

sportscotland

**SSCTC(BM)No.1
2015**

The Scottish Sports Council Trust Company

No. SC137068

Minutes – 19 January, 2015

Minutes of the Board meeting of the Scottish Sports Council Trust Company held on 19 January 2015 at **sportscotland** Institute of Sport, Stirling.

Present

Members

Mr D Gass

Professor G Jarvie, Chair

Ms J Kerr

Mr T Walker

Ms P Woodman (by video conference from **sportscotland** Glenmore Lodge)

In Attendance

Ms M Borland, Planning and Quality Improvement Lead Manager

Ms M Griffiths, Partnership Manager

Mr J Kent, Principal, Inverclyde and Cumbrae National Centres

Mr G Mavor, Head of Finance

Mr S Ogg, Director Corporate Services

Mr S Roberts, Principal, Glenmore Lodge National Centre

Mr N Williams, Head of Training / Deputy Principal, Glenmore Lodge National Centre
(by video conference from **sportscotland** Glenmore Lodge)

Secretariat

Ms J Anderson

Apologies

Ms M Duncan

Mr S Harris, Chief Executive **sportscotland**

Ms E Lax

Mr R McMillan

The Chair noted that this was Mr Walker's final Trust Board Meeting with his term as Board Member coming to an end on 30 March, 2015. The Board noted that Mr Walker would be sorely missed and thanked him for his significant contribution.

Separately, the Chair reiterated the importance of meeting attendance to ensure the Board is quorate. If Board members are unable to attend, their comments on the papers are encouraged.

Business

1 Apologies

Apologies were received from Ms Duncan, Ms Lax, Mr McMillan and Mr Harris.

2 Declarations of Interest

Mr Gass declared an interest relative to his consultancy contracts with particular reference to the Scotland's Marine Tourism Strategy and Clyde 2020 in relation to the Cumbrae Strategy. The interest was noted but determined not to be a conflict of interest.

3 Minutes of previous meetings held on 12 November, 2014

The Minutes were approved by Board and signed by the Chair.

4 Matters Arising

The Board was in agreement that an advert be placed looking for two new Trust Board Members, with experience of ethnic minority and disability sport.

External legal advice for the Inverclyde Project will be provided by Harper Macleod.

The Glenmore Lodge Internal Inquiry Report had been circulated amongst the Trust Board members and Mr Roberts explained the next steps to be taken.

Action:

Mr Mavor to schedule the Audit Committee meeting for 03 June 2015.

For Discussion

5 sportscotland Corporate Plan 2015-19 Update

Ms Borland summarised the 2015-19 Corporate Plan consultation findings. Generally, there was broad support for the outcomes and ambitions. She noted that there was still a need to develop the performance measurement framework.

The Principals both commented on the draft plan, noting that the review had come at a good time. Mr Kent was pleased that Scottish Governing Bodies for sport now appear to have a better understanding of the National Centres' role within sportscotland.

The Board was keen that the National Centres were referenced more throughout the plan, specifically in section named "Our Organisation", which, it was recommended, should be placed towards the front of the document. It was also suggested that the uniqueness of the National Centres and their wider contribution on outdoor sport, education and tourism, had been overlooked and this added value should be recognised in the plan. Ms Borland proposed that these points would be better placed in the individual business plans or alternatively in a Trust Company strategy document.

The Corporate Plan will be taken to the **sportscotland** Board in February 2015 and if agreed, the Minister will be engaged to endorse the document.

The Board thanked Ms Borland for the work in consulting on and reviewing the Corporate Plan 2015-19.

Actions:

Ms Borland to circulate the final Corporate Plan 2015-19 with the Trust Board once completed.

Mr Ogg to work with Mr Roberts and Mr Kent to produce a Trust Company strategy document for consideration at the Board meeting in April 2015.

➤ Ms Borland left the meeting.

6 Memorandum of Understanding between sportscotland and the sportscotland Trust Company

The Board noted the useful link between the 2015-19 Corporate Plan discussion and the review of the Memorandum of Understanding.

The Board identified areas for discussion and possible amendment to the current version of the Memorandum of Understanding. In particular, it was important to ensure consistency of terminology and insert a reference to director indemnity.

Mr Ogg explained that the Memorandum is reviewed periodically to ensure that it complies with charity law. He also confirmed that the Estates Strategy, referred to in the Memorandum will be updated and the Trust Board would be part of the consultation exercise.

Mr Ogg confirmed that the Memorandum of Understanding was designed to set out the governance, management and financial arrangements between the **sportscotland** Board and the Trust Company Board while providing assurance that **sportscotland** will continue to act as guarantor of any deficit created, assuming that all reasonable management actions have been implemented to stay within the agreed budget, every effort has been taken to build up unrestricted reserves which would be used to cover any operating deficit while retaining the agreed level of reserves, and that any potential shortfall is notified and agreed with the

sportscotland Senior Management Team and the sportscotland Board at the earliest opportunity.

Action:

Proposed changes to be included in Memorandum for consideration by sportscotland Board in April.

7 Glenmore Lodge – Vision and Mission for the new Strategic Plan

Mr Roberts gave a presentation, to ignite a discussion around “What is the role of a National Centre”?

The presentation focussed on the historical background to Glenmore Lodge and the need for the Glenmore strategy to align with partners and industry.

The Board was keen to see how the vision and mission statements were going to be translated in terms of what success looks like and what difference the National Centre will make within the industry.

