

The Scottish Sports Council Trust Company

Company No. SC137068 Charity No. SC020175

Meeting held on 14 May 2026 at 10:00, via MS Teams

Present

Andrew Bain, Chair ("AB")

Kirstie Hepburn, Director ("KH")

Iain Houston, Director ("IH")

Raza Sadiq, Director ("RS")

Susie Sandilands ("SS")

Ronan Welch, Director ("RW")

In Attendance

Barry Fleeting, Head of Centre, Inverclyde National Sports Centre ("BF")

Shaun Roberts, Principal, Glenmore Lodge ("SR")

Forbes Dunlop, Chief Executive ("FD")

Anne Langley, Director of Operations ("AL") (part attendance)

Mark Drummond, Head of Finance and Governance ("MD")

Cara Viola ("CV") (part attendance)

Abi Wood, Secretariat & Legal Officer ("AW")

Business

1 Apologies and Welcome

The Chair welcomed attendees. Apologies were noted from Olivia Strong and Hala Ousta.

2 Declarations of Interest

None declared.

3 Minutes of previous meeting

Minutes of the meeting held on 12 February 2026 were approved.

4 Matters Arising

Updates were received on all matters arising from the previous minutes, with all actionable items due in May completed or addressed later in the agenda.

AB confirmed that the new sportscotland representative to attend the Trust Company was Hala Ousta.

For Discussion

5 Chair opening remarks and update from sportscotland Board

AB provided an update from the sportscotland Board meeting from April 2026, noting:

- There was a constructive discussion and a broadly agreed way forward around the business planning process. Reflections relating to the Trust Company's budget request and business plan actions were considered as part of this. There was healthy discussions around on longer-term strategic issues, which will be taken forward at future meetings.
- The UK Sport Chair and Chief Executive attended board for informal conversations around prompting the relationship between performance sport, governance and grassroots sport. Further engagement is planned, including around Commonwealth Games.
- The Board considered the additional funding approved in the Scottish Government budget, with an update provided on delivery plans. It was agreed funding would directed to support grassroots sport and is being distributed at pace, with an update expected after the summer.

6 Memorandum of Understanding (MOU) Review

MD presented an update on the MOU between the Trust Company and sportscotland board, noting that only minor, non-material changes have been made to reflect internal

structural updates, while maintaining consistency with existing governance arrangements.

The Board NOTED the contents of the MOU.

7 2025-26 Quarter 4 Reports:

7.1. Trust Company Finance – Q4 2025-26 – Mark Drummond

MD provided the Q4 update for the financial report. He noted that the Trust Company budget for 2026/27 had been formally approved, with only minor amendments from the previous meeting. In relation to the 2025/26 outturn, it was reported that overall investment was slightly below budget, primarily due to reduced capital spend, while operating costs were marginally above budget in part due to the early delivery of planned 2026/27 activity. MD also highlighted increased income but that this remained offset by ongoing rising costs.

7.2. Glenmore Lodge – Q4 2025-26 – Shaun Roberts

SR presented the Glenmore Lodge update, key points included:

- 2025/26 performance was positive overall, with income exceeding £2m for the first time and strong growth in throughput, particularly during the winter period, alongside record occupancy exceeding targets.
- Website engagement and customer conversion improved significantly following earlier challenges, although operational pressures remained due to reduced staffing and a reliance on freelance resource.
- While income performance was strong, a 5% adverse variance was reported, driven by higher operating costs including freelance staffing, maintenance and pay pressures.
- Health and safety performance remained strong with low incident levels, although a small number of incidents were highlighted, including a workshop issue and a more serious allergen-related incident, with actions taken to strengthen procedures and training.

The Board discussed the Glenmore Lodge report, noting a strong year overall. IH commented on the positive winter conditions compared to previous years and invited further detail on how performance had been achieved. SR explained that a more flexible and responsive approach to programme delivery allowed the team to maximise demand and improve course utilisation, resulting in stronger margins while maintaining a broadly consistent staffing cost base.

The Board also discussed health and safety matters, including an allergen-related incident. SS highlighted the importance of ensuring staff fully understand the potential impact of such risks in practice. In response, SR noted that the matter had been taken seriously and that additional measures have been introduced to strengthen processes, including more formal procedures, clearer communication and enhanced checks. KH also sought clarification on how allergen information is communicated to non-staff, with it confirmed that this is supported through signage within the building alongside

staff communications. The Board further considered wider safety matters, including avalanche risk. SR noted that recent changes to processes are now embedded and operating effectively, supported by strong day-to-day risk management and decision-making.

