



## SCOTTISH ROWING BOARD MEETING

Zoom 7.30pm –17<sup>th</sup> February 2025

***Confidential minutes removed in accordance with SR's published policy on minutes of a confidential nature***

Board Attendees	Initial	Role
Mike Martin	MM	President
Laura Graham	LG	Chair / Coaching Director
Sophie McCall	SM	Development Director
Alastair Clarkson	AC	Finance Director
Robert Gordon	RG	Ordinary Director
Fiona Armit	FA	Safeguarding Director
Fiona Rennie	FR	Ordinary Director
Lee Boucher	LB	Chief Executive

In attendance	Initial	Role
Mark Senter	MS	Scottish Rowing Lead Wellbeing & Protection Officer
David Johnson	DJ	Scottish Rowing Management Accountant
Martin Claxton	MC	Scottish Rowing Honorary Water Safety Advisor
Carol Ann Ellis	CAE	Scottish Rowing Senior Administrator [notetaker]
Charlotte MacBeath	CM	<b>sportscotland</b> Partnership Manager

Item	Topic
1.	<b>Welcome and Apologies</b>  LG welcomed everyone to the meeting.  Apologies were noted from Jonathan Logan, Gillian Stewart and Tom Young.
2.	<b>Conflicts of Interest</b>  No conflicts of interest were declared.



3.	<p><b>Approval of Minutes of previous meeting and previous actions</b></p> <p>Minutes of the previous meeting were approved.</p>
4.	<p><b>Matters Arising</b></p> <p>The Board reviewed outstanding actions. Key updates included:</p> <ul style="list-style-type: none"> <li>• RG, MS and FA agreed to continue discussions regarding club safeguarding policies in relation to chaperoning juniors at events.</li> <li>• LB confirmed the finalisation of the Weighing Athletes Guidance which will be published in early 2025.</li> <li>• LG advised that work is underway to update the Board Skills Matrix.</li> <li>• LB and LG confirmed the continued development of club communications processes.</li> <li>• SM highlighted that there has been progress on the competition proposals to be presented at the next meeting.</li> <li>• LB confirmed the Review of Risk Appetite Statements has been actioned and completed prior to publishing.</li> <li>• LB, SM and FR confirmed they would form a communications plan for the Transgender Policy ahead of the regatta season.</li> </ul> <p>Several completed actions were closed, and others were carried forward for future review.</p>
5.	<p><b>Finance and Risk Committee (FRC) Items</b></p> <p><b>5.1 Finance Report/Q3 Management Accounts</b></p> <p>The Board received the Q3 financial update. No material concerns were raised, though it was noted that ongoing deficits are unsustainable in the long term. Adjustments to asset treatment have improved the financial position compared to the previous year.</p> <p><b>5.2 High Level Budget 2025-26</b></p> <p>The Board reviewed the proposed budget. Key points included:</p> <ul style="list-style-type: none"> <li>• The need to address long-term financial sustainability, noting that this was not an issue for 2025-26.</li> <li>• There is no provision for unexpected costs such as legal costs; equally there is also no allowance for potential income from commercial opportunities</li> <li>• We have carried out as many cost reductions as possible so a focus on income generation and commercial opportunities would be important going forward.</li> </ul>



	<ul style="list-style-type: none"> <li>• Inclusion of previously agreed staff benefits such as death in service and income protection.</li> <li>• Recommendation to explore commercial income targets outside the formal budget process.</li> </ul> <p>The budget was approved.</p> <p><b>5.3 Proposed Salary Increases</b></p> <p>The Board approved salary increases effective from 1st April 2025. These adjustments aim to improve sector competitiveness and support staff retention and ensure staff are paid a fair wage, while remaining aligned with <b>sportscotland</b> investment.</p> <p><b>5.4 Proposed Reserves Policy &amp; Target Level</b></p> <p>The Board approved a revised reserves target equivalent to three months of staff salaries, based on updated figures reflecting the current staffing structure.</p> <p>Additional updates from the Finance and Risk Committee (FRC) included:</p> <ul style="list-style-type: none"> <li>• Scottish Rowing is not currently able to share an insurance policy with British Rowing due to governance differences.</li> <li>• Quotes will be obtained from two insurance brokers for the upcoming renewal.</li> <li>• A proposal will be brought forward regarding necessary upgrades to the fire alarm system.</li> <li>• No risk events were reported in the last quarter. The Executive continues to monitor the operational risk register.</li> </ul>
6.	<p><b>Other Standing Reports from Board Sub-Committees</b></p> <p><b>6.1 Development and Coaching - Terms of Reference</b></p> <p>The Board approved the updated Terms of Reference for the Development and Coaching Committee, subject to a minor amendment to clarify that any independent professional advice sought must be “within budget”.</p>
7.	<p><b>Operational Reports</b></p> <p><b>7.1 Board Tracker</b></p>



The Board received an update on progress against long-term outcomes and annual targets. Revised strategic outcomes and KPIs will be presented at the April 2025 meeting.

