SCOTTISH RUGBY UNION
SC748672

MINUTE OF MEETING OF THE BOARD OF SCOTTISH RUGBY UNION HELD ON THURSDAY 10 SEPTEMBER AT 2PM

BOARDROOM, SCOTTISH GAS MURRAYFIELD

Present:

Lorne Crerar	(LC)	SRU Chair and Custodian Director
Cheryl Black	(CB)	Custodian Director
Alison Milne	(AM)	Custodian Director (Until Item 5)
Colin Rigby	(CR)	Immediate Past Present and Custodian Director
Blair Stewart	(BS)	Custodian Director
Hazel Swankie	(HS)	Vice-President and Custodian Director
Keith Wallace	(KW)	President and Custodian Director

Attending:

Gemma Fay	(GF)	Managing Director Women's Rugby (Item 4.2)
Megan Gaffney	(MG)	SRU Board Adviser
Lucy Gallagher	(LG)	Minute-taker
John McGuigan	(JM)	SRL Chair (Until Item 5.2)
Stuart McInally	(SM)	SRU Board Adviser (Until Item 4.5)
Alex McKenna	(AMC)	Head of Philanthropy (Item 4.1)
Frank Mitchell	(FM)	SRL Independent Non-Executive Director (Until Item 4.5)
Robert Howat	(RH)	Company Secretary & General Counsel
Gavin Scott	(GS)	Director of Rugby Development (Item 5.1))
David White	(DW)	SRL Chief Financial Officer (Until Item 5)

Apologies:

David Grevemberg	(DG)	Custodian Director

1 INTRODUCTION

The Chair noted that a quorum was present and opened the meeting.

Apologies were received on behalf of David Grevemberg.

No conflicts of interest were declared or identified.

2 MINUTES OF PREVIOUS MEETING

The Minutes of the Reporting Meeting of 25 June 2026 had previously been **APPROVED**, with one minor typographical amendment.

3 ACTION LIST & MATTERS ARISING

LC commented on the following:

i) *Meetings* – LC has given RH a list of invitees to attend meetings for the remainder of 2026 and for 2027 to provide presentations to the Board to assist with its education on key initiatives . RH advised that the programme is starting with today's meeting.

ii) *Rearranged Praesta Meeting* – the Praesta Meeting has been scheduled for Thursday 17 September.

iii) *Improve participation rate in employee surveys* – LC noted this is mentioned in the Board Papers and DW will make mention of this during his report.

iv) *Separate Financial Report for Annual Report* – DW will provide a financial report section to be included in the SRU Annual Report.

v) *Club Ticketing* – DW, HS and KW will comment on ticketing during today's Meeting.

vi) *Submit Custodian Director Declaration Forms* – RH asked that the four outstanding responses be submitted as soon as possible.

vii) *Submit Director Personal Codes* – RH reminded those directors (2) still to submit their personal codes to do so as soon as possible.

viii) *Identify members of Year End Audit & AGM Sub-Group* – LC, BS and HS are the sub-group members. RH advised that the sub-group were expected to have sight of the year end papers 4-5 business days before the
Board approval meeting.

ix) *MIPF request for assistance with governance rt* – this was discussed later in the meeting.

x) *SCOG NED Terms of Office Report to LC* – This is understood to have been completed and LC advised that a further paper was expected from SCOG.

xi) *Note of appreciation to G Ireland* – LC has written to G Ireland.

xii) *Obtain calendar input for 2026/27 meetings* – completed.

xiii) *Miller Homes- historic option agreement* – In response to LC, RH confirmed that a response had been received from Miller Homes. Further correspondence was expected over the coming months.

4 SRL CHAIR REPORT

4.1 Philanthropy Project – Scottish Rugby Foundation

AMC joined the Meeting.

LC welcomed AMC to the Meeting.

AMC provided background on her career and experience in fundraising, then commented on key objectives for the new Foundation.

- *Foundation Aims and Strategy Vision* –summarised as including being for community and social impact, health and wellbeing, grassroots rugby, sport as the door to other opportunities, intergenerational link and the women's game.

