Scotland fans make history at the 15th consecutive sell-out game at BT Murrayfield.
The past season presented challenges on a scale that was simply unparalleled.

Whether as players, referees, coaches, administrators, volunteers or spectators we’ve all faced times in our lives when we’ve been confronted with stumbling blocks.

Coronavirus cruelly interrupted our conventions; there was no Super Saturday or Silver Saturday; no play-offs; no mini-rugby on a Sunday; no end of season sevens tournament; no training on Tuesdays and Thursdays; no battle for promotion or fight against relegation; no banter in the clubhouse bar.

Our sport which gives us so much joy, occasional angst and a sense of direction, was gone.

Perhaps we will all acquire wisdom from dealing with the virus and its ramifications, which left our playing fields and facilities isolated. Sadly, this indiscriminate virus also took members of our rugby community and the pain from our losses was exacerbated as we could not mourn collectively.

Having reached the end of my two-year term as President this Summer, I would like to outline my unshakeable conviction that we can and will bounce back from this.

The experience of the last few months - an experience that has extended into the 2020-21 season - hopefully, will enable us all to see things in perspective.

We speak, frequently, about rugby being at the heart of our communities. That sense of togetherness will be a key ingredient in the restoration of our game and our clubs in the months ahead.

Your union acted swiftly to pull together a package of support at the height of the pandemic – the Club Hardship Fund – and that leadership was further demonstrated as we presented to Scottish Government what we could do to support public health messaging.

It would have been easy, understandable even, to bemoan all the injustices, many valid, that were spawned by the pandemic across society, never mind just sport.

But I take my hat off to all those involved, whether in Scottish Rugby’s staff or as volunteers at clubs, who have been planning assiduously for the future.

Our history shows we’ve always been prepared to innovate. Well done to the clubs and development staff who organised digital awards ceremonies to celebrate achievement from the past season.

We know our game generates huge passion and that is creditable. Our game and the complexities of keeping it vibrant is at our lowest level and as we seek to find the structures around playing schedules, competitions and governance my sincere hope is that a spirit of concord, collaboration and consensus will emerge.

Dee Bradbury
President, 2018-2020
Review

To say this was a year like no other would not only be an understatement but also a touch flippant when so many have lost family members and friends to the pandemic.

It is at times like this that we hope the real values of our sport hold strong. I will return to the pandemic and the effect it has on our business later in the report.

The year started off with great expectations of success in the World Cup in Japan but sadly we underachieved and failed to qualify for the knockout stages.

A lot of soul-searching ensued, and our head coach Gregor Townsend took over from Gregor Townsend and Gregor Townsend.

As Covid and its effects have continued – most visibly in the keenly-felt absence of spectators at the top end of the game – so your Board and Council have had to plan for every conceivable scenario around the financial implications of matches played behind closed doors or with reduced numbers of supporters.

As part of our determination to protect the game in Scotland that planning has been, and continues to be, detailed and robust. As a result, our audited statements are still being finalised and will be contained in our Annual Report which will be circulated as soon as possible.

After months of discussions and deliberations we were delighted to welcome CVC’s investment in the PRO14. The Executive team have been working tirelessly over the last year to deliver that and I sincerely hope we can meet in safer times, at a rugby match sometime in the New Year.

The well-being of our staff both physically and mentally during these uncertain times was paramount to the Board. We took the decision to protect all our employees and look to cut costs in other areas rather than enforce redundancies and along with the use of the furlough scheme we are still on track to achieve that aim.

We also appreciated that all clubs were hugely affected by the pandemic and immediately made £500,000 available through the Club Hardship Fund to our member clubs to provide assistance to the end of the season and then subsequently to prepare facilities for the anticipated return to rugby.

Additionally, we are working hand in hand with Scottish Government, led by our Chief Operating Officer Dominic McKay, to steer our way safely through Covid and we are extremely grateful that they allowed us to pilot the first ‘live’ crowd at a sporting event in August and even prouder when it was deemed a success by the Government.

During these tough times, we are pleased to say that BT, Macron and all our other sponsors have continued to support Scottish Rugby and we are indebted to them all.

I was honoured and humbled in May when the Board asked me to step in as Interim Chairman and I would like to thank Colin Grassie for all his years of service to Scottish Rugby both as a Board member and latterly as Chairman. Similarly, to Dee Braidby for her leadership as President for the last two years. Well done to you both.

I’d also like to thank retiring Board member Graeme Scott and my great friend Adam Gray who tragically died early this year, a huge loss to the game he loved.

At the same time, a warm welcome is extended to our new Board members, President Ian, Malcolm Offord and Bob Richmond.

Can I finish by personally acknowledging the people most important in Scottish Rugby, the staff. Sincere thanks to our Chief Executive, Mark Dodson for his leadership and everyone else at BT Murrayfield for the way they have rolled their sleeves up during these difficult times.

We are not out of the woods yet, but with a fair wind we have the correct plans in place and I sincerely hope we can meet in safer times, at a rugby match sometime in the New Year.

John Jeffrey,
Interim Chairman, Scottish Rugby
The last 14 months will go down in history as one of the most challenging periods experienced in a generation. Covid-19 has been the most disruptive episode in our sport since the Second World War. Activities were abruptly ended in March 2020 just before we were to take the field against Wales in Cardiff. We are yet to witness any return of normality. When we come to review this period, we effectively are looking at rugby through a lens that stretches across two seasons.

The Men’s National Team delivered a mixed return. A poor Rugby World Cup was followed by a more positive 6 Nations campaign with two victories, two close defeats and one game postponed. The postponed game against Wales was replayed in November and is now part of a five game unbeaten run culminating in a win against Italy in Florence. We now face a huge test against BT Murrayfield this Sunday, at the time of writing.

Scotland’s former captain Greig Laidlaw and the incumbent, Stuart Hogg

Our Scotland Women’s team had a most difficult year, with two victories, two close defeats and one game postponed. The outstanding draw against France illustrated the tenacity and programme and become more competitive in the coming years.

Our Men’s team has also had a mixed return. A poor Rugby World Cup was followed by a more positive 6 Nations campaign with two victories, two close defeats and one game postponed. The postponed game against Wales was replayed in November and is now part of a five game unbeaten run culminating in a win against Italy in Florence. We now face a huge test against BT Murrayfield this Sunday, at the time of writing.

Scotland 7s competed across a number of worldwide events pre-March, finishing 11th in the World Series standing. The 7s programme will have a hiatus in the coming season due to a reduced calendar and the delayed Tokyo Olympics. We look forward to having clarity on what the Seven World Series will look like in a post-Covid-19 environment.

Edinburgh finished top of their conference last season and qualified for the second stage of the European Champions Cup and PRO14 semi-finals. Sadly, our ability to close out knock-out matches was not as strong as our league form and we exited the competitions at the quarter-final and semi-final stage. Edinburgh Rugby continue to build their new home at BT Murrayfield. This purpose-built facility will drive new levels of supporter experience and help to grow the Edinburgh Rugby fan base.

Glasgow Warriors finished third in their conference after a mixed season which saw Dave Rennie depart for Australia and Danny Wilson join the Warriors from the men’s National Team. The Covid-19 affected end to the season meant Glasgow missed out on the shortened play-off formula but both they and Edinburgh qualified for the 2021 European Champions Cup.

Our fans, both at club and international level, continue to support us passionately. We are desperate to welcome back our loyal supporters to both Scotstoun and BT Murrayfield as soon as the wellbeing of all our stakeholders is paramount and we can assure you all that your Council have been actively engaged in detailed discussions to find pathways to a safe return and guiding the Board in the decisions made about the domestic rugby season.

Our financial position will be welcomed and specific answers given during that meeting, and afterwards, for any that need a more detailed response. We will also publish those questions and answers on the website for any members who are unable to attend. Meanwhile, I would like to reassure you that your Board, Council and Executive continue to work together closely, as we have done throughout, to act in the best interests of Scottish Rugby and its stakeholders and in providing as robust a platform as we can to support future recovery, while dealing with the daily challenges that Covid-19 continues to present.

I would like to thank all our people at BT Murrayfield and Scotstoun for their hard work, flexibility and loyalty through this difficult period. Our people, players, coaches and support staff are all working extraordinarily hard to get us through this crisis. Additionally, all our sponsors including BT and Macron have been incredibly supportive throughout the pandemic and without them our sport would be in a much graver position. My thanks also go to Rugby Players Scotland for their mature, collaborative engagement throughout this period. They have been good and understanding partners.

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Chief Executive, Scottish Rugby

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Scottish Rugby | Annual Report 2019-20
Edinburgh’s new purpose-built stadium on the back pitches at BT Murrayfield is all but complete. Work restarted on the 7,800-seater ground in June with the aim of being ready for Edinburgh to move into their new home during the 2020-21 season, albeit Covid restrictions around crowds could yet mean that Edinburgh Rugby remain in the main stadium bowl.

We continue to explore options to increase the capacity of Scotstoun, as well as improving the facilities for the Glasgow Warriors supporters on match days.

### CLubs Across Scotland Again Benefited from Help from RugbyForce

<table>
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<tr>
<th>Clubs supported each year</th>
<th>Over £500k has been distributed to clubs across Scotland</th>
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<tbody>
<tr>
<td>9 clubs received £250 funding</td>
<td>75% of all eligible clubs</td>
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<tr>
<td>18 clubs received £1000 funding</td>
<td>18 clubs</td>
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We hugely appreciate the ongoing support of our principal partners, BT and Macron, and all other sponsors of the game in Scotland.

We are delighted that Royal Bank of Scotland has renewed its relationship with Scottish Rugby until 2023. The sponsorship extension ensures Royal Bank RugbyForce continues as a nationwide rugby programme, launched in association with Scottish Rugby some ten years ago, with the aim of supporting grassroots clubs by providing funding to improve facilities and attract new members - encouraging clubs to become community hubs with a sustainable future.

Many of you will remember that Royal Bank sponsored Scotland international matches at Murrayfield from 1982-1998, so we are grateful that our current association has built on such solid foundations.

Scottish Rugby | Annual Report 2019-20
Scottish Rugby's relationship with our friends in Japan gives more supporters that opportunity and further cements the chance to see one live. Now the game at BT Murrayfield next June will host a huge number of fans from the Home Nations have never had the chance to watch all games broadcast in HD.

A Lions Test match is one of those “I was there” moments, yet a huge number of fans from the Home Nations have never had the chance to see one live. Now the game at BT Murrayfield next June will host a huge number of fans from the Home Nations have never had the chance to watch all games broadcast in HD.

Scottish Rugby continues to support the development of the Guinness Pro14 league, with Premier Sports continuing to broadcast the competition, meaning that supporters in Scotland were able to watch all games broadcast in HD.

As I write, discussions are ongoing with our partners in South Africa, which could lead potentially to exciting developments for the competition. We were all very pleased to welcome CVC with its production relatively unencumbered by the climate, and we plan to continue to strive to connect with a country so fervently interested in rugby.

Our deep and enduring relationship with Japan was displayed in the warm welcome we received there during the Rugby World Cup. We were also delighted to host the Japan Women’s team in Glasgow last November.
led the group and have focused on four key areas: and Head of Group Stadium Operations, Claire Harkness, have

Our Chief Medical Officer, James Robson, Chief Operating Officer, authors and the events sector – built up over many years.

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governments seek to minimise the sadly fatal consequences.

But as ever with the pandemic, there is no certainty currently and any plans remain subject to change.

During the pandemic, we have lost good people, our friends who have given wonderful service to rugby, and, when safe to do so, Scottish Rugby will lead on a public act of remembrance.

We have also sought to lead in providing compassion and humanity – whether at governing body level or at individual clubs; in both the symbolic and hands-on practical levels.

From the Scotland team donating a signed set of match jerseys to the NHS following their victory over Wales, to staff volunteering to help in the NHS or club members assisting the vulnerable in their own cities, towns and villages, such as Marr RFC producing hand sanitising gel.

We have seen too, extraordinary acts of selflessness such as former Scotland captain Mike Biggar – seriously injured in a horrific car crash in 1992 – raise more than £75,000 for NHS charities.

We have sought to work with the Scottish Government and its advisors to find solutions designed to enable rugby to return in as safe a manner as soon as possible.

We have sought to collaborate with other sports, acknowledging how sport unites and brings joy to people and reflecting that when “this virus is over”, sport can play a huge part in helping the healing process.

In a sporting context, tough decisions have required to be made; the postponements of the Wales v Scotland match and the Scotland Women international matches; the ending then declaration of the 2019-20 club season as null and void; the timetable as to when we can take tentative “baby steps” towards resuming club rugby at some stage in the 2020-21 calendar.

At all levels of the game, the absence of income through the turnstiles, over the bar and through hospitality, has been crushing.

Scottish Rugby set up its Club Hardship Fund in March – a ring-fenced £500,000 – to enable support to be provided to clubs to help to see them through the height of the pandemic.

In June some 82 clubs received £400,000 from the Fund and Scottish Rugby will make a further £100,000 payment to support clubs later this year.

For Scottish Rugby’s own staff – the vast majority working from home since 16 March and then part of the UK Government’s Job Retention Scheme and thus on furlough – this has been a challenging time.

For those staff who have remained at work, their insatiable appetite to enhance the sport they love has been huge.

Participation in the furlough scheme means that Scottish Rugby is determined, as much as it can, to protect the livelihoods of its workforce.

The resumption of fixtures – and the ability for those to be played with spectators in attendance – is a clear goal.

We hosted a “pilot event” at the Edinburgh Rugby v Glasgow Warriors 1872 Cup game at the end of August, where some 700 spectators saw the action at BT Murrayfield.

