



RCCC Board meeting minute

6th December 2022 - online via Zoom

Adopted on: 19th January 2023
Last reviewed on: 19th January 2023

Attendee	Role	Attendance
Graham Lindsay	Chair	In Person
Bruce Crawford	CEO	In Person
Alan Hannah	Director	In Person
Alison Taylor	Ladies Branch President	In Person
Eilidh McCall-Lawrie	Head of Development	In Person
Fraser Montgomery	Independent Director	In Person
Janine Wilson	Director	In Person
Jim Raeburn	Vice President	In Person
Keith Prentice	Director	In Person
Liz Burton King	Director	In Person
Logan Gray	Director	In Person
Mairi Milne	Director	In Person
Mike Ferguson	President, Director	In Person
Susan Nimmo	Independent Director	In Person
Sarah Birrell	sportscotland Partnership Manager	Apologies
Rebecca Murphy	SSA support (minutes)	Apologies

1. Welcome

Nigel Holl from British Curling, Executive Performance Director, spoke at the beginning of the meeting for 15 minutes. He gave a slide presentation that will be distributed to the board. Discussed British and Scottish Curling performance pathways, Tiers of Teams and selections.

Since Beijing, Nigel has been focused on securing investment from UK Sport. £6.3m awards for next Olympic cycle (4 years) and £1.3m for Paralympics. This is the cash figure British Curling has to spend. And is an increase of about 30% on the Olympic award and 100% on paralympic investment. Aim for more investment in the wheelchair curling program. Money coming in from Sport England of £150,000 for the English wheelchair curling team. Athlete awards are over and above these awards. Bidding underway for sportscotland investment, those decisions are pending until the New Year.

Target for this investment from UK sport is 2 paralympic medals and 2 Olympic medals. British Curling's target is 5 medals, 2 Paralympics, 3 Olympics.



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Slide of key strategic pathways. Advertising a wheelchair pathway coach. Interviewing for a data manager and interviewing for a sports psychologist through the English Institute of Sport. Interviewing for a new Board Chair. Challenging times, increased travel costs have a big impact. Need to balance entering competitions with costs. Lost 2 coaches. Need to balance some world rankings with team needs. Questions

Mairi - Is there only one team entering the mixed doubles slam?

Nigel - Only one team qualified.

Liz - What can we do as a board to support BC?

Nigel - We are a partnership. We have one aim - the health of curling. We need to work together and communicate. We benefit from Graham coming to all of our board meetings. We deliver the performance pathway on your behalf so challenge me on it. You have a responsibility at the academy level. We all have challenges in this area, so if we can jointly work together to retain curlers at the academy level.

Liz - Can the Olympic athletes get out to the rinks more to inspire the younger curlers?

Nigel - we have all talked about and need to work together on this. These athletes don't get a lot of down time. We need to balance this.

Fraser - Selection policy - where are we heading with communication with athletes on olympic selection policy.

Nigel - we've agreed a process between British and Scottish curling. Policy needs to be approved by the Board. We will discuss this with all of the athletes face to face. Meeting will happen on the 20/21st December. We will tell them then that it is British Curling's interpretation of that policy. Given the likely timing of Scottish championships and timing of Olympic games, they won't be able to participate in the Scottish championships and therefore won't qualify for world championships. Athletes will be disappointed but will have had 3 years advanced notice.

Fraser - what will be the process for who should go to worlds?

Nigel - Follow policy to the letter. Selection policy is clear. If they haven't qualified for the olympics, the policy will be followed.

Fraser - will it be earlier?

Nigel - If the dates of the Scottish championships is moved, then it will be earlier.

Nigel - Selection working group - we agreed it was a British curling decision whether teams will compete in Scottish championships

Graham - On behalf of the board, thank you Nigel for attending and presenting.

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2. Apologies

Apologies were received from Sarah Birrell and Rebecca Murphy

3. Conflicts of Interest - Register

No changes to report

4. Minutes of previous meetings

The minutes of the meeting from October 13th.. Proposed by Alison seconded by Logan.

