Board of Management meeting minutes

27th October 2020 - online via Zoom

Adopted on: 09.12.2020
Last reviewed on: 2021.01.11

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

1. *Welcome*

Graham welcomed everyone to the meeting and expressed his thanks to Louise Burke, who recently resigned from the Board, for all her work and wished her well going forward. Liz expressed her sadness at Louise's resignation.

> **Ⓐ Graham to circulate dates to the Board, asap, to arrange a meeting to discuss Louise's resignation. [27/10/2020.01]**

2. *Apologies*

Apologies were accepted from Sarah.

3. *Conflicts of Interest - Register*

There were no conflicts to note.

4. *Minutes of previous meetings*

The minutes of the meeting from 10th September 2020 were agreed.

🄳 **The Board unanimously approved the minutes of the meeting from 10th September 2020.**
Proposed: Keith
Seconded: Margaret

5. *Matters Arising*

There were no matters raised.

5.1. Review action Log

Graham noted there are still some outstanding actions. The actions allocated to Louise were discussed and re-allocated, the AC will take on the Risk Register action [04/11/2019.16] and Janine will take on the action around the Appointments and Remuneration Committee draft ToR [02/07/2020.05]. A discussion around the Action Log took place with regards to filtering the actions to enable Board members to easily see actions closed since the previous meeting, Alison advised that she would look into this.

Kevin advised the Board reviews as per KPMG audit are overdue and should be undertaken as soon as possible. Graham stated he would set them up in the next few days.

🄳 **Louise's outstanding actions were re- allocated**
🅐 **Graham to arrange Board reviews. [27/10/2020.02]**
🅐 **Alison to look at Action Log filtering options. [27/10/2020.03]**

6. *CEO Report on Strategic Outcomes*

Report Circulated.

Facilities/Membership
Bruce advised the Board that activity around reopening rinks is subject to guidance from the Scottish Government. The Board discussed the potential restrictions to come over the next few weeks. Bruce informed the Board that two performance athletes had recently tested positive for Covid19 and the protocols were working well. The athletes had not been curling prior to acquiring the infection therefore there was no risk to others in the curling environment.

A discussion around restrictions in relation to risks to ice rinks and curling followed with Bruce advising he has written to the Scottish Government and has received acknowledgement of the correspondence but there appears to be a three week backlog. The board discussed the impact this could have on membership numbers and related income and Bruce informed the Board the membership pause initiative has been very popular but communication has to be made to members to encourage them to continue to pay their fees.

Graham enquired as to the status of the plans for Glasgow and Liz advised it is going well and a written report will be forwarded to the Board when the group is ready to share the information. Bruce advised he has met with the feasibility consultants.

Development
Bruce advised that the Development team have adapted to ice rink support and a new STONE poster, with the latest curling guidelines, has been promoted. The poster is available online.

Graham enquired about the Ice Rink Curling Community that is mentioned in the report and Nick advised the plan is for all 21 rinks to have a group of key stakeholders to discuss development post Covid in their area as each rink has different challenges. Bruce advised the Strategic Plan needs to be revisited to incorporate recovery and rebuilding post Covid, some of the targets and actions need to be removed and new ones added. The Strategic Plan mid term review is due in the next few months and this could be brought forward.

Competitions
Bruce advised that a number of competitions have been cancelled and the details are on the website. The flagship events currently remain on the calendar with the committee and staff looking at ways to be able to hold them. A discussion around competitions followed. Corrie, Susan and Margaret commended Jane Stirling for all the hard work she is doing around competitions.

Graham asked if the cancelled World Men's Championship review has taken place. Bruce advised that the stakeholders meeting is on Friday 30th October with a follow-up meeting due a few weeks later.

Workforce
Bruce advised the online Coaching & Development Conference and Umpire Refresher day were very positive events and went well with new future leaders on board and courses to upskill and develop coaches have adapted well to the online environment with more courses planned.

Performance
Bruce stated the Academy programme has been delayed due to the current restrictions. The National Academy programme has been delayed indefinitely while Forfar Regional Academy has been able to start their programme. Coaches are ready to begin whenever they are able to.

Bruce advised the Board that five teams (2 female, 3 male) will be travelling to Switzerland for two competitions and British Curling are looking to host an event, with european teams, in Stirling in the new year though a lot of work is required to create a Covid secure bubble incorporating the ice rink and hotels. Bruce advised that Slam events will not be going ahead this season therefore points will not be awarded. Nigel Holl is revising the selection document to take into consideration this key change. The document is expected to be available prior to the Scottish Curling Board meeting to be held on 9th December.

Equalities
Nick has been planning virtual activities for Women and Girls in Sport week, underway this week.

Effective Organisation
Bruce advised he had met with Graham to discuss the need for a governance framework document to clarify where responsibilities lie between staff, Board and CEO. The board agreed a working group should be formed to develop the framework. Margaret and Liz requested Terms of Reference and number of members for the group.