Our safety and mitigation measures meant the event passed off without incident and the local community was the priority at this time.

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The response of Scottish Rugby to the coronavirus pandemic continues to be founded around one basic principle: the health and wellbeing of our community in its broadest sense.

At least every week, Scottish Rugby’s Threat Management Group has issued updates to the rugby community and Scottish Rugby’s staff analysing the latest impact of the pandemic and how governments seek to minimise the sadly fatal consequences.

All of this has been done from a rugby perspective, using knowledge, expertise and the strength of relationships – whether with the medical community, rugby clubs, government, local authorities and the events sector - built up over many years.

Our Chief Medical Officer, James Robson, Chief Operating Officer, Dominic McKay, Director of Rugby Development, Sheila Begbie, and Head of Group Stadium Operations, Claire Harkness, have led the group and have focused on four key areas:

• Return to Rugby
• Return to Events
• Return to Rugby Clubs and Schools
• Return to Work

The latest Scottish Government announcement as we went to publication – whereby 32 Scottish local authorities were placed into Tiers – with the least restrictions in the lowest tiers - has meant it has not been possible to deliver a competitive domestic season for 2020/21 at adult and U18 level. This is clearly very disappointing for everyone involved in the game nationally but given the limits on travel and contact sport in many areas the safety of players and the local community was the priority at this time.

STAYING SAFE HOW SCOTTISH RUGBY HAS CHARTED A PATH THROUGH CORONAVIRUS

Unprecedented . . . the oft-repeated description of the global health pandemic that struck during the second half of the 2019-20 season and from which no corner of society – including the rugby community in Scotland – is immune.

Everyday interactions that we had all taken for granted were banished; words and phrases that had only been part of the scientists’ vocabulary, such as the “r number”, became part of our daily conversations.

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A season truncated by the Covid-19 pandemic saw Scotland feature in 13 Test matches, including four at the 2019 Rugby World Cup in Japan, where Gregor Townsend’s men missed out on a quarter-final berth by virtue of a pool stage defeat against the hosts. A 62% win-rate witnessed victories over France and Georgia (twice) in the World Cup warm-up fixtures of August and September, before the tournament proper saw Pool A defeats to Ireland and Japan alongside wins over Samoa and Russia. The 2020 Guinness Six Nations remained incomplete after the global lockdown took place in March, although Scotland Men did manage to complete 80% of their programme, losing narrowly to Ireland and England and beating both Italy and France, before their final fixture against Wales in Cardiff was postponed. The opening match ended in defeat to France before the Scots turned their warm-up programme in style.

The Rugby World Cup 2019 got off to a tough start, as heavily-fancied Ireland inflicted defeat on the Scots in a Pool A opener in Yokohama. That inauspicious start was tempered somewhat by a 34-0 win over Samoa in the second pool encounter, Sean Maitland and Greig Laidlaw adding to two penalty tries and a long-range drop-goal from Stuart Hogg to get Scotland’s campaign back on track. Russia were swept aside 61-0 in the third Pool A fixture, George Horne scoring a scintillating hat-trick among nine Scotland tries as they kept their opponents scoreless for a second straight game. Those wins set up a must-win tie against the tournament hosts, Japan, again in Yokohama, against the back drop of the havoc wreaked by Typhoon Hagibis, a storm which led to the cancellation of three Rugby World Cup 2019 games and, tragically, the loss of many local lives.

Scotland’s game with Japan did indeed go ahead in the end in what was billed as a knockout tie, the hosts racing into a half-time lead before hanging on for a first win over Scotland (28-21) and ending the tournament hopes of Gregor Townsend’s squad. Because of the Rugby World Cup 2019, there were no Autumn Tests at BT Murrayfield, with the next tranche of international fixtures coming by way of the 2020 Guinness Six Nations. Scotland began their championship away in Dublin seeking to redress the World Cup balance against Ireland and put on a much-improved display despite ultimately losing 19-12 at the Aviva Stadium. Week two saw England visit Edinburgh with Scotland aiming to retain the Calcutta Cup for a second year in a row. Once more the weather caused chaos as Storm Ciara showed her full force during the game itself, driving rain and howling winds putting paid to any idea of running rugby as England just about held out for a 6-3 win away in Wales, emerging 14-10 victors at Parc y Scarlets in Llanelli on 31 October to round off proceedings in fine style. The Rugby World Cup 2019 fixtures due to Coronavirus outbreak; championship completed on 24 October. Scotland also played a warm-up fixture against Georgia on 24 October (not part of 2019/20 season’s results).
Scotland Women have started their last two campaigns with a new Head Coach, all as they gear up for a chance of a tilt at the sport’s ultimate prize.

In the 2019-20 season, Philip Doyle, was directing matters, while this autumn, Bryan Easson took on the appointment on an interim basis, after Doyle had to stand down on health grounds. Easson had been part of Doyle’s coaching team anyway and Scotland – after all the travails around postponed matches due to the pandemic – gave the strongest indication that their form and confidence was coming to fruition on cue for their qualifier in December for next year’s Rugby World Cup in New Zealand.

They produced a top-drawer performance at Scotstoun in October in which they drew 13 all with France, seven places above them in the World rankings. A try from debutant Rachel Shankland and some nerveless kicking from Helen Nelson earned Scotland the draw and sets up a tasty qualifier against Italy, which will also double as the much delayed 2020 Six Nations Championship fixture.

Winding the clock back, the signs were favourable in September 2019 when Doyle took Scotland on a tour of South Africa. It was Scotland’s first ever tour and their first match in the Southern Hemisphere. The tour, giving the squad precious time together, was a big success, both on and off the pitch. Doyle’s side secured a big win and played at BT Murrayfield instead. England won confidently, but for Scotland, the chance to play in front of their family at BT Murrayfield was something that they would not forget.

Due to the pandemic, Scotland’s Six Nations campaign was then put on hold until the heroics against France. It was announced on 10 November that the remaining championship fixtures, including a trip to face Wales and a World Cup 2021 qualifier with Italy in December, had been cancelled.

In January, Scotland travelled to Almeria to play Spain in the last of their Test matches ahead of the Six Nations. Typical of the fast play and competitive mindset from both sides, the visitors scored six tries to seal the deal for Scotland.

Scotland travelled to Ireland for the first Six Nations match of the year feeling positive after their win against Spain. The opening match was played at Donnybrook, a venue that saw Scotland defeat the hosts two years previously. With many similarities in the game, it was the hosts that secured the win by four points. The first Six Nations home match for Scotland was due to be played at Scotstoun against England. Storm Ciara battered the country that weekend, resulting in the match being postponed by a day and played at BT Murrayfield instead. England won confidently but for Scotland, the chance to play in front of their family at BT Murrayfield was something that they would not forget.

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They all took part in the first Training weekend which was held at Oriam in February.

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Scotland 7s displayed flashes of their undoubted collective potential during the shortened HSBC World Sevens Series, where six events were completed before the impact of COVID-19 came into effect.

A new Head Coach in Ciaran Beattie named his first core squad during September, featuring debutants Femi Sofolarin and Scott Bickerstaff, as well as new core members Kyle Rowe and the experienced Tom Brown (Jed’s Callum Young also debuted during the season).

Robbie Fergusson was named as captain in his own right having previously held a joint role, his leadership skills apparent throughout the 2019/20 series during which he top-scored with 84 points – a total he shared with Gavin Lowe.

Sean Lamont was named as Team Manager, bringing a wealth of experience to the set-up, having featured at two Commonwealth Games in 2002 and 2014.

Perhaps the most notable weekend of Scotland 7s’ season came in Hamilton, New Zealand, where they reached the quarter-final after beating England in a pool stage thriller, Sofolarin scoring a last-gasp try to defeat the country for whom he was a squad member the year before.

Scotland lost out to the hosts despite a spirited comeback, but could take solace in performing to such a high standard in an event that demonstrated just how competitive the World Series circuit now is.

In what would be the final weekend before the global lockdown, Scotland saved some of their best until last in the 2020 U20 Six Nations tournament.

On the eve of the country going into lockdown, they stormed to a half century of points in Colwyn Bay and ran in seven tries to defeat their Welsh counterparts 52-17.

From that team, we have already seen Jack Blain, Nathan Chamberlain, Connor Boyle, Roan Frostwick and Rory Darge appear for Edinburgh Rugby; Cameron Henderson for Leicester Tigers and Ewan Ashman for Sale Sharks; and Rufus McLean (Glasgow Warriors) awaits the opportunity to make his pro-team debut.

Seán Lamont took charge of the age-grade side at the beginning of the season, reuniting with Shade Munro. The pair had previously coached together at Glasgow Warriors.

The appointment marked Lineen’s second time at the helm, having coached the side in 2015 when Scotland achieved our first top eight finish in the World Rugby U20 Championships.

A squad of 16 forwards and 13 backs was announced in early January, with Southern Knights No 8 Rory Darge given the captaincy responsibilities for the first time.

The U20 squad faced a tough start to their campaign, as they travelled to Cork to go head-to-head against the previous season’s Grand Slam winners, Ireland. The hosts produced a dominant performance to seal a 38-26 win over a spirited Scotland side.

Despite a valiant performance in their second fixture against England, the young Scots were edged out 17-21 in a closely fought battle in front of over 3,000 spectators at Myreside.

In the third round of the competition, Scotland U20 bounced back in dramatic fashion when they snatched victory at the death against Italy away. It was Italy who took the early lead going into the interval, but a last-gasp try from Connor Boyle helped clinch a 30-28 win.

Scotland were once again competitive in their fourth outing of the tournament at Netherdale but fell short against a physical French outfit succumbing to a narrow 22-29 defeat.
Scott Cummings, our 23-year-old second-row forward, who had graduated from our Academy, went on to feature in all 14 internationals that Scotland played from the moment he made his debut off the bench in the away Rugby World Cup warm-up match against France in August 2019. It was a season that also saw hooker Grant Stewart and wing/centre Kyle Steyn make their Scotland debuts, while Rufus McLean became the latest graduate of the Fosroc Scottish Rugby Academy to sign professional terms with Glasgow Warriors.

It was a pre-season double-header that stood Glasgow in good stead as they navigated an ultra-competitive Guinness PRO14 competition in 2018/19, hopes were high that Glasgow Warriors would once again grace the quarter-finals of the Heineken Champions Cup when the draw was made last summer. Whilst the knockout stages ultimately eluded the club by the narrowest of margins, there were still moments to savour for the Warrior Nation. A landmark 27-24 victory away to La Rochelle – only the club’s third ever win in France – was scored by the rafters by the supporters who had crossed the English Channel on the narrowest of margins, there were still moments to savour for the Warrior Nation. A landmark 27-24 victory away to La Rochelle – only the club’s third ever win in France – was scored by the rafters by the supporters who had crossed the English Channel on the official club charter, whilst the return of Stuart Hogg to Scotstoun with new side Exeter Chiefs provided the subplot for a thrilling 31-31 draw in January.

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On-field rugby was on hold, but the Warrior Nation were still able to still able to access great rugby memories during shutdown. Over 27,000 fans tuned in to watch the first episode of Warriors Reloaded, which saw the club re-live 2017’s famous 43-0 win over Leicester Tigers in full. The series was just one component of the club’s content during the suspension. There was a new addition to the Glasgow Warriors content stable for 2019/20, as the club launched its new official magazine, Warrior.

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When the PRO14 season resumed in August this year, Glasgow Warriors’ final two matches were against rivals Edinburgh Rugby. Warriors lost the first fixture but bounced back the following week to end the season on a high with a 15-3 success, though the third placed finish in Conference A, deprived the team of a semi-final berth.

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Whilst the pandemic forced the early cancellation of the 2020 SP Energy Networks Warriors Championship, entry numbers indicate the future of rugby in Glasgow and the west is in good shape. A total of 1,215 school pupils were registered for the championship, including a record 405 girls, showing the continued growth and excitement surrounding the event.
Edinburgh Rugby reached their first-ever Guinness PRO14 Semi-Final following a stellar 2019-20 campaign that saw the capital club finish top of Conference B.

In a season that saw rugby temporarily suspended due to the COVID-19 pandemic, Richard Cockerill's side also reached the Quarter-Final stages of the European Challenge Cup where they fell just short against French Top 14 side Bordeaux Bègles.

Cruised with qualification for next season's Heineken Champions Cup – with Edinburgh Rugby set to play Sale Sharks and La Rochelle in their first-ever Guinness PRO14 Semi-Finals, before a much-changed side fell short against the record crowd 27,437 festive crowd, levelling the series 1-1.

Into the New Year and the capital club's impressive PRO14 continued. Four wins on the trot against Southern Kings, Scarlets, Connacht and Cardiff Blues kept Richard Cockerill's side at the top of the group heading into the business end of the season. December saw Edinburgh Rugby go head-to-head with age-old rivals Glasgow Warriors in rugby's oldest intercity derby, the 1872 Cup.

While 10 players named in Scotland's squad for the 2019 Rugby World Cup in Japan, and a further 16 selected for the Guinness PRO14 Semi-Finals, before a much-changed side fell short against La Rochelle in the Challenge Cup Quarter-Final a fortnight later – bringing an end to a rollercoaster 2019-20 campaign.

Off the field, the club's stadium project was kick-started in October 2019 as Edinburgh legends Andy Irvine, Allan Jacobsen and Tim Visser helped break ground on the home of rugby in Scotland.

The capital side's league campaign got off to the best possible start in September with a resounding 50-15 win over Zebre, followed by a determined away day victory at Cardiff Blues.

