



## SCOTTISH ROWING BOARD MEETING

Zoom 6.30pm –10<sup>th</sup> July 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
Ian Munro	IM	Performance Director
Alastair Clarkson	AC	Finance Director
Fiona Armit	FA	Safeguarding Director
Robert Gordon	RG	Ordinary Director
Fiona Rennie	FR	Ordinary Director
Lee Boucher	LB	Chief Executive

In attendance	Initial	Role
David Johnson	DJ	Scottish Rowing Management Accountant
Gillian Stewart	GS	Scottish Rowing Centre Programme Manager and Interim Pathway Development Lead

Item	Topic
1.	<b>Welcome and Apologies</b>  LG welcomed attendees. Apologies were noted from Jonathan Logan and Charlotte MacBeath.
2.	<b>Conflicts of Interest</b>  No conflicts of interest were declared.
3.	<b>Approval of Minutes of previous meeting</b>  The minutes of the previous meeting were approved.



<p><b>4.</b></p>	<p><b>Matters Arising</b></p> <p>The Board reviewed progress on outstanding actions. Key updates included:</p> <ul style="list-style-type: none"> <li>• LG advised that a safeguarding review is planned.</li> <li>• LG advised that the Board Skills Matrix results will be incorporated into the audit plan.</li> <li>• LB confirmed that a Water Safety Audit Reporting poster has been created and circulated.</li> <li>• The PVG Scheme registration for Directors is complete.</li> <li>• FR advised that the Young Persons Panel representative will attend Board meetings by invitation.</li> <li>• LG advised that the Strategic Plan summary document is in progress.</li> </ul> <p>Several actions were marked complete and removed.</p>
<p><b>5.</b></p>	<p><b>Finance and Risk Committee Items</b></p> <p><b>5.1 2024/25 Year-End Finance Report</b></p> <p>DJ provided an update on the 2024–25 year-end financial position, which shows a deficit of £30k, which is £10k smaller than previously forecast. While the outcome is an improvement on earlier estimates, the FRC reiterated the importance of addressing ongoing deficits and agreed that a continued focus on developing new revenue opportunities is essential.</p> <p>The Board considered the matter of revaluation of the Scottish Rowing Centre for its treatment in the Accounts. On the recommendation from DJ, the Board agreed not to proceed with a revaluation at this time.</p> <p><b>5.2 Finance Paper – May 2025</b></p> <p>The Board received the May finance update. It was noted that while income from the Spring Regatta was below budget, income from the forthcoming Scottish Championships is expected to be above budget. The Board agreed that the position will be reviewed once final figures are confirmed.</p> <p>The FRC reported no material issues arising from its discussion of the paper.</p> <p><b>5.3 Strategic Financial Plan Summary</b></p> <p>The FRC discussed the Strategic Financial Plan. Key priorities identified included:</p>



	<ul style="list-style-type: none"> <li>• Progress towards long-term sustainability, including energy efficiency and net zero objectives.</li> <li>• Exploration of charitable status or alternative structures to support future development.</li> <li>• The importance of identifying new commercial opportunities to strengthen financial resilience.</li> <li>• The aim to explore sponsorship opportunities aligned with the strategic objectives.</li> </ul> <p>The Finance and Risk Committee has requested a prioritised plan for commercial opportunities, setting out key enablers and next steps, to be presented by the end of August.</p> <p>It was agreed that a recommendation on charitable status or a foundation approach, supported by a business case, will be brought to the Board for consideration.</p> <p><b>5.4 Governance Audit and Proposed Actions</b></p> <p>The Board considered the Governance Audit presented and agreed to progress the proposed actions in the paper. It was noted that actions arising from the previous KPMG audit will be prioritised, with timelines to be confirmed.</p> <p>The Board also recognised that additional governance measures may be required should an application for charitable status be pursued.</p> <p><b>5.5 FRC Update</b></p> <p>The FRC provided an update from its June 2025 meeting. Key points included:</p> <ul style="list-style-type: none"> <li>• The need to continue maximising revenue from regattas.</li> <li>• Ongoing progress in embedding risk management across the organisation.</li> <li>• Confirmation that no elevated risks currently require escalation to the Board and that no risk events have been reported since April 2025.</li> <li>• Approved the renewal of the Service Level Agreement with Scottish Gymnastics to continue finance support arrangements.</li> </ul>
6.	<p><b>Development and Coaching Committee Items</b></p> <p><b>6.1 Development Update</b></p> <p>Updates were provided on development and coaching initiatives:</p>



	<ul style="list-style-type: none"> <li>• A review of competition and event offerings is underway, with club consultation planned.</li> <li>• Feasibility work has commenced on coastal sculling opportunities.</li> <li>• Planning is in progress for coach education courses, with efforts to improve accessibility and uptake.</li> <li>• Club governance workshops are being developed in collaboration with other sports bodies.</li> </ul> <p><b>6.2 Competition Update</b></p> <p>The Board discussed options for hosting the 2026 Spring Regatta and Scottish Rowing Championships in light of refurbishment works at the Watersports Centre.</p> <p>Key considerations included:</p> <ul style="list-style-type: none"> <li>• The importance of maintaining opportunities for members to race, even if alternative formats or venues are required.</li> <li>• The performance benefits of Strathclyde Park as Scotland's only multi-lane 2k racing venue, balanced against the potential benefits of hosting events at Castle Semple, including developing local capacity and experience.</li> <li>• The financial implications of venue choices, with the Board requesting that these be included in the next competition update.</li> </ul> <p>The Board agreed that a full club consultation should be undertaken to ensure broad input into the decision-making process.</p> <p>It was noted that clarity from North Lanarkshire Council on refurbishment timelines remains essential for forward planning. A meeting with the Council has been arranged to seek further detail.</p>
7.	<p><b>Annual Plan 2025/26</b></p> <ul style="list-style-type: none"> <li>- The revised Annual Plan, reflecting feedback from the April Board meeting, was approved.</li> </ul>
8.	<p><b>Strategic Plan 2026 – Progress/Actions</b></p> <p>Feedback from various groups relating to components of the plan is being consolidated into a draft Strategic Plan. Board members were invited to contribute further input if they had any additional comments.</p>



<b>9.</b>	<p><b>Operational Reports</b></p> <p><b>9.1 CEO Report</b></p> <p>The Board received an update from LB. Work is underway to explore a potential funding application to the Scottish Government’s CashBack for Communities programme, which supports activities for young people across Scotland.</p> <p>LB also noted progress regarding facilities planning, including steps being taken to address the future of the East Boathouse site and the provision of temporary facilities.</p> <p><b>9.2 Wellbeing and Protection Report</b></p> <p>Discussed in pre-meeting.</p> <p><b>9.3 Anti-Doping Annual Report</b></p> <p>LB noted that the current Clean Sport Strategy will conclude next year, and work will begin on developing a new strategy. The Board agreed that this will be progressed in collaboration with relevant partners to ensure alignment with national and international standards.</p> <p><b>9.4 Rules of Racing Review</b></p> <p>The Board reviewed the proposed revisions to the Rules of Racing. It was noted that:</p> <ul style="list-style-type: none"><li>• Updates are required to ensure consistency with previous Board decisions, including the renaming of ‘unrestricted’ events to ‘championships’.</li><li>• The eligibility criteria for the Scottish Rowing Championships should be reflected accurately in the revised rules.</li></ul> <p>The Board agreed that feedback will be collated and incorporated into a revised version of the Rules of Racing, which will be circulated for approval by email.</p>
<b>10.</b>	<p><b>AOB</b></p> <p>No additional items were raised.</p>