- *Philanthropic element* – recognition that together with philanthropic intent, donors would want to be able to give money in a tax efficient manner. This would allow the Foundation to apply for grants and have more flexibility in terms of funding

- *Main areas of focus* – grassroots game, player pathways, capital infrastructure and inclusivity. AMC explained the goal is to grow unrestricted funds for each of these areas, noting that some donors will want their donation to go to specific areas of the Foundation and gift agreements will be put in place. Other donations will be unrestricted, and it will be for the Foundation to determine how the funds should be used, in accordance with its purposes

- *12-month building phase* – the Foundation is not public facing at present but clubs and others will be provided with information in the next few months. AMC is the only Foundation- specific employee at present, with an initial focus on set-up and work on securing major donors. AMC explained the giving circle model and how annual unrestricted donations will be crucial. Funding will also be sought from trusts and foundations. AMC noted that legacy-giving would be another key area of funding for the Foundation.

- *12-month operation roadmap* – AMC noted that the website should go live at the end of September/beginning of October and communications are to go out to clubs in October. While the Foundation is already starting to secure some pledges, there will be a focus on donor engagement over the next 12 months by attending events and exploring connections. AMC explained the hope is to build a relationship between donors and the Foundation to secure multi-year funding.

- *Target Donor Segments* –target donors included are high net worth individuals, trusts and foundations, individual donors and corporate partners.

- *Proactive Risk Management* – AMC outlined key risk and mitigations, explaining that to secure donations the Foundation would need a point of difference to assist in securing donations. Capital would be managed carefully to avoid premature commitment or disbursement, with a view to using unrestricted funds in the best way possible.

- *Defining Success Metrics* – AMC displayed some suggested success metrics including pledges and gift agreements, discovery meetings, which are already underway, events which raise awareness and, eventually, overseas support.

- *Key asks of the Board* – AMC asked the Board for their support in building the Foundation through introductions, active engagement at events, promotion through social media channels and case studies and to consider possible contacts who may wish to apply for Trustee roles.

In response to query from BS regarding how the Foundation will thank people and the challenge of differentiating funding for Scottish Rugby and funding for grassroots, AMC explained that the 'thank you' will depend on the level of gift and all donors will be thanked by email and thereafter there may be a thank you letter or card which is tailored to the donor. Differentiation would be worked on with the team to determine how funding for the specific areas will be measured to ensure that donations do not detract from funding already in place - the Foundation is intended to contribute to helping and supporting clubs.

AMC confirmed in response to CB that National Team players and coaches might also be a helpful source of assistance, although more likely for top level donors and at community events. JM suggested they may also have useful contacts and suggested other potential corporate sources.

LC thanked AMC for her presentation and noted the Board will look forward to hearing further updates on the progress of the Foundation.

AMC left the Meeting.

4.2 Women & Girls' Strategy 2026-2030 – "Accelerate"

GF joined the Meeting.

GF referred to the circulated paper setting out the proposed strategy for the Women & Girls' game for the next four years. The paper was taken as read.

GF explained that extensive consultation had occurred including regional workshops, surveys and a review group to which there have been over 1,700 responses. There had also been discussions with the Women's National Team regarding the contracting process and the professional environment.

Fan growth and commercialisation had been included within the Strategy and had been discussed with the SRL Board.

GF commented on performance against targets in the previous four years, acknowledging a number of challenges and providing statistics to show the development of the Women and Girls' game, in particular the significant growth in teams playing, female leaders in clubs, rugby performance improvement and over 82,000 tickets sold for women's games since Autumn 2022.

GF summarised the key aims of the strategy over the next four years: including having at least 14,000 registered female players on SCRUMs, to achieve the National Women's Team best ever

finish at the RWC in 2029, to have 160,000 cumulative attendance at Scotland Women's games and to achieve investment of up to £35m in the Women and Girls' game over that period.

GF explained that the Strategy has been simplified to four key areas: Grow, Excel, Inspire and Sustain. GF explained each area in turn. To Grow, the women's game will look to expand its base of players, coaches, referees and opportunities available to them . To Excel the focus will be on attracting world class players and delivering world class performances. To Inspire will convert stories and performances into fans and to Sustain will be measured by the revenue generated and investment into the women's game. The projected investment in the women and girl's game is set to rise to about £9.5m annually by 2029/2030 but with an understanding that the funds need to be managed as effectively as possible.

