

## **The Scottish Sports Council Trust Company**

**Company No. SC137068 Charity No. SC020175**

Meeting held on **14 November at 10:00, Inverclyde National Centre.**

### **Present**

- Mr Andrew Bain, Chair ("AB")
- Mr Iain Houston, Director ("IH")
- Mr Husnain Raza Sadiq, Director ("RS")
- Ms Susan Sandilands, Director ("SS")
- Ms Olivia Strong, Director ("OS")
- Mr Ronan Welch, Director ("RW")

### **In attendance**

- Ms Rachel Barrington, Director of Operations ("RB")
- Mr Barry Fleeting, Head of Centre, Inverclyde National Sports Centre ("BF")
- Mr Shaun Roberts, Principal, Glenmore Lodge ("SR")
- Mr Simon Taaffe, Financial Controller ("ST")
- Miss Abi Wood, Secretariat & Legal Officer ("AW")

### **Business**

#### **1. Apologies and Welcome**

The Chair welcomed everyone to the meeting. Apologies were noted from Kirstie Hepburn.

#### **2. Declarations of Interest**

There were no declarations of interest. Directors were entitled to attend and vote at this meeting and to be counted in the quorum.

#### **3. Minutes of Previous Meetings**

There were no issues of accuracy or further comments on the minutes of the second meeting of 2024, held on 8 August 2024 and the minutes were approved.

#### **4. Matters Arising**

SS noted that education piece, which was discussed at the last meeting, is not currently considered a significant piece of work. The consensus is that it does not require immediate attention.

AB reported that he and RB are working to ensure that Trust Companies activities and strategic goals align with those of the **sportscotland** board.

### **For Discussion**

#### **5. Quarter 2 2024-25 Reports:**

##### **5.1 Trust Company Finance Q2 2024-25 – presented by Simon Taaffe**

ST provided the Q2 update. He noted that Scottish Government have reduced the budget to **sportscotland** by almost £1m for 2024/25.

The Q2 budget review has identified £161k savings within the Trust company towards that total.

At the half year stage, the Trust company is £105k better than budget and capital spend is in line with budget.

AB thanked ST and the finance team for their update. While recognising some challenges, including a negative variance in specific areas, he praised the overall performance. ST explained the financial forecast for the year shows improvements and noted that the budget will be reviewed again next year.

RB expressed appreciation for the Finance Team's efforts, emphasizing that their work is not just about delivering but also building confidence in forecasts becoming actual results. She noted that Q4 is often more challenging.

**The Board AGREED to note the summary results of the Trust Company for the three months to 30 September 2024.**

**The Board APPROVED the Q2 refreshed budget.**

**5.2. Inverclyde – Performance Update Q2 2024-25 – presented by Barry Fleeting** BF presented to the Board in relation to Inverclyde, key points detailed below:

- Inverclyde hosted 80 residential groups, with room occupancy at 59% across the quarter. July had the highest occupancy at 69%, with both July and August setting new records for bed and room occupancy.
- Boccia UK held their final training camp before the Paris Paralympics in August and the Scottish Open.
- Routine maintenance continued across all buildings and facilities.
- Basketball Scotland hosted three camps, including a wheelchair group, benefiting from sports hall upgrades and additional side hoops.
- Table Tennis Scotland returned for the second year with the International Parkinson's Tournament, which received excellent feedback. There are plans for similar future events.
- The Cumbrae site remains for sale, with an offer in place and planning approval expected soon.

The Board discussed the report. RS asked if Inverclyde is open to attracting schools from across Scotland to promote diversity and inclusion. BF explained that while many schools are from North Ayrshire or the central belt, Inverclyde serves schools from over 14 local authorities across Scotland. A school from Dundee, facing deprivation challenges, is currently attending as part of a trial, though this support is limited and may not be sustainable long term. The centre remains open to engaging with other schools, but cost remains a significant barrier. The Board also asked about strategies to engage key groups, such as BAME children experiencing poverty. BF highlighted challenges in identifying specific students within schools but emphasised efforts to use available data to target support and remove barriers, including financial assistance.

SR mentioned that there was an education Bill going through the Scottish Parliament about school residentials, which could provide central funding for accessibility, benefiting the National Centres and other residential facilities in Scotland.

The Board discussed the centre's capacity, with BF noting availability at certain times but highlighting cost challenges. IH asked about university and college residentials, which BF confirmed occur occasionally. AB stressed the importance of managing capacity, while SR

explained that capacity fluctuates between term time and holidays, with Glenmore Lodge coordinating with Inverclyde on usage.

RB mentioned ongoing **sportscotland** Board discussions on reviewing schools in both education and performance environments, which could influence engagement strategies. The board discussed ensuring any capacity expansion aligns with the overall strategic goals.

