Minute of the Meeting of the RCCC Board of Directors
held on Monday 24th September 2018, at Ochil House, Stirling.

Directors Present:
Rob Niven, David Hardie, Susan Kesley, Hugh Templeton, Graham Lindsay, Jim Cullen, Bruce Crawford.

In attendance:
Brian McArtney, Margaret Nicol, Judith McCleary

Apologies:
Helen Hally, Sarah Birrell (sportscotland)

1. Welcome
Rob welcomed everyone to the meeting. Jim was welcomed back as a director co-opted onto the board till the next AGM.

2. Conflicts of Interest
No new conflicts of interest were noted.

3. Minute of previous meeting
The minute of the previous meeting on 26 June was approved with a couple of amends to provide clarity. The note on use of the term “brother and sister curlers” was deemed to not be offensive and is appropriate to use as a term of friendship.
Action: Bruce to revise and post on website

The minute from the brief meeting after the Board and Staff Away Day was circulated
Action: Bruce to post on the website

4. Matters Arising
The board noted that all the actions from the last meeting had been completed.

There needs to be better communication from staff on products developed by Scottish Curling. The board agreed that the staff should consult the board on significant changes like changing a company logo but once agreed (by the board) the staff should be free to apply that logo on branded items and use their professional expertise to apply a new logo on whatever items they deem appropriate. The marketing team are charged with protecting the brand and all merchandise is controlled by them and they report to the CEO. Jim mentioned the recent Curling World Cup clothing design as a good example that was designed by the staff and did not need to be approved by the board.

5. CEO Report
The Q1 management accounts will be circulated shortly, once received from the accountant.

The board noted the papers on International Reps and agreed to continue with the current reps until October 2019, at which point we will review the terms and seek new reps with long term planning objectives.

Following advertising with the Institute of Directors, sportscotland, Linked-In and our own website, four good candidates applied for the position of Independent Directors. It was agreed that Jim, Margaret, Rob and Bruce would be on the interview panel.

Bruce reported on the Open Strategy Consultation meetings around the country, which saw 267 people attending and thanked all the directors who attended and supported the meetings. On top of the 400 responses to the online survey, this has been a positive engagement with our members.

The Terms of Reference for committees was noted and additional changes will be made and circulated by email for final approval.
Action: Bruce to update and circulate for approval

The RACI model (Responsible, Accountable, Consulted, Informed) was discussed as a step forward in providing clarity in terms of accountability and responsibility. The board accepted the examples given and felt that this model provided good guidance. It would be retained as a working document and circulated more widely, to staff and convenors in the first instance.

6. Development Update

Judith had previously circulated her report, which covered:

- Safeguarding standards, currently 86% compliant
- Equality Impact Assessments
- Future Leaders, 9 excellent candidates recruited
- Ailidh Hood is leaving the role of Development Manager, recruitment is open
- Maureen Smyth is leaving as Lockerbie Development Officer, need to review the role
- Coaching and Development Conference, went well, excellent feedback & reviews
- Umpire refresher day was also a success
- Competition Review, has been conducted, with limited change for members but internal systems will be improved to monitor competitions in future
- Curling Ice Rink Meeting saw 46 people from across the country, a positive meeting. Commitment to support the new Scottish Curling branding, need to develop pathway for casual curlers.
- The “catwalk” image (showing the two brands) was widely liked at the open meetings and will be shared on the website.
  Action: post the slide on the website in an article on the brands
- It was noted that some clubs would like branding that they can add to club clothing. The board agreed this should be Scottish Curling branding.
- A question was raised on the cost of development staff, Bruce confirmed the gross figure is currently £160,000.
- It was agreed that the membership categories should be reviewed to ensure there is clarity on categories, including honorary playing and non-playing members. A membership pack should be rolled out as a tangible benefit for all members.
  Action: The Membership Development Committee should address this and report back to the board.