7.3. Inverclyde – Q4 2025-26 – Barry Fleeting

BF presented the Inverclyde update, key points included:

- Overall performance was positive, with strong income levels despite variation across operational metrics. Activity levels remained high, with 98 groups hosted and a diverse mix of sports and customer groups across the centre.
- The schools programme performed strongly, with high demand, increased participation and a significant number of repeat bookings.
- The golf training centre closed on 31 March, with work underway to explore alternative uses for the space.
- Inverclyde achieved UK Sport Elite Training Environment accreditation.
- Capital investment continued, including completion of car park improvements and ongoing maintenance and facility upgrades.
- A new leisure management system has been introduced, with further work ongoing to embed this across operations.
- Health and safety performance remained stable, with a low number of incidents relative to activity levels and appropriate follow-up actions where required.

RS raised and discussed the extent to which equality data is captured at Inverclyde, including whether information such as ethnicity, disability and broader intersectional data is collected. BF confirmed that data is primarily gathered at group booking level rather than for individual participants, with limited personal information collected beyond what is required for operational. RS noted there may be potential value in collecting more detailed data. FD agreed that this could be explored further, including considering practice in comparable organisations and the potential resource implications.

The Board discussed access and pricing at Inverclyde, with IH querying whether additional discounts are available to sportscotland-related groups. BF confirmed that while rates are already subsidised, no further standard discounts are offered, although flexibility can be considered where cost presents a barrier. The Board also noted that previous targeted investment to support certain groups has reduced due to financial pressures. It was recognised that there are opportunities to encourage greater partner use of Inverclyde, balanced against the need to maintain financial sustainability and manage changing customer demand.

ACTION

The Board NOTED the contents of the reports.

8 Business Plans 2026-27 – NC (presentation)

8.1. Glenmore Lodge

SR presented the Glenmore Lodge and SAIS business plan, noting that it reflects the updated sportscotland planning approach and a move towards a smaller number of

strategic annual goals aligned to the wider 2026–30 implementation strategy. He highlighted a focus on sustaining financial performance, improving occupancy and digital systems, developing the workforce model, and strengthening sector engagement, including EDI activity. SR also noted that the planning approach this year has been shaped by wider organisational changes and sits alongside a proposed Trust Company project on longer-term sustainability and investment planning.

FD added that the aim of this work is to move away from annual funding discussions and develop a clearer medium- to long-term view of costs, investment and purpose.

The Board noted the approach, recognising the shift towards a more strategic and longer-term planning framework.

8.2. Inverclyde

BF presented the Inverclyde business plan, noting that it reflects the updated sportscotland planning approach and focuses on a set of core operational priorities.

In outlining the financial position, it was noted that overall income is expected to increase slightly despite the loss of golf income, with continued growth in schools and governing body activity. However, significant cost pressures remain, particularly in relation to staffing, and it was acknowledged that these cannot be fully absorbed within the current operating model. The importance of improving efficiency, maximising utilisation and managing quieter periods of activity was highlighted. It was also noted that no assumptions have been made within the plan regarding additional income from Summer of Sport funding, given uncertainty around distribution and timing.

The Board discussed the business plan, including opportunities linked to Summer of Sport investment. IH queried whether this could drive additional activity at Inverclyde; it was confirmed that while no formal assumptions have been included in the budget, discussions are ongoing and there may be indirect benefits as partner confidence and spending increases.

The Board also reflected on the overall approach to planning. SS queried the extent to which the plan is transformational versus incremental. BF noted that the current plan is focused on improving efficiency, sustainability and engagement within the existing model, rather than significant structural change, with more transformational thinking expected through future longer-term planning work.

The Board NOTED the contents of the reports.

9 Trust Company Risk Register - update

BF presented the updated risk register. There were only minor changes to the risk register, with most updates relating to completed or updated mitigations. One risk score changed due to improved health and safety controls.

The Board NOTED the contents of the reports.

For Discussion

10 Data Protection and Information Governance Report - Q3/4 2025-26

The Board NOTED the contents of the reports.

Other

11. Any other business

Ann Langley was introduced as the new Director of Corporate Services, with responsibilities including oversight of the Trust Company.

12. Key dates

13. Date of next meeting:

Trust Company Audit and Risk Committee: TBC

Audit and Risk Committee: 19 May 2026

sportscotland Board: 29/30 June 2026

Monday 31 August, 1pm, Glenmore Lodge

ACTION PLAN

Ref	Owner	Action	Progress
1.	All Directors	Submit conflict of interest declaration to AW	May 2026
2.	FD, BF, SR	Review equalities data collection for National Centres	August 2026
3.	All Directors	Biannual review of risk register	November 2026
4.	CV	Biannual data protection/information governance report	November 2026