

<b>The Scottish Sports Council Trust Company</b> <b>Company No. SC137068 Charity No. SC020175</b> <b>Meeting held on 13 November 2025 at 10:00, via Teams.</b>	<b>SSCTC 2025 Fourth Meeting</b>
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### **Present**

- Andrew Bain, Chair (“AB”)
- Kirstie Hepburn, Director (“KH”)
- Ronan Welch, Director (“RW”)

### **In attendance**

- Barry Fleeting, Head of Centre, Inverclyde National Sports Centre (“BF”)
- Shaun Roberts, Principal, Glenmore Lodge (“SR”)
- Mark Drummond, Head of Finance and Governance (“MD”)
- Kerry Lochrie, Information Governance Officer (“KL”)
- Miss Abi Wood, Secretariat & Legal Officer (“AW”)

### **Business**

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

The Chair welcomed attendees. Apologies were noted from Forbes Dunlop, Iain Houston, Raza Sadiq, Susie Sandilands and Olivia Strong.

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

None declared.

#### **3. Minutes of Previous Meeting**

Minutes of the meeting held on 25 August 2025 were approved.

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

BF confirmed that several matters arising are addressed in today's agenda, including business planning and the risk register.

The Equality, Diversity, and Inclusion report was circulated with the board papers. RS submitted a document with his comments for sharing with the board that will be circulated after this meeting.

**ACTION: To review EDI comments and provide feedback**

#### **5. Update from sportscotland Board**

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

- Positive engagement with COSLA on regional approaches and facility reviews, with discussions focused on partnerships and shared projects rather than reorganisation.
- The National Facilities Review is ongoing, with emerging findings being considered for future planning and decision-making.
- The Board discussed organisational changes and workforce planning to support budget management, with no further major changes anticipated in the short term.
- Budget planning challenges remain due to the delayed Scottish Government announcement; scenario planning includes flat funding, reduced funding, or growth. This affects operational and strategic planning timelines, with initial drafts expected in February and final confirmation in April. Next sportscotland Board meetings are scheduled for 8–9 December.

**ACTION: To confirm second sportscotland Board representative**

#### **For approval**

There was no business for approval.

#### **For discussion**

#### **6. Quarter 2 Reports**

##### **6.1 Finance Report**

MD provided the Q2 update for the financial report.

He noted the Trust Company's full-year forecast investment remains in line with the approved budget (£3.4m). Both National Centres are broadly on track with their budgets.

Inverclyde is exceeding income targets with lower utilities costs and has with planned expenditure rephased to the second half of the financial year. Glenmore Lodge is projecting an adverse variance, which is offset by salary and cost savings. MD noted the risk for the full year is income generation at Glenmore Lodge, which is sensitive to winter conditions and late business confirmations.

MD noted that the sale of Cumbrae was completed in August 2025. He explained this had no residual financial impact on Trust Company finances as sale proceeds are returned to central government funds.

SR provided context on how Glenmore Lodge is making savings and how sustainable those savings are. He explained Glenmore Lodge reforecast a projected £270k income shortfall this year, explaining that most of the gap arose in the first half of the year due to weather conditions but income is expected to stabilise in the second half. To address this, Glenmore Lodge have changed the marketing narrative of winter to maintain customer engagement in the event of conditions not meeting customer expectation of 'winter'. Savings have also been made due to voluntary severance and workforce planning. He also noted a request for additional EV chargers had been approved in principle.

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

## **6.2 Glenmore Lodge – SR**

SR presented the Q2 report for Glenmore Lodge, key points included:

- Programme course sales remain challenging, noting a sector-wide downturn in skills training and qualification uptake. Glenmore Lodge is monitoring customer insights to inform future budgeting.
- Income from conferences and events remains strong, with increased local bookings and new group engagements.
- Recruitment for training roles is frozen for the year; current headcount is lower than anticipated but the essential winter programme staffing is well resourced.
- New guided walks were introduced at Glenmore Lodge over the summer, with plans to continue and expand these offerings.

The board queried if Glenmore Lodge was engaged with the Schools (Residential Outdoor Education) (Scotland) Bill. SR confirmed that Glenmore Lodge was involved early through sector panels but is currently in a readiness phase, monitoring developments and preparing for potential opportunities.

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

### **6.3 Inverclyde – BF**

Barry Fleeting presented the Q2 report for Inverclyde, key points included:

- Overall, the year has been healthy but challenging.
- There was a diverse range of activity, with 15 different sports and just under 50 sports-specific groups attending Inverclyde. Football and gymnastics were particularly prominent during the summer, and basketball (including wheelchair basketball) has become a regular addition.
- Ten school groups attended during a limited operating window, which provided a welcome boost in September. School group capacity is fully utilised with some flexibility remains if required.
- Inverclyde continues to attract new customers, while regular groups ensure consistent activity.
- Health and safety incidents were mostly minor. The categorisation of incidents is under review, as some sports naturally involve a higher risk of injury. Three incidents required further investigation and are being addressed locally by the health and safety group.
- The sale of the Cumbrae site was completed in August, which is viewed as a positive outcome. A small number of lease-related matters remain under review, but these do not present a current risk to the Trust Company. The sale marks the end of a lengthy process and is considered beneficial for both the island and the organisation.