7. Performance Update

Graeme had prepared a paper for discussion by the board on the selection process for Scottish representative teams for Mixed Doubles. The paper generated some discussion on the proposal as a way to reduce risk for Scottish Curling and British Curling. The teams that have entered the 2018 Scottish MD Championships did so under the rules as published in the rulebook and the draw has already been issued, it was felt that a change at this stage would undermine the integrity of the rules which should not be changed after the entry date has passed. It was acknowledged that if a different selection process or format is required then this should be discussed and put into the rules by end April 2019, before the entries open for the following seasons event. Alternative formats could be a best of three final or other models that seek to avoid one-off results. The board were unanimous in not approving the proposal.
Action: Rob to convey the decision to Graeme and ask the CHPAG to consider the alternative ways to select the best possible teams to represent Scotland.

8. Primary Issues For Discussion:

a. Draft Strategic Plan 2019-2023

Bruce updated the board on the draft Strategic Plan, following the open meetings. Input from the development team will be added tomorrow. The board approved the draft strategy which will be submitted to sportscotland on Friday.

A key point of discussion was the target for future membership numbers. The board agreed to set the target at 12,000 which will involve recruiting at least 500 new members every year.

b. British Curling: Summary Report, MOU, CEO

Rob had previously circulated the review summary commissioned by UK Sport and recent changes. A Change Project Group has been set up to drive improvements and maximise benefits for the athletes in the programme.

National Coach appointment has been announced as David Murdoch

The Scottish Curling CEO will no longer serve as the COO for British Curling and they will recruit a part time person to undertake this role for British Curling.

The MOU partnership agreement will be revised in the coming months.

The Curling High Performance Advisory Group shows joined up policy cooperation.

The Scottish Performance Development Coach (David Ramsay) has been working effectively and linking the Scottish and British players on the pathway to facilitate progression. We are currently discussing his role reaching up to include the British Performance Foundation programme, with additional resource used to backfill his work.

We need to jointly address the shortage of coaches at the top level and will need to address this as a Scottish and British priority.

c. Curling High Performance Advisory Group (formerly the Performance Policy Group)

This new group has met for the first time and is a collaboration of the two boards (BC and SC). The CHPAG will meet four times per year and will make recommendations to the two boards on high performance issues, it is not a decision making body. Those items discussed by CHPAG should receive input from the competitions committee before being presented to the SC board and should state what the view of the Competitions Committee is on all matters. It was felt that the CHPAG should be addressing issues well in advance of problems arising. Changes in the competition schedule that affect teams should be made before the relevant entry date closes. The group should also be aware of timing of changes that might affect event bidding.

d. Commercial Group

The Group is scheduled to meet in two days time and is planning to progress the concept of a shirt sponsor draw. A note of that meeting will subsequently be circulated by David.

The spelling error on the Mouat shirt was caused by an error made by the supplier.

Action: Bruce to meet Foxglide to seek assurances can be given to avoid future errors.

e. Organisational Structure

The paper on the background to this group was noted and the board agreed to the formal creation of a working group tasked with reviewing the organisational structure and would be opened up to include a staff member and 2 individuals from the membership. The existing members of this group are current: president, vice-president and past president, along with Ladies Branch president, vice-president and junior vice-president and CEO.

Action: Invite 1 staff member to join this group.

Action: Invite 2 members to join this group from the wider membership.

f. Independent Director recruitment

Four suitable candidates had applied by the closing date and will be interviewed next month. The panel will comprise Rob, Bruce, Margaret and Jim.

Action: Interview Panel to meet on 2 October.

g. Staff Consultation: Action Plan progress

Helen had provided a note that she will be completing her final report in the near future and will share it with the Board and staff.

h. Scottish Curling Rule Changes

The board approved the recommendation for thechanges to the rules proposed by the Competitions Committee as a result of WCF rule changes.

Action: Rule changes to be included in the new rule book.