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

### ***5.3. Glenmore Lodge – Performance Update Q2 2024-25 – presented by Shaun Roberts***

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

- This quarter, Glenmore Lodge delivered a strong number of courses. This including tailor-made training attracting a wide range of participants and groups, both locally and internationally.
- There has been interest in using Glenmore Lodge facilities from the military.
- Conference and events income increased. Several diverse groups have attended and benefitted from the Glenmore Lodge's skilled training and event teams.
- The hybrid "pay-as-you-go" hospitality model launched in August and is being closely monitored to adapt catering services as needed.
- Glenmore Lodge's new website has been live for a few months, enhancing the customer journey.
- Airbnb continues to book well. It is used strategically to fill short-term vacancies. It generates very positive reviews and return bookings while maintaining control over availability.
- Winter bookings are strong and the potential impact of winter conditions on technical course delivery is being closely monitored.

AB thanked SR for his report commented on the positive actions taken by Glenmore Lodge over the summer.

RS asked about Glenmore Lodge's approach to EDI, including outreach to racial groups and customers outside Scotland. SR highlighted staff/capacity challenges but noted proactive networking through **sportscotland** assisted with this effort. SR gave an example of Glenmore Lodge's work with Youth Scotland. He emphasised the importance of relationship-building and support from their communications team, notwithstanding financial constraints.

The Board discussed how the Trust Company could further support EDI efforts, AB referenced that EDI is enshrined into **sportscotland's** corporate strategy but also acknowledging financial challenges may impact practical work in this area. BF stressed the importance of community leadership and partnerships alongside funding.

IH commented on Glenmore Lodge's strong reputation, particularly with international guests, and SR explained that Scotland and Glenmore Lodge both have a global reputation, which is a key factor in their success.

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

### ***6. Trust Company Deep-dive review and medium-term planning – presented by Rachel Barrington & Barry Fleeting***

RB outlined the background to this regarding National Centres' contribution to **sportscotland's** Sport for Life strategy, wider strategic investment needs, and potential changes to operating models. BF and SR presented updates for each National Centre,

providing that the Trust Company was in a robust position, despite challenges like budget constraints and capacity issues.

AB opened the Board discussion. SS provided further background context to the papers regarding discussions had at **sportscotland** Board level. The Board reviewed the outcomes from the first phase of the exercise and provided feedback, exploring and suggesting additional options for reducing the investment needed to sustain the Trust Company for further management consideration.

There was a brief discussion around how to manage conflicts of interest in this discussion and if there would be any overlap with the main **sportscotland** Board. It was noted this would be reviewed before the next meeting.

The board discussed EDI in relation to medium term planning, with RS stressing the need to maintain EDI despite budget constraints. RW highlighted the Inverclyde National Centres as an example of how inclusivity enhances outcomes. SS reassured the Board that EDI is a key focus for **sportscotland** as a whole, with members of staff working on equalities matters as part of their day-to-day role. RB emphasised inclusion as central to **sportscotland's** strategy. The board agreed EDI must remain a priority despite financial pressures.

IH highlighted the need for accountability and checks and balances. OS noted a more optimistic tone in the discussion. The board agreed to focus February discussions on areas at risk and what can be controlled.

The Board acknowledged **sportscotland** and the Trust Company's proactive work with the Scottish Government, SGBs, and local authorities to secure funding. OS suggested exploring commercial partnerships, such as using National Centres for filming, to generate income. This suggestion was well received by the Board, with AB suggested reviewing governance implications for this to assist in further discussions.

#### **Actions:**

- 1. AB and RB to report the Trust Board discussion to sportscotland board in December 2024 seek additional, specific guidance from main Board regarding medium term planning.**
- 2. The Board agrees to commission further modelling exercises to ensure transparency and provide confidence in the Trust Company's medium-term financial projections for the sportscotland Board.**
- 3. AB and RB to liaise with AW in a review Trust Company governance document to provide further direction regarding financial planning.**

#### **For information**

**7. Data Protection and Information Governance – contact: Kerry Lochrie**

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

#### **Action:**

- 4. KL to produce biannual data protection/information governance report.**

#### **Other**

#### **8. Any Other Business**

AB noted he would reach out to Board members to arrange one to one meetings with them prior to the next Trust Company meeting. He also asked Board members to get in touch with

the secretary to note their preference of meeting style location ahead of the February meeting.

**9. Confirm any items for reporting to sportscotland Boards and Committees:**

- **sportscotland** Audit and Risk Committee on 26th November: none but to be reviewed in the next 3-6 months, carried over from previous meeting
- **sportscotland** Board on 9th and 10th December: discussed above.

**Actions:**

**5. Trust Company to review the risk register in the next six months.**

**10. Date of Next Meeting:**

13 February 2025.

Ref	Owner	Action	Progress
1.	Chair	To report the Trust Board discussion to sportscotland board in December 2024 seek additional, specific guidance from main Board regarding medium term planning.	February 2025
2.	Trust Company Directors	To commission further modelling exercises to ensure transparency and provide confidence in the Trust Company's medium-term financial projections for the sportscotland Board.	February 2025
3.	Chair, Ms Barrington, Ms Wood	To review Trust Company governance document to provide further direction regarding financial planning.	February 2025
4.	Ms Lochrie	Biannual data protection/information governance report.	May 2025
5.	Trust Company Directors	To review the risk register in the next six months.	February 2025