☐ Decision - Minutes 13/10/2022 approved

5. Matters Arising



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6. *Review action Log*

The Action Log was reviewed. Keith asked about CPPAG, Graham and Bruce met with Nigel and British Curling, and it was agreed that having these Chairs and CEOs meeting several times a year would be more beneficial. How do the board feel?

Decision - No longer hold CPPAG meetings

Bruce - We also discussed that it would be useful for the two boards (RCCC and BC) to hold an informal meeting in February. Around the time of the Scottish Championships or mixed doubles.

Action - Bruce or Graham to keep board updated on potential meeting of RCCC and BC boards in NY

Bruce/Graham to keep board updated on potential meeting of RCCC and BC boards in the New Year [06/12/2022.01]

Mairi - I have an open item from August, and I have spoken with Fiona and will get Catriona to attend the next meeting in January.

Mairi to organise for Catriona to attend meeting in January [06/12/2022.02]

7. *CEO Report on Strategic Outcomes*

Report circulated.

Bruce - a few things to report. A couple of board items that would normally be discussed at the last board meeting of the year, example to discuss election of Vice President and directors for the new year. At the AGM it was amended that instead of the fixed date of 14th February as the closing date for nominations, it is now 120 days before the next AGM. Around the 3rd of March 2023. Any changes to the process to go through Graham and passed onto Susie. Skills requirements for new role, nominations committee for open boards positions, then to nominate the new Chair.

Graham - nominations committee meeting on the 15th of December.

Bruce - Eilidh and I have discussed we have updates from the staff, with two sections one for strategy and one operation. We will do consultation with members in the new year, concluding in April

9456 members. Sitting below the target of 10,000 members, 547 new members this season.

Subscriptions - we sent out 200,000 worth of invoices, we received £154000 or 77% back so far, good level of return, and there are reminders sent out tomorrow. Payments were due at the end of November.

Keith - can we see how many members have stopped coming?

Eilidh - don't have that figure to hand, but I can take a note of that and find out from Susie. Will see if the report is set up on the database.

Eilidh to discuss with Susie about getting the figures of members leaving curling regularly updated on the database [06/12/2022.03]

Bruce - When a club registers a new member, it automatically generates an invoice we send out to the clubs. They need to go into the club database.

Mike - Would it be worth holding off invoicing new members to join the RCCC until the new season because they can't participate this current season.



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Bruce - we don't bill anyone after the end January

Mike - That's an incentive that should be promoted.

Alan - should it be moved to the beginning of January?

Bruce - I can check with Susie if that will be a problem?

- **Bruce to check with Susie whether it is possible to move the cut off date (where members are no longer charged for joining) from the end to the beginning of January. [06/12/2022.04]**

Logan - potential to be incentivized with some competitions the new curlers could be involved with

8. Operational Plan 2022-23

Report due at the beginning of 2023. Will be circulated at next board meeting.

9. Committee/Group Updates

Risk Management Policy /Risk Register

Bruce - Previous changes highlighted in red, changes made and agreed at the audit committee shown in blue, previous work all in black.

Top risks - Loss of curling facilities, lobby government to include rinks into the 'public procurement for energy to get discounted rates', working with SSA to lobby the government to open it up.

Mike - Cross party Government Working Group for Ice Sports has its first meeting in mid January. There is also some recognition in the press that rinks are at risk.

Bruce - happy to give up my seat in this working group to another board member and can email Ben to let him know.

Mike - Happy to represent both.

Alan - I have a contact with Ben and can speak on RCCC's behalf.

- **Bruce and Allan will email Ben to see if Alan can take Bruce's place on the cross party working group [06/12/2022.05]**

Bruce - Another element is finance. We have moved to a 'zero cloud based system' with Whitelaw Wells. Staff have found them helpful.

- **All Directors - Consider their business contacts to see whether there are any potential opportunities for sponsorship or partnership with RCCC and notify Graham of possibilities [06/12/2022.06]**

Liz - Would be useful to know what RCCC are offering for Sponsorship

Action - Bruce to circulate to the board the different RCCC sponsorship offerings.

