inverclyde construction.

Mr Fleeting advised that the accident claim is ongoing.

In relation to Cumbrae, there has been significant interest in the site and the closing date is 25 August 2022.

The Chair asked if funds from the sale go to **sportscotland**. Mr Cobb said that it had been discussed with the Scottish Government, and we expect to retain the proceeds.

Mr Singh asked for clarification on any minor claims against Inverclyde. Mr Fleeting explained that when school groups are on site there can be more minor incidents recorded, but these are often small and can be bee stings or small cuts, for example. Logging them as incidents helps Inverclyde to identify trends but there is nothing of significant concern as these are not classed as claims.

Ms Hepburn asked how Inverclyde will measure the success of their new partnership with Claypotts School. Mr Fleeting explained that there are plans to establish more partnerships but we need to decide who to work with. The Dundee and Fife area is one which we work very closely with. The Claypotts community want to use sport to help their community where there is deprivation but they do not have the resources. Mr Fleeting explained that Inverclyde has a pricing model now where it can contribute something to make it more affordable for the school and added that we need to find other opportunities like that. Inverclyde is working with a number of local authorities and some of them have not required our direct financial support but others have. It will be targeted at those who will benefit most as it is about inclusion and the impact it will have (this is something the school can measure).

Ms Morrison asked Mr Fleeting about any staffing changes and what they are.

Mr Fleeting explained that staffing changes is a reference to one or two staff, e.g. communications staff and a marketing manager leaving Inverclyde. A new marketing manager is starting in September, then another new member of staff will join guest support and coaching.

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

6.3 Mr Cobb provided a Finance Report for the Board as detailed below:

Mr Cobb explained that it was a very positive quarter 1 for both National Centres. Both centres have matched or slightly exceeded income targets and this has continued into period 4. There has been good management of costs so far in the year. Glenmore Lodge is lower than budget on salaries, with difficulties in recruiting and retaining staff in hospitality and household areas. A number of capital projects have been able to go ahead and the hope is that the trading performance exceeds the budget so that we can release more capital going forward. Overall, it is a cautiously positive start to the year.

Ms Morrison asked what was factored in for pay in the budget forecasting.

Mr Cobb explained that a pay award has not been finalised and will be based on guidance from Scottish Government. It is unclear what the settlement will be at this time, but we have factored in an assumption in the figures for an increase.

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

7 Mr Roberts Presented to the Board in relation to the Glenmore Lodge Strategic Development Plan as detailed below:

Mr Roberts explained that the scope of this development is broad and the key aspects are as follows:

Streamlining core activities:

Mr Roberts explained that first graph line is from February 2020 before Covid. Glenmore Lodge still faced the challenge of getting the old model to catch up around accommodation and training but recovery was evident and things looked positive. There was still development required for a new model. Other expenditure was matching income. Investment tracked the salary line and the head count was flat. There was a growth in salary.

Mr Roberts showed The Board a slide with another graph line representing where we are now. Mr Roberts added that Glenore Lodge is not trying to recover back to the old model, but rather to recover and redevelop towards a new one. Streamlining is important in relation to all the core activities offered and the website Phase 2 is an important part of that. Glenmore Lodge is also trying to streamline the training course audit which is core to what they do. There is an ongoing workforce review and consideration is being made as to how to adjust and manage turnover.

Regarding the flexible offer/pay as you go piece, it is about the customer journey and customer choice without removing the feeling of a collective package. Mr Roberts explained it needs to work better for both Glenmore Lodge and customers.

There will be a phased approach to 'pay as you go' for accommodation. Glenmore Lodge bookings team is having to call customers who book training to remind them that they can book rooms to manage this transition period ahead of phase 2 website being completed. Phase 2 of the website will be key to this.

Breakfast, as part of B&B, offers will stay the same but people can come in and purchase one separately if they want to. Lunch will stay part of the package offer. Glenmore Lodge hopes to pilot a different approach with dinner, where customers choose from the menu and pay as they go, but this depends on successful recruitment. This will help us manage evenings with both residential and non-residential course students.

Longer-term Glenmore Lodge is considering a limited daytime offer where they can make coffee and sandwiches for customers if they pay as they go. Ultimately it is about efficiency and creating a new model and making core activities work well. Mr Roberts realises the need to develop income and have more flexible pricing, as well as developing staff capacity and managing costs.

Development of a sustainable economic model

Mr Roberts explained that critical mass is achieved through income and people doing the right things. Streamlining business will make sure that Glenmore Lodge recovers and prospers. Developing a sustainable economic model involves lots of activity flowing through the economic and non-economic model.

