

# **The Scottish Sports Council Trust Company**

SSCTC(BM) 4/2020

**Company No. SC137068**

**Charity No. SC020175**

## **Minutes – 12 November, 2020**

Minutes of the Directors' meeting of the Scottish Sports Council Trust Company (the "**Company**") held on 12 November, 2020 held via Microsoft Teams at 1130.

### **Present**

Ms Jane Booth, Director ("**Ms Booth**")  
Mr Mark Gaffney, Director ("**Mr Gaffney**")  
Ms Kirsty Garrett, Director ("**Ms Garrett**")  
Ms Kirstie Hepburn, Director ("**Ms Hepburn**")  
Mr Iain Houston, Director ("**Mr Houston**")  
Ms Kay Morrison, Director ("**Vice-Chair**")  
Mr David Rhoney, Director ("**Mr Rhoney**")  
Ms Susan Sandilands, Director ("**Ms Sandilands**")  
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**

Ms Jennifer Edmonstone, Senior Legal Officer, **sportscotland** ("**Ms Edmonstone**")

### **Apologies**

N/A

## **Business**

### **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. 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. 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 a summary of the main points from the previous **sportscotland** Board Meeting.

This included a brief reference to the alignment paper (item 8) which notes the importance of evidencing the value of **sportscotland** investment in the Company. The Chair was clear that discussion should focus on investment (as opposed to subsidy) and measuring outcomes.

The Chair also summarised an update and discussion the Board had with John Harden, Deputy National Clinical Advisor, around the government’s response to COVID-19 and how sport and physical activity could play its part in the recovery.

**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 06 August, 2020. The minute was moved by Mr Singh and seconded by Ms Hepburn.

### **5. Matters Arising**

The action list was reviewed and completed tasks confirmed.

*Agenda item 6.2* - Glenmore Lodge had surveyed customers about their feelings on returning to the centre. Inverclyde had created video footage for customers to view in advance of any centre visits. The aim of both was to provide reassurance of the current operating procedures.

Regarding the schools and education programme update around higher education, SIMD areas, ASN schools and specific local authorities, this action point has been delayed due to Covid-19. The action will be removed and revisited when appropriate.

*Agenda item 12* - Mr Dunlop confirmed that equalities research had been undertaken and was coming to a point of conclusion. This will be presented at the next **sportscotland** board meeting in December, 2020 and then brought to the Company’s February, 2021 meeting. The Board asked if specific actions can be created for the Trust Company, and Mr Dunlop

confirmed that this detail will be for each of the Centre leads to develop from the research recommendations.

## **For Discussion**

### **6. National Centre Quarterly Reports – Quarter 2, 2020**

#### **6.1 Glenmore Lodge – Mr Roberts**

The centre re-opened in September, 2020. A conscious decision was made not to operate at the maximum possible number of customers on a daily basis. This was to provide the safest operational model. The centre is currently in a Covid Protection Level 1 area.

Customer feedback survey (established mid October) has received 17 responses. 100% said the centre's measures relating to Covid were very clear. The current net promoter score for the centre was 9.3 out of 10, which relates to how likely a person is to recommend Glenmore Lodge.

The Scottish Government Covid guidance on Protection Levels has changed the way the centre operates. The staff are taking a proactive approach and now review customer postcodes prior to their attendance at Glenmore Lodge. If the customer resides in a higher tiered area, the staff suggest an alternative date or refund the booking. No compliance or symptom checks are carried out on arrival, but the pre arrival booking information reiterates that customers should not attend if they have Covid symptoms. The staff feel empowered to act if a customer is not adhering to the guidelines, for the safety of other customers and staff.

The recent England wide lockdown has resulted in about £20,000 income lost. There has similarly been a big impact from Scottish regions being put into Level 3.

There have been a few incidents relating to Covid that have had to be managed, including Test and Protect confirming that students would have to isolate for fourteen days.

Working from home is the default position, minimising the number of staff on site.

There is still demand to attend the centre and some areas of the business have 80% of the forward orders compared to same time last year, which is a good sign. A digital presence is supporting the services, where possible. The centre now plans to expand activity in this space to both support participants, maintain profile and support course delivery

Furlough, although flexible, has remained a challenge for staff morale. There are a number of freelancers that have had to (hopefully temporarily) change career. Peer to peer discussions and group chats have been invaluable in staff remaining in contact with each other.

The management have been keen to review the root and branch of the operations and this time has presented an opportunity to do so. Another positive is that the lockdowns have led to a new audience to the outdoors, but this means that it is important to provide education, e.g. avalanche awareness.

**THE BOARD NOTED** the contents of the report.

## **6.2 Inverclyde and Cumbrae – Mr Fleeting**

The centre remained closed much of this quarter, but did play host to three residential groups. There have been enquiries for group bookings, but ultimately, they have fallen short of actually booking on a number of occasions. Throughout Covid, the centre has remained in close contact with the governing bodies for sport and the community members.