The club's dominant home form continued into October and November as the club secured wins against Scarlets and Dragons at BT Murrayfield, before an Eroni Sau try proved the difference against Conference rivals Munster as Edinburgh won at Irish Independent Park for the first time in 15 years.

The club is moving in the right direction. With a thriving community programme, an ever-growing sponsor family and the continued construction of the team's all-new 7,800 capacity home on the back pitches of BT Murrayfield - set to be ready in 2020-21 – there's a clear sense of positivity that the club is moving in the right direction.

While, with 10 players named in Scotland's squad for the 2019 Rugby World Cup in Japan, and a further 16 selected for the 2020 Six Nations, the club's domestic success has translated into international honours for its cohort of Scottish stars. New signings in 2019-20 included Fijian winger Eroni Sau, Scotland internationalists Jamie Bhatti and Nick Haining – an international débutant in 2020 – while experienced South African duo Nic Groom and Mike Wilkins joined from Lions and Southern Kings respectively.

Elsewhere, the club extended the contracts of Scotland internationalists Stuart McInally, Ben Toolis, Mark Bennett, Lewis Carmichael and Rory Sutherland, as well as fan favourites Pierre Danie, Fijian winger Eroni Sau, Scotland internationalists Jamie Bhatti and Nick Haining – an international débutant in 2020 – while experienced South African duo Nic Groom and Mike Wilkins joined from Lions and Southern Kings respectively.

In their first-ever Guinness PRO14 Semi-Final appearance, the capital club were beaten by Ulster at BT Murrayfield - with the project was put on hold due to COVID-19 in April 2020, construction resumed in June with contractors moving quickly to continue progress on the groundworks and erection of the stadium’s four new stands, with the new artificial surface put in place throughout October. Supporters continued to back the club in record numbers in 2019-20 with Edinburgh Rugby recording 625 additional Season Ticket members, a 30% rise on the previous campaign. And that support has been matched by the club's thriving Community Programme that was able to facilitate a number of unique community initiatives in 2019-20, including the P&P Prosper Programme, P&P Virtual Player Appearances and the P&P Big Ticket Giveaway that saw the club supply over 500 match tickets to local schools and rugby clubs.

The club have also continued to grow commercially, where they extended partnerships with a number of key sponsors, including Dentons and Glen Moray, who will feature on the sleeve of both the home and away match jerseys in 2020-21. This development has also seen Edinburgh Business Club continue to grow - with 55 members in 2019-20 – while a flourishing and enhanced matchday hospitality set-up in the newly furnished Scotland Suite has proved hugely successful so far.

Scottish Rugby | Annual Review 2019-20

2020 PLAYER SIGNINGS:

Andrew Davidson
Lee-Roy Atalifo
Rory Darge
Sam Kitchen
Dan Garioch
Ben Muncaster

Conor Boyle
Marshall Sykes
Sam Grahamslaw
Matt Gordon
Nathan Chamberlain

2019-20 – and the capital side's league campaign got off to the best possible start in September with a resounding 50-15 win over Zebre, followed by a determined away day victory at Cardiff Blues.

Coupled with qualification for next season's Heineken Champions Cup - with Edinburgh Rugby set to play Sale Sharks and La Rochelle - the capital club's dominant home form continued into October and November as the club secured wins against Scarlets and Dragons at BT Murrayfield, before an Eroni Sau try proved the difference against Conference rivals Munster as Edinburgh won at Irish Independent Park for the first time in 15 years.

On the European front, the club were drawn in a tricky Challenge Cup pool alongside French Top 14 clubs Bordeaux-Bègles and Agen, as well as English Premiership powerhouse, Wasps. However, with an away win in Agen and back-to-back victories against Wasps in December, the capital club were well placed in the group heading into the business end of the season.

December saw Edinburgh Rugby go head-to-head with age-old rivals Glasgow Warriors in rugby's oldest intercity derby, the 1872 Cup. After suffering a first leg defeat at Scotstoun, the capital side bounced back with an imposing bonus-point win at BT Murrayfield in front of a record 27,437 festive crowd, levelling the series 1-1.

With a 36-0 win over Agen – in which Darcy Graham became the first player in club history to score four tries in a single match – Edinburgh finished in second place in their respective Challenge Cup pool, setting up a Quarter-Final date away to Bordeaux-Bègles.

With the season temporarily suspended due to COVID-19 from March until August, Edinburgh Rugby returned to action on 22 August, taking on Agen in the European Challenge Cup pool alongside French Top 14 clubs Bordeaux-Bègles and Agen.

With an opening 15-30 win over their West Coast rivals, Edinburgh secured both the 1872 Cup and a place in the Guinness PRO14 Semi-Finals, before a much-changed side fell short against the Warriors the following weekend.

In their first-ever Guinness PRO14 Semi-Final appearance, the capital club were beaten by Ulster at BT Murrayfield - with...
The FOSROC Super6 launched in 2019-20 with the aim of increasing playing standards, by better-developing Scottish players, coaches and match officials to feed talent into the full-time professional game.

The tournament was designed to provide a consistent quality of games and an environment where aspiring players, coaches and match officials are able to be challenged. In short, the competition was deemed vital to retain young talented Scottish players within the country and help bridge the gap to the professional game.

The six clubs awarded licences for the first five seasons of the competition – Ayrshire Bulls, Watsonians Rugby, Heriot’s Rugby, Stirling County, Boroughmuir Bears and Southern Knights – all had 35-man squads made up of part-time professional players. Five players per squad were selected through the FOSROC Academy Stage 3 and these players were allocated by Scottish Rugby in conjunction with the Super6 Head Coaches.

In turn, there was an alignment of clubs to both pro teams – Heriot’s Rugby, Watsonians Rugby and Southern Knights to Edinburgh and Boroughmuir Bears, Ayrshire Bulls and Stirling County to Glasgow Warriors. Pro players were drafted to clubs via this alignment and were allowed to play in the competition.

At the end of the regular season, the four teams that were set to contest championship play-offs were:

1. WATSONIANS RUGBY
2. HERIOT’S RUGBY
3. AYRSHIRE BULLS
4. SOUTHERN KNIGHTS

Across the 30 completed fixtures during 2019/20, before the season was cut short due to the Covid-19, the average attendance was 707.

As part of Scottish Rugby Coach Development Pathway – all ex professional players and supported by Sean Lineen, Super6 On-field Lead.

The inaugural FOSROC Super6 began after the conclusion of last year’s Rugby World Cup, with the first match seeing Boroughmuir Bears welcome Stirling County to Meggetland on Friday 8 November in front of more than 1,500 spectators.

The 30 additional FOSROC Academy players as part of Scottish Rugby Coach Development Pathway – all ex professional players and supported by Sean Lineen, Super6 On-field Lead.

Scottish-qualified players either returned or came to Scotland for the tournament.

As part of the first FOSROC Super6 broadcast deal, one game was shown live each week, available on both the BBC Sport and Scottish Rugby websites.

1,500 SPECTATORS AT INAUGURAL GAME
707 AVERAGE ATTENDANCE

6 FULL-TIME HEAD COACHES

PETER MURCHIE (Ayrshire Bulls)
GRAHAM SHIEL (Boroughmuir Bears)
FERGUS PRINGLE (Watsonians Rugby)
PHIL SMITH and then ANDREW KELLY (Heriot’s Rugby)
BEN CAIRNS (Stirling County)
ROB CHRYSTIE (Southern Knights)

180 contracted players

6 TRIES SCORED ON AVERAGE PER MATCH
11 Average points difference across matches
30 additional FOSROC Academy players
30 Scottish-qualified players either returned or came to Scotland for the tournament
The FOSROC Academy, which enters its fifth season, aims to accelerate the development of the nation’s most promising young male and prominent female players at one of four regional centres (Dundee, Ravenscraig, Edinburgh and Galashiels), which develop, deliver and monitor individual programmes for selected players.

A total of 95 players were selected for the Academy for the season. This was made up of 30 contracted male Stage 3 players and 65 supported Stage 1 and 2 players. All of these players continued to play for their schools and clubs whilst being further supported by identified Academy staff.

This number included 18 players from the Scotland Women Performance programme who are part of the FOSROC Scottish Rugby Academy for this season.

The Stage 3 players were all allocated to one of the new FOSROC Super6 teams for the inaugural season of that competition and this provided a higher level of competition for their development. As well as this, these players, in particular, continued to work ever closer with the pro teams, which offered opportunities to develop through both training and playing, with a number of individuals playing pro teams during pre-season and one player Dan Winning, playing competitively during the season.

The regional series of matches, primarily over July and early August, across every age level from U16, U18 and U20 levels where the best players across the four Academy regions combined to play for their aligned pro team and saw Glasgow Warriors v Edinburgh Rugby at each of these age groups. These matches provided a higher standard of rugby to help bridge the gap towards international programmes. These teams also took part in a number of cross-border matches against Academy teams from both England and Wales, again providing a higher standard of competition, whilst also providing the opportunity to play against unfamiliar opposition and to further develop coaches, managers and support staff along with the players.

This season saw five more Academy players sign senior professional contracts at Glasgow Warriors, and Edinburgh while 15 FOSROC Academy players were involved in the Scotland U20 Six Nations campaign which saw them competitive in all their matches and victories over both Italy and Wales away from home.

Three of our Stage 2 Academy players, Adam Scott, Michael Heron and Cole Lamberton, were awarded the John Macphail Scholarship to Stellenbosch, South Africa in partnership with the Robertson Trust. Unfortunately this programme had to be cut short due to the Covid-19 pandemic however even in the short time they were in South Africa, all three made significant improvements and developments on and off the field.

Additional support and expertise for players continues to be provided by our partnership with the sportscotland Institute of Sport around performance lifestyle, performance psychology and performance nutrition.

Our partnership with the Royal Marine Commandos continued in 2019-20 and saw some of our Academy undertake training days with the RM Commandos, with the focus on teamwork, leadership and working under pressure. Unfortunately additional planned camps for both players and staff had to be postponed due to the Covid-19 pandemic.

FOSROC ACADeMY

Partnership with FOSROC continues to go from strength to strength and this saw a number of representatives from FOSROC attend BT Murrayfield on the weekend of the Scotland v England Six Nations match for an update on the Academy. This included a site visit to the Edinburgh Rugby Academy venue at Edinburgh Napier University, led by Academy Manager Graeme Beveridge and supported by other Academy staff and a couple of Academy players who did a Q&A.

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The Strategy will be judged against clear performance indicators, to allow them to deliver to the highest level. The Strategy, through a working collaboration between Scottish Rugby’s Development team and the governing body’s Rugby Development team, ensuring a regionalised focus on local solutions for local issues.

The Strategy’s core objectives are to:

- Build sustainable, vibrant and inclusive rugby clubs and communities, that will increase the number of quality opportunities for people to participate at all levels of our game.
- Increase the number of playing opportunities through improving player retention, supporting transition from the youth to the adult game and by providing alternative game formats.
- Support and develop rugby people to evolve the game across Scotland through the delivery of an inclusive coach, teacher, match official and volunteer development programme.

RUGBY DEVELOPMENT FOUR-YEAR STRATEGY

Scottish Rugby launched its 2019-2023 Development Strategy. The Scottish Rugby Community and Club Strategy has been built collaboratively by member rugby clubs and the governing body’s Rugby Development team, ensuring a regionalised focus on local solutions for local issues.

The Strategy’s core objectives are to:

- Build sustainable, vibrant and inclusive rugby clubs and communities, that will increase the number of quality opportunities for people to participate at all levels of our game.
- Increase the number of playing opportunities through improving player retention, supporting transition from the youth to the adult game and by providing alternative game formats.
- Support and develop rugby people to evolve the game across Scotland through the delivery of an inclusive coach, teacher, match official and volunteer development programme.

The four-year Strategy is based on rugby being a values-driven game for all. This demonstrates that Scotland has a committed club network and a body of passionate volunteers who provide opportunities for people to take part in rugby.

The Strategy, through a working collaboration between Scottish Rugby Development staff and the clubs, will support volunteers, working together to maintain, encourage and sustain club membership. Teachers, coaches and match officials are the foundation of rugby and they are critical to the development of the game. The Strategy will provide development opportunities to allow them to deliver to the highest level.

The Strategy will be judged against clear performance indicators, with an annual review of realistic targets for key areas of the game.

This review will involve clubs and Scottish Rugby’s development team and cover:

- expanding player opportunities,
- developing people and volunteers,
- delivering quality rugby experiences for all and
- ensuring a well governed and safe rugby environment.

Scottish Rugby’s Development Department recognise that for our game to flourish, there must be a clear focus on producing competitive club rugby to prevent unfulfilled fixtures and one-sided games.

MALE ADULT SEASON STRUCTURE REVIEW

In conjunction with the Scottish Rugby Council’s Standing Committee on Governance, 16 open club consultation workshops were held between May and October 2019 to gather views on the future of male adult season and competitions’ structures.

Workshop feedback informed recommendations for changes to season structure, league format, cup competitions, reserve team structures, development and retention programmes to improve the male adult game.

Final recommendations were created and submitted to the Standing Committee on Governance for consideration.

Due to Coronavirus and the uncertainty about the 20/21 season, the implementation of the recommendations has been deferred until season 22/23. We will look to re-engage with our clubs over this coming year to refresh and revalidate the proposal.

The expectation is that the refreshed recommendations will be presented at the 2021 AGM for approval and that season 21/22 then becomes the transition year, in preparation for the new competition format in season 22/23.

Many thanks to the clubs that took part in the consultations and for their continued support to this process.