GF then discussed revenue generation. This was expected to dip in 2027/2028, due to existing contracted funding streams expiring but revenue was expected to be generated through sponsorship, ticketing, grants etc. Ticket revenue would be maximised through creating a fan experience which may be through hospitality and merchandise, recognising this would differ from that available for men's games.

GF confirmed that comparisons had been made with other nations. England is leading the way in terms of investment into the game with Scotland thought to be is slightly behind Ireland and Wales.

MG queried priority for the Women and Girls' game if revenue did not increase as contemplated in the strategy.GF advised that there are areas where spending can be tightened if needed, the biggest area being investment in player pathways and performance. GF noted the opportunity to be more creative through communications and marketing GF also noted the potential for further revenue [REDACTED – COMMERCIALLY CONFIDENTIAL]

BS asked about the increase in annual investment from £7m to £9m over the period and what the additional funds will be spent on. GF advised this was due to increased costs from the enhanced number of contracted professional players and associated support programmes and costs in a RWC year. DW confirmed that the increase has been factored into the approved Budget.

FM noted that the JWG's report recommendations are to be brought into the Strategy and queried whether there is sufficient representation of women's rugby through club rugby and grassroots rugby. LC advised that Gavin Scott will be attending today's Meeting and this should be raised with him.

Following the presentation and discussion, the Board **APPROVED** the Scottish Rugby Women and Girls Strategy 2026-2030 and for incorporation within the approved Scottish Rugby Group Strategy.

GF was thanked for her presentation and left the Meeting.

4.3 SRL CHAIR OVERVIEW

JM referred to the circulated Report and highlighted the following:

- **Murrayfield Estate**

  JM provided an update on discussions about the potential stadium improvements . A high-level presentation had been given by Grimshaws Architects to the SRL Board, including . opportunities for an enhanced customer experience.

  JM would discuss further with SRL and thereafter bring proposals to SRU. JM confirmed that the advised that this year's capex budget for the stadium is around [REDACTED – COMMERCIALLY CONFIDENTIAL] to be used mainly for repair and maintenance work and to develop fan experience.

  JM noted that Grimshaws will be invited to present to SRU in due course.

  Consideration was being given to how best to approach governance for the Stadium Project, including the possibility of using a separate vehicle, and it being recognised that specialist expertise would need to be recruited to lead the project. Proposals would be brought to the SRU Board for discussion once formulated. The extent to which the new CEO, once recruited, would be responsible for delivery of the project, and stadium operations, bearing in mind the technical expertise and experience needed was also being considered. .

  KW noted that he is impressed by the work of Grimshaws and understand they have done work in relation to cricket grounds.

- **Recruitment of new CEO**

  JM noted the termination of the former CEO's employment and outlined the process being followed for recruitment of a successor. This is being led by the SRU Nominations Committee, with approaches being made to several external search firms – 2 local and 2 national - for proposals, before selecting one to assist.

  DW had agreed to step into the role of interim CEO meantime. A new description for the CEO role will be prepared in light of the changing nature of the role of the CEO within Scottish Rugby and the commitment needed to managing external relationships.

- **Other Recruitment**

  [REDACTED - PERSONAL DATA]

Women's National Team Coach

JM noted the recent changes in the coaching team, with the temporary arrangements working well and ongoing work towards a permanent appointment.

MG advised that the players she has spoken to are happy and had commented on there being a good atmosphere within the team environment.

Performance Director

JM updated the Board on the approach being taken to identifying a successor to David Nucifora also as part of managed succession planning, noting that the job specification for the role of Performance Director may be amended slightly in due course. [REDACTED – PERSONAL DATA]

Non-Executive Recruitment

JM confirmed that following a thorough search process, the Nominations Committee were recommending to the SRL Board that [REDACTED – CONFIDENTIAL & PERSONAL DATA] be invited to join SRL Board as an Independent Non-Executive Director and to then Chair of the SRL Audit & Risk Committee.