Ⓐ Graham to email the Board, this week, with proposals for the group [27/10/2020.04]

7. *Operational Plan 2020-21*

Paper Circulated.

Margaret and Janine suggested the Operational Plan be revised in light of Covid related restrictions as some items are unachievable and focus needs to be on what is possible. Kevin suggested the long term outcomes are sited above the annual outcomes for context. There was a discussion around the target membership numbers and Nick agreed to revise the plan by the end of the season when the impact of Covid will be known

Ⓐ Nick to revise the Operational Plan in relation to the impact of Covid [27/10/2020.05]

8. Committee/Group Updates

8.1. Audit Committee (AC)

Report circulated.

Kevin advised that Bruce will revise the budget for the year in light of Covid related issues for the next Board meeting. There were no questions arising from the report.

Ⓐ Bruce to revise the annual budget for the next Board meeting [27/10/2020.06]

8.2. Competition Committee

Report circulated.

No comments or questions.

8.3. Umpire Committee

There has not been a meeting of the Umpire Committee since the previous Board meeting.

8.4. Coaching

Report circulated.

Keith advised there have been no further appointments to the Coaching Committee, an advert seeking members is on the Scottish Curling website.

8.5. Member Development

Report circulated.

It was noted that a meeting is scheduled for mid November. Nick advised the committee have been working on how best to communicate with members about what Scottish Curling does, with a flyer being worked on to go out with membership card letters that shows where the membership fees go. The message will also be in 'Your Curler' magazine. The committee is also discussing the membership categories with a view to tidying them in relation to schools, students and virtual clubs. A proposal around membership categories will be put to the Board in due course. Liz stated that there is a good, broad range of view and diversity of opinion on the committee.

8.6. International Relations

Bruce advised there is Scottish Curling representation on the Maximising the Value, Governance and Structure and Athletes commissions of the World Curling Federation (WCF). Bruce and Susan are waiting to hear if they will be accepted on to the long term commissions as opposed to the working groups they are currently on. Bruce also advised the WCF are also looking at the length of terms of commission members.

8.7. Commercial

Liz advised that a meeting date has still not been set and advised that she remains unsure what the Commercial Committee is tasked with achieving. Liz stressed the remit is too broad as it stands and the list of sponsors' assets is not enough information to move forward with and asked Bruce to clarify the remit and provide the information that has been requested previously. Bruce suggested a meeting date could be found in mid November and further details can be discussed then.

🅐 Bruce to supply the Commercial Group with the information requested. [27/10/2020.07]

8.8. Equalities

Maragaret stated that with Helen leaving and rink closures meaning very little curling is taking place, there is nothing specific to report. Margaret and Nick have conversations around equalities issues to keep it on their agenda.

8.9. Structure Review Group

Jim advised a joint meeting of ASC and LSC is scheduled for 10th November and he will provide a report after the meeting.

8.10. Scottish Curling Trust (SCT)

Report circulated

Margaret was able to inform the Board that an IT strategy has been developed, cloud storage and a YouTube channel have been set up and the website is being redesigned. Margaret advised the Board that the Trust is asking for the historical artefacts to be transferred from RCCC to SCT. A discussion followed and the Board agreed a Memorandum of Understanding between RCCC and SCT should be put in place. Liz noted that ownership of items should be clear to aid copyright attribution. Margaret stated more work needs to be done in this area and will put it to the committee at the next meeting.

🄳 A MoU between RCCC and SCT around historical artefacts to be agreed.

8.11. CPPAG

No report.

8.12. British Curling

Graham advised the next British Curling Board is on 10th November and items of interest have been covered under other agenda items. Graham noted British Curling has a new IT system and new email addresses are in operation.

8.13. Rules

Graham advised the new rule book is in progress but there is no rush to print it.

8.14. Selection Group

Report circulated.

Susan thanked Nick for producing the report and advised that a meeting had been held the previous evening, Sheila and Dave spoke to the group and it was very successful. Another meeting is planned for next week, athletes affected by the policy have been invited along. Findings from the committee will then be taken to the members via a series of meetings.

8.15. Branding & Logo's Group

Report circulated.

Liz stated that the group is pleased with the report. The group was diverse with very different opinions and everyone felt their voice had been heard. Bruce and Pam will review the recommendations within the next week or so. Bruce suggested it is almost ready to go and he just needs to dig down to ensure there is nothing missing. Liz advised that the report is the response from members, to be adopted and then communicated to the members. A discussion took place around the use of RCCC versus Scottish Curling in various situations. The Board agreed that the report needs to be taken forward quickly and it can be approved by email to expedite the process.
Graham commended the group on the comprehensive report produced, the Board agreed it was an impressive piece of work and it is what the members want.

Ⓐ Bruce and Staff to review the Branding & Logos Report and recommendations. [27/10/2020.08]

Ⓐ Bruce to clarify badging of kit. [27/10/2020.09]

8.16. Communication & Engagement Group

Report circulated.

