

The Scottish Sports Council Trust Company

Company No. SC137068 Charity No. SC020175

Meeting held 8 August 2024 at 10:00am, Inverclyde

Present

- Mr Andrew Bain, Chair ("Mr Bain")
- Ms Kirstie Hepburn, Director ("Ms Hepburn")
- Ms Susan Sandilands, Director ("Ms Sandilands")
- Ms Olivia Strong, Director ("Ms Strong")
- Mr Ronan Welch, Director ("Mr Welch")

In attendance:

- Ms Rachel Barrington, Director of Operations ("Ms Barrington")
- Ms Jenny Clarke, Lead Operations Manager, Glenmore Lodge ("Ms Clarke")
- Mr Mark Drummond, Head of Finance and Governance ("Mr Drummond")
- Mr Barry Fleeting, Head of Centre, Inverclyde National Sports Centre ("Mr Fleeting")
- Mr Shaun Roberts, Principal, Glenmore Lodge ("Mr Roberts")
- Mr Ian Sherrington, Head of Training, Glenmore Lodge ("Mr Sherrington")
- Ms Victoria Smith, Communications Manager, Glenmore Lodge ("Ms Smith")

Secretariat

- Ms Abi Wood, Legal Officer, ("Ms Wood")

Apologies

- Mr Iain Houston, Director ("Mr Houston")
- Mr Husnain Raza Sadiq, Director ("Mr Sadiq")

Business

Mr Bain 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 of Association.

Mr Sadiq and Mr Houston provided apologies ahead of time. Ms Hepburn and Ms Strong attended the meeting virtually via Microsoft Teams.

No declarations of interest were made at the meeting in accordance with the requirements of section 177 of the Companies Act 2006 (the “Act”) and Article 40 of the Article. Directors were entitled to attend and vote at this meeting and to be counted in the quorum.

Mr Bain noted that it was his first meeting of the Trust Company after being appointed as Chair as per Article 79 of the Articles. He detailed his background and experience and stated he was delighted to be appointed Chair. The prior Chair, Ms Maureen Campbell, resigned from Chair of Trust Company Board after being appointed as Chairperson of **sportscotland** Board. Mr. Bain reported that he received a thorough handover from the previous Chair and completed an induction to his role with key figures in sportscotland as part of his onboarding process.

Minutes of Previous Meetings

Ms Sandilands noted a point of accuracy with the minutes of the previous meeting was raised at the last **sportscotland** Board meeting. It was confirmed this was rectified prior to the Trust Board meeting with review from the previous Chair. As such, the minutes were now accurate.

The Board APPROVED the minutes of the previous meeting.

For approval

Annual Accounts for year ended 31 March 2024 & Wylie and Bisset Audit Report for year ended 31 March 2024

Mr Drummond provided an update on the annual accounts for year ended 31 March 2024, including the Wylie and Bisset Audit Report for year ended 31 March 2024.

Mr Drummond reviewed the key points of the annual accounts with the Trust Company. He explained that these annual accounts have been audited by Wylie and Bisset and highlighted that detailed discussions around the accounts were had at the Audit Committee (minutes included in Board Pack).

Ms Hepburn noted she had been inadvertently omitted from the invites and papers of the Trust Company Audit Committee that took place on 13 June 2024. Mr Drummond and Ms Barrington agreed the minutes would be amended to reflect this.

The Board APPROVED both:

- the Annual Accounts for year ended 31 March 2024.
- the Wylie and Bisset Audit Report for year ended 31 March 2024, including Letter of Representation for year ended 31 March 2024.

Proposed Trust Company Board Dates

The following meeting dates, and locations, were proposed for the Trust Company:

- Thursday 6 February 2025, **sportscotland** National Centre Inverclyde;
- Thursday 15 May 2025, Glenmore Lodge, Aviemore;
- Thursday 7 August 2025, **sportscotland** National Centre Inverclyde and;
- Thursday 13 November 2025, **sportscotland** National Centre Inverclyde.

The Board APPROVED the Trust Company Board dates for 2024.