Mr Roberts added that he can estimate who will sign up for courses each year but until they actually book it is not clear, so it is very much customer led. How do we develop a sustainable economic model? There are certain levers we can make assumptions against to answer this. Mr Roberts emphasised that there is a need to refine annual budgets and to budget and forecast from a discipline/activity level. In-year management decisions will be

important. There is a need to monitor the economic/non-economic ratio, the target income generation and target investment activity level.

Mr Roberts advised that he is looking at direct absorption of resources across core activities and making informed decisions about these activities to streamline economic development.

Estate development

Estate development is focused on resolving the challenging customer journey and working better for clubs and community, and there is no social space or focal point, so people don't interact around Glenmore Lodge. For example, parents sit in their cars while their children are on the dry slope. A social space would increase engagement and revenue. For example, premium space such as the bar area is underutilised and we also give away tea and coffee for free. The dining room is also shut during the day which needs to change.

Mr Roberts commented that the return to the office has shown that the office is too small and there are plans to move the main office to North Wing. This will enable a new office layout and Glenmore Lodge has refocused around the long-term estate plan, so it is doing more for clubs and discussing how to move forward.

Small changes could help address these points. Internal plans are drafted for the main office to move to North Wing. They are working with an architect to get tangible plans in place, to understand the impact against capital for a new open hospitality setting and enhancing the conference and event offer.

New approach to targeted impact areas

Mr Roberts advised a new approach is needed to targeted impact areas and they need to have longer term partnerships to achieve specific impacts. Glenore Lodge has recently finished the first pilot paraclimbing camp and is looking to develop a summer youth programme. Heather and Shaun are also redesigning the instructor development scheme.

The Chair congratulated the staff at Glenmore Lodge on the work done to date, commenting that the progress is evident and it is now about how that is maintained through the next phase.

Mr Strang commented that he is interested in the economic model and balancing economic and non-economic activities. Mr Strang further commented that the pricing of those activities is critical and may need more sophisticated strategy by looking at every activity separately to

find the true costs, and then decide if it is above or below the line. Mr Roberts advised that he does that now, but it is not enough. We need a more in-depth focus on pricing.

Mr Rhoney asked if there is anything in development that could encourage challenges against Glenmore on what we are spending public money on (e.g. a state aid complaint). Mr Roberts advised there is not, but it is crucial to act like the market we are in when providing an activity, or to have a good reason for not offering that activity.

Mr Singh asked, in reference to comparing occupancy of rooms for residential and non-residential courses, is it local people who are booking or are they looking for alternative accommodation nearby which may be a better price than Glenmore Lodge? Mr Roberts explained that when we look at the future, we do not want the accommodation to limit the training we can provide. Separating the training and accommodation offer may help to encourage people to book rooms while they are available and since they have booked the training. There is also a youth hostel and campsite nearby who Glenmore Lodge have spoken to regarding recommending people to Glenmore Lodge for activities. Mr Singh asked if there were comparison figures for room occupancy percentage. Mr Roberts confirmed that those figures are available in the appendix. He added that it will be important to assess how much of the occupancy is driven from the courses being booked.

Mr Houston commented that it is important to use objective assessment to monitor economic growth.

The Chair commented that Glenmore Lodge has done a lot of work around accommodation and hospitality but The Board has not heard much about the training course audit. The Chair asked for detail on instructors' planning and productivity, and the impact on productivity if the offerings do not sell. The Chair added that we are not yet seeing analysis around productivity of the instructors and the time they are constructively deployed, as well as how it fits the strategic objectives we have.

Mr Roberts responded that all of the instructors maintain a timesheet. The workforce is made up of 12 instructors. Up to 80 freelancers are engaged. Each instructor is 60-70% of delivery. Mr Sherrington explained that as they work closer to the dates of delivery, if a lot of the courses do not go ahead, instructors are redeployed. The Chair expressed concern that if offerings are not being taken up, then we should stop offering those courses. Mr Roberts and Mr Sherrington agreed with the Chair's view. Mr Sherrington said that ideally this would be the approach, but we end up spending a great deal of time developing SGB awards and training staff which can take years, only to find out later on the award or offering is not economically beneficial.

The Chair queried whether the role of Glenmore Lodge is to develop awards for SGBs. The Chair added that SGBs are essentially getting free development from us and potentially no customer uptake which is an ineffective use of our resources. Mr Roberts said that sport development has always seen a close link between Glenmore Lodge and SGBs. Some of that is the type of work the SGBs do not have the knowledge and expertise to undertake. Glenmore Lodge's task is to show where investment is going and it needs to be reviewed at a granular level. The Chair commented that they want to see what the training audit shows about programme delivery. The direction is right but The Board needs to see what it means in terms of future decision making. Mr Roberts advised that he would note it as an action in the future to put it into a Board Pack.