- **Ticketing for Rugby World Cup2027**

SRU Board members were asked to confirm any intention to attend and any ticket requests as soon as possible.

JM was thanked for his comprehensive report.

4.4 SRL Interim CEO Update

DW referred to the circulated Report which was taken as read and highlighted the following:

- **Men's National Team**

Discussions continued with the playing squad on future national team on-field performance bonuses. The aim is to complete negotiations before the autumn Nations Championship matches.

DW confirmed that under current arrangements a higher 6 Nations finishing position leads to a greater financial impact and some thought was therefore being given to how that might be mitigated, including insurance products.

- **Women's Teams/ Celtic Challenge**

  [REDACTED – COMMERCIALLY CONFIDENTIAL]

- **Six Nations and Nations Championships**

  DW updated the Board on Nations Championship arrangements and expected revenues. [REDACTED – CONTRACTUALLY & COMMERCIALLY CONFIDENTIAL]

- **URC**

  DW advised that there is no further update in relation to the situation involving the Welsh teams. [REDACTED CONTRACTUALLY CONFIDENTIAL]

- **Ticketing**

  DW provided details on the club-ticket access arrangements for the home 2027 Six Nations matches, commenting on the window for purchasing tickets and number of tickets available to be can be purchased per person (four except Ireland (two)).

  Ticket touting was not expected to be an issue for any matches that did not sell out. The critical matches in future would be against England and France in 2028, with decisions to be made in due course on fair ticket access for those.

- **Scottish Club Rugby News**

  The Board commented on the recent article about the club game and noted it felt well supported and clubs had been mentioned throughout. Thanks were expressed to KW for his contribution. The Board welcomed the more open and positive approach being adopted by the new Communications Director with the media more generally.

  JM commented that it would be sensible to continue to work on the CRB's profile and explain its role and that of the SRU Board better externally.

  It was agreed that the Communications Director (Fiona Harvey) should attend an upcoming Reporting Meeting to discuss her communications plan.

  Action: F Harvey to attend future meeting (RH/ DW)

- **Commercial**

  DW advised that a sponsorship renewal had been signed with [REDACTED – COMMERCIALLY CONFIDENTIAL] who are also looking to explore digital apps to improve customer experience.

[REDACTED - COMMERCIALLY CONFIDENTAL]

Discussions continued with [REDACTED COMMERCIALLY CONFIDENTIAL].

- **Catering Tenders**

DW confirmed that five detailed tender responses have been received and are being assessed before any preferred bid was presented to the SRL Board. In response to LC, he confirmed that external experts (Russell Partnership) were assisting with the tender process and evaluation.

- **Insurance**

KW noted that he and BS had a good meeting with Gallaghers regarding insurance for clubs. BS noted the potential for a centrally negotiated deal to reduce insurance costs for clubs.

- **Ticket sales**

WXV - Ticket sales have been increasing gradually with some challenges in meeting revenue targets. The New Zealand fixture is the most popular.

W6N – Sales for the Six Nations 2027are slower than for the upcoming the WXV series but still at an early stage.

Nations Championship – Tickets had not sold as quickly for the Autumn matches as in previous years but the New Zealand fixture was still expected to sell out in mid-September for tickets and hospitality with close to sell-outs expected for the other matches.

- **Facilities**

Scotstoun - work on the replacement pitch at Scotstoun post Commonwealth Games has begun.

DW, FM and Kenny Brown had met with senior representatives of Glasgow City Council and Glasgow Life to discuss the longer-term tenancy at Scotstoun. Next steps included formalising the Heads of Terms on the current occupancy arrangements and assess the options in relation to the running track.

Oriam – discussion continued with Oriam and SportScotland in relation to additional facilities at Oriam, recognising pressures on office space and facilities. An architect had been engaged to look at how these might be expanded in a cost-effective way.

Ice-rink – SRL were aware of friction in the relationship between Murrayfield Ice Rink and the Curling Club. The situation is being monitored closely due to being neighbours and use of land to support delivery of events and matches at Hive stadium.

Diagnostic centre – discussions were at an early stage and if progressed would be captured as part of campus master planning.