- **Bruce to circulate to the board the different RCCC sponsorship offerings [06/12/2022.07]**

Fraser - Its an affluent target market



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Logan - Are we capturing issues elsewhere? Are we actively managing risk? Is there any reference to 'cost of living' for staff, members, curlers etc?

Graham - It's not, to be fair.

Fraser/Bruce - Worth considering.

● **Audit Committee to consider adding 'Cost of Living' to the risk register s [12/12/2022.08]**

9.1. Audit Committee (AC)

Report circulated.

Fraser - AC met twice. Had a look at the risk register, fixed asset register, and Q2 accounts. Largest proportion of income from subscriptions in this Q. Price increased to £25. £200,000 forecast which we are on our way to achieving. Must keep the reminders going.

Coaching Futures apprentice coach - additional income of £30,000 in this Q. Some earlier income from sportscotland.

Expenditure - Irrecoverable VAT is increasing, won't know what it will be until we get our income in.

On track for budget for the full year. On track to break even.

Bruce - Competitions broadly in line with income. Brought forward £11,000 income from last year from Scottish Trust. Performance area and grants broadly on track. Had first camps since covid which led to an increase in that area. Risk to the business is travel to international competitions. There is a provision within the budget to cover it. VAT audit fee provided in September, but not invoiced in November so it rolled forward into projected outturn.

Commercial Income - £7,000 so far secured out of £29,000. Need to secure a decent level of sponsorship from elsewhere. Fees brought in not from members contribute to HMRC. Then it's possible to reclaim VAT. BBC last year provided £19,000 but looking at sponsoring below around £5,000. Scottish championships will be streamlined, and Dumfries curling has a camera set up we can use to stream online.

Liz - Have there been discussions about BBC streaming other competitions? Might be worth offering more content at a reduced price?

Bruce - They were offered more days but they said no, they only want 2. And Dumfries are the only rink which has the capabilities to stream. We have requested a quote from Recast for the kind of kit we could use to film at other locations.

● **Bruce to follow up with Recast for quote on filming/streaming equipment packages [06/12/2022.09]**

Logan - sportscotland grant asking for £20,000 back? Is that usual?

Bruce - I will ask them if that funding can be funnelled into something else. Sarah has said they need to recoup where they can. We need to put the case to sportscotland for where RCCC would reprofile that funding.

Fraser - There is also a bit of risk around commercial income, bit of risk around North East Manager, some risk around subscriptions.

Bruce - I have 4 companies I am pursuing for sponsorship. I will meet with Graham on Friday to discuss.

● **Bruce and Graham to meet on the 9th of December to discuss Sponsorship opportunities [06/12/2022.10]**



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Logan - A few years ago there was a report on opportunities for sponsorship. Could that be forwarded to me?

Bruce - yes we outsourced to a company called capitalize and I can send the report they put together for you.

● **Bruce to send the Capitalise report on sponsorship to Logan [06/12/2022.11]**

Mike - Disappointed not to be included in further sponsorship discussions and meetings.

Audited Annual Account

Fraser - Final set of audited accounts on portal. Drummond Laurie final report. Slightly different from AGM, inclusion of WCF loans, so all loans are now included. Loans were originally in dollars, so had to be adjusted. All disclosures are updated. These are full transparent accounts. Not a huge number of changes from AGM.

Decision - Audited accounts are approved.

9.2. Anti Doping Update

Report circulated.

Bruce- Required to be raised and discussed by the board every year. UK Anti-Doping has a framework with 24 things RCCC need to do, and one of those things is that the board needs to discuss it. Communication of the anti-doping report to be given to every member. Because of the age of some members, it's not conducive for all members to be compliant. Also not all members complete at an Olympic level. BC and RCCC are working in parallel on this and are in agreement. Very good education delivered to those at the elite levels. We comply with the requirements for testing when it is asked of the athletes. We have had no positive tests. The whereabouts - if you win a medal at the worlds, they ask you and the whole team you log onto an online portal where you nominate where the testers can meet you every day.