Margaret advised that this work is effectively finished and it's now about how the report is enacted and can therefore be removed as a standing agenda item.
The Board discussed the lack of specifics in the implementation plan and how it links to the Strategic and Operational Plans along with links to other working groups that would use it.

Ⓐ Bruce to review the implementation plan. [27/10/2020.10]

9. AOCB

9.1. Communications and Engagement Plan

Report circulated.
Covered within item 8.16

9.2. Disciplinary Policy for approval

Graham advised the Board the Disciplinary Policy has been updated to align with British Curling. The key changes are clarifying responsibility and jurisdiction in relation to athletes that are members of both organisations. British Curling is happy with it. Margaret identified a typo in 6B

The Board discussed aspects of the policy including the details around the Disciplinary Panel Pool and the meaning of 'censure' in 10a. Further discussion around the Disciplinary Panel Pool followed with points being raised about how people are appointed, length of term, training for pool members and inviting people outwith curling to be on the panel. The Board agreed it is important to have independent pool members. Bruce advised the Scottish Curling Disciplinary Panel Pool is also used by British Curling.

Kevin asked for clarity about who the senior independent director is as mentioned in 4a. Kevin was identified as the senior independent director due to longevity on the Board.

- Ⓐ **Bruce to correct the typo in section 6B of the Disciplinary Policy. [27/10/2020.11]**
- Ⓐ **Bruce to make a separate note about the Disciplinary Panel Pool. [27/10/2020.12]**
- 🄳 **The Board agreed, by majority, to approve the revised Disciplinary Policy.**
- 🄳 **The Board agreed Kevin is the senior independent director.**

9.3. Independent Director Vacancy

Graham informed the Board three applications, from males, have been received for the vacant Independent Director post and an interview panel consisting of Graham , Bruce, a Director and an Independent Director is to be formed.
Liz enquired if this is for one or two places on the Board and was advised it had been for one but would now be for two. Liz further questioned what measures had been put in place to attract women to the Board and was advised the role had been advertised with the Women on Boards organisation.
The Board agreed to hold the current applications until a further recruitment process, with a focus on women, has concluded. Liz suggested a matrix is used to identify the skill gaps on the Board.

- Ⓐ **To form a Selection Panel consisting of Graham, Bruce, Margaret and Kevin. [27/10/2020.13**]
- Ⓐ **The Selection Panel to assess the applications [27/10/2020.14**]

9.4. AOCB

Liz requested an update on the Ochil House/Cairnie House situation and Bruce was able to say the staff consultation has concluded and the staff are content to move from Ochil House to Cairney House. Bruce advised the process for tendering for the refurbishment of Cairnie House is underway and the asbestos survey has been completed, this has flagged up two areas of concern that need to be addressed. Bruce is currently awaiting the final figure and will send the costing to the Board in due course.
The Board discussed various aspects of moving to Cairnie House and outlined the reasons for the move to bring new Board members up to speed. The potential costs incurred by terminating the lease at Ochil House was also discussed.

- Ⓐ **Bruce to review the Ochil House lease termination details. [27/10/2020.15**]

Graham thanked everyone for attending and closed the meeting at 12:20pm

Ⓐ *Action Summary*

❹ Graham to circulate dates to the Board, asap, to arrange a meeting to discuss Louise's resignation. [27/10/2020.01]

❹ Graham to arrange Board reviews. [27/10/2020.02]

❹ Alison to look at Action Log filtering options. [27/10/2020.03]

❹ Graham to email the Board, this week, with proposals for the group. [27/10/2020.04]

❹ Nick to revise the Operational Plan in relation to the impact of Covid. [27/10/2020.05]

❹ Bruceto revise the annual budget for the next Board meeting. [27/10/2020.06]

❹ Bruce to supply the Commercial Group with the information requested. [27/10/2020.07]

❹ Bruce and Pam to review the recommendations. [27/10/2020.08]

❹ Bruce to clarify badging of kit. [27/10/2020.09]

❹ Bruce to review the implementation plan. [27/10/2020.10]

❹ Bruce to correct the typo in section 6B of the Disciplinary Policy. [27/10/2020.11]

❹ Bruce to make a separate note about the Disciplinary Panel Pool. [27/10/2020.12]

❹ To form a Selection Panel consisting of Graham, Bruce, Margaret and Kevin. [27/10/2020.13]

❹ Selection Panel to assess the applications [27/10/2020.14]

❹ Bruce to review the Ochil House lease termination details. [27/10/2020.15]

🄳 *Decision Summary*

🄳 The Board adopted the minutes of the meeting from 10th September 2020.

🄳 Louise's outstanding actions were re- allocated

🄳 A MoU between RCCC and SCT around historical artefacts to be agreed.

🄳 The Board agreed, by majority, to approve the revised Disciplinary Policy.

🄳 The Board agreed Kevin is the senior independent director.