WINTER ROADSHOWS 2019

Rugby Development’s series of Winter Regional Club Roadshows took place throughout November and December with the first event being in the Glasgow North region, hosted at Glasgow Academicals.

The content for each of the evenings included the following:

Regional plan-on-a-page, as well as sharing some regional KPIs (Including an update on regional strategy), project deliverables for 2019/20 in each region, Training and Education update delivered by the local Coach Development Officer.

In total, nine roadshows were delivered in the following locations:

- Glasgow Academicals | 13 November
- Marr | 18 November
- Annan | 20 November
- Falkirk | 25 November
- RPC, Dundee | 27 November
- Inverness College | 2 December
- Robert Gordon University | 3 December
- Greenyards Melrose | 9 December
- BT Murrayfield | 11 December

COACH REGISTRATION IN SCRUMS

Scottish Rugby invited all coaches to register in SCRUMS. Any person who is coaching on a regular basis and who would previously have appeared on their club or school’s active coach list was required to register on SCRUMS. In total, 3,200 coaches registered for the 19/20 season.

Registration of coaches not only allows for the individual to keep a track of qualifications and PVG and RugbyRight status, it also allows the club or school coach co-ordinator to easily identify their active coaches and future active coach lists will be submitted through SCRUMS, greatly simplifying this process. The additional functionality allows clubs and schools to manage their coaches in SCRUMS in place of the previous paper processes.
COLLABORATE & INNOVATE

The implementation of high quality, sustainable rugby development programmes continues to be central to the growth and improvement of rugby in the Caledonia North region.

2019/20 saw our regional focus anchored to the principles of accountability, direction, implementation and building capability and, with the further enhancement of our Caledonia North Cultures, Values and Behaviours, the delivery of key programmes was linked to the four pillars of the Rugby Development Strategy.

PLAY

Targeted Youth & Schools Programmes: The team worked hard to deliver enhanced regional playing opportunities for both the male and female youth game. With a clear focus on ensuring we were able to offer consistent, quality training and playing opportunities to club and school players, the team embedded ten new supported “Targeted Youth and Schools Programmes”, with the Aberdeen Wanderers programme attracting 3432 boys and girls from P4 to S3. Guy Mullinor, the club president, said: “The programme has helped us to start re-establishing the Aberdeen Wanderers brand. We’re 90 years old and we have a responsibility to invest into the future of that brand.”

PEOPLE

Workforce Development: The team continued their work in developing and refining our Workforce Development Plan which includes work with clubs to build localised plans; and identifying shortfalls and key areas of coach/volunteer development. Linked to this is our ongoing work with local authorities and Active Schools to develop CPD opportunities for PE Staff embedding rugby in the PE curriculum.

CLUBS & COMMUNITIES

Club & Community Support: An important area of focus for the team has been consistently engaging our clubs and communities, working to ensure we’re able to support them every step of the way, as “They’re our Why.” This has become even more relevant as we navigate these unprecedented times. The team worked tirelessly to ensure our clubs achieved 100% regulatory compliance and to support Club Hardship Fund applications earlier this year.

COLLABORATE & INNOVATE

Going Digital: In Caledonia North we’re proud to be leaders and innovators. The team continued to expand horizons with some exciting initiatives delivered as part of our social media plan. We were exceptionally pleased to recognise the hard work and achievements of our clubs and volunteers and thoroughly enjoyed featuring them at our Digital Regional Awards Ceremony.

CALEDONIA MIDLANDS

Maintaining positive and collaborative relationships with the Caledonia Midlands clubs and schools was the cornerstone to the region achieving objectives and KPIs set at the beginning of the year.

The regional strategy was brought to life by 12 plan-on-a-page objectives that aligned directly to the Rugby Development four strategic pillars and Agenda 3. The below summary highlights some key achievements in each of the four pillars.

PLAY

Developing positive player development environments across Youth Boys, Girls and Women’s rugby was a significant focus for the region in terms of input and resource. It was also recognised as a significant effort and input from the clubs involved as well. The regional team developed programmes across those areas of the game to create environments that had the simple objectives of:

• give more people the chance to participate in rugby;
• create enjoyable, inclusive environments to attract and retain more players in the game, and
• encourage and uplift the volunteers supporting these programmes within our clubs.

Some highlights in the women’s and girls’ game saw a year-on-year 38% increase in girls’ player registration and the creation of four new women’s teams in the region. Within our state school programme, 48 boys’ teams and 21 girls’ teams participated in local festivals with 704 boys and 279 girls participating.

PEOPLE

Eight coaches from within the region’s clubs were taken through a mentoring programme, led by the region’s coach development team. There was a 50% male/female balance.

The mentoring programme takes the coaches on a journey throughout the year, where they have all created an individual development plan. To further enhance their development, all eight were involved in the Midlands Player Development Hub programme.

CLUBS & COMMUNITIES

The region hosted a very successful awards event for all individual coaches, officials and other volunteers. The primary focus was always to be the Regional Awards evening planned for mid-March. However, through the season running up to that date, we were delighted to have the support of Glasgow Warriors in hosting Community Tables at their Pro14 fixtures.

CLUB EXCHANGE

The Glasgow South regional team facilitated four club exchange sessions this year, with two in Dumfries & Gallgow and two within the South-West. In November 2019, the team delivered a session focusing on Club Ethics & Project Development. sportscotland then delivered an informative presentation on how clubs could approach the process of developing a sports facility – looking at project development from concept to completion, noting all of the guidelines on what to think about when looking at design, community impact, funding and of course club ethos. In February 2020, the focus topic was “Transition & Retention of Players and Club Development.” This was a continuation of our key work on developing clubs within the region. We presented some examples of simple tracking tools for players and shared good practice on club experience for new and current members. We also discussed the benefits of having a Club Development Plan in place, along with sharing a simple template which clubs could use. We also had a presentation from staff from Inverclyde who showed what the facility offers clubs and highlighted our regional partnership. The content of this exchange opened the door for clubs to work with the regional team on effective club development planning.

CELEBRATING SUCCESS

Throughout season 2019-2020, development officers within the region submitted examples of effective practice to demonstrate the impact that they were having within their club and communities. To raise the profile of this, we ran a “Celebrating Success” campaign on our regional Facebook group. Each week, we invited our club case study to celebrate success and share examples of positives programmes and initiatives. We showcased ten clubs with a range of topics from positive promotion of the women’s and girls’ game, community engagement, school to club links and positive regional partnerships.

GLASGOW SOUTH

In order to support the Development Officer Network within the region, the team created a training course in which all development officers were invited to participate.

The training consisted of two sessions covering a range of topics from induction process for new club members and volunteer development to managing workload and the benefits of sharing effective practice. An individual follow-up was the final part of this programme where development officers had the opportunity to highlight areas of personal development which was supported by the regional team.

The second opportunity for support and development came from a partnership formed with Scottish Sports Futures. The team organised the delivery of an Education Through Sport programme which included a session in which coaches were enablers. The programme was designed to help coaches develop and refine their Workforce Development Plan which is linked to the four pillars of the Rugby Development Strategy.

The programme has helped us to start re-establishing the Aberdeen Wanderers brand. We’re 90 years old and we have a responsibility to invest into the future of that brand.
EAST REGION

Building a vibrant & sustainable game for all where each individual & rugby community is valued remains our mission for the East Region Rugby Development team.

Having launched our new regional strategy aligned to our national objectives at the beginning of season ‘19/20, it was our job to ensure that this new mission was brought to life through everything we do. Off the pitch, our focus remained on establishing new and robust relationships with all stakeholders in the region, supporting club leaders to maintain and improve on all aspects of running community rugby clubs.

Of the 36 clubs working towards our Club Sustainability Award, 19 clubs were awarded bronze whilst 17 met the criteria for the silver award. All were supported by our team of regional managers as clubs looked to write, refresh and implement development plans to aid long term sustainability.

We kicked off with our season-opening East Region Rugby Development conference, hosted at Oram, bringing together over 120 club leaders and coaches from around the region to listen to key messages on club development and coach education.

On the same weekend, all six of East Lothian’s rugby clubs came together at Ross High RFC to contest the East Lothian Cup in a new one-day event. Historically played for throughout the season this competition has drifted in recent years. The decision to hold it as a pre-season event offered the players and coaches a great opportunity for competitive action in their season build up, and just as significantly cemented the local clubs’ ‘reconnection off the field. The introduction of regular meetings for club leaders has sparked several ideas for local collaboration, the reinstatement of the East Lothian Cup in the calendar being the first of many. Initial meetings were implemented as we undertook the new regional structure as an opportunity for Scottish Rugby staff to not only meet multiple representatives from each club and their committee, but to allow them the opportunity to share practice, seek advice and work together to promote East Lothian rugby. On the pitch, we saw new opportunities within the girls’ game with a 42% increase in participation levels in the club game, all taking part in our new Girls’ series programme catering for players at U12, U14, U16 and U18 age groups.

Our new Player Development Hub (PDH) programme kicked-off last October as we supported 200 aspiring youth players across nine strategically located venues in the region. Our U16 and U18 girls’ programme began in the Autumn, offering seven technical training sessions before Christmas before the programme extended to include 160 U15 aged boys in February across seven additional hubs.

Finally, a special mention to Hawick for proactively arranging an excellent “Show Racism the Red Card” event. In collaboration with the local football club, Hawick RFC hosted a two-hour educational workshop for players, committee personnel and club supporters on the causes and consequences of racism. A fantastic statement by the club as they continue to use their status in the community for the good of society.

EQUALITY & INCLUSION

RAINBOW LACES CAMPAIGN

We continued our partnership with Stonewall Scotland in November 2019 to support the Rainbow Laces Campaign. This year we decided to reach out into the club game which proved popular with 37 clubs signing up and wearing their rainbow laces in support of LGBT equality in sport. Each club received a toolkit from Stonewall which gave more information on LGBT individuals and how to make the club environment more inclusive.

TRUST RUGBY INTERNATIONAL

We reconfigured our partnership with Trust Rugby International as they moved into a new phase of their strategic plan. Regional Managers will continue to support Clans regionally where they are formed and support clubs who are expanding into this game space also.

THEBANS CLINIC

Rugby Development once again supported the Caledonian Thebans in delivering their yearly clinic weekend. This year saw over 200 rugby players come from far and wide to take part in the weekend of rugby held at Roseburn Park in October 2019. Rugby Development provided coaching and match officials with support, along with equipment for the main coaching day. The event was a huge success for the club.

STAFF TRAINING

Everyone in the Rugby Development department took part in Equality, Inclusion and Diversity training in September 2019. We paired up with Plan4Sport to deliver the informative session which covered the meaning of equality, inclusion and diversity and offered guidance for challenging discrimination. The team also explored specific scenarios where discrimination has been demonstrated in sport, and how they would have dealt with it. This session gave the team a sound knowledge base to work on when out in rugby communities.

EQUALITY AND INCLUSION WORKING GROUP

The department established an Equality and Inclusion working group who are responsible for taking national partnerships and initiatives and implementing them locally. This group oversees the department as well as the club game and are looking at resources to support the sport in becoming an inclusive and diverse environment for all.

Congratulations to all the REGIONAL AWARDS WINNERS

CALEDONIA NORTH
- Tennent’s Community Club
- Mackie FP RFC
- Mitsubishi Motors Youth Volunteer
- Mike Fraser (Deeside RFC)
- Mitsubishi Motors Adult Volunteer
- Stephan Walker (Ross Sutherland RFC)

CALEDONIA MIDLANDS
- Tennent’s Community Club
- Strathmore RFC
- Tennent’s Volunteer in Adult Rugby
- Jimmy Samuel (Bannockburn RFC)
- Mitsubishi Motors Volunteer in Youth Rugby
- Callum Bruce (Carnoustie HEPP RFC)
- Mitsubishi Motors Volunteer in Schools Rugby
- Polly Day (Montrose HS)
- Mitsubishi Motors Young Volunteer
- Murray Oliver (Kirkcaldy RFC)

GLASGOW SOUTH
- Tennent’s Community Rugby Club
- Bishopbriggs RFC
- Tennent’s Volunteer in Adult Rugby
- Martin Wallace, Newton Stewart RFC
- Mitsubishi Motors Volunteer in Youth Rugby
- Gordon Keith, Wigstonshire RFC
- Mitsubishi Motors Volunteer in Schools Rugby
- Scott Anderson, Carrick Academy/Carrick RFC
- Mitsubishi Motors Young Volunteer
- Ben Latimer, Annan RFC

GLASGOW NORTH
- Tennent’s Community Rugby Club
- Biggar RFC
- Tennent’s Volunteer in Adult Rugby
- Jim Adams, Allan Glen’s
- Mitsubishi Motors Volunteer in Youth Rugby
- Stephen Running, Carthia Queens Park RFC
- Mitsubishi Motors Volunteer in Schools Rugby
- Laura Luedke, St Pauls
- Mitsubishi Motors Young Volunteer
- Alasdair McConnell, Allan Glen’s

EAST REGION
- Tennent’s Community Rugby Club
- Langholm RFC
- Tennent’s Volunteer in Adult Rugby
- Jim Smith (Leith Rugby Club)
- Mitsubishi Motors Volunteer in Schools Rugby
- Anna Bowman (Leith Academy)
- Mitsubishi Motors Volunteer in Youth Rugby
- Ken Muir (North Berwick)
- Mitsubishi Motors Young Volunteer
- Finlay Hamilton (Duns)

Scottish Rugby | Annual Review 2019-20
The 2019 season saw a league restructure put into place following a robust consultation process undertaken last season. A total of 34 teams took part in the Tennent’s Women’s leagues and regional leagues.