- **Chief Medical Officer**

  DW confirmed the appointment of Dr Alastair Nicol, who would lead an evaluation of overall medical provision and review medical governance and player welfare policies.

- **Claims and litigation**

  Reference was made to the circulated confidential Report.

- **Employee Engagement Pulse Survey**

  Progress, albeit slower than desired, is being overall made in terms of response rates and scores. These had increased in some areas and decreased in others. Timing of issue of the next survey would be considered as a factor in achieving a higher response rate, with work to do in some departments in particular to improve response rates.

  The all-colleague day in the coming week would give an opportunity to explain the strategy and progress of Scottish Rugby.

- **Believable Path**

  The majority of activities under the Believable Path had been completed following a self-scoring exercise. Those for inclusion as high-level KPIS for 26/27 had been condensed to a more manageable number for reporting purposes and focussing on those which were of particular importance.

FM and SM left the Meeting.

4.5 Finance Report

DW confirmed the anticipated loss of (£1.6m) in FY2026 was in line with budget. Audit fieldwork was well-advanced with no significant adjustments proposed from the auditors from the audit process so far.

DW advised that due to the adoption of the updated FRS 102 accounting standard, there will be a change in how revenue is recognised which will better reflect the revenue that Scottish Rugby has control over and including a different approach to lease accounting. This has had the impact of reducing the revenue reported by £7m but no impact on the net profit/ (loss) position. In response to LC, DW confirmed that the usual pre-AGM finance briefing for clubs would be arranged and commentary on this issue provided, and that the Annual Report would contain a separate finance section. LC noted that the Annual Report should include positive stories about the 15% contribution and its use.

Action: arrange pre-AGM finance briefing, Annual Report finance content (RH,DW)

DW confirmed that as a result of the application of the new standards revenue calculations had been refreshed, which was expected to see an enhancement of c £300k to the previously approved Rugby Development Department budget, to £11.9m, applying the formula used for calculation of the benchmark 15% of revenue contribution.

The FRS102 amendment should also mean better alignment between revenue recognition and the 15% calculation.

BS commented that the revenue produced from catering might need to be recognised differently depending on the outcome of the catering tender.

DW then provided an update on current trading. July had been solid: the attendance for the Fiji game had been better than expected, although offset by hospitality sales for that match being lower than budgeted.

The Luke Combs concert had contributed to strong trading while trading for Bon Jovi was slightly down on what was expected. DW confirmed that dates have been held for Summer 2027 concerts but nothing has been confirmed yet.

The Board discussed the budget allocated to Rugby Development and noted that there was a £150k underspend in FY26 and this did not carry forward. HS noted that it is likely to be as a result of the clubs not claiming on programmes as planned and it is for the Rugby Development department to follow up with the clubs.

KW asked about a £400k overspend in the travel budget allocated to the Men's National Team. DW advised this had been to cover additional costs for travel to Argentina and for the training camp in Spain. KW noted that the Women's National Team are travelling to Australia in economy despite that overspend. DW advised that choices were made separately within the women's programme on how to spend the available resources, including travel and whether flying in economy class would impact on performance. Some thought was needed within the Men's National Team on developing alternatives where resource were under pressure.

4.6 International/External Body Representatives – Temporary Changes

RH advised that the following the departure of the CEO there are vacancies on various external bodies and Scottish Rugby wished to ensure it was fully represented.

The RMA required consultation with the Custodian Directors before appointments were made.

Taking account of the recruitment of a new CEO, the following appointments were suggested, to be subject to review within 9 months after the SRL Board approval:

1. John McGuigan, as a director of New Six Nations Limited;
2. John McGuigan, as an alternate for David White at British & Irish Lions Dac;
3. David White as a member of the Council of the 6 Nations Association, as a Director of New Six Nations Union Limited and as alternate for John McGuigan at New Six Nations Limited;
4. David White as a director of British and Irish Lions DAC; and
5. David White as a member of the World Rugby Council.

LC confirmed that due to pressure of other business at the Meeting, feedback on the suggested appointments would be provided separately.

Action: provide feedback on external body appointments. (LC)

4.7 Material Matters

The contents of the Report relating to material matters were noted, with no questions.

