sportscotland

Council Meeting

Minutes of the Council Board Meeting held at the **sport**scotland National Centre Glenmore Lodge on Tuesday 1 September at 09:00

Present

Members

Ms M Campbell, Chair
Mr A Bain
Ms M Connolly
Ms J Gotts
Mr A Kerr
Mr S Lindsay
Mr T McDaid
Mr T Mistry
Ms H Ousta
Mr S Sweeney
Ms G Treasurer
Mr A Watt

In Attendance

Council Officers

Mr F Dunlop
Mr C Burn
Ms A Langley
Ms J Lynn
Mr G Reid
Mr S Roberts
Mr J Steel
Ms L Cook

Scottish Government

Ms M Todd (online for item 7)
Mr A Sinclair (online from item 7)

Welcome

The Chair welcomed everyone to the meeting.

Business

1 Apologies for Absence

- *None.*

2 Declarations of Interest

- *None.*

3 Minutes of Meeting held on 30 June 2026

- *The minutes of the Board meeting held on 30 June 2026 were approved as a true and accurate record.*

4 Matters Arising

None.

5 Chairs Opening Remarks

The Chair thanked Mr Roberts and his team for hosting the Board and Trust Board members over the two days. The Chair also recorded the appreciation of both Boards for the role that the team at Glenmore played during the wild fire and that more detail would be shared later in the meeting.

The Chair congratulated Team Scotland and in particular the athletes for their performances in Glasgow. The Chair also acknowledged the significant work of Commonwealth Games Scotland, the Glasgow 2026 Organising Committee and Glasgow City Council / Glasgow Life for securing, planning and delivering such a successful games.

The Chair recognised the Commonwealth Games in the context of the Summer of Sport, which has given a focus to a wide range of activities across communities in Scotland.

The Chair updated that UK Sport held their Board meeting in Glasgow during the Commonwealth Games and explained a range of current items that the UK Sport Board are managing.

6 Executive Management Report

Mr Dunlop introduced the report with an overview of political engagement at a local and national level. This includes inputting to PSR, Programme for Government, Health, Social Care and Sport Committee and the refreshed partnership with COSLA

Ms Langley updated that a PSR working group has been formed, the group is also leading on the response to the DCMS National Lottery review. A paper and discussion on PSR will take place at the December Board meeting.

Ms Langley updated on the early thinking for the update to the Sport for Life strategy. The partner consultation will take place in the spring of 2027, with early drafts available in autumn 2027 for launch in April 2028.

The Board discussed the principles of PSR, the work **sport**scotland had done to date and the importance of continuing to deliver against the principles.

Mr Burn gave an update on the investment of the new monies, recognising the significant work by staff and partners. Mr Burn explained that the final strand of monies for growth and innovation is live and that early thinking suggests that we will pull together a number of individual requests into project areas, for example digital projects.

Mr Burn updated that good progress continues with the SSA and SGB Forum consultation. Changes have been agreed and subject to approval at the SSA AGM in late September implementation of those changes, including the recruitment of a new CEO will progress during the autumn.

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Mr Burn explained to Board the work that has been done since the Active Schools review and the Board discussion and direction. SMT are considering a four year incremental commitment to the Active Schools programme, the commitment will be built into 2027 / 28 budgets and the medium term financial planning papers. The Board discussed the increment, how this would be funded and the policy if local partners could no longer commit.

Ms Lynn updated on specific SGB matters and that the updated Recognition Policy has now been approved across the Home Country Sports Councils

Mr Dunlop updated that UK Sport and the home countries met last week and agreed that the transgender guidance for sport will be reviewed and updated.

Mr Dunlop updated that there continues to be a delay in implementing the school swimming investment. The Board discussed the issues, expressing frustration that progress has not been made and that opportunities are not being delivered for young people.

- *The Board noted the Executive Management Report.*

- *Ms Todd and Mr Sinclair joined the meeting.*

7 Minister for Mental Wellbeing, Public Health, Sport, Alcohol and Drugs, Maree Todd (via Teams)

Ms Todd thanked the Board for the opportunity to join the meeting and expressed her delight at being reappointed. The Minister recognised the work that **sport**scotland has done with partners on the back of the positive budget announcement and expressed her gratitude for the speed that monies have been invested in community sport.

Ms Todd highlighted that the Commonwealth Games were a huge success and had fantastic delivery with a short time scale. The Minister also highlighted the recent World Cup, the Scotland women's team qualifying for Hockey and the T20 cricket. Ms Todd also recognised the wider participation opportunities which had been delivered through the Summer of Sport investment.

The Chair thanked the Minister for attending and for her opening comments. The Chair went on to thank the Minister for the additional monies which have been welcomed by the sector and finished by emphasising the importance of long term sustained investment.

The Board discussed a range of topics, including the role sport plays in the preventative agenda and the contribution it makes to PSR objectives and the role sport plays in bringing people and communities together. The Minister acknowledged the changes that **sport**scotland had already made and the share services support structure that has been developed to support SGBs, recognising all of these actions supported the PSR agenda.

The Board discussed the opportunities and profile that the Commonwealth Games offers and how this must be considered and protected for future Games. The Minister supported this discussion

and emphasised her support for the development of the Team Scotland brand. The Board went on to discuss the importance of maximising future events in Scotland.