Ms Booth commented that creativity and continued learning is critical. Mr Roberts stated that the timing for evolution here is great as there is a new demand and SGBs have confirmed this. Ms Booth added that it is important to allow creativity to flourish and the learning will be important even if some approaches do not work as planned in the first instance. Our decisions are not just about whether something is economically viable; there has to be a purpose to it. How we deploy expertise to build something sustainable is the key consideration.

Ms Sandilands asked for more information on the courses and why courses are filled, asking whether Mr Roberts is expecting to have a clear understanding of why these things happen. Mr Roberts advised that there has been a historic culture of oversupplying and then cancelling to meet demand for other courses, which leaves no space for conferencing or a tailor-made activity. From 2023 onwards the programme will have space for these events and meets more than the historical demand without oversupplying. Mr Roberts expressed the need for flexibility in the year from a training point of view, which will involve looking at the website to see what course people are viewing and booking.

Ms Hepburn commented that there is a lot of money to be made from venue bookings, as there is a great opportunity in a contained space with beautiful scenery. Ms Hepburn asked where this is being marketed. Mr Roberts said conferencing events are part of the core business and since the beginning Glenmore Lodge has been a go-to for best practice globally. There is a future question about how we court general appeal. Mr Roberts suggested we would market it within our sector at the moment e.g. with conferences connected to the outdoors.

Ms Morrison suggested that at the next Board Meeting a snapshot around the purpose of the national centres would be helpful. It will help to focus the conversations, especially now there

is a shift in the parameters. Mr Roberts said that he is happy to arrange this and agrees that providing a summary will be the right approach.

The Chair commented that this was a helpful discussion and a summary of what the national centres are going to do next at the next Board Meeting would be appropriate, rather than a full presentation.

THE BOARD NOTED the contents of Mr Robert's presentation.

8 Mr Fleeting presented to The Board in relation to the Trust Company Risk Register as detailed below:

Mr Fleeting referred to the fact that, last year, he discussed aligning the Trust Company Risk Register to the Corporate Risk Register and confirmed that this is now contained within Pentana.

Mr Fleeting noted the rewording around high energy costs in Risk 5 and that we are now in a better financial position. Risk 6 relates to the DPO and one is now in place, meaning there are also more robust policies in place. Risk 7 was updated based on the natural progression of last year's actions. Mr Fleeting recognised that progress has been made and that they continue to work to manage health and safety and to implement internal audit recommendations.,

Regarding Risk 9, Mr Fleeting explained that there is a potential risk to our site operations from industrial action at the moment. Ms Hepburn asked if we are expecting any and Mr Fleeting advised that we are not, but it is worth recognising potential challenges.

Ms Morrison asked if there is anything on cyber security in the risk register and why it may not be a feature. Ms Morrison also asked what constitutes CMT and queried the Chief Executive reference. Mr Fleeting advised that cyber security is highlighted from a corporate perspective, adding that CMT refers to a national centre management team made up of senior staff members. The Chief Executive reference relates to health and safety. Mr Cobb added that the CEO is ultimately held responsible for health and safety so that why it is referenced. Mr Dunlop explained that there is a separate cyber risk register which is inclusive of the Trust Company and the Audit and Risk Committee (ARC) reviews this. It is an operational register which compliments other registers for the organisation, giving ARC an organisation-wide view. The ARC will next review this risk register in October 2022.

Mr Strang commented on Risk 6, that hybrid working will pose a risk to data loss/compliance and asked what we can do to minimise this risk. In relation to Risk 8, Mr Strang added that someone checking insurance policies regularly would be helpful, particularly if it is an independent external expert. Mr Fleeting explained that internal and external audits will be important to our health and safety policies. Mr Dunlop added that a new colleague will be joining the organisation soon, who will sit down with us to discuss these matters. Mr Dunlop explained that we are mindful of the cyber essentials and the internal audit completed at the start of the year references the points raised by Mr Strang.