Alan - if its elite athletes and their whereabouts and being complaint, then it should be BC and the relevant coach to manage.

Bruce - yes, it's always sent through to the coach.

I have been the board anti-doping lead. Board will need to nominate who will take over and have that responsibility by the end of December. They will need to attend an e-learning program and a top up program.

Action - Bruce will send information and links to the UK Anti-Doping Lead course to Alan who will take over as the Board Anti-Doping Lead.

● **Bruce will send information and links to the UK Anti-Doping Lead course to Alan who will take over as the Board Anti-Doping Lead [13/10/2022.12]**

☐ **Decision - Alan appointed Board Anti-Doping Lead**

9.3. Sportscotland Investment

Verbal Report by Graham

Graham, Bruce and Eilidh Met with SS on 17th Nov and gave a presentation on RCCC investment request and strategic plan, they wanted a bit more information on long term outcomes. We should know the indicative figure by the end of January and the actual figure by the end of February.

Alan - Was inflation discussed? It will be a major risk moving forward.



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Bruce - we discussed adding inflation increases on top of the funding. They said there are no increases in the funding. They could fund a new program. Any additional costs the RCCC will need to find. Nigel discussed with another SS advisor about covering the increased costs for flights, but SS staff are not in agreement about whether to include this. We have asked for an extra £20,000 for the next funding 4 year cycle for funding support for new projects. We get £150000 for effective organisation (funding costs for head office salaries etc) 240000 for development (200 for staff costs 40 for program costs - coach development, camps and courses) and 48,000 for the academy program.

Graham - They were clear it would be difficult to have any extra funding.

Fraser - Need to consider will there be subscription rates increases going forward? Will there be pay rises for staff going forward?

9.4. Draft Strategic Plan 2023-2027

Report circulated.

Graham - Draft 1.5 on the portal. Has been discussed by Bruce, Eilidh and staff and will be updated to a Draft 1.6

Eilidh - Staff are looking at long term outcomes currently. Next is to engage with the membership.

Bruce - We wanted their feedback early in the process. Haven't had that much feedback from the Board so far - feel free to do so.

● **Board members will give feedback on the draft strategic plan to Bruce/ Eilidh by the end of December [06/12/2022.13]**

● **Eilidh to finalise date in the new year to consult with membership on the strategic plan draft [06/12/2022.14]**

Eilidh - Funding from SS will impact this plan. We should receive the Indicative figure from SS by end of January and then need to adjust the strategic plan accordingly

Eilidh - We will need to meet the requirements of the long-term outcomes we presented to SS

9.5. V/V

Research

Logan verbal update

Submitted the tender report to the Scottish Curling Board, who have agreed in principle subject to finding funding partners. Sent the proposal to SS and SCT. SCT have some concerns, they want a bit more time to consider the proposal and to be more involved in formulating the scope of the research. SS Sarah Birrell had a committee meeting so I sent it through and she will get back to me. Met with Kay Gibb ahead of this board meeting and I sent back a response to SCT and agreed it might be worth putting together a cross party working group to figure it out. May be worth involving BC and will consider that. I've been in contact with the two tender companies to tell them we have some stuff to iron out and need to sort governance and finance, so we get it right.

Susan - We got some free insight - On Scottish Banter - There was a question 'If I was CEO of Scottish curling what would I do?' There were 72 responses. It would be worth gathering this information, it could be really useful and a great insight into what the membership is thinking. Could one of the marketing team gather this?

● **Logan will consolidate the thread from Scottish Banter 'What would I do if I was CEO of Scottish Curling' and highlight the themes to distribute to the board [06/12/2022.15]**



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9.6. Selection Group

Policy circulated.

Bruce - Last board meeting this policy was almost finished. The document on the portal has all the changes approved. Not different in content. This is the version the working group wanted to put through to the board.

Mairi - Timing of Scottish Championships -we should find a date sooner rather than later that doesn't clash with Olympics.