BF noted the recent passing of an Inverclyde staff member, which has had a significant impact on staff and the wider team. The board expressed their condolences and support for staff during this period.

BF went onto present on the golf facility (recorded under item 8).

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

### **7. Budget Planning and Insights 2026/27 – SR**

SR presented on budget planning and insight paper, key points included:

- The previous budget cycle required the Trust Company to maintain net operating costs flat year-on-year, operating within a flat investment funding envelope from

sportscotland. This was challenging but manageable, resulting in a balanced budget despite inflationary pressures.

- New challenges exist for 2026/27, including contrasting financial performance at the two National Centres and each Centre operates with a unique business model and faces distinct internal and external challenges.
- Employer pension contributions are also due to rise significantly to 17.5% alongside a pay award.
- Understanding customer trends is critical; while some improvement in consumer confidence is forecast for Q1/Q2 2026, it remains below pre-2020 levels.
- Economic volatility is expected to persist, affecting both individual and organisational budgets.
- Budget planning will require careful management of fixed and variable costs, and pricing policies must be insight-led to balance income and throughput.

The Board acknowledged the content of the report. AB noted cash-flat investment would be positive but warned of significant impacts on service delivery and scale.

SR and MD agreed that a broader discussion at a future meeting could help shape further input. The impact of increased employer pension contributions was discussed; MD referenced workforce planning actions (voluntary severance, non-recruitment) had significantly contributed to supporting organizational financial sustainability across sportscotland – noting there is a 10% staffing reduction since same time last year. RW commented on the value of the board's proactive approach and credibility for proposing solutions. The group agreed on the importance of clear guidance from the board to management regarding priorities and potential compromises, and the need to articulate any additional budget requests in the context of the wider sector

AB noted that although the meeting was quorate, it is important to obtain the Trust Board's view on the budget position to provide feedback to the main board on 8 December.

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

### **For Noting**

**ACTION: To arrange one-item meeting before 8 December 2025 on budget position**

## **8. Inverclyde – Golf Training Centre Review – Barry Fleeting**

BF introduced the golf paper, noting that the golf facility has been a legacy part of Inverclyde for many years. He explained that while there have been discussions with Scottish Golf, the reality is there are better facilities elsewhere, so the golf centre is mainly a community asset now. BF explained the golf facilities takes a cost out of the operational budget each year. Ball collection is done manually and incurs various costs. With recent

staff changes, BF explained there is now a chance to look afresh at whether to replace that post or close the facility and save on salary costs.

BF said there's no decision yet on what the golf space would be used for if the facility closed, but options include indoor tennis or padel courts, or using the land for renewables which would help with the Inverclyde's energy costs. BF emphasised that this is just for noting today but wanted the Trust Companies views and to check nothing had been missed in the process so far.

It was noted that while golf membership has grown slightly, it's not a core part of the Inverclyde and doesn't attract residential activity at the centre. The Trust Company welcomed the forward-thinking approach, especially the opportunities around renewables and indoor sports, and agreed it's a good time to review the facility's future.

It was acknowledged that closing golf might prompt some noise from a small group of users, but that the business case for change is strong and partners are comfortable with the direction of travel.

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

**ACTION: To progress golf facility options appraisal.**

## **9. Data Protection & Information Governance – KL**

KL presented the Data Protection & Information Governance report, noting that compliance had been maintained throughout the quarter. Only one Subject Access Request was received, which related to CCTV footage, and no significant breaches were reported. She also confirmed that the cyber risk register had been updated.

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

## **Other**

### **Any other business**

AB noted upcoming committee meetings, including ARC and the internal audit at Inverclyde. MD confirmed the audit was part of the annual programme, with findings and management actions to be reviewed by ARC next week and updates shared at the next Trust Board meeting. SR added that a refreshed health and safety audit paper will also be reviewed, with senior teams leading this work.

## Actions

Ref	Owner	Action	Progress
1	AB	To confirm second sportscotland Board representative	December 2025
2	AB	To arrange one-item meeting before 8 December 2025 on budget position	December 2025
3	Trust Company Directors	To review EDI comments and provide feedback	February 2026
4	BF	To progress golf facility options appraisal	February 2026
5	Trust Company Directors	Biannual review of risk register	May 2026
6	KL	Biannual data protection/information governance report	May 2026

## Date of Next Meeting

Thursday 12 February 2026 at **sportscotland** National Centre Inverclyde.