Board of Management meeting minutes

10th September 2020 - online via Zoom

Adopted on: 2020.10.27
Last reviewed on: 2020.10.29

Attendee	Role	Attendance
Graham Lindsay	Chairperson	In Person
Louise Burke	Independent Director	In Person *(until 12:30pm)*
Kevin Troup	Independent Director	In Person
Keith Prentice	Director	In Person
Janine Wilson	Director	Apologies
Susan Kesley	Vice-President, 2020-21, Director	In Person *(until 12:55pm)*
Jim Cullen	Director	In Person
Liz Burton King	Director	In Person
Margaret Nicol	Director	In Person *(until 12:45pm)*
Andrew Kerr	President, 2020-21	Apologies
Bruce Crawford	CEO	In Person
Nick Rennie	Head of Development	In Person
Corrie Lawrence	Ladies Branch President, 2020-21	In Person
Sarah Birrell	sportscotland Partnership Manager	Apologies
Alison Deuchars	SSA support (minutes)	In Person

1. Welcome

Graham welcomed everyone to the meeting.

2. Apologies

Apologies were accepted from Janine, Andrew and Sarah.

3. Conflicts of Interest - Register

Liz noted she is now a trustee of Glasgow Ice Centre.

4. Minutes of previous meetings

The minutes of the meeting from 2nd July 2020 were discussed and a minor amendment around the Structure Review Group was agreed. The minutes were adopted subject to the minor amendment being made.

> ☐ **The Board unanimously approved the minutes of the meeting from 2nd July 2020 subject to a minor amendment.**

5. Matters Arising

There were no matters raised.

5.1. Review action Log

Graham requested that everyone reviews the Action Log and advises him and/or Bruce on the status of their allocated actions.

🅐 All Board members to review the Action Log and advise Graham and/or Bruce on the status of their allocated actions. [10/09/2020.01]

6. CEO Report on Strategic Outcomes

Paper Circulated in advance of the meeting.

Bruce gave an overview of progress against Strategic Outcomes, starting with Facilities and he played the new video on Return To Curling, which will be shared on our website and social media tomorrow. The RTC document has been approved by sportscotland, with the Field of Play Bubble definition as being per sheet, not per ice rink. An update to the guidance will follow the first ministers announcement later today. Bruce advised that details of ice rink opening dates will be put up on the covid page of the website along with links to the latest guidance.

On membership, he reported that membership has fallen below 11,000 for the first time. Detail on the annual trends had been shared with the board in July. Issuing of subscription requests to clubs has been delayed until November to be after most ice rinks are expected to have opened. Covid19 is to be added as a risk to membership numbers.

Due to the current covid situation the development programmes have lost the summer and adult camps. The programme of Try Curling opportunities will commence later in the season and the website will be updated around this. Bruce noted that Scottish Curling are not responsible for Development programmes that are run in conjunction with rinks and local authorities.

Bruce advised the Board that closing dates for a number of competitions have been extended from June to October and the Cancellation Policy is now more favourable to members. The decision to rename the District Medal has been reversed and more will be done to promote the competition in clubs. Bruce also advised the following international competitions involving our teams have been cancelled: World Mixed, European (Men and Women) and World Junior B (Women).

The coaching conference taking place via Zoom this weekend has more than 100 registrations so far.

Bruce informed the Board that Sophie Jackson has been appointed as Academy Manager and she plans to get on the ice with athletes next month but travel restrictions are impacting on overseas competition plans. The board noted that David Jones has left our employment as Development Officer in Dundee and is recognised for his contributions, Robin Brydon will be taking up the Dundee position in October. Helen Kallow has left the disability post having made a significant contribution, the loss of this post could have an impact on the target to increase inclusive curling by 10%. Bruce advised that alternative funding streams for this post are being looked at and the Development Managers are picking up some of this work with their respective ice rinks.

Bruce advised that he is in discussions with broadcasters to increase the output next season and a Commercial Group meeting is to be arranged. Approaches for sponsorship have been made to two companies and the shirt sponsor raffle will not be going ahead due to the current conditions.