The debut year of the new structure resulted in the two top teams in the Tennent’s Premiership league, playing in a final to decide on the eventual winners. Watsonians, unbeaten in the season, hosted current holders Hillhead Jordanhill in Edinburgh. In the Women’s Tennent’s National league there were standout performances from Heriot’s Blues Women taking the Tennent’s National League Division 1 title. In the play-off against Ayr, the latter were victorious and retained their place in the Women’s Tennent’s Premiership.

Elsewhere, West of Scotland were clear winners of the Women’s Tennent’s West Regional League, this then led to a play-off with Shetland ladies who topped the table for the Tennent’s North Region League. West of Scotland went on win the match setting them up to meet Kelso RFC, winners of the Tennent’s East Region League, in the playoff final. In the play-off final West of Scotland secured their place in next season’s Women’s Tennent’s League Division 1.

Further to the Women’s Leagues the Women’s Sarah Beaney Cup Competition, Women’s National Plate and Women’s National Bowl competitions commenced in January 2020. The Women’s National Bowl competition saw a further three teams join which further reflects the growth of players in the game each with ambitions for joining the competitive leagues in due course.

**Women’s Leagues Winners:**
- Women’s Premiership
  - Watsonians
- Women’s National League Division 1
  - Heriot’s
- Women’s East League
  - Kelso
- Women’s North League
  - Shetland
- Women’s West League
  - West of Scotland

**Girls’ Series Events**

The new addition to the calendar for women and girls’ rugby this season was the Girls’ Series events. Events were held monthly in each of Scottish Rugby’s five regions, to offer opportunities for girls to take part in regular competitive rugby at each age group.

Clubs can send groups of players along to the events, regardless of whether they can field a whole team or not. The Girls’ Series events were developed following consultations with clubs and rugby communities in relation to game play, age banding, training and fixture opportunities in the girls’ game in Scotland.

All events were delivered with a focus on the core principles of the law variations, to ensure a player-centred game where skill development and player welfare were prioritised. The regional series events allowed players to master the fundamentals of evasion, passing, offloading and tackling whilst developing players’ understanding of the Scottish Rugby Technical Blueprint and Principles of Play.

The first round of Girls’ Series events took place in August with fixtures held at Cupar, Clydebank, Inverclyde, Thurso and Meadowmill. Over 600 girls were in attendance at these events which ensured players had plenty of opportunities to catch, pass, tackle and score tries.

Players at some events also had the opportunity to hear from some of their role models from the Scotland Women’s team. At the Meadowmill event in August, Sarah Law and Lisa Thomson came along for a Q&A with the players, sharing some of their tips and experiences of playing rugby at international level.

The regional Girls’ Series events have created a platform by which girls can begin their playing careers. The growth of girls playing rugby has continued into 2019/20 with an increase in playing numbers. This is no better illustrated than in the 48% increase in the number of girls registered on SCRUMS all of whom participated in the regional series events.

In the latter stage of the season some teams who had participated in the regional series events progressed to play in the Girls’ National Cup Competition (18 teams at U16 and nine teams at U18) providing players with increased competitive playing opportunities against teams from across other regions in both the U16 and U18 age bands. This step into competitive rugby created further opportunities for player development, harnessing the skills developed earlier in the season in a fun, competitive supported environment.

**Girls’ Age Grade Law Variations**

The revised Girls Age Grade Law Variations (AGLV) were trialled for season 2019/20 at the Girls’ Series event, which support the increase of age bandings from U15 and U18 to U12, U14, U16 and U18.
Our conference programme is the core of our Schools & Youth competitive structure where they can develop and grow their development, the programme provides young players with a standard of play with an emphasis firmly on long-term player personal development.

The development of confident and competent players lies at the heart of the programme. In providing a framework for clubs and schools to work together to grow the game and improve the standard of play with an emphasis firmly on long-term player development, the programme provides young players with a competitive structure where they can develop and grow their skills against players of similar ability.

Our conference programme is the core of our Schools & Youth development structure. Together with the schools’ and youth cups for boys and girls this gives a focus for schools and club rugby to develop their programmes based on the following principles:

- Player welfare at the forefront of all that we do
- Clubs & schools working together to grow game & improve standards of play
- More players playing more competitive rugby more often
- Emphasis based on the long-term player development process

Cashback for Communities

The Cashback for Communities programme continues to fund 18 secondary schools, and associated feeder primary schools, using the physical and social benefits of rugby to help educational attainment and pupils’ own personal development.

Some 3,787 pupils have been involved in the programme and we are targeting schools in some of the most deprived areas of Scotland - 52% of participants have come from the top 20% SIMD (Scottish Index of Multiple Deprivation) areas and 65% are from the top 30% SIMD areas.

Cashback for Communities is funded by the Scottish Government and run by Scottish Rugby. It is designed to support schools in deprived areas to develop rugby programmes.

The programme is delivered by schools, clubs and Scottish Rugby, with support from our development officers and each school is assigned a regional manager.

The funding cycle is £1.3m, running from 2019 to 2022. This means that from 2019/20 to 2021/22, the programme will provide a total of £3.6m investment in schools in deprived areas.

The £1.3m funding cycle comes from the Cashback for Communities fund, which redistributes assets seized from the result of crime for sporting, social and cultural projects.

This season brought us to the end of CashBack Phase four and Scottish Rugby is pleased to have been chosen again as a Cashback partner for Phase five, allowing us to deliver another three years of the CashBack Schools of Rugby. In addition to the Schools of Rugby, CashBack will support Scottish Rugby deliver a Cashback Community Programme at each school hub for participants up to 24-years-old. Our thanks go to all schools that took part in the Phase four of the programme, contributing to its success. We look forward to working with those schools continuing on and to the new schools joining us in phase five.

National Boys’ Schools Finals

The National Boys’ Schools Cup Finals are always an exciting event for any aspiring rugby player and a special occasion for all supporters as they share in the celebrations with their peers. 2019 saw the cup finals held at both Oriam and BT Murrayfield as preparations continue for the new Edinburgh Rugby stadium.

Throughout the day there were six winners who lifted trophies at Oriam. Hawick High opened proceedings with their U16 winning the Bowl Final, before Dunbar, Queen Victoria, Hawick High/Jed Grammar, Earlston and Merchiston Castle all recorded victories.

The U16 Schools’ Cup Final took place at BT Murrayfield as Dollar Academy played Merchiston Castle on the international pitch. Both teams were well represented at the final with plenty of noise greeting the players as they ran on to the pitch. In the end it was the Edinburgh side, Merchiston, that emerged on top with a 41-5 win.

The U18 Cup Final was contested by George Watson’s College and Merchiston Castle at BT Murrayfield after the U16 edition, which was eventually won by Merchiston 24-14 giving them a double. A great season for the boys of Merchiston Castle.

Player Development Hubs

Player Development Hubs (PDH) for both U15 Boys and Girls were launched in 2019. These programmes replaced the early talent identification programme previously delivered. The programme was delivered by the Rugby Development department and each was overseen by a regional manager, with sessions being led by qualified and experienced coaches. Alongside the hub training sessions and festivals, coach and parent workshops were delivered to support the player development process.

National Club Cups

The Boys' Club and Girls' National Cup Competitions concluded early before the competitions could be completed as the pandemic meant that all rugby activities were suspended and later concluded.

Our thanks go to the voluntary members of the Youth Forums and the National Youth & Schools Championship Committee, whose members advise and support Scottish Rugby on the running and development of the youth and schools' game.

Scottish Rugby is committed to ensuring player welfare remains a priority for all involved in the coaching and running of youth rugby. We have continued to engage with clubs to ensure all coaches and volunteers working with children have completed PVG checks.
The development of quality coaches, match officials and volunteers is central to the growth and improvement of rugby in Scotland. Scottish Rugby’s Training and Education team are committed to offering world-class opportunities through qualifications, workshops, conferences and online learning.

The focus of 2019-20 has been to develop a new Training and Education strategy and pathway for coaches, match officials and volunteers. This coincided with the UKCC qualification framework for coaches coming to an end in April 2020, as part of an overhaul of the coaching landscape in the UK.

COACH MENTORING

A programme of regional coach mentoring initiatives was delivered in 2019-20, to support identified coaches on a regional basis to take part in the programme, and supported throughout the season which coincided with regional girls’ series playing opportunities.

The trials aim to align the game towards the Technical Blueprint ‘The Scottish Way’ and reduce instances of injury as well as making the mini game more developmental in nature. Initial results have shown various positive impacts of the trials, including increases in ball-in-play time, tries scored and number of offloads.

PLAYER DEVELOPMENT HUB PROGRAMME

The player development programme (PDH) was delivered throughout 2019-20 at Girls’ U16/U18 and Boys’ U15 level. The programme replaced the early talent ID programme and was delivered across 17 hubs throughout the five regions of Scotland for nominated club and school players. Sadly, the Boys’ U15 programme was cut short due to the pandemic, however the Girls’ autumn block of activity was delivered successfully across ten weeks.

A series of coach and parent workshops was delivered alongside the PDH programme. They aimed to support parents and coaches to understand the talent pathway and player development behaviours.

TRAINING & EDUCATION PATHWAY REVIEW

In April 2020 the United Kingdom Coaching Certificate (UKCC) framework came to an end, having been in place since 2006. Scottish Rugby took this opportunity to review all coach, match official and volunteer development programmes and deliver a new Training and Education Pathway for 2020-21 season. The pandemic delayed the launch of this new pathway, but this month two new coaching pathways are being pioneered aimed at boosting participation in the game and enhancing on-field performance. Details are on the Training and Education pages of the Scottish Rugby website.

ONLINE COACHING WEBINARS

Lockdown in March 2020 provided a unique opportunity to reshape how coach and match official workshops were delivered, due to the inability to deliver face-to-face sessions.

With ongoing challenges to the delivery of face-to-face courses in the months to come, online webinars will likely be a cornerstone of the ‘new normal’ within Training and Education.

- 9 coaching webinars
- 8 match official webinars

A further 5,000+ views were logged of the webinar recordings (on Hive Learning), making the webinars the most viewed / ‘attended’ training activities in recent years.

LEADERSHIP . ENGAGEMENT . ACHIEVEMENT . ENJOYMENT . RESPECT
The emphasis Scottish Rugby continues to place on developing match officials is coming to fruition.

At club level, there are now almost 3,000 qualified referees, while at international level Mike Adamson, Hollie Davidson and Sam Grove-White have had a host of appointments during the Autumn 2020 window.

Adamson was scheduled to referee the England v Barbarians match at Twickenham until that game was cancelled for a breach of COVID protocols, while Davidson was due to be in charge at women’s internationals between Ireland and Italy and England and France.

Scottish Rugby’s match official team aim to enhance the playing experience for everyone by increasing the numbers of officials and their skillsets so they can perform at all levels throughout Scotland and beyond.

The six regional referee societies contribute to the growth and evolution of the game with their 432 members who serve all Scottish Rugby competitions and development match official team. There were 5,103 appointments this season managed by the regional referee societies and the Scottish Rugby.

The appointments of match officials to the community game are covering all Scottish Rugby competitions and development fixtures up to early March.

These appointments included new initiatives by the Rugby Development department such as age-grade festivals. The regional referee societies embrace these excellent opportunities with the appointment of new developing referees from their new society youth referee academy programmes. These young referees are encouraged to explore their new found skills during these events while under the watchful eye of experienced referee coaches.

The new Super6 competition has provided a higher level of rugby, not only for the high performance match officials, but also for the premier and national panels of referees and assistant referees. The competition requires a full team of match officials with 258 appointments covering the necessary roles both on and off the field to ensure a professional service.

The training of 298 new club referees this season has increased the total number of qualified club referees to 2,924. These referees contribute to the players’ enjoyment and experience of rugby throughout every club in Scotland. The growth of female referees continues to expand with 67 attending training courses this season bringing the total to 319 qualified female officials in the club game.

Scottish Rugby’s High Performance match officials’ involvement has increased in the International and professional game this season. There were 12 appointments of Scottish rugby officials to EPCR matches which saw Mike Adamson referee Champions Cup with Ben Blain and Sam Grove-White both refereeing Challenge Cup appointments.

The GUINNESS PRO14 tournament has seen Mike Adamson, Ben Blain and Sam Grove-White appointed to referee and head up a Scottish team of officials at 14 fixtures including the two 1872 cup fixtures, where Mike Adamson and Ben Blain were appointed as referees.

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Looking After Our People

The HR team has been enhanced this year with the addition of our HR Director Shona Bell. Shona joined Scottish Rugby in June 2019 to work with the executive team to align the people and business strategy. A key focus of our people strategy is to build stronger organisational capability, enhancing our leadership, culture and behaviours.

At Scottish Rugby we believe that great performance is delivered through positive people experiences, a culture of inclusion, and clear communication and engagement across the organisation.

People are our priority. Whether they are playing the game, supporting players directly, at the grassroots of rugby, or engaging with rugby fans and sponsors globally – everyone plays a part of inspiring Scotland through rugby.

There are three main strands within our strategy:

- aligning structures and capability
- driving a culture of inclusion and diversity
- attracting, developing and retaining talent.

As a business we continue to evolve and grow. We are working to ensure our structures are aligned, fit for purpose and agile to respond to the ever-changing rugby landscape in Scotland and globally.

Rugby is a game for all and therefore inclusion reaches every part of our people agenda. This season our senior leaders considered what multigenerational working meant for their teams to ensure what multigenerational working meant for their teams to ensure what multigenerational working meant for their teams to ensure what multigenerational working meant for their teams to ensure their away win against Wales to thank NHS staff for their tireless care during the pandemic.