Fraser- Nigel said 'because the selection policy says the athletes must go, but because the date clashes they can't go', we need to come up with a date that does not clash (provided it is logistically possible)

Susan - We were criticised previously because athletes couldn't compete, how can we communicate that it's out of our hands if that happens in this case?

Alan - they are our members, and we should give our members the opportunity to compete whenever they want to.

Fraser - Nigel is going to tell the athletes on the 20th or 21st, so we need to formulate our PR strategy and decide on a date. This is a matter of urgency for the next 2 weeks.

Logan - we don't know the dates from the 24-25 season.

Bruce - current date is 18th-24th January, 2 weeks before the Olympics. In a normal year, the athletes would be in a holding camp for 10 days before the Olympics. The athletes could compete if they wanted to.

Alan - As long as Nigel is clear that it's BC telling the athletes they can't compete in 25-26 if they are selected for Olympics, and not us. Time frame around holding camps, as they will be home based (its a European Olympics) so they may be able to compete.

Mairi - We cannot leave any ambiguity around our position. We need to make sure that our position is clear to all the athletes that we are not allowing athletes to compete.

● **Graham will email BC and Nigel with the Board request of a representative from RCCC attending the meeting with the athletes on the 20th or 21st of December. [06/12/2022.16]**

● **Board need to decide on the date of the Scottish Championships during the 2025/26 season and inform Nigel and BC [06/12/2022.17]**

Keith - Can I propose for Mike, and I attend that meeting?

☐ **Decision - Mike and Keith will request to attend the 20th/21st meeting with athletes that Nigel and BC will hold**

Liz - is there any difference between the men's situation and the women's situation?



Mairi - The women's worlds are very close to the Olympics, the opportunities on the back of olympic gold medals meant they were not necessarily prepared for the Women's worlds. The selection issues are up to the selectors, but we need to focus our competitions.

Alan - Yes, our focus should be on our Championships not selection

Mike - Most players would do as requested by BC. Which is their prerogative. There were fewer players attending our AGM. We need to re-engage with the athletes.

Alan - What we can do as a board is to be respectful to the athletes. Have clear policies delivered with plenty of time.

Mike - How much involvement should RCCC have with elite players? BC manages the elite athletes.

Logan- When UKSport and lottery started funding BC we lost the elite athletes.

Susan - we can only control how we communicate with athletes. Should we issue a statement before Nigel's meeting?

Bruce - there are still questions about the date, and it might need to be changed.

Susan - If there's a good rationale for changing the date, that can be communicated.

Logan - Can we package this up with the dates of the Scottish season and the new selection policy?

Graham - yes.

Mike - What are the practicalities of Logan's suggestion?

Bruce - Setting dates right the way to 2026?

Logan - just setting Scottish Championships. That it's our intention to hold them on those dates - provisional dates.

Bruce - at the moment we haven't got the same detailed work for competition dates for 20 23-24 or 24-25. We only have 25-26 details because of the Olympics. We would normally discuss and work together with BC on this decision making.

Mairi - The year athletes are concerned about is the Olympic year. If we could publish the policy and the 25-26 date on the day Nigel spoke to the athletes, members would be getting the information at the same time.

Mairi - we said this policy would be published by Christmas. That was our deadline.

Susan - Is it stronger if we come out first?

Liz - I don't think we need to actively specify a date but give an indicative date. We should get the message out that we are doing our best to make it work. That it's not our decision whether the Olympic athletes can be at the Scottish championships. We want to accommodate everyone.

●Board agree for Bruce to draft a statement that Susan will proof and then be distributed to the board for feedback. This statement, regarding the date of the Scottish Championships



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during the 2025/26 season, will be accompanied by the publishing of the updated Selection Policy [06/12/2022.18]

9.7. Memorandum & Articles revision

To be discussed at the next meeting. Hasn't progressed.

9.8. British Curling

Graham - Verbal Report

Graham was at the BC meeting on the 9th of November. UK Sport had a representative from their organisational health department for a progress support report. Update David Murdoch and Sheila Swan report. EPD report on finance, selection, recruitment of staff as per Nigel's presentation

9.9. Safeguarding Issues