There was a brief discussion around the content of this report and the Board agreed that there should be more detail in the CEO report on Strategic Outcomes.

□ **The CEO report on Strategic Outcomes is to contain more detail.**

7. *Property Report*

Paper Circulated.

Bruce talked the Board through the paper and advised that with new patterns of working, people being in the office less, the organisation's needs have changed. Staff have been surveyed on the suitability of working from home and feedback has been positive with a blended pattern being preferred.

The property in Ingliston could be viable as offices for the organisation in future, but requires refurbishment. Consultation with the staff will begin next week and a proposal on future office accommodation would be sent to the board by email.
Jim asked about the notice period for Ochil House and Bruce advised that the initial contract period had ended and it is now a rolling three month contract. Bruce indicated that Boardroom facilities at Ingliston would be for a maximum of 16. Bruce advised that sportscotland offices at South Gyle have large meeting rooms available to book, they do not incur any costs and have good transport links so would be a good option for meeting with many attendees. Margaret asked if the Scottish Curling Trust and Scottish Curling store in Stirling can be accommodated at Cairnie House, Bruce indicated that this would not be possible and options for storage will be looked at after the office accommodation is finalised.

8. *Membership Pause Proposal*

Paper circulated.

Bruce summarised the paper advising that payment of membership fees has been delayed for two months to allow members to assess the situation regarding rink availability. A proposal was put forward to enable members to 'pause' their membership for next season. This option is hoped to mitigate the impact of the challenges for this season as it will enable members who have concerns in returning to curling this year to have continuous membership in relation to the 50 year medal. Graham stated it is important to do all they can to retain as many members as possible. Corrie declared it to be a good idea and the continuous membership aspect would be appealing to members. Margaret suggested the communication needs to be very clear around who this option is available to, Liz agreed that this would be a challenge. Nick confirmed that "paused" members would not be curling, have no insurance and not be eligible to vote at the AGM.
The Board discussed the proposal in relation to loss of income and impact on the budget. Liz proposed an assumption that the overall loss of membership subscriptions might be 20% which could be as much as £38,000 loss of income. The discussion included the relationship between Mother Club and RCCC membership. The communication must be clear so club secretaries and members understand this.

□ **The Board unanimously supported in principle the proposal for members to be able to 'pause' their membership.**

❹ **Nick, Bruce and the staff team to create a narrative around the pause membership concept. [10/09/2020.02]**

9. *Operational Plan 2020-21*

Paper circulated.

Nick highlighted some of the items in the paper, particularly linking the operational plan to the strategic plan as suggested by Kevin. Liz noted that Fiona Harfield was to be commended on all the great development work she had achieved, the board unanimously agreed with this sentiment.
Nick gave a brief outline of the Quick Curling initiative and the intention to hold a pilot session by the end of the year with the launch set for 2021. Jim asked to receive the details of the initiative.

🅐 **Nick to email the details of Quick Curling to Jim. [10/09/2020.03]**

10. Committee/Group Updates

10.1. Audit Committee (AC)

Paper circulated.
Kevin advised that the budget for the new season has been deferred due to the recent significant variations that have occurred. The AC had met and considered a number of items identified b Bruce as risks in the current budget and the AC is working with Bruce to look again at the assumptions that were made in regard to income around membership subscriptions and sponsorship and will be meeting later in September to form a revised budget. The 2021-22 budget will be provided to the board for approval in March 2021.
The AC also noted the investment held as government bonds are not due to mature till 2024 and so no plan to cash them in, so identified as fixed assets.
The AC was unanimous in changing the date of the AGM and proposed mid-late August/early September. The date is set at the previous AGM in accordance with the Articles of Association therefore, the change will be from 2022 unless an EGM is held to enable the date change to be effective from 2021. The AC advised the reason around this date change must be communicated well to the members. The Board discussed the proposal and approved in principle changing the date of the AGM.