Rugby for Life

Rugby for Life is Scottish Rugby’s programme that supports players and match officials as they transition through the various stages of professional rugby, aiming to ensure they are as prepared as possible for life after their professional rugby career.

Our Rugby for Life programme offers a range of options which are tailored according to the individual needs and requirements of the player.

Safeguarding

The wellbeing and protection of children and young people within our sport is of paramount importance to Scottish Rugby. We are absolutely committed to ensuring that children and young people enjoy rugby within a safe and welcoming environment, protected from harm.

Safeguarding in sport is more than just about protecting children from others who may seek to harm them. A child may choose to tell a trusted coach or volunteer in a club about something that is happening at home or outside sport. We all have a responsibility to act on concerns.

Every club with a youth section must have a Child Protection Officer (CPO) and those in this role play a key part in raising the profile of safeguarding within their clubs by liaising with parents and young players. The CPOs also work to ensure that those in roles working with children are members of the PVG Scheme. All coaches are now registered on our SCRUMS system alongside their PVG membership prior to undertaking coaching.

RugbyRight online course as well as face-to-face workshops provided regionally for CPOs.

This past season a variety of workshops have been delivered and topics included transferrable skills, communication skills, mental wellbeing and financial wellbeing. We have also introduced master classes in trade skills with local colleges. The programme has greatly benefited from input from our partners. Presentations have been delivered to players about the career opportunities within their organisations, and where possible, players have embarked on work experience. This gives players a great insight into the wide range of work possibilities and helps inform their thinking about their plans for the future.

Connecting with Partners

One of the most vivid and enduring demonstrations of Scottish Rugby’s values – leadership, engagement, achievement, enjoyment and respect – is through the work we undertake with our charity partners.

We also seek to support initiatives that aim to benefit the wider community, which are piloted by rugby clubs and schools.

The work can be challenging and emotional.

In the past year, with the assistance of two of our charity partners, the Murrayfield Injured Players’ Foundation and Heads & Balls, we have supported the former Scotland captain and British & Irish Lions prop, Tom Smith, in his fight against colorectal cancer.

We continue, too, to work closely with the My Name’5 Doddie Foundation set up to support the drive to find a cure and bolster research for the utterly debilitating motor neurone disease, with which our former lock Doddie Weir, was diagnosed three years ago.

It speaks volumes for Doddie – his unquenchable zest for life and the love and affection which he generates – that he was able to celebrate his 50th birthday in July, a notable personal landmark.

Scottish Rugby was rewarded by inducting Doddie into our Hall of Fame, as part of the birthday celebrations and, earlier in the season, to welcome the “Oor Doddie” statue – donated by Scotland supporters, Graham Burke and John Scott – to its new home, at the south-west corner of BT Murrayfield.

In the past season, we have made approximately 100 donations of signed merchandise to support charity projects of our clubs and our other charity partners, including the Bill McLaren Foundation (which has invested more than £1 million in the grassroots game since its inception ten years ago); Save the Children Fund; and Wooden Spoon.

During the Coronavirus pandemic, Scottish Rugby and its member clubs, once again epitomised our values. From offering the facilities at BT Murrayfield to the Scottish Government to support the NHS, and through individual clubs, for example, Highland, Dalziel, Stewart’s-Melville and Melrose assisting vulnerable people in their communities, the hand of friendship remained out-stretched.

And, as we entered the 2020/21 season still battling Coronavirus, the Scotland team donated a set of signed match jerseys from their away win against Wales to thank NHS staff for their tireless care during the pandemic.
SCOTTISH RUGBY COUNCIL 2019/20

Membership

The members of Council serving in the period between the 2019 AGM and Stage 1 of the 2020 AGM (15 August 2020) are set out above. Dee Bradbury chaired the Council during the year, with the Vice-President, Ian Barr, acting as the Vice-Chair. The Council’s “year” runs from one AGM to the following AGM.

Jonathan Anderson and Gordon Thomson joined the Council on 10 August 2019 replacing John Halliday and Peter Laverie, as the Schools & Youth and Premiership Representatives respectively. Jim O’Neill joined the Council on 1 June 2020, as Glasgow South representative, succeeding Adam Gray.

John Halliday became an ex officio representative on Council following his appointment as a Scottish Rugby representative at Rugby Europe, with John Jeffrey standing down from Council with effect from 26 May 2020, after his appointment as an independent non-executive director and interim Chair of the Scottish Rugby Board.

Role and Activity

The Council is responsible, among other things, for reviewing the operational activity delegated to the Board, developing and fostering the game of rugby in Scotland, reviewing and advising on matters of policy and strategy and developing relationships within the game at both domestic and international levels.

Various working groups take place throughout the year which include season structures and governance matters and in ambassadorial capacities supporting the various age grade and women’s national teams.

Governance, including in considering the contents of Gammell/Murray Review and the formation of a Governance Task Force has been of particular significance in the Council’s work in the period, as well as substantial time spent on issues arising from the Coronavirus pandemic and its effects on the domestic game in Scotland.

As a result, the Council met more often than in previous years, having 14 meetings during the period running to 15 August 2020, that being the date of Stage 1 of the 2019/20 AGM and the end of the 2019/20 Council year. These meetings have included formal quarterly reviews, joint briefing sessions with the Board and additional briefing meetings, including as a result of the pandemic.

Council members are required to provide written reports for consideration at each quarterly meeting of the Council, as well as updating verbally on activity in their areas and constituencies and participating in other Council review and decision-making activity.

Attendance

Attendance at the Council meeting immediately following the AGM and at quarterly meetings is compulsory. Attendance at briefing sessions is voluntary but Council members are actively participating in other Council review and decision-making activity.

Attendance at the Council meeting immediately following the AGM and Stage 1 of the 2020 AGM (15 August 2020) are set out above. Dee Bradbury chaired the Council during the year, with the Vice-President, Ian Barr, acting as the Vice-Chair. The Council’s “year” runs from one AGM to the following AGM.

It is recognised that Council members have other responsibilities and commitments and that attendance at briefing sessions, particularly if arranged at short notice, may not always be possible. The President, as Chair of Council has been satisfied that where a Council member has not been able to attend a compulsory meeting there has been a good and substantial reason for non-attendance.

COUNCIL MEETING ATTENDANCE

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<td>Jim O’Neill</td>
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*Co-opted

Patron
Her Royal Highness, The Princess Royal

Dee Bradbury, President, Council-nominated non-executive Director

Having served as Vice-President in 2016/2017, Dee was elected as President of Scottish Rugby at the Union’s AGM in 2018. On her election as President, Dee also became a non-executive Director of the Scottish Rugby Board for the period of her Presidency. A founding member of the women’s section at Oban Lorne RFC, Dee went on to occupy several senior roles within the club and is now Honorary President of the club. She was a police officer with Strathclyde Police and latterly Police Scotland and is now retired. She has previously managed Scotland Women U18. An accomplished athlete, Dee has represented Scotland and GB in athletics at junior and masters level. She is married with two sons, one playing professionally for Edinburgh Rugby and the other currently enjoying university rugby having previously represented Scotland at U20 level.

SCOTTISH RUGBY BOARD

Colin Grassie* (to 25 May 2020) Independent Non-Executive Chairman
John Jeffrey* (from 25 May 2020) Independent Non-Executive Chairman (Interim)
Mark Dodson Chief Executive
Andrew Healy Finance Director
Robert Howat General Counsel & Company Secretary
Dominic McKay Chief Operating Officer
Lesley Thomson QCC Independent Non-Executive Director and Senior Independent Director
David McMillan Independent Non-Executive Director
Julia Bracewell Independent Non-Executive Director
Dee Bradbury Council Non-Executive Director (President)
William Gardner Council-nominated Non-Executive Director
Adam Gray* (to 25 March 2020) Council-nominated Non-Executive Director
Ian Barr* (from 28 April 2020) Council-nominated Non-Executive Director

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to 1993, Club President from 2000 to 2002, Director of Rugby from 2002 to 2016, within two years on the Board and was a Scotland Under 20 Ambassador from 2013-2017.

Gordon Thomson
Premier Division Rep
Gordon played local rugby from the 1980s for Grampian Police and Aberdeen prior to moving to the Aberdeen Grammar in 1998. He was Chairman of Aberdeen Youth Rugby, combining all Aberdeen clubs engaged in schools programmes, for seven years. Since then he has held various positions in coaching, child protection, company secretary and for the last 10 years has been Chairman and latterly also Director of Rugby. Gordon previously sat on the McLeod committee, as a Premier representative, in the 2019-2020 rugby season.

Colin Rugby
National Division 1 Representative
Colin Rugby joined the council following the 2017 AGM. Prior to this Colin served as National 1 Council Secretary and has been involved in various forum working parties over the preceding eight years. Colin has served as a past director of Stewarts Melville RFC since 2016 and is a Director of Stewart’s Melville RFC Ltd, prior to this Colin was club President for three years and has held various other roles within the club. A former PRS referee Colin has also been involved in the set up and creation of Stewart's Melville Rugby Academy and the junior section.

Graeme Scott
National Division 2 Rep
Graeme joined the council following the 2014 AGM. Prior to his appointment, Graeme served as the Championship Club Forum Secretary. Graeme was elected to Board by Council on 18 January 2018 for 3 years, his term on Council expired on 15 August 2020.

Alistair Forsyth
Scottish Borders Regional Rep
Alistair has been a member of the Earlston club for 40 years, from player to serving various committee roles, ultimately being President for seasons 1996-1998. A graduate of Heriot-Watt University he also played rugby whilst attending. Following on from hanging up his boots he was elected on the then Scottish Borders Rugby Union Board. He is a past secretary of the Borders Council and was employed by Scottish Borders Council as Senior Quantity Surveyor.

Rosy Hume
Scottish Women’s Forum Rep
Rosy Hume was a member of Murrayfield Wanderers RFC for almost 20 years, having started her playing career at Heriot Watt University before the Ladies section moved to Edinburgh. She was also the Manager of the Scottish Women’s Rugby Union for four years, during which time she won the European Championships. Rosy also served as Vice Chair of the SWRU and was part of the team working towards the integration of the Border Women’s Union with the Scottish Rugby Union. She also serves as the Council Ambassador with the Scottish Women’s Team and chairs the Scottish Rugby National Schools & Youth Forum. Rosy is currently employed by City of Edinburgh Council as a Primary School Head Teacher.

Ian Rankin
Co-opted member
Ian Rankin served as President in 2014/2015 and was appointed to the Celtic Rugby Board in 2016 as a co-opted Scottish Rugby Council member. The former captain of Edinburgh Wanderers and Howe of Fife went on to coach both sides and Kirkcaldy before taking charge of Caledonia Reds and Edinburgh Reivers. He also assisted with Scotland A and Scotland Under 20 before holding the Director of Rugby position at Dundee HSFP. Ian is also the Chair of Murrayfield Infirmary Players Foundation and a Trustee of Scottish Rugby.

Gavin Hastings
Co-opted member (British & Irish Lions)
Gavin attended George Watson's College before attending Cambridge University where he studied Land Economy. Gavin won his first Cap for Scotland in an 18-17 victory over France, kicking 6 penalty goals in the process. 60 further caps followed including 20 as captain and he retired having played in the first three Rugby World Cups. He toured with the British & Irish Lions to Australia in 1989 and as captain to New Zealand in 1993. He was a Chartered Surveyor wrapping up his career following his passion and working in rugby marketing and setting up his own business on his retirement from International Rugby.

John Halliday
Co-opted member (Rugby Europe)
John was appointed to the role of Scottish Rugby’s Representative on Rugby Europe in 2019, having served for three years as the Schools’ Representative on the Council. A modern linguist by background, John was Rector of the High School of Dundee from 2008 to early 2020, his third headship, having previously been at the helm of Albyn School and Rannoch School. John also previously taught at Merchiston, Sedbergh and Dollar. Since stepping down from his role as Rector, John as been freelance as a writer and translator. A lifelong sports fan he has been an Honorary VP and member of Dundee HSFP RFC since 2008.

John Jeffrey
Co-opted member (World Rugby & Six Nations)
John became the interim Chairman of Scottish Rugby since 26 May 2020. He was a co-opted member on World Rugby and Six Nations, representing Scottish Rugby until 25 May 2020. He won 40 caps for Scotland and was a member of the Grand Slam team of 2003. John was also a British Lion. John was appointed Chairman of Six Nations Council in 2019 for a 3 year term.
During the year and their remaining terms of office were:

The President may serve for up to 3 years at a time, subject to Council-nominated Non-Executive Directors other than the culminating at the AGM in 2022.

2020 AGM. The Vice-President (Ian Barr) was elected to that post when vacancies arise. Dee Bradbury served on the Board in her or re-elected as the case may be, by the Council after the AGM. The Council-nominated Non-Executive Directors are elected, of the Independent Non-Executive Directors is by the Board, on the recommendation of the Nominations Committee.

The Council-nominated Non-Executive Directors are elected, or re-elected as the case may be, by the Council after the AGM, when vacancies arise. Dee Bradbury served on the Board in her capacity as President of Scottish Rugby Union until Stage 1 of the 2020 AGM. The Vice-President (Ian Barr) was elected to that post at the 2018 AGM and ratified by members as President at Stage 1 of the 2020 AGM on 15 August 2020 and therefore serves on the Board as a Non-Executive Director for a period of around 2 years, culminating at the AGM in 2022.