## **7.2 CEO Report**

The Board noted the announcement of the Commonwealth Rowing Association Championships to be held in Barbados in November 2025. Scottish Rowing is exploring budgetary scope and potential external funding to support team participation.

A proposal for an additional day of annual leave on employees' birthdays was discussed. The Board agreed to revisit this at a later date.

## **7.3 Wellbeing and Protection Report**

The Board was updated on the implementation of the Disclosure (Scotland) Act 2020, effective from 1st April 2025. Key points included:

- It will be an offence to work in a regulated role without PVG Scheme membership.
- The legislation may require all Board members to register with the PVG Scheme.
- Disclosure Scotland will host a session for Scottish Governing Bodies in March.
- Clubs are being supported through the transition, with grace periods in place.
- Additional PVG signatories are being sought.

## **7.4 Water Safety Review 2024**

The Board received a presentation from MC. Key points included:

- Scottish Rowing continues to be represented on Water Safety Scotland and the National Rowing Safety Committee.
- Safety governance within British Rowing is under review.
- Clubs were encouraged to review risk assessments near weirs.
- Incident reporting remains inconsistent; guidance will be issued.
- Common incident themes included capsizes, heel restraints, collisions, injuries, infection, and concussion.
- Updates are required to the Rules of Racing and Operating Practices.
- Collaboration with British Rowing on shared safety systems is being explored.
- A poster will be produced to promote incident reporting within clubs.

The Board also noted the need for succession planning for the Safety Adviser role.



	<p><b>7.5 Annual Membership Report</b></p> <p>The Board reviewed the annual membership data. Highlights included:</p> <ul style="list-style-type: none"> <li>• A modest increase in overall membership.</li> <li>• A slight decline in club membership.</li> <li>• Strong gender parity.</li> <li>• Low representation from SIMD 1 areas and individuals with disabilities.</li> </ul> <p>The Board will reflect on the data at the Strategy Planning Weekend.</p> <p><b>7.6 Moving to Inclusion Framework</b></p> <p>Progress was reported on the Inclusion Framework. An internal working group has been formed and will roll out monthly questionnaires aligned to the framework's five pillars. Membership data will be analysed to identify gaps.</p>
8.	<p><b>Items for Board Consideration</b></p> <p><b>8.1 Crisis Management Policy</b></p> <p>The Board reviewed the draft Crisis Management Policy. Feedback included:</p> <ul style="list-style-type: none"> <li>• Adding incident categorisation and notification procedures.</li> <li>• Including a template for event logs and draft media statements.</li> <li>• Ensuring the President is a core member of the Crisis Management Team.</li> <li>• Circulating the policy to the SRROC once approved.</li> </ul> <p>Amendments will be made and the revised policy recirculated for approval.</p> <p><b>8.2 Strategy Weekend</b></p> <p>The Strategy Planning Weekend will take place on 22–23 March at Stirling Court Hotel. An external facilitator will be engaged to support structure and outcomes.</p> <p><b>8.3 Board Sub-Committees</b></p> <p>The Board discussed the structure and responsibilities of its sub-committees. Directors will provide feedback to help shape the discussion at the Strategy Planning Weekend.</p> <p><b>8.4 Board Skills Matrix</b></p> <p>Covered under item 4 (Matters Arising).</p>



	<p><b>8.5 KPMG Audit - Action Update</b></p> <p>The Board received a verbal update on progress against the KPMG governance audit recommendations. A gap analysis will be undertaken against the Scottish Governing Body governance framework. Recommendations will be brought to a future Board.</p> <p><b>8.6 Policy Review</b></p> <p>This item was discussed under Matters Arising (Item 4).</p> <p><b>8.7 Henley Royal Regatta Reception</b></p> <p>The Board noted the success of the 2024 Henley Royal Regatta reception. Plans are in place to host a similar event at the 2025 regatta on Thursday 3rd July.</p> <p>The Board welcomed the offer of a complimentary table in the Stewards' Enclosure. This presents a valuable opportunity to engage key partners and potential sponsors.</p>
9.	<p><b>AOB</b></p> <p><b>9.1 Dates of 2025 Board Meetings</b></p> <p>The Board agreed dates of the next two Board meetings:</p> <ul style="list-style-type: none"><li>• Thursday 24<sup>th</sup> April 2025</li><li>• Thursday 10<sup>th</sup> July 2025</li></ul>