

**FOR PUBLICATION****SCOTTISH RUGBY LIMITED  
SC132061****MINUTES OF MEETING OF THE BOARD OF SCOTTISH RUGBY LIMITED  
HELD ON 15 MARCH 2025 AT 9.10 AM****BY TEAMS AV PLATFORM****Present:**

John McGuigan	(JM)	SRL Chair & Independent Non-Executive Director
Shona Bell	(SB)	SRL Chief People & Engagement Officer
Ruth Davidson	(RD)	SRL Independent Non-Executive Director
Frank Mitchell	(FM)	SRL Independent Non-Executive Director
Mike Soutar	(MS)	SRL Independent Non-Executive Director
Chris Stewart	(CS)	SRL Independent Non-Executive Director
Alex Whelan	(AW)	SRL Independent Non-Executive Director
Stephen White	(SW)	SRL Independent Non-Executive Director
Alex Williamson	(APW)	SRL Chief Executive

**In Attendance:**

Oliver Colling	(OC)	Chief Financial Officer (Interim)
David Nucifora	(DN)	High Performance Director
Robert Howat	(RH)	SRL General Counsel & Company Secretary

**Apologies:**

None

**ACTION****1. INTRODUCTION**

The Chair noted that a quorum was present and opened the Meeting, thanking the Board members for meeting at short notice.

Those present confirmed consent to the Meeting being held at short notice. No conflicts of interest were declared. There were no apologies.

**2. HIGH – PERFORMANCE DEPARTMENT – RESTRUCTURING RECOMMENDATIONS AND PROPOSALS**

APW explained that the Meeting had been called to consider recommendations and proposals from DN for restructuring of some elements of the High Performance Department following on from the review conducted by DN, building on the outcomes, particularly on pathways, from the strategic planning process in 2024.

For reasons of timing and availability of key individuals, the rationale for the proposed approach and financial aspects were being shared with the Board ahead of the next scheduled Board meeting.

DN set out key observations and recommendations from his review. These were driven by the objective of winning through achieving a continuous supply of elite players.

The recommendations included:

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- i) applying a greater focus and more efficient use of resource on a smaller number of players with high potential;
- ii) achieving better alignment and co-ordination through programme-based functions rather than team-based functions, and avoiding silo'ed thinking;
- iii) moving away from dual responsibilities, with dedicated roles in certain areas;
- iv) providing increased focus on leadership to improve performance and accountability;
- v) improving professional coach and match official education and development;
- vi) supercharging the nutrition function;
- vii) applying dedicated senior leadership in the female pathways to drive connections and commitment and providing greater resource allocation, all to help improve the talent pool;
- viii) streamlining operational functions at all levels; and
- ix) Improved central oversight of various processes and financial controls.

DN commented on each of these and outlined suggested structural changes under reference to organisation charts, explaining the main roles and broad responsibilities intended. This included the creation of several new roles from splitting away dual responsibilities, taking a more focussed approach on co-ordination and logistics, investing in coach development and a dedicated business analyst function to support financial aspects and work with the Finance team.

Questions and comments were taken from Directors, noting the following:

- In connection with alignment - National Team alignment was considered to be reasonable but the Pro Teams and Pathway were not sufficiently connected.
- Leadership improvement - needed in areas where teams were working in silos and not cross functionally. Dual roles were inhibiting focussed leadership, responsibility and accountability.
- The suggested model was similar but not identical to some models elsewhere.
- On the number of direct reports to the High Performance Director – this would increase in the short term but the time required for some roles was less day-to-day than for others.

A new post of Head of Performance Services might be needed at some point to reduce reporting lines and provide oversight on areas such as nutrition and sport science but it was premature to provide for that at the moment. It was intended that DN's permanent successor as High Performance Director would inherit the fully functioning structure.

- On timing - there was a desire to start the process on the proposed changes ahead of the coming season to avoid the risk of delay once the season started.
- The structure was intended to provide additional central support for the Pro Teams and improve performance over time. The High Performance and Professional Teams should work more closely together towards meeting the shared objective of producing elite players. They would contribute to Pro Team success, with the Pro Teams in turn helping create a successful National Team.

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- In relation to training facilities - a paper was being prepared in connection with the facility at Oriam. Glasgow Warriors' facilities were adequate but there were concerns about the facilities available for Edinburgh Rugby and for the women's team.
- Linkages between the High Performance Team and commercial teams could be improved, with APW advising that some opportunities in facility sponsorship might exist if properly structured and articulated.
- There had been some preliminary discussions with the head coaches at the National Team and both Pro Teams. All recognised the need for some change.
- The Pro Teams would continue to function separately on a day-to-day basis but would be subject to more central oversight in some areas than currently, principally directed towards professional pathways and player development.

APW advised that the changes were mainly in how people worked and not, in most cases, what they did. There was particular focus on specialist skills to promote excellence.

Next steps were outlined, including the process for engagement with several employees potentially affected and costs.

Some costs were expected in the current year, including from redundancy or if any negotiated settlements were needed. Consent would be required from the Remuneration Committee before commencing any settlement agreement discussion with any individual.

OC confirmed that there was headroom within the current year forecast to be able to meet the identified cost range for FY24/25 without affecting the budgeted deficit figure for the year.

APW advised that employee salary costs in High Performance would increase in the FY25/26 as a result of the adjusted roles but with offsets and costs savings to be found, rather than from increased commercial revenues. Further detail would be provided through the budgeting process.

Following the discussion the Board: (i) endorsed the recommendations; and (ii) remitted requests for any protected conversations or settlement agreements to the Remuneration Committee to consider in accordance with that Committee's Terms of Reference. The Chief Executive and Chief People & Engagement Officer would progress discussions with those potentially affected.

### **3. AOB**

There was no other business. The Chair thanked all those attending for their assistance and closed the Meeting at 10.13 am.

**APPROVED BY THE SRL BOARD  
27 MARCH 2025**