Council-nominated Non-Executive Directors other than the President may serve for up to 3 years at a time, subject to remaining a member of Council. Their terms in office as directors can therefore vary depending on the length of their underlying Council term. On ceasing to be a member of Council, a Council-nominated Non-Executive Director is also required to step down from the Board.

As at the financial year end (31 May 2020) the Directors serving during the year and their remaining terms of office were:

Colin Grasse* Chairman from 1 January 2017 to 25 May 2020
Colin joined the Board on 1 July 2012 and was re-appointed for a further 3 years in 2015 and appointed as Chairman with effect from January 2017. Colin also Chaired the Nomination Committee.

John Jeffrey* Interim Chairman Appointed on 26 May 2020 for 12 months
John became the interim Chairman of Scottish Rugby since 26 May 2020. He was a co-opted member on World Rugby and Six Nations, representing Scottish Rugby until 25 May 2020. He won 40 caps for Scotland and was a member of the Grand Slam team of 1990. He was also a British Lion. John was appointed Chairman of Six Nations Council in 2019 for a 3 year term.

Julia Bracwell Independent non-executive Appointed 2 April 2019 for 3 years
Julia is a solicitor who specialises in corporate and finance law for US and English clients. As a fencer, Julia won bronze medals for Scotland at the Commonwealth Fencing Championships in 1986 and 1990 and represented Great Britain at the 1992 Olympic Games. She brings a wealth of experience in grassroots, development and performance sport through her experience as a board member of the English Sports Council and UK Sport and as a member of the Nation and Regions Group of the London 2012 Olympics. She was the first female Chair of sportscotland and chaired the international draft group of the Brighton Declaration on women’s rights in sport. In 1999 Julia was awarded an OBE for services to sport, in particular fencing. Julia is a member of the Audit & Risk Committee, Investment Committee and Safeguarding, Wellbeing, Diversity & Inclusion Committee.

David McMillan Independent non-executive Appointed 1 March 2017 for 3 years. Re-appointed for a further 3 years, effective 1 March 2020.
David is Chief Executive Officer of esure Group plc, esure is a leading personal lines motor and home insurer in the UK. David was formerly the Group COO of QBE, the Australian listed global insurer. Prior to that David spent 15 years with insurance firm Aviva plc, laterally as Chairman, Global Healthcare and CEO, Europe and India. In his time at Aviva he held several senior roles including CEO for UK & Ireland and Chairman of the RAC. David, who is based in Edinburgh is a Chartered Management Accountant and holds an MBA from the University of Chicago. He started his career with Hewlett Packard before spending nine years in management consultancy at PwC. David chairs the Remuneration Committee and the Investment Committee of Scottish Rugby.

Lesley Thomson QC Independent non-executive initially appointed 1 October 2013 for 3 years. Re-appointed for 3 years from 1 October 2016 and re-appointed for a further 3 years, effective from 1 October 2019
Former Solicitor General for Scotland and former General Committee member at Melrose RFC, Lesley was the first woman to sit on the Scottish Rugby Board when she was appointed in 2013. Lesley Chairs the Audit & Risk Committee and Safeguarding, Wellbeing, Diversity & Inclusion Committee and is also a member of the Nominations Committee and Remuneration Committee.

Dee Bradbury President from 4 August 2018 to 15 August 2020
Having served as Vice President in 2016 / 2017, Dee was elected as President of the SRFU in the Union’s AGM in 2018. On her election as President, Dee also became a non-executive Director of Scottish Rugby Board for the period of her Presidency. Her term as President expired on 15 August 2020.

Adam Gray Council nominated non-executive Director to 25 March 2020
Adam was elected to Board by Council on 4 August 2018, for 3 years and served as a Board Member until 25 March 2020. Adam has experience as a board member of Stewartry RFC, whom he also coached from 1992-2005. From 2006-2010 he was employed by Scottish Rugby as a Performance Development Manager in the Glasgow South region. From 2011-2013 he served on the referees selection Panel. Adam was a Member of the Audit & Risk Committee, Remuneration Committee and the Nominations Committee.

William Gardiner Council nominated non-executive elected to Board by Council on 4 August 2018, for 3 years.
William is a past President and Chair of Lanark Rugby Football Club. He was re-elected as the Glasgow North Representative on the Scottish Rugby Council in 2018 and is also a Council Representative on the Advisory Group to the West Regional Academy Group. He is a Trustee of the Murrayfield Injured Players Foundation. William is a member of the Audit & Risk Committee, Investment Committee and Safeguarding, Wellbeing, Diversity & Inclusion Committee.

Graeme Scott Council nominated non-executive Director to 15 August 2020
Graeme was elected to Board by Council on 18 January 2018 for 3 years, his term on Council expired on 15 August 2020. Graeme was a Member of the Audit & Risk Committee, Safeguarding, Wellbeing Diversity & Inclusion Committee and the Investment Committee.

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matters, succession planning, safeguarding, health and safety, domestic, professional and international rugby, people Performance Indicators, the setting of budgets and monitoring identifying and reviewing strategic objectives and Key The Scottish Rugby Board is responsible for the ongoing offshore sailor and is a recent former Chairman and Trustee of Glasgow Warriors and Edinburgh Rugby. He represents Scottish also oversees the activity of Scotland’s two professional teams, out matches at BT Murrayfield, the expansion of our blue chip in 2015 overseeing an off the field transformation, including Public Affairs from his previous post at drinks giant Pernod Ricard. Dominic McKay is Scottish Rugby’s Chief Dominic McKay joined Scottish Rugby in January 2008 as Director of Communications and Public Affairs from his previous post at drinks giant Pernod Ricard. With added responsibilities from 2011 onwards, he became CDO in 2015 overseeing an off the field transformation, including revenues hitting record levels, thanks in part to regularly selling out matches at BT Murrayfield, the expansion of our blue chip partner family including partners such as BT, Macron and Royal Bank of Scotland and securing landmark broadcasting deals. He also oversees the activity of Scotland’s two professional teams, Glasgow Warriors and Edinburgh Rugby. He represents Scottish Rugby as a Non Executive Director and Chairman on the Guinness PRO14 Board and also an Executive Board Director of European Rugby governing body, Rugby Europe. He was recently appointed a Non Executive Director of Old Glory DC, the recently founded Major League Rugby team based in Washington DC. He is a keen offshore sailor and is a recent former Chairman and Trustee of the sailing charity Ocean Youth Trust Scotland.

Role and Activity
The Scottish Rugby Board is responsible for the ongoing management and operations of Scottish Rugby Union under powers delegated under the Scottish Rugby Union Bye-Laws and, for Scottish Rugby Union Limited, arising as a matter of company law and under that company’s Articles of Association.

Those responsibilities are discharged throughout the year and include overseeing the work of the executive management, identifying and reviewing strategic objectives and Key Performance Indicators, the setting of budgets and monitoring financial performance, as well as overall responsibility for domestic, professional and international rugby, people matters, succession planning, safeguarding, health and safety, commercial activity, the management of risk, financial policies and controls and various regulatory matters.

Day-to-day responsibility for management is undertaken by the Executive Directors, assisted by a senior leadership group and department heads. Elements of the Board’s work are delegated to various Board Committees.

The allocation of decision-making responsibilities between the members, Council, Board, Board Committees, and executive management is based upon the content of the Scottish Rugby Union Bye-Laws, the Scottish Rugby Union Limited Articles of Association, Committee Terms of Reference, other supporting documentation, internal financial controls and company law and is summarised within the Company’s decision-making levels, published on the Scottish Rugby website.

An annual evaluation of the performance of the Board is conducted, with the outcomes communicated to the Board and procedures adjusted as appropriate following that appraisal. The Non-Executive Directors also meet on occasion throughout the year, without the Executive Directors being present.

Attendance
The Board met 18 times during the year, including joint meetings with Council. There were considerably more Board Meetings than usual in the financial year due to the outbreak of Coronavirus and its effect on the organisation, and called at shorter notice than would normally be the case.

Attendance at Board meetings during the financial year is summarised below.

Attendance at Board meetings during the financial year is summarised below.

Attendance at the Committee’s meetings is summarised below.

AUDIT & RISK COMMITTEE

<table>
<thead>
<tr>
<th>Number of Meetings in FY19/20: 3</th>
<th>Eligible</th>
<th>Attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lesley Thomson QC (Committee Chair)</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Ian Barr (from 1 May 2020)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Julia Brabin (from 24 April 2020)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>William Gardner</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Adam Gray (to 25 March 2020)</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Graeme Scott</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

INVESTMENT COMMITTEE

<table>
<thead>
<tr>
<th>Number of Meetings in FY19/20: 8</th>
<th>Eligible</th>
<th>Attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>David McMillan (Committee Chair)</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Julia Bracewell</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Mark Dodson</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Willie Gardner (from 26 February 2020)</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Colin Grassie (to 25 May 2020)</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Graeme Scott</td>
<td>8</td>
<td>8</td>
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</tbody>
</table>

Nomination Committee

<table>
<thead>
<tr>
<th>Committee Chair</th>
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</thead>
<tbody>
<tr>
<td>John Jeffrey</td>
<td></td>
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</tbody>
</table>

Colin Grassie chaired the Nomination Committee until his retirement as Chairman on 25 May 2020, then being succeeded by John Jeffrey. Adam Gray (to 25 May 2020), Julia Brabin, Dee Bradbury, Lesley Thomson (from 5 March 2020) and Graeme Scott (from 24 April 2020) all served on this Committee during the financial year.

The Chief Executive, Company Secretary and HR Director also attend the Committee’s meetings as required. This Committee is responsible, among other things, for considering the potential for external investment into Scottish Rugby, investment opportunities, and reviewing proposals and accompanying terms relating to third party transactions affecting Scottish Rugby’s interests.

The Committee met 8 times during the financial year, the primary focus having been the review of the transaction structures and terms and conditions attaching to the proposed investment by the private equity house CVC Partners in the PRO14 tournament, throughout a period of lengthy and complex negotiations. The continuing negotiations relating to the potential transaction involving the member unions of the 6 Nations and CVC Partners have also been reported to the Committee on a regular basis, with transaction terms and structures subject to continuing Committee scrutiny before recommendations are made to the Board.

Attendance at the Committee’s meetings is summarised below.

Board Committees

During the period, the Board operated five regular sub-committees.

Membership of Board committees, other than the Investment Committee, is restricted to Non-Executive Directors. At least one Committee-nominated Non-Executive Director and at least one Independent Non-Executive Director serves on each committee. Executive Directors, other members of staff and external advisers attend Committees meetings as required. Each Committee has detailed terms of reference approved by the Board and communicated to Council.

All Committee Terms of Reference are published on the Scottish Rugby website.

The Chair of each Committee presents a report to the Board on that Committee’s work at the following Board meeting. Committee minutes are either circulated to or are otherwise available to other Board Members on request.

Audit & Risk Committee

The Chair: Lesley Thomson QC

Graeme Scott, William Gardner, Adam Gray (to 25 March 2020), Julia Bracewell (from 24 April 2020) and Lesley Thomson all served on this Committee during the financial year. The Committee is responsible for assisting the Board to discharge its responsibilities for accounting policies, financial reporting, internal financial control and risk management.

A key workstream in 2019/20 has been identification of areas for additional reporting to members within the Annual Report, with more information provided in this Annual Report than in previous years. This continues to be an area of further work for the Committee in the 2020/21 financial year.

The Committee met 3 times during the 19/20 financial year. Committee meetings are attended routinely by the Financial Director, the Financial Controller or equivalent, the Company Secretary and representatives from the auditors.
The Committee met 4 times during the financial year.

Lesley Thomson joined the Committee in early March 2020 in her capacity as Senior Independent Director for the period of the search process for a new Independent Non-Executive Director and Chairman to succeed Colin Grasse.

Attendance at the Committee’s meetings held in the financial year is summarised below.

<table>
<thead>
<tr>
<th>NOMINATION COMMITTEE</th>
<th>Number of Meetings in FY19/20</th>
<th>Eligible</th>
<th>Attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colin Grasse (Chair to 25 May 2020)</td>
<td>4 4</td>
<td>4 4</td>
<td></td>
</tr>
<tr>
<td>John Jeffrey (Chair from 26 May 2020)</td>
<td>0 0</td>
<td>0 0</td>
<td></td>
</tr>
<tr>
<td>Julia Bracwell</td>
<td>4 4</td>
<td>4 4</td>
<td></td>
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<tr>
<td>Dee Bradbury</td>
<td>4 4</td>
<td>4 4</td>
<td></td>
</tr>
<tr>
<td>Graeme Scott (to 25 March 2020)</td>
<td>3 3</td>
<td>3 3</td>
<td></td>
</tr>
<tr>
<td>Graeme Scott (from 26 May 2020)</td>
<td>1 1</td>
<td>1 1</td>
<td></td>
</tr>
<tr>
<td>Lesley Thomson (from 5 March 2020)</td>
<td>2 2</td>
<td>2 2</td>
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</table>

Remuneration Committee

David McMillan, Adam Gray (to 25 March 2020), William Gardner, and Lesley Thomson all served on this Committee during the 19/20 financial year.

The Committee is responsible for making recommendations within agreed terms of reference, on remuneration policies, monitoring and approving Executive Directors’ and certain senior executive remuneration packages and changes to those, and the setting and monitoring of key performance targets and applications of various incentive schemes. Approval of the remuneration of senior coaches and higher-earning players and any employee severance terms also fall within the Committee’s remit. External advice is obtained when needed.

The Committee decides whether any awards should be made to Executive Directors and certain other senior employees under the annual and long term incentive schemes, and if so, at what levels.

Further information on the schemes operated during the 19/20 financial year and the intended approach in future is contained within the Remuneration Report below.

