

Scottish Rowing Board Meeting

Public Minutes

21 August 2025 | 6.30 pm | Online via Zoom

Published Board Minutes

Chair: Laura Graham, Chair and Coaching Director

Board members and officers attending: Mike Martin (President); Laura Graham (Chair and Coaching Director); Ian Munro (Performance Director); Alastair Clarkson (Finance Director); Robert Gordon (Ordinary Director); Fiona Rennie (Ordinary Director); Lee Boucher (Chief Executive).

Also in attendance: David Johnson (Scottish Rowing Management Accountant) and Charlotte MacBeath (sportscotland Partnership Manager).

Apologies: Sophie McCall and Fiona Armit.

1. Welcome and Apologies

The Chair welcomed attendees. Apologies were recorded as set out above.

2. Conflicts of Interest

No conflicts of interest were declared.

3. Approval of Minutes of Previous Meeting

The minutes of the previous meeting were approved, subject to amendments to record the charitable-status business case action and clarify how Board feedback on the Rules of Racing would be collated.

4. Matters Arising

The Board reviewed progress against the action list. Following staffing changes, it agreed that outstanding work should be reprioritised and given realistic timescales, with particular attention to actions affecting commercial income. Work continued on the wider safeguarding review, policy review support, regatta income, consultation on 2026 events, the Strategic Plan summary, Rules of Racing and coaching development. The Board also agreed that an October deadline should be set for confirmation of the 2026 Strathclyde Park event arrangements, allowing alternative venues to be considered if required and members to be updated at the AGM.

5. AGM Business

5.1 Fees

The Board considered the financial and member implications of affiliation and membership fees and approved a 5% increase. It also agreed that a wider review of the fee structure and membership offer should be undertaken with member input, including consideration of mandatory membership for club members, different approaches across fee categories and a club fee linked to membership size. The review process will be communicated at the AGM, with any proposed restructuring intended for consideration at an EGM.

5.2 Discussion Around Any Proposed Changes to Articles

The Board considered possible amendments to the Articles of Association, including Board tenure, Scottish Rowing's regulatory powers in relation to member clubs, and clearer distinction between elected and appointed

Board roles. Potential amendments are expected to be considered alongside the membership and fee review at a 2026 EGM, although contentious proposals may instead be deferred to the 2026 AGM. The Board agreed that proposed changes should be identified by the end of each calendar year and that the Performance Director's appointment would be presented to the next AGM for member ratification.

5.3 Draft Statutory Annual Accounts 2024-25

The Board reviewed the draft statutory accounts and the Finance and Risk Committee's recommendations. The accounts recorded a deficit of £30,710 and reserves of £161,000. The Scottish Rowing Centre is now depreciated over 50 years from the original lease commencement date; the corresponding amortisation of the construction grant means this accounting adjustment does not affect the overall financial position. The Committee was satisfied with the controls and review process supporting the accounts and considered preparation on a going-concern basis appropriate, while recognising the organisation's reliance on sportscotland funding. A cash reserves policy will be developed, the remaining Raymond Dixon Fund balance and its future management will be confirmed, and an accounts presentation and Q&A will be prepared for the AGM. The Board noted that the draft Accounts had been reviewed by the Finance and Risk Committee and, based on that review, agreed that the Accounts should be recommended to the AGM for approval.

6. Finance Items

6.1 Finance and Risk Committee

The Board received the Committee's risk and finance update. No new risk events were reported; safeguarding remained outside risk appetite, with appropriate action ongoing. Monthly reviews of organisational risks and internal controls by the senior leadership team will continue. Boat insurance renewal quotations will be obtained with review and approval carried out by the Finance & Risk Committee, members will be informed about the Marsh Sport insurance hub, and identifying commercial opportunities remains a priority. The Committee also noted the CashBack for Communities funding application and noted that each strategic workstream should identify the investment required to deliver its objectives.

6.2 Board Finance Report - June 2025

The Board reviewed the June finance report. Performance was £14,000 better than budget, although the organisation continued to operate at a deficit. A more detailed forecast will accompany the September accounts. Salary variances reflected funding arrangements for vacant roles and agreed reallocation of some funding towards the Safe Sport Case Officer role and the Independent Wellbeing and Protection Review. The Committee considered safeguarding-related costs and recorded no material financial concern at that point.

7. Operational Reports

7.1 CEO Report

The Board received an operational update covering staffing and recruitment, potential external support to improve business processes, events, funding, member engagement and facilities. Recruitment activity was progressing for the Head of Development and Coaching and Safe Sport Case Officer roles. An external contractor had been identified to lead an independent safeguarding review; members would be informed and draft terms of reference, data-sharing and confidentiality arrangements would be provided to the Board for review. The Board also noted delivery of the two-day Beach Sprints and Offshore Championships in Ayr, submission of a substantial CashBack for Communities funding application to expand outreach, progress with club roadshows and planned engagement with the Young Person's Panel, and progress by Glasgow City Council towards preparing the East Boathouse site for future club use.

7.2 Wellbeing and Protection

The Board noted that it had received and discussed an organisational wellbeing and protection update.

8. AOB

A scheduling poll would be issued to agree the November 2025 Board meeting and the 2026 meeting dates