For Discussion

Quarter 1 2024-25 Reports:

Trust Company Finance Q1 2024-25

Mr Drummond presented the Q1 report to the Trust Company as per the report in the Board Papers.

The Board NOTED the contents of Mr Drummond's report.

Glenmore Lodge – Performance Update Q1 2024-25 plus Q1 Performance Data

Mr Roberts presented to the Board in relation to Glenmore Lodge, key points detailed below:

- Glenmore Lodge's Q1 income was slightly below target, Q2 income is expected to recover, with accommodation income already ahead of budget.
- The website project is now complete, allowing online bookings to separate training and accommodation. Mr. Roberts noted thanks to Vicky Smith, Steve English for their project leadership, and the **sportscotland** IT team for their support.

- The Airbnb offer reinstated, with positive feedback aiding improvements.
- Glenmore Lodge piloted new activities this quarter, including collaboration with Able2Adventure on adaptive trail riding and a British Sign Language Navigation course, receiving media coverage.
- In terms of capital projects, the water inlet refurbishment is in the pre-commencement stage, with work scheduled to start on 15 August 2024. The winter climbing wall project is progressing well, with major risks mitigated following completion of grounds work.
- The Board praised the progress of Airbnb and the website bookings. The exploration of multiple online booking systems was raised in lieu of Airbnb's share print, with Mr. Roberts clarifying that Airbnb serves as non-core income.
- The Board discussed the potential use of AI in operations, with suggestions to explore its adoption in other sectors and among partners.
- Ms. Sandilands inquired about biking trail uptake and suggested targeted marketing. Mr. Roberts acknowledged challenges in the biking market and emphasised promoting accessibility of natural trails and offering shorter courses to meet demand.
- The Board discussed marketing strategies, noting the effectiveness of short-form content on platforms like TikTok. Mr. Roberts indicated that long-form content performs better for Glenmore Lodge, while Ms. Sandilands emphasised TikTok's broad reach and the importance of interactive dialogue.

The Board NOTED the contents of Mr Robert's report.

Inverclyde – Performance Update Q1 2024-25 Plus Appendix 1 & 2

Mr Fleeting presented to the Board in relation to Inverclyde, key points detailed below:

- May and July saw record occupancy levels at Inverclyde.
- 181 inquiries in Q1 were managed.
- Rugby 7s held their final two pre-Olympic camps at Inverclyde. Mr Fleeting noted this was a positive experience for both Inverclyde and the group. Mr Fleeting noted that Inverclyde continued to support key groups including Boccia and Powerchair Football.

- In Q1, 33 schools visited Inverclyde, with 29 being repeat visitors. Feedback is collected using the Active Scotland Outcomes Framework.
- Two capital projects funded this financial year: reconfiguring the dining room servery for multiple menus and groups, targeted for December completion; and repairing and upgrading the fitness floor and strength equipment. Both projects are in final planning stages and will be managed through the new PMO assurance process.
- Two capital projects were funded this, include reconfiguring the dining room servery for multiple menus and groups. This has a December completion target. The fitness floor and equipment are also being updated. Both are in final planning and will be managed through the new PMO assurance process.
- Minor health and safety incidents were recorded in Q1. The Health and Safety Committee is responsible for reviewing incidents, implementing corrective actions, and improving safety practices based on documented trends.
- The Board discussed measuring the long-term impact of school and group visits. Ms. Sandilands stressed the importance of understanding these impacts. Mr. Welch suggested using outcomes like improved attendance, while Mr. Bain proposed integrating feedback into the booking process and the value of storytelling in demonstrating impact.
- The Board agreed research into education and reform could aid future planning. Mr. Fleeting mentioned ongoing discussions with the Strategic Planning Team regarding this work.

The Board NOTED the contents of Mr Fleeting's report.

Action:

1. Mr Bain to address education reform at **sportscotland** Board to see if this is something the organisation can assist with in terms of research.

Trust Company Financial Sustainability Scenario Planning

Mr Drummond opened the discussion regarding scenario planning.