Action:

Mr Roberts to further develop the Lodge’s vision and mission statements in plan and to include details of other benchmark sites in Plan.

➤ *Ms Griffiths and Mr Williams left the meeting.*

8 Draft Cumbrae Strategic Plan 2015-19

Mr Kent presented the draft Cumbrae Strategic Plan 2015-19 and the Chair noted the efforts in bringing the paper to Board.

While preparing the plan consultations had been carried out with a number of different bodies, including (but not exhaustive), Scottish Sub Aqua, British Marine Federation, North Ayrshire Council, Duke of Edinburgh Award, Royal Yachting Association Scotland and the Scottish Sailing Institute.

Expanding the school market is an opportunity for Cumbrae, particularly as six schools which previously used Inverclyde are now using Cumbrae. There is potential that the disability sport element could also be progressed at Cumbrae, with the changes planned at Inverclyde.

Inverclyde and Cumbrae are now sharing services, including marketing services. Mr Kent also explained that a short term solution had been put in place for the breakwater.

Discussion focussed on entering new markets, ensuring that State Aid issues are avoided and researching whether external funding might be available.

Mr Kent explained that the aim was to work towards 60% self sufficiency by 2018-19, however, it was noted that £600,000 capital investment would be required for facilities and upgrading the fleet over the next four years. Mr Roberts explained that at Glenmore Lodge bikes and boats are sometimes loaned as part of saving money and this may be an option for Cumbrae.

Actions:

Mr Kent to investigate further opportunities for other sources of income including the Royal Yachting Association Scotland and sponsorship aligned to the Cumbrae plan.

Mr Kent, in developing the plan to include key performance indicators and targets, (basis of a traffic light system) and further detail on the capital investment required and the risks associated with insufficient funding being available.

9 Inverclyde Project Update

Mr Ogg noted a number of updates since the report had been prepared and circulated. In particular, the demolition warrant had been approved by North Ayrshire Council and this element of the development would now be tendered; an independent valuation of the school site had been completed with the value being very similar to that derived from the Council's valuation and a meeting had been set up with the planning authority to identify any issues which would affect the planning process for the new build. He also noted the approach to the local media to help mitigate any reputational risks.

The Board discussed whether site security would be transferred to the contractor once on site. Mr Ogg confirmed that this point is currently being discussed by the Project Group.

Finally he noted that after discussions Sodexo had agreed the contract for the cleaning at Inverclyde and the catering and cleaning at Cumbrae.

10 Quarter 3 Reports

10.1 Trust Company Summary Finance Quarter 3 Report (October – December, 2014)

At end of Q3 the Trust Company was £68,000 over budget. Specifically, Glenmore Lodge was £15,000 over budget, Cumbrae £15,000 over budget and Inverclyde £38,000 over budget.

Mr Mavor asked the Board to note that there is a slight difference in Glenmore Lodge figures, due to a timing difference in producing the figures.

The capital budgets remain the same as at the last Board meeting.

Mr Mavor confirmed that seasonality should be catered for in the budget phasings. It was noted that the Centres are working hard to come in on budget.

10.2 Glenmore Lodge Quarter 3 Report

The Board noted the report and in particular the recent incident at Glenmore Lodge and the lessons learned from this, together with the management of any risks.

10.3 Inverclyde Quarter 3 Report

Mr Kent provided an overview of the Q3 report for Inverclyde.

10.4 Cumbrae Quarter 3 Report

Mr Kent provided an overview of the Q3 report fro Cumbrae.

Other Business

11 Dates for Future meetings

- 01 April, 2015 – Glenmore Lodge
- 03 June, 2015 – Cumbrae

12 Close

The meeting closed at

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Signed as a true and correct record of proceedings

Chair *Paul Jone*

Date *01/04/2015*.....

Agenda Item	Responsible Officer	Planned Action	Actions Taken
4	Mr Mavor	Schedule the Audit Committee meeting for 3 June 2015.	Complete
5	Ms Borland	Final draft of Corporate Plan 2015-19 to be circulated once completed.	The most up to date version of the sportscotland Corporate Plan 2015/19 is included with the April 2015 Trust Board papers. The final version will be considered by the sportscotland Board on 6 May so will be circulated again to the Trust Board then.
5	Mr Ogg, Mr Roberts and Mr Kent	Trust Company strategy document to be considered at Board meeting in April 2015.	It is proposed in the papers for April 2015 that the Trust Board is engaged in the initial stages of this process by holding a workshop/session at the June meeting of the Trust Board.
6	Mr Ogg	Proposed changes to be included in the Memorandum for consideration by sportscotland Board in April.	Work is underway to update the MoU, however, as this requires more consideration than initially thought, including external legal advice, this will now be brought back to the June Trust meeting.
7	Mr Roberts	The Lodge's plan to include fully developed vision and mission statements and details of benchmark sites.	Glenmore's strategic plan is included in April 2015 papers
8	Mr Kent	Investigate other sources of income including the Royal Yachting Association Scotland and sponsorship aligned to the Cumbrae plan.	Sponsorship actively being pursued with marine suppliers, Yamaha engine and clothing providers. Initial discussion with new COO of RYA(S).
8	Mr Kent	The final draft Cumbrae plan to include key performance indicators and targets, (basis of a traffic light system) and detail on capital investment required and risks associated with funding.	Alterations in strategy now includes key performance indicators. Targets and traffic light system in Operational Plan 2015/16. Capital details in strategy.