The meeting paused briefly. DW and AM left the meeting.

5 CLUB RUGBY REPORT

5.1 Rugby Development Update

GS joined the meeting.

LC welcomed GS to the meeting to provide an update on Rugby Development activity.

GS commented on a number of key areas.

Participation Trends

There has been a large increase in the number of girls involved in rugby and there has been a reasonable increase in the number of women. Adult male figures remained static.

State School Rugby

Rugby Development is now four years into the cycle and commented on the progress that has been made, such as clubs and schools working together to involve more people in rugby at school, with greater integration and involvement of Scottish Rugby. More Head Teachers and the Heads of PE Departments are beginning to attend conferences about rugby in schools. CB noting the continuing risk that rugby is thought to only be played in private schools and whether there should be a communications project to spread the message of rugby in state schools.

Women and Girls Strategy

GS advised that there are 62 clubs with an aligned Female Youth Team in 2025/202, a significant increase from pre-pandemic.

Volunteers had previously been mainly male such as fathers coaching their daughters which leads to less women active in the game. That had changed with GS explaining in response to LC that this was mainly due to increased seed funding, a better strategic focus and an increase in interested individuals.

BS advised that there is a change in perspective of the sports girls play with more emphasis on the sport being inclusive and one which all girls could play, rather than it being an alternative sport. MG also commented that the values of rugby for women and girls are different to rugby for men and boys and the importance of playing rugby as part of a team. GS noted that the generation of girls playing rugby are now able to celebrate that they have their own teams and space to play and develop their skills.

GS highlighted various points from the 2026/2027 plan including to ignite interest in the women and girls' game, evolving the experience for women and girls, having an aligned pathway from a high performance and rugby development perspective which will include allowing children to stay in their own environment until the time is right for players to move into high performance and focussing on commercial revenue and investment into the clubs of the future.

Beyond the Tryline

GS gave an update on the Beyond the Tryline programme and noted some funding has been obtained from SportScotland replacing the cashback programme. GS noted that the purpose of the programme is to ensure inclusion and diversity and the next steps are to grow into areas that have previously been harder to reach. GS noted that the bigger reach the programme and Rugby Development has a whole have, the more rugby that will be played. With 18,000 participants the programme was expected to be more flexible than Cashback, with a greater reach. The employees supporting the Cashback initiative had been retained to assist in delivering Beyond the Tryline.

JM left the meeting.

Marketing and Communications

GS advised that 14–15-year-olds are the peak population to target to ensure they continue to be involved in rugby. GS noted that if more 14–15-year-olds are interested in rugby then there is likely to be more people involved when they reach the drop off age of 18+.

GS highlighted that the traditional marketing methods are no longer effective and marketing and communications have to be adjusted to be reach the target audience. The department now

included marketing and commercial support specific to community rugby with improved links to the Pro teams and male and female ambassadors in each region.

Rugby Development Budget

GS noted that the total current Club Rugby Budget is approximately £11.76m and most of this is spent on club and school funding. The department continued to work with the CRB on the best use of these resources. GS commented on third party investment through local authorities and charitable trusts, together with funding from SportScotland and development officers. GS noted that football and rugby are regularly engaged and are being recognised by Government as trusted providers and creating opportunities which assists in funding applications.

Strategy 2028 -2032

GS commented on the predicted spending in terms of investment into clubs and schools, the development officer investment and funding to support grassroots rugby.

GS noted that there are now 55 to 60 staff within the team and there has been a move from pure development to now include marketing, communications and safeguarding, highlighting the scale of some club activities involving children and young people.

The Board discussed the importance of protecting children who are playing rugby and the need to have safeguarding staff. KW noted that as a result of more women and girls being involved in club rugby, which have historically been male dominant, safeguarding issues were expected to arise.

GS outlined the timeline and project plan for the new 2028-2032 strategy, to continue from now until Easter next year with consultations to finalise the strategy for approval in Autumn 2027 ready for the 2028 season.

BS noted that it is important to have a retention strategy and for there to be a transition process in place from school and club rugby to senior rugby. BS noted that this might be for the CRB strategy group.