The Committee met 4 times during the financial year.

Attendance at the Committee’s meetings is summarised below.

<table>
<thead>
<tr>
<th>REMUNERATION COMMITTEE</th>
<th>Number of Meetings in FY19/20</th>
<th>Eligible</th>
<th>Attended</th>
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<tbody>
<tr>
<td>David McMillan (Committee Chair)</td>
<td>4 4</td>
<td>4 4</td>
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</tr>
<tr>
<td>William Gardner</td>
<td>4 4</td>
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<tr>
<td>Adam Gray (to 25 March 2020)</td>
<td>4 4</td>
<td>4 4</td>
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</tr>
<tr>
<td>Lesley Thomson</td>
<td>4 3</td>
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Safeguarding, Wellbeing, Diversity & Inclusion Committee

The Committee is responsible for overseeing Scottish Rugby’s activity and policies on Safeguarding, wellbeing programmes such as Rugby for Life and equality, diversity and inclusion matters.

Leigh Thomson QC chairs the committee, with William Gardner, Graeme Scott and Julia Bracwell all serving during the year. The Head of Human Resources and the HR Director also attend the Committee meetings with specific other staff members also attending, as required. The Committee met 4 times during the financial year.

Attendance at the Committee’s meetings is summarised below.

<table>
<thead>
<tr>
<th>SAFEGUARDING, WELLBEING, DIVERSITY &amp; INCLUSION COMMITTEE</th>
<th>Number of Meetings in FY19/20</th>
<th>Eligible</th>
<th>Attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lesley Thomson (Committee Chair)</td>
<td>4 4</td>
<td>4 4</td>
<td></td>
</tr>
<tr>
<td>Julia Bracwell</td>
<td>4 4</td>
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<tr>
<td>William Gardner</td>
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<tr>
<td>Graeme Scott</td>
<td>4 4</td>
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</table>

Throughout 2019/20, Committee Members attended a number of training session and relevant conferences including equality and diversity training from the “Human Library”, Mental Health in Scottish Sport conference and training offered by Breathing Space. Breathing Space was established as a partner organisation with whom we launched an initiative ‘Life can be Trying’ to provide training to clubs on mental wellbeing.

Throughout the year 2019/20 the Committee received a number of presentations, and ongoing updates, on the following topics:

- The “Diversity and Inclusion Revolution” – The Committee recognise that inclusion and diversity is an important dimension in delivering great future performance within Scottish Rugby, both on and off the pitch. The Committee requested that the HR department undertake an audit to establish current diversity, inclusion and equality activities taking place across the business.
- The results of the audit allowed the Committee to be in an informed position to consider, evaluate and develop an overarching inclusion and diversity strategy. This work is ongoing and will be a focus of the Committee in 2020/21.
- Throughout the year, regular updates were provided to the Committee on the work of the Rugby Development Department in the planning of an Inclusion and Diversity Conference which was due to take place in April 2020. Due to Covid-19 the conference was unable to be held but will be rearranged for a time when government restrictions allow.
- The Implementation of the Mental Wellbeing Toolkit – The Mental Wellbeing Toolkit was launched at the end of 2019. The Toolkit was developed by the HR department in conjunction with, the Scottish Government funded initiative, ‘Breathing Space, and with the input of the Committee. The toolkit is designed to signpost anyone experiencing low mood, depression or anxiety to a free confidential phone service. The toolkit is designed to signpost anyone experiencing low mood, depression or anxiety to a free confidential phone service. The safeguarding training approach continued to develop over the year as the Safeguarding team paid close attention to all cases reported in sports and other global cases, the Committee were updated on any and all changes.
- Scottish Rugby Safeguarding Strategy – Scottish Rugby’s Safeguarding team updated the Committee on its work and any matters arising at each Committee Meeting. The Safeguarding Team also presented to the Committee on the development of a comprehensive ‘tabletop’ training exercise, involving professional external bodies. The safeguarding training approach continued to develop over the year as the Safeguarding team paid close attention to all cases reported in sports and other global cases, the Committee were updated on any and all changes.
- The Well-being of Scottish Rugby’s Players during Covid-19 – Following the outbreak of Covid-19, representatives from the HR department and Scottish Rugby’s Threat Management Group presented to the Committee on the impact of the pandemic on Scottish Rugby’s staff, Clubs and other relevant stakeholders. The Committee have received ongoing updates on the initiatives and measures put in place over this period.
- Modern Slavery – following an update on the Modern Slavery Act which was intended to raise awareness of the risk of slavery throughout Scotland, the Committee highlighted the importance of Scottish Rugby’s people being aware of the risks of modern slavery and additional training was recommended to ensure our people were aware of the warning signs. The Committee reviewed Scottish Rugby’s updated Modern Slavery Statement for 2019/20 and thereafter recommended the policy to the Board.

Goverance Standards

All members of the Board and Council are required to comply with Scottish Rugby’s Code of Conduct. Any alleged breach of the Code is subject to consideration by an independent panel. No breaches or alleged breaches were reported in the year.

Corporate Governance Review

In May 2019 Gavin MacColl QC, the independent chair of the Council’s Standing Committee on Governance, recommended to the Board and Council that due to various other matters diminishing value to the Standing Committee, the available time did not allow for the Committee to progress the wider governance review. Accordingly, the Council’s Standing Committee on Governance suggested it was prudent to delegate the investigation and initial recommendation stage of the review to an independent party.

Sir Bill Gammell was appointed to undertake the governance review, working with Norman Murray and independent external solicitors.

The ownership of the governance review remained within the Standing Committee, with Gavin MacColl remaining in his position as independent chair. The Standing Committee were given the opportunity to discuss and review the report ahead of either the Board or Council seeing the recommendations.

Following the investigation stage of the review, Sir Bill Gammell and Norman Murray outlined their recommendations in a report which was then shared with Board and Council and made available to the members in December 2019 for feedback.

Once feedback had been collated it was recognised that further work needed to be done. Accordingly, on 27 February 2020 the Council came to the unanimous decision, after extensive discussion that a Council-created (and President-led) group would be established (and the Standing Committee would be disbanded) so that the governance review could continue to be progressed.

This Task Force commenced its work in early March 2020 and was progressing at pace. Following the outbreak of COVID-19 it was decided that the organisation’s time and immediate focus needed to be on the pandemic. Accordingly, the Task Force stood down and it was agreed that the incoming President would recommence the governance review coming into office in August 2020. That work is now underway.

Remuneration Report

The aggregate remuneration of Directors, including service contracts, contributions to pension schemes and expenses, is summarised below.

<table>
<thead>
<tr>
<th>Fees and Salaries</th>
<th>Contributions to pension schemes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>£2,773 (2019)</td>
<td>29</td>
<td>£3,002</td>
</tr>
</tbody>
</table>

Remuneration shown in the table above is based on the highest paid Director during the financial year comprised:

<table>
<thead>
<tr>
<th>Director</th>
<th>Fees and Salaries</th>
<th>Contributions to pension schemes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>£0</td>
<td>£0</td>
<td>£0</td>
<td>£0</td>
</tr>
</tbody>
</table>

The amounts shown in the table above are based on the highest paid Director during the financial year comprised:

<table>
<thead>
<tr>
<th>Director</th>
<th>Fees and Salaries</th>
<th>Contributions to pension schemes</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
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</tbody>
</table>

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Scottish Rugby Union Limited has operated various bonus schemes, including annual bonus schemes and a Long Term Incentive Plan ("LTIP") in recent years. Each of these schemes is explained below.

The Remuneration Committee's work during FY20/21 includes a detailed re-examination of all incentive schemes and reward across the organisation.

**Annual Bonus Schemes**

At the beginning of the 2019/20 financial year Executive Directors participated in a discretionary annual bonus scheme under which in FY19/20 a percentage of annual salary up to 30% could be earned if performance against certain annual targets was exceptional. The targets, the decision on whether those had been met, and the amount to be awarded (if any), was at the discretion of the Remuneration Committee. No weighting or specific percentage of salary was applied to an individual target.

The targets for FY 2019/20 included key performance indicators covering: revenue; sporting performance in the men's and women's national XVs and the professional teams; development of rugby; delivery of investment projects and planning for use of any funds achieved; stadium development projects; and succession planning, leadership development and increasing inclusion and diversity.

As a result of the disruption and detrimental financial impact caused by the Coronavirus pandemic the Executive Directors each waived any potential entitlement under the 19/20 annual scheme irrespective of whether any of the targets had been met.

Other employees within the organisation can also benefit from a discretionary bonus award depending on their performance over a longer period, aligned against medium and longer-term strategic objectives which seek consistent improvement in specific tournament outcomes and rankings.

- Developing Talent - covers the delivery and development of the then new BT (now FOSROC) Academy structures and pathways, coaching and referee development pathways and internal employee development and succession planning.
- Growing the Domestic Game – involved the creation and development of new Youth and Schools programme structures and the women's programme.
- Sustainable Clubs – consistent growth in club support and development funding is required, together with delivery and development of various sustainability programmes including Agenda 2 projects, club sustainability awards, and the club sustainability fund.

Conditional awards could be made by the Committee, with accumulated amounts then capable of being released after three years and five years if the Committee was satisfied that targets had been met at those points.

Amounts potentially available were based on a maximum percentage of salary. The Committee had full discretion over what amounts, if any, within that cap, should apply.

Conditional awards accumulated for years 1-3 have previously been paid to several participating directors and reported. Conditional awards had also been made by the Committee for FY18-19 (year 4) but were not due to be paid until after year 5 had been completed. By agreement with participants, payment of these conditional awards has been delayed to future dates spanning at least 2 financial years.

The Committee has terminated the Plan at year 4 (being FY18/19). Accordingly, no awards have been made or will be made for year 5 (being FY19/20).

The LTIP has not been extended or replaced.

**Remuneration and Benefits of Council Members, and Non-Executive Directors**

Council members, including the President are volunteers and are not paid for their involvement, other than the reimbursement of expenses wholly, properly and legitimately incurred on Scottish Rugby business.

Non-Executive Director fee rates increased for FY19-20 in line with the cost of living increase applied within Scottish Rugby Union Limited as a whole at the beginning of that financial year.

However, the normal fees to which Non-Executive Directors were entitled during the financial year were reduced / disclaimed as a result of the impact of Coronavirus. The actual fees paid to individuals during the year reflect part-year service in some cases, as well as the reductions applied.
## Strategic Aim: Winning Teams

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<tr>
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<th>OBJECTIVE</th>
<th>PROGRESS SO FAR</th>
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<tr>
<td>Scotland: Win Six</td>
<td>Scotland were third in 2018; fifth in 2019; and fourth (with three victories) in 2020. Also, in 2020 won three successive 6NC matches for the first time since 1996.</td>
<td></td>
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<tr>
<td>Rugby Cup semi-finals</td>
<td>Scotland did not qualify for knockout stages of 2019 RWC</td>
<td>Ranking improved during 2019-20 from ninth (after RWC) to seventh. Had reached a high of fifth in February 2018</td>
</tr>
<tr>
<td>Edinburgh &amp;</td>
<td>One team in top four of GUINNESS PRO14 and other team in top six every year</td>
<td>Edinburgh qualified for semi-finals in truncated 19-20 season. Glasgow finished third in their conference in same season. Glasgow reached semi-finals in 2017/18 and were runners-up in 2018/19; Edinburgh reached semi-final qualifiers in 2017/18</td>
</tr>
<tr>
<td>Glasgow Warriors</td>
<td>Both teams in top four of PRO14 by end of 19/20 season.</td>
<td></td>
</tr>
<tr>
<td>Scotland Women</td>
<td>Current ranking - 11th. Superb draw with France - seven places above them in the rankings in the past season - thanks to try from debutant Rachel Shankland and Helen Nelson’s goal-kicking.</td>
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</table>

## Strategic Aim: Revenue & Asset Growth/Sustainability

- Consistent generation of annual surplus.
- Repay minimum of £500k of core debt per year.

Achieved - In 2018/19, turnover reached £61.1m, surplus was £0.3m and a core debt repayment of £0.5m was made.

## Strategic Aim: Developing Talent

- Continued delivery of the FOSROC Scottish Rugby Academy.
- Two Academy graduates from Glasgow - Grant Stewart and Scott Cummings made Scotland debuts in past season. Edinburgh have seen Academy graduates Jack Blair, Connor Boyle and Roan Frostwick already make pro appearances in 2020/21 season. Academy continues to provide increased opportunities for players to sign pro contracts.

Coaching pathway

Opportunity for best coaches to progress. John Dalziel’s path: Scotland U20, Scotland 7s, Glasgow Warriors and now in 20/21 forwards coach to Scotland team is template of what can be achieved. Increased coaching numbers overall at UKCC level 4.

Refereeing - regular selections in elite tournaments / three individuals by end of 2017/18

Three referees with international appointments in the autumn of 20/21 – Mike Adamson, Hollie Davidson and Sam Grove-White. Regular appointments in EPCR and PRO14.

## Strategic Aim: Growing the Domestic Game

- Continued delivery of schools & youth programmes.
- 270+ clubs and schools compete in regular fixtures. Mitsubishi conferences have been a step forward in enabling games to be played.

Deliver women's and girls’ programme

Development of Girls’ Cups and Conferences. New structure to women’s competition. Growth in several regions of girl player registrations. Performance pathways created including age-grade programmes, plus specific 2023 contracted players.

## Strategic Aim: Sustaining Clubs

- Continued delivery of domestic sustainability programmes.
- Regional Rugby Development working well. Club Hardship Fund established to steer clubs through perils of the pandemic.