🄳 **The Board unanimously supported in principle the proposal to move the date of the AGM**

🅐 The **Board to communicate the change of future AGM date before the 2021 AGM. [10/09/2020.04]**

10.2. Competition Committee

Paper circulated.
Susan explained the amended terms of reference for the competitions committee in respect of having the Olympic/National Coach, an athlete representative and the Academy Manager as non-voting members, in addition to 3 competitive curlers as full members of the committee. The Board discussed the levels of voting influence the various committee members have and agreed unanimously the proposal from the Competitions Committee.
The Board was advised that since the World Junior B Championships has been cancelled there was a suggestion that the Scottish Juniors be moved to January 2021 as the U21 players will not have much competition experience before the end of the year. The teams who have entered will be consulted on the possible date change and the date will be confirmed in the coming days.

🄳 **The Board unanimously agreed the proposal around committee voting rights from the Competitions Committee**

10.3. Umpire Committee

Paper circulated, no questions. The umpire meeting refresher will be on Sunday.

10.4. Coaching

Paper circulated.

The Board was advised that there are vacancies on the Coaching Committee and new people are being sought to join. The vacancies will be advertised on the website and social media.

A virtual coaching conference will take place on Saturday and it is well subscribed. Keith requested the link for the meeting.

Ⓐ Nick to email Keith the details of the coaching conference [10/09/2020.05]

10.5. Member Development

Paper circulated.

The main points regarding the Membership Pause initiative had been discussed earlier. There were no further comments or questions.

10.6. International Relations

Paper circulated. No comments or questions.

10.7. Commercial

Paper circulated.

Liz advised that the Commercial Group are looking at a number of areas and are currently awaiting further information from Bruce to enable them to proceed.

Ⓐ Bruce to supply the Commercial Group with the information requested. [10/09/2020.06]

10.8. Equalities

Paper circulated.

Margaret recognised the contribution made by Helen Kallow working with curlers with disabilities and noted that this work will be picked up by the Development Managers and needs to remain a priority.

10.9. Structure Review Group

Paper circulated.

Jim outlined that the Structure Review was paused in March as the final stage of consultation with ASC and LSC did not take place due to covid.

🄳 The Board unanimously agreed to prioritise the Structure Review after the joint meeting in November.

A proposal had been submitted by Janine for the Ladies Branch President to be coopted as a director, rather than just attending as an observer. Jim confirmed that the board currently comprises 11 directors and the board felt that it was not necessary to increase the number of directors at this time.

The board generally felt that we should stick with the status quo and that the Structure Review should be used to address this issue to have gender balance at the highest level in the organisation. The board is due to be increased in the near future as we recruit an additional Independent Director and so any need for additional directors being coopted should be based on skills required. The board agreed to conclude this matter at the 9 December board meeting, being after the Joint ASC/LSC meeting on 10 November.

10.10. Scottish Curling Trust

Paper circulated

Margaret advised that two new Trustees have been appointed and things are moving apace in terms of cataloging and digitising the historic collection. The valuation of trophies is also in progress. The Scottish Curling Trust also thanked Helen Kallow for her work and will pursue grant applications for funding to retain the position. The Trust has identified its priorities were to catalogue the collection rather than make commitments toward a museum. Kevin asked if there had been any requests for funding from Scottish Curling and for those to be highlighted when they occur. Margaret advised that there have been no such requests and there are currently none in progress and the Trust is looking at how it can offer more support to the Future Leaders programme.

10.11. CPPAG

Paper circulated.

Bruce talked the Board through the revised Terms of Reference that was discussed at the recent CPPAG meeting. This was discussed by the Board and it was agreed that Scottish Curling (SC) would request two (SC) directors be appointed to CPPAG along with athlete representatives and staff members to balance the representation with British Curling. The Board also agreed to leave the Chair position with British Curling and take the Chair rotation next year when Susan and Keith have gained more experience.

🄳 **The Board unanimously agreed to retain two Scottish Curling directors on CPPAG.**

🄳 **The Board unanimously agreed for Rob Niven to continue as the Chair of CPPAG to provide consistency till the end of this season.**

10.12. British Curling

Paper circulated

At the British Curling meeting on 3rd September the Performance Foundation Budget report was presented and Graham talked the Board through the budget proposal. The Board discussed the proposal and it was agreed that Graham would go back to British Curling with the queries raised by the Board around the lower level of budget attributed to the women's programmes than the men's and what is covered by 'ad hoc'. Graham will update the Board accordingly.