The Board discussed the results of the recent review conducted taking each of the **sportscotland** National Centres in turn. The review aimed to identify an optimized level of revenue that could be practically delivered using existing resources and assets: facilities and staffing. The modelled analysis suggests that the combined operating deficit of the Trust Company could potentially be reduced in the medium term, from the currently budgeted deficit, but a substantial investment from **sportscotland** to the Trust Company would still be required in perpetuity under these conditions.

It was noted that projections made in the Board Pack are based on current year economics and pricing and do not account for inflationary pressures over time. It was noted that achieving these maximum operating volumes would likely take more than one annual cycle due to the time required for developing programs, stimulating market demand, and attracting target customers.

The Board discussed the various dependencies, assumptions, and sensitivities involved in reaching these revenues, addressing questions towards Mr Fleeting and Mr Roberts about future planning. Other options of revenue were discussed for both National Centres.

Ms Barrington provided a comprehensive framing the financial context facing **sportscotland** and the Trust Company as had been shared at the most recent **sportscotland** Board meetings.

The Board found the exercise to be helpful and informative. It was agreed that further clarity from **sportscotland**, regarding future direction was needed. The Board agreed on the importance of conducting additional modelling to optimise the current plan.

The Board NOTED the contents of the Financial Sustainability Scenario Planning Report.

Actions:

2. Mr Bain to report the Trust Board discussion to **sportscotland** board and seek additional, specific guidance from main Board regarding target-level of investment that **sportscotland** are able to support into the Trust Company, to inform ever-more targeted modelling and impact assessment by Trust Company management and Board.
3. Trust Company management team to progress modelling of operational income and expenditure under two scenarios to inform **sportscotland** Board discussion at the end of October and report back to Trust Company Board in November. These two scenarios being:
 - A. Optimal income scenario – further development and stress testing thereof
 - B. Full cost recovery – Impact assessment on what is required to operate with nil **sportscotland** investment.

Trust Company Risk Register review

The Board reviewed the updated risk register.

The Board APPROVED the updated risk register.

Action:

4. Trust Board to review the risk register in the next six months.

Data Protection and Information Governance

Mr Drummond gave a summary of the paper, noting that Ms Lochrie to provide a more detailed report in November 2024.

The Board NOTED the contents of the Data Protection and Information Governance

Action:

5. Ms Lochrie to provide a biannual report for the November 2024 meeting

For information

2024 06 13 Trust Company Audit Committee Minutes

The Board NOTED Trust Company Audit Committee Minutes

SAIS Overview of Operation and Developments

The Board NOTED the content of the Scottish Avalanche Information Service report.

Other

Any Other Business

Mr Bain noted he would arrange one-to-ones with all Trust Company Board members before the next meeting in November.

There was a brief discussion about both Trust Company and **sportscotland** succession planning due to the changes for both Boards. Ms Barrington noted she was progressing a skills matrix and that recruitment for new **sportscotland** Board members is scheduled to begin soon, with the aim of appointing new members by February.

Action:

6. Mr Bain and Ms Barrington to review Trust Company succession planning.

Date of Next Meeting: **14 November 2024.**

Summary of Actions

Ref	Owner	Action	Progress
1	Chair – Mr Bain	To address education reform at sportscotland Board to see if this is something the organisation can assist with in terms of research.	November 2024
2	Chair – Mr Bain	To report the Trust Board discussion to sportscotland board and seek additional, specific guidance from main Board regarding target-level of investment that sportscotland are able to support into the Trust Company, to inform ever-more targeted modelling and impact assessment by Trust Company management and Board.	November 2024
3	Mr Fleeting, Mr Roberts, Mr Drummond	To progress modelling of operational income and expenditure under two scenarios to inform sportscotland Board discussion at the end of October.	November 2024
4	Trust Company Directors	To review the risk register in the next six months.	November 2024/February 2025
5	Ms Lochrie	Biannual data protection/information governance report.	November 2024
6	Chair and Ms Barrington	To review Trust Company succession planning.	November 2024