The Board discussed the importance of the school swimming investment and the frustration in the delays in implementation. The Minister emphasised the importance of this work and her commitment to make sure it progresses. The Board asked that an update be brought to the October Board meeting.

The Board asked the Minister for her thoughts on the recently published Sporting Estates Review. The Minister acknowledged the scale of the challenge and that solutions will need to be multi agency, local and national government and possibly also alternative funding models.

The Board discussed the impact of the new monies, which were very welcome, they asked if the commitment was still there to double the health and active living budget and suggested that the next step could be securing the one off summer of sport monies as core budget. The Minister explained the significant pressure on budgets with many competing priorities but that there was an understanding and full support from the Scottish Government as to the impact and importance of sport.

The Chair thanked the Minister for joining the meeting.

- *The Minister left the meeting.*

For Discussion

8 Glenmore Lodge update

Mr Roberts presented an overview of the impact of the wildfires in the Cairngorms on Glenmore Lodge and on the wider community. A lessons learned exercise has been conducted and contributed to the development of improvement to the action plan including a stronger incident management and wildfire specific evacuation guidance, improved customer and staff emergency communication and close coordination with local businesses and local partners. At this stage there is an estimated and direct cost of circa £90k to the centre.

Mr Roberts discussed the wider impacts of climate change that the lodge have been managing over a number of years and that will continue to require an evolution of the programming and activity that the lodge deliver. Ms Langley added that the climate strategy will look at supporting the centre and the national centres have an impact and a large opportunity in terms of biodiversity and decarbonisation.

The Board discussed the role of Glenmore Lodge in providing leadership to visitors on safety. Mr Roberts responded that we currently have a leadership role with the avalanche service and we collaborate with a range of partners and have a mountain safety forum that brings together mountain rescue and SGBs, water safety and has political engagement and we also want to introduce a mountain safety strategy for Scotland. Mr Roberts summarised by agreeing there is an opportunity to do more, particularly around simple and consistent messaging.

The Chair of the Trust Company Board noted that the Trust Company will explore the role of the national centres and will develop this over the next eighteen months.

The Board discussed the opportunities around outdoor and adventure sport. Mr Roberts noted that the outdoor CEO group are keen to get back to a collaborative space and that we would support and contribute to that discussion.

- *The Board noted the Glenmore Lodge update.*

9 Sport for Life: Club and Community

Mr Burn introduced the paper noting the changes to responsibilities in the Sports Team with Club and Community Sport now sitting with Ms Lynn. Mr Burn recognised the direction previously given by the Board on Club and Community sport and that this is a good opportunity to update on the progress in the last year.

Ms Lynn presented on the three to five year implementation strategy. Mr Reid presented on the geographical approach and club support programme and Mr Steel presented on local club development officers and moving communities.

The Board discussed the opportunities that the moving communities platform will create to better connect school and club sport, to see who is active where and where there are areas of inactivity. Mr Steel responded that the ambition and opportunity is high, but in the early stages we need to ensure buy in from local and national partners to provide data and to see the value in doing so. Mr Steel also acknowledged that there is a need for learning and development around how we best develop, use and get the most from the system.

The Board asked for feedback on how the new club monies are being received, recognising that all clubs will not benefit. Mr Reid responded that it has been interesting to see different approaches to club development from different SGBs, some SGBs have been very close to their clubs and have identified which ones were ready for investment and which ones were, at this time not ready for investment, other SGBs were not as close. Mr Reid recognised that there were lots of reasons behind this but that if we are investing in SGBs and clubs there needs to be a requirement and a readiness for them to engage with conversation like the digital and data one. Mr Reid finished by saying that although it seems like a lot of investment, the reality is that with the number of clubs in Scotland it does not go that far.

The Board asked what the current connection is between data and decision making? Mr Reid confirmed that coach appointment was probably more business case led rather than data driven and we encouraged it to be club led. Mr Steel added that the timing of the two work streams has impacted this approach. The Board discussed the importance of being able to evidence impact and therefore the importance of both the systems to collect data but also working with those who are committed to finding solutions and embracing new approaches.

Ms Langley shared that the Scottish Government are running a programme on data maturity that was piloted last year to develop a capacity framework and support to build which we will be taking part in the next phase of. It will start with an assessment to establish where we are, what data we have, what data we could have, our systems and our capabilities and should be helpful baseline work. Mr Murphy, Head of ICT and Business Continuity, is leading the programme and will include people from across the organisation.

The Chair thanked everybody for the excellent discussion and the team for the work to progress the investment of new monies, the importance of now tracking and showing the impact of the new monies and of learning from this approach to inform and make the case for future investment.

- *The Board noted the Sport for Life: Club and Community presentation.*

For Information

10 Quarter 1: 2026 – 2027 progress report

Ms Langley requested feedback on the format of the report.

Noted and taken as read.

11 Glasgow 2026 Commonwealth Games Review

Noted and taken as read.

12 Active Schools data

Noted and taken as read.

13 Any Other Business

The Chair requested feedback be sent to Ms Langley on the new Board paper format.

The Chair thanked Mr Roberts for hosting both Boards and for their efforts during the wild fires in the summer.

14 Date of Next Meeting: Monday 26 and Tuesday 27 October 2026 (Inverclyde)

There being no further business, the Chair closed the meeting and thanked everyone for attending.