🅐 **Graham to ask British Curling about the disparity in funding between the women's and men's programmes. [10/09/2020.06]**

🅐 **Graham to ask British Curling what is covered by 'ad hoc'. [10/09/2020.07]**

10.13. Rules

Paper circulated.

The Board discussed the excellent work done recently to update the rule book. The board discussed the use of the words rules and regulation. It was agreed to delegate the final amendments to the C and S rules to the Rules Committee. The Board was advised the new Rule Book will be published in the coming weeks.

🄳 The Board unanimously agreed to delegate the approval of the C and S Rules to the Rules Committee to ensure publication in the coming weeks.

10.14. Selection Group

Paper circulated.

The Board was advised the Terms of Reference for this group have been reviewed.

10.15. Branding & Logo's Group

Paper circulated.

Liz advised the Board that there had been good engagement with the survey, it solicited a record number of responses (1,217) and comments (377) which will take time to process and digest. The group hopes to have a recommendation to put before the Board at the October meeting. Recent brand usage has been circulated to the group and staff.

10.16. Communication & Engagement Group

Paper circulated.

The framework document was circulated to the Board and it was approved by email. The framework was then passed to Bruce . Liz noted that the budget needs consideration as there are staffing resource implications. Bruce advised the budget does not include extra marketing staff and he will be meeting with Pam Graham (Marketing Officer) to discuss the paper.

🅐 Bruce to meet with Pam Graham to discuss the Stakeholder Planning and Communication Framework paper. [10/09/2020.08]

11. AOCB

Bruce advised that adverts for Independent Directors will be published on Monday. There was a discussion around identifying the skills gaps on the Board and it was agreed someone with commercial experience would be an asset.

🄳 The Board unanimously agreed to include commercial skills to the Independent Director recruitment advert.

🅐 Bruce to amend the Independent Director recruitment advert to include commercial skills . [10/09/2020.09]

Graham thanked everyone for attending and closed the meeting at 1:00pm

Ⓐ *Action Summary*

🅐 All Board members to review the Action Log and advise Graham and/or Bruce on the status of their allocated actions. [10/09/2020.01]

🅐 Nick, Bruce and the staff team to create a narrative around the pause membership concept. [10/09/2020.02]

🅐 Nick to email the details of Quick Curling to Jim. [10/09/2020.03]

🅐 The Board to agree on the new AGM date before the 2021 AGM [10/09/2020.04]

🅐 Nick to email Keith the details of the coaching conference [10/09/2020.05]

🅐 Graham to ask British Curling about the disparity in funding between the women's and men's programmes. [10/09/2020.06]

🅐 Graham to ask British Curling what is covered by 'ad hoc'. [10/09/2020.07]

🅐 Bruce to meet with Pam Graham to discuss the Stakeholder Planning and Communication Framework paper. [10/09/2020.08]

🅐 Bruce to amend the Independent Director recruitment advert to include commercial skills . [10/09/2020.09]

🄳 *Decision Summary*

🄳 The Board adopted the minutes of the meeting from 2nd July 2020 subject to minor amendments

🄳 The Board unanimously supported in principle the proposal for members to be able to 'pause' their membership

🄳 The Board unanimously supported in principle the proposal to move the date of the AGM

🄳 The Board unanimously agreed the proposal from the Competitions Committee

🄳 The Board unanimously agreed the proposal around committee voting rights from the Competitions Committee

🄳 The Board unanimously agreed to propose two Scottish Curling directors be on CPPAG.

🄳 The Board unanimously agreed for British Curling to retain the Chair of CPPAG.

🄳 The Board unanimously agreed to the Rules Committee determining the wording around the use of 'Regulations'

🄳 The Board unanimously agreed to include commercial skills to the Independent Director recruitment advert