Inverclyde is currently in a Covid Level 3 area. The facility is now open, bar adult contact sport and fitness classes. The gymnastics programme is back up and running, with a digital presence to support.

The centre is trying to work with a reduced staffing model, appreciating that there may be Test and Protect issues in the coming weeks and months.

The members of staff on furlough in this second tranche has changed to include more of the management team. This shows how the furlough scheme is flexible depending on the needs of the business. The focus is to remain operational, but bearing in mind that staff and customer safety are a priority.

The capital investment projects from quarter 4 2019-20 have now been completed following previous delays.

One ongoing health and safety matter was discussed.

**THE BOARD NOTED** the contents of the report.

*> Ms Booth left the meeting.*

## **6.3 Trust Company Financial Overview – Mr Cobb**

The current financial position is very difficult to predict due to the changing terms of the Furlough scheme during November 2020 and the impact it will have on the operating plans of the centres.

Income in the first 6 months mainly consists of furlough income and income from rental of Inverclyde pitches. Expenditure principally comprises salaries along with some non-salary costs such as utilities and maintenance. Mr Cobb noted how well both centres had coped with managing their workforces to optimise use of the furlough scheme and reducing variable costs. The furlough income to date is about £550,000 which has been much appreciated in the absence of commercial income. There has been no trading income from Cumbrae, but there has been expenditure in securing the site and general maintenance.

Capital projects which were underway pre-Covid have been completed but there will be no budget for further capital projects in this financial year.

The National Centres have prepared updated budget scenarios for 2020-21. These assume significantly reduced income compared to normal trading, with reduced variable costs and the fixed salary cost. The expected investment requirement range has decreased compared to the May 2020 Board paper and is now projected to be between £4.3m and £4.6m before furlough income of up to £1.1m is taken into account.

**THE BOARD NOTED** the contents of the report.

The Board was pleased overall with the reports provided, the work put in by staff and the reassurance given. Mr Rhoney shared a wellness action plan with Mr Roberts and Mr Fleeting to help promote good staff relations at this time.

## **7. Cumbrae Update Paper – Mr Fleeting**

The eleven staff affected have been offered voluntary exit or alternative employment within **sportscotland** for a six month trial period. **sportscotland** operates on a no compulsory redundancy policy. The RYAS has two job roles which may be of interest to Cumbrae staff, however they are at a lower grade, therefore the Transfer of Undertaking (Protection of Employment) Regulations (TUPE) 2006 would not apply.

It was confirmed that staff can remain on furlough whilst consultations continue.

It was noted how difficult this is for staff who are directly impacted. There is a support package offered including training via a private provider for those that want it.

Some equipment has been sold and further discussions are being had with RYAS about other items. A contractor will come in to move the breakwater pontoons, as they are at the end of their operational life.

The community engagement is ongoing and if the site is sold to a buyer outwith the community, they will still be asked for their input to the social and economic return to the island. However, if the community interest right to buy is employed, it was confirmed that there is no legal timescale, but it would be in everyone's interest to work to a timescale in the best interests of the parties and the assets.

**THE BOARD NOTED** the steps taken.

## **8. Trust Company Alignment Paper**

It had been noted that the Company reporting was out of sync with the rest of **sportscotland** reporting and therefore it was agreed that there was value in aligning Trust Company outcomes with those in the sportscotland corporate strategy and business plan. The objective is to reprofile investment against outcomes, rather than to represent it only as a cost.

Real examples include partnership working on women in adventure sport by hosting an annual conference; and providing expertise to support Snowsport Scotland in producing a suite of qualifications.

The Memorandum of Understanding between **sportscotland** and the Company will be where new performance indicators are defined.

The Board supported this approach and looked forward to seeing an updated MOU which will reflect the sportscotland outcomes. The Chair confirmed this will come to the February meeting for discussion, before going to the **sportscotland** Board in April for approval.

## **Other**

### **9. Any Other Business**

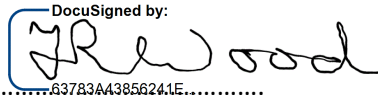
None.

**10. 2021 Meeting Dates**

- Thursday, 04 February, 2021
- Thursday, 13 May, 2021
- Thursday 5 August 2021
- Thursday 11 November 2021

**ACTION LIST**

Item	Date	Who is responsible?	Action	Comments
5	6 August, 2020	Mr Dunlop	Add an agenda item relating to equality.	04 February, 2021
8	12 November, 2020	Mr Dunlop / Mr Roberts / Mr Fleeting	Provide a report relative to the Company alignment and then update the Memorandum of Understanding for the April, 2021 <b>sportscotland</b> board meeting.	04 February, 2021

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