

SCOTTISH RUGBY UNION LIMITED**MINUTE OF MEETING OF THE BOARD OF SCOTTISH RUGBY UNION LIMITED
HELD AT 3 PM ON 4 MARCH 2021****MEETING HELD BY AV TELECONFERENCE****Present:**

John Jeffrey	(JJ)	Chairman
Ian Barr	(IB)	President
Shona Bell	(SB)	Director of HR and Internal Communications
Julia Bracewell	(JB)	Independent Non-Executive Director
Mark Dodson	(MD)	Chief Executive
William Gardner	(WG)	Council Nominated Non-Executive Director
Andrew Healy	(AH)	Finance Director
Dominic McKay	(DMcK)	Chief Operating Officer
David McMillan	(DMcM)	Independent Non-Executive Director
Malcolm Offord	(MO)	Council Nominated Non-Executive Director
Bob Richmond	(BR)	Council Nominated Non-Executive Director
Lesley Thomson	(LT)	Senior Independent Non-Executive Director

In Attendance:

Robert Howat	(RH)	Company Secretary & General Counsel
Colin Rigby	(CR)	Vice-President (Observer)
[NAME REDACTED]	[XX]	[NAME OF FIRM REDACTED]

1. Introduction & Opening Remarks**ACTION**

The Chairman noted that a quorum was present and opened the Meeting. There were no apologies. [NAME REDACTED] was welcomed to the Meeting.

The Chairman confirmed that the purpose of the Meeting was to confirm various conclusions and next steps from the strategy session and discussion which had taken place earlier in the day.

2. Strategy Discussion Outcomes

Reference was made to the lengthy and detailed papers circulated in advance of the strategy session and the presentations which had been given during the day.

On behalf of the Board, the Chairman expressed his appreciation for the quantity and quality of the work done by those who had been involved in preparing and presenting information to the Board earlier in the day. It had been a long, but positive and productive session, with the Directors thanked for their candour, participation and advice.

Under reference to the detailed papers provided and the presentations and discussions which had taken place, it was confirmed that:

- (a) the four primary topics and workstreams, namely: (i) Futureproofing the Domestic Game; (ii) Winning Teams; (iii) Revenue & Brand Growth; and (iv) People, Culture and Engagement, were endorsed by the Board as the basis for a Strategic Plan to then discuss with the Council;
- (b) some adjustments would be made reflecting input from the Board members during the day;
- (c) the additional topics and workstreams relating to Digital and Facilities and Estates Development should feed into and support the 4 main topics; and
- (d) Governance aspects would be passed through to the Standing Committee on Governance by the President to be considered as part of the governance review.

Having confirmed the Board's support for the suggested Plan, the Directors then discussed next steps for consulting with the Scottish Rugby Council.

Following that discussion and taking account of advice from the President, Vice-President and Council-nominated members of the Board it was **AGREED**:

- (a) the proposals should be presented to the Council for their consideration and feedback at the forthcoming Council meeting on 15 March 2021; **MD**
- (b) recognising the large volume and detail of information provided to the Board and commercial sensitivity around some elements of that, the Chief Executive should meet with the President and Vice-President as soon as possible to discuss the level of detail and content to be provided to the Council on the various topics, and who should attend the Council meeting to present that; **MD, IB,CR**
- (c) Council members should be actively encouraged to provide feedback on the proposals and presentations;
- (d) the proposals and any suggested changes following on from consultation with and feedback from the Council should be brought back to the Board at the Board meeting scheduled for 25 March. Any further steps needed and the approach to be adopted to communications with stakeholders should also form part of the Board's discussion at that meeting; and **MD**
- (e) once finalised after input from the Council, the Strategic Plan should then form the basis for the detailed FY2021/22 budget and business plan, which would then come to the Board for approval at the May 2021 Board meeting, in accordance with the usual budget timetable. **MD, AH**

3. Close

The Chairman thanked the Directors for their time, support and contributions throughout the day and closed the Meeting.

APPROVED BY THE BOARD
25 March 2021