BS added that there is a decline in the active participation of adult males and this leads to games being cancelled due to lack of numbers.

The Board discussed that Pathways will pick up some children who will progress to the adult and professional games.

LC thanked GS for his update.

GS left the Meeting.

5.2 CRB Report

HS updated on CRB matters.

- There will be a CRB away day in January 2027 which the new VP will attend.
- The new league season started on 29th August and there have been a few unfulfilled fixtures due to insufficient players, but most of these are in the lower leagues.
- SCOG's initial review of CRB suggested that there should be four sub-committees to assist CRB in the oversight function it has. These are Finance, Strategy, Rugby and People.
- The Finance and Strategy committees are already established and working well. HS has circulated a paper to CRB for their comments on the proposals for the other two committees – Rugby and People. The comments will be collated and discussed further with CRB and SCOG. HS noted the new VP can assist with this.
- HS provided an update on the recent SCOG review of CRB. A draft paper from SCOG outlining their thoughts on the composition of CRB was presented on a Teams call to CRB. There have been several discussions and meetings are ongoing.
- A revised version of the draft paper will be made available to CRB by the end of September. An update is to be reported at the October meeting.
- The next CRB meeting is scheduled for 28th October, the next Finance committee meeting is arranged for 19th October and the next Strategy committee meeting is scheduled for 22nd September. All meeting updates will be reported at the October meeting.
- BS queried whether SCOG have taken a view on who the Chair of CRB should be. In response, HS confirmed there have been discussions but the Chair will stay with the VP for now. The incoming VP is aware of the position and will be the Chair of CRB until a further decision is made.
- KW raised the issue of the challenges of safeguarding for club rugby and noted that there have been recent cases which have been difficult processes for those involved, with disciplinary action being taken against those and the club involved.
- RH noted that safeguarding and disciplinary action falls to the SRL under the RMA. LC commented that SRU should be looking to SRL to provide updates on this area.
- MG commented on how difficult it can be for a woman in a rugby club to raise a concern or issue so there should be procedures in place to allow them to do so.

- HS noted that Faye Henderson, who is Head of Safeguarding, and her team are excellent.

LC thanked HS for her report.

6 COMMITTEES AND JOINT WORKING GROUPS

6.1 Board Effectiveness Review – Update

This had been mentioned earlier in the meeting. Praesta meeting to follow shortly.

7 SRU BUSINESS

7.1 ***AGM 2026*** – progress was noted per the circulated paper, with key dates outlined. No additional resolutions were anticipated at the moment but RH was to be informed before the identified AGM Notice issue deadline, if any resolutions were to be suggested by SCOG.

VP Election – there was only 1 candidate for election as Vice-President (Bill Faulds- Falkirk RFC).

7.2 ***SCOG Update***

SRU & SRL NED Terms of Office – LC has responded to SCOG and are working on the terms of office.

MIPF – LC referred to the circulated paper from RH seeking approval for the MIPF request for assistance to be referred to SCOG.

Following discussion, it was **AGREED THAT** under and in exercise of the powers of Scottish Rugby Union set out in the SRU Articles of Association and under reference to Paragraph 5.1.5 of the SCOG Terms of Reference, SCOG is requested by the SRU Board to undertake the review and advisory exercise to assist the Murrayfield Injured Players' Foundation set out in the tabled paper.

7.3 **Financial Review Progress Update** - LC confirmed that a date is to be set for Sheriff Mackie to present the Report.

7.4 **Custodian Declarations FY25/26** – see earlier Action List.

7.5 **SRL Internal Decision Levels** – RH advised that the SRL Board had recently adjusted various internal mandate and signing authority levels. The Internal Decision levels document had been

updated accordingly, with a copy provided to the Board with the papers for awareness. This was duly noted.

The next SRU Board meeting will be held on 29 October and LC, HS and BS will meet to discuss the audit before then.

8 AOB & CLOSE

SRU are expected to attend the Nations Cup Finals Weekend but noted that there is an aspect of uncertainty regarding who Scotland will play and when. DW would provide further information to the Board in due course.

LC thanked those attending and present for their contributions and closed the meeting.

APPROVED BY THE SRU BOARD
29 October 2026