Ms Sandilands asked what the thinking is behind Risk 5 and whether that risk is decreasing. Additionally, Ms Sandilands asked if there is a plan to check up on what has been done in relation to Risk 9? Mr Fleeting explained that Risk 5 was focussed on the inability to deliver the business plan and now there is a much better financial picture after covid. It also involved recognising volatility of energy market presenting a risk, but we are more confident about delivering against business plan at this stage. Mr Cobb commented that in monthly reviews with Mr Fleeting and Mr Roberts, they are aware of what we can afford to invest against the budgets and are closely monitoring the energy crisis. Mr Cobb added that Mr Taaffe is putting monthly information together regarding utilities pricing and consumption. There is mitigation which makes us confident we can succeed in delivering the objectives even if the financial situation worsens in the coming years. Regarding Risk 9, Mr Fleeting explained that we update risk assessment at a local level as part of an agreed internal audit process. There are numerous policies regarding health and safety and we have a local committee that reviews those policies frequently.

9 Mr Dunlop Presented to The Board in relation to the Skills Matrix as detailed below:

There is a need to reduce the size of The Board based on the skillsets that are required. Mr Dunlop explained that we have identified certain areas that we need to be mindful of as those are areas we do not have significant experience in. The current dates of Director terms are displayed in a table and there are 4 members whose terms end this time next year.

After discussion with the Chair, Mr Dunlop suggested it might be best to allow those terms to run through rather than overmanage something with an inevitable expiry date. Ensuring the remaining members have key skillsets is a critical consideration.

The Chair commented that there are 12 months to consider appropriate skills sets and to see how the National Centres are progressing. This approach will help to identify any gaps in expertise we need to address and what the right size of board should be.

The Chair endorsed My Dunlop's proposed approach and Mr Dunlop commented that we are not restricted to a particular size of board so there is flexibility.

Ms Sandilands said that her term is up now and asked if she is going to have her term extended. Mr Dunlop said that 2 **sportscotland** Board Members need to be on the Trust Board. The Chair said she will speak with Ms Sandilands regarding this matter and commented that she would like Ms Sandilands to remain on the Board.

10 Mr Cobb presented a number of items relating to the annual audit and accounts to the Board for approval:

Mr Cobb first presented the accounts to The Board and ran through the order of documents contained in the accounts. Mr Cobb explained that the Audit Report is unqualified and that the Auditors were satisfied with changes made to the Memorandum of Understanding to clarify the relationship between **sportscotland** and the Company in terms of financial support provided, especially regarding the pension deficit. All management points were cleared and the Auditors did not flag anything new this year. Cumbrae is shown as a disposal in the accounts due to the recently signed renunciation of the lease and will move out of the Company into the **sportscotland** group accounts. Regarding claims, there is insufficient information to make an accounting provision in the accounts but the two highest claim amounts are disclosed. The Chair commented that it is a great outcome from the audit to have no actions and offered congratulations to the team.

The Chair acknowledged that this has been a difficult time and the work done by staff to aid Covid-19 recovery has taken a huge effort, especially while restrictions were still in place. The Chair commented that it is a strong financial statement to put forward and bodes well for rest of the year.

Ms Hepburn commented on assets and liabilities in point 10 of the accounts, stating that it is a shame not to reflect the increase in value of the centres after the work done to them. Mr Cobb said that a full valuation is not done every year due to the costs and is not required by the auditors. This would be every four years when valuers come out to the various properties. Mr Cobb explained that the auditors are just looking for confirmation there is no significant change to value of the properties. At the end of this financial year there will be a full valuation as part of the four year cycle.

THE BOARD APPROVED the Accounts, the Wylie & Bisset Audit report and the Letter of Representation.

10 Mr Cobb reported to The Board in relation to the Trust Company Audit Committee Minutes:

Mr Cobb explained that, whilst the Audit committee was not quorate, the Auditor was happy to sign off on the accounts after a conversation with the Chair at the meeting. In future Scott Lindsay (Chair of the sportscotland Audit and Risk Committee) will join the Audit Committee to improve links and understanding between the two committees.

11 Any Other Business

None.

12 Date of Next Meeting

The next Trust Company Board meeting was noted as being on 10 November 2022 at Inverclyde.

ACTION LIST

Item	Who is responsible?	Action	Comments
4	Mr Cobb	Insurance – ARC paper to be shared with Trust Company Board	November 2022 Board
7	Mr Fleeting / Mr Roberts	To produce a summary statement of the purpose of the national centres	November 2022 Board
7	Mr Roberts	Provide an update on the development of the action plan for Glenmore Lodge Strategic Development in GL quarterly update in November 2022 and then	November 2022 and February 2023 Board

		as separate paper for February 2023 Board	
9	Chair	Discuss with Ms Sandilands her reappointment as Director for a second term	August 2022
9	Chair / Mr Dunlop	Review Skills matrix and identify any needs to be filled when members retire September 2023	February 2023

Chair Signature