The Competitions Committee also proposed a change to the rule S.3.a).(i). regarding the European Playoff. This change had been drafted to remove ambiguity and require that a playoff will be played every year apart from in the Olympic season. The board did not approve the proposed change as it stands, but felt that a recommendation from CHPAG on this matter should be sought. The bidding papers need to be circulated to ice rinks and should include provision for a European Playoff, whether it is eventually required or not. It was suggested that the CHPAG also consider whether the ECC is the best preparation for the Olympic teams.

Action: Rob to seek input to this matter from CHPAG and take that view back to the Competitions Committee.

9. For Information:

a. 2019 World Wheelchair Curling Championships

Bruce provided an update on the budget and confirmed the event logo is being finalised and other arrangements are coming together.

b. 2020 World Men's Curling Championships

Bruce provided an update on the budget which is showing a small surplus and advised that Jill Elborn has been appointed internally by Glasgow Life to be the event manager, taking over from Emma Lynch as planned.

The venue seating layout was shown to the board with curling lanes marked inside the athletics track. Questions were raised about the "Patch" and off-ice experience. Bruce confirmed the Patch and Merchandise offer would be inside the same building. Question was raised regarding the Scottish Curling input to the Local Organising Committee.

Action: Bruce to connect Jill and Billy Howat as the board's placement on the LOC.

10. Scottish Curling Trust

The Curling exhibition at Hampden is likely to be scheduled for commencing January till June 2019.

It was noted that the SCT are financially supporting the Scottish Curling Future Leaders programme.

11. Equalities Matters

Three board members attended sportscotland Equalities training in September.

12. Welfare Matters

No matters to report.

13. Any Other Business

a. Merchandise

The board noted the visuals from VSN for Scottish Curling clothing including: tie, ladies scarf, T-shirt, polo, sports top, hoody, insulated jacked, gilet, hat and scarf. The marketing team will consult a sample of our members on the designs before opening the online store, planned for November.

Action: Design options consultation in October.

The Four Nations team would wear the Scottish Curling branded clothing and this would be the first time we test the production capabilities of VSN.

It was agreed that the tour blazers would use the RCCC globes rather than the crossed brooms or Scottish Curling logo. This was to simplify matters and have one brand and logo for RCCC representatives. No progress has been made on securing blazers but the marketing team will be sourcing samples, in order that we can move forward in the coming months.

b. Energy Costs
Following the ice rink meeting we have sought advice on setting up a meeting with Scottish Government to see if any progress can be made on reducing taxation on energy for ice rinks or they will become economically unsustainable. SIRA have offered to support us on this campaign.
Action: Bruce to commence discussions with government officials

c. U3a (University of the third age)
This organisation exists for retired people and operates local branches across the country that organise activities and events for their members. At present none have Curling groups and we will try to support a national campaign to establish some. Kinross are in the process of starting a U3a curling group.
Action: Communicate information to Development Groups

d. Swedish Womens Tour
Margaret advised the board that the Swedish Women arrive in Scotland 26 October and leave 4 November.

e. Alcohol Sponsorship for U21 players
The board confirmed that the current position is that only over 18 teams should be sponsored by alcohol drinks companies. Teams participating in the Scottish Junior Championships should not wear alcohol brands on team clothing.
Action: Advice should be sought from sportscotland on correct procedures re alcohol

f. Ingliston Lease.
Discussions are ongoing with RHASS and will be pressed to release the asset as soon as possible.
Action: Bruce to search annuals to identify when the transaction went through the accounts

g. Disciplinary Procedures
The current procedure needs to be aligned with the British Curling Policy to ensure consistency and avoid loopholes.
Action: Rob and Bruce to progress this with British Curling

14. Date, times and locations of future board meetings.

30 Nov 2018, at 10am in Dumfries - Action: David/Helen to confirm venue to Rob
20 February 2019 in Perth
2 May 2019 in Stirling
15 June 2019 – AGM in Perth