
Why is Scottish Rowing commissioning this review?

Scottish Rowing is committed to ensuring that everyone involved in rowing in Scotland can take part in a safe, positive and supportive environment. This independent review forms part of our commitment to continual improvement in wellbeing and protection.

Like many sports, we are managing more wellbeing and protection cases than in the past. It is important that we learn from these experiences and check that our systems are as strong as they can be. The review will help us understand what we are doing well, where we can improve, and how we can embed best practice consistently across the sport.

Who is leading the review?

The review is being led by **Chris Smart**, an experienced independent consultant in safeguarding and protection. He is a former Detective Chief Inspector with the Metropolitan Police, where he led a specialist child abuse investigation team, and has since supported a range of national sporting and other organisations with independent wellbeing and protection reviews.

Chris is independent of Scottish Rowing's management and case processes. His role is to provide objective findings and recommendations.

When does the review start and how long will it take?

The review will formally commence on **1 February 2026** and is expected to take **no longer than six months** to complete.

A detailed timeline will be agreed between the reviewer and Scottish Rowing at the outset. An interim update is expected during the review, with a final report anticipated later in 2026. Scottish Rowing intends to publish a summary of the findings and recommendations and to be transparent about how we will respond.

What will the review look at?

The review will focus on systems, culture and practice across Scottish Rowing. This includes:

- How wellbeing and protection is governed and overseen
- How safe people feel within rowing environments
- Whether there are barriers to raising concerns
- How concerns are reported, managed and learned from
- The effectiveness of policies, procedures, training and communication
- Whether roles and responsibilities relating to wellbeing and protection are clear

- How wellbeing and protection is embedded within clubs and performance programmes

A sample of previous cases will be reviewed on an anonymised basis to understand whether procedures have been followed and to identify learning.

What will the review *not* do?

The review is not:

- A re-investigation of individual cases
- A disciplinary process
- A forum to determine individual guilt or innocence
- A replacement for formal wellbeing and protection reporting routes

Its purpose is to identify strengths, gaps and opportunities to improve systems and culture.

Is this review linked to a specific incident or case?

No. This is a forward-looking review designed to assess overall systems, culture and practice across Scottish Rowing, rather than focusing on any single incident.

Who can contribute to the review?

The reviewer would like to hear from a wide range of people involved in rowing in Scotland, past and present, including:

- Athletes
- Coaches
- Volunteers
- Club officials
- Parents and carers
- Staff

Hearing a broad range of perspectives helps ensure the review reflects lived experience across the sport.

How can I share my experience with the reviewer?

You can contact the independent reviewer, Chris Smart, directly and in confidence at:

chris@pvpconsulting.co.uk

He may also proactively invite contributions from individuals or clubs as part of the review process.

Is what I share confidential?

Yes. The reviewer will handle information sensitively and in line with data protection requirements. Information shared will be used to inform findings and recommendations about systems and culture, rather than to investigate individual cases.

There may be rare circumstances where information indicates that someone may be at risk of harm. In those situations, appropriate safeguarding procedures may need to be followed.

Can I raise a wellbeing and protection concern with the reviewer?

No. The review is **not** a route for reporting live wellbeing and protection concerns.

If you have a current concern about the safety or wellbeing of a child or adult at risk, you must report it immediately through Scottish Rowing's existing procedures via the Wellbeing and Protection Officer:

 <https://www.scottish-rowing.org.uk/wellbeing>

If someone is in immediate danger, you should contact the police or emergency services.

Will clubs be involved?

Yes. All affiliated clubs will be asked to cooperate with the review, and a representative cross-section of clubs will be invited to engage more directly so that the reviewer can understand how wellbeing and protection is experienced at club level.

This is about shared learning and improvement, not about singling out individual clubs.

Will individuals or clubs be named in the report?

The review is focused on systems and culture. Scottish Rowing intends to publish a summary of the findings and recommendations. The emphasis will be on learning and improvement at an organisational and cultural level rather than on individuals.

What happens after the review is complete?

Once the final report is received, Scottish Rowing will carefully consider all recommendations. We intend to be transparent about:

- Which recommendations we will implement
- How and when we will implement them
- Where any recommendations are not taken forward, the reasons why

This reflects our commitment to accountability and continuous improvement in wellbeing and protection.

Can the Terms of Reference change?

The Terms of Reference set out the agreed scope and framework for the review. They may be updated by agreement between Scottish Rowing and the independent reviewer to ensure the review remains appropriate and effective as it progresses.

You can read the full Terms of Reference here:

[Read the Independent Wellbeing and Protection Review Terms of Reference](#)

Who can I contact if I have questions about the review process (not safeguarding concerns)?

For general questions about the review process, you can contact Scottish Rowing at:

independentreview@scottish-rowing.org.uk

Please remember that any current wellbeing or protection concerns must be reported through the formal reporting route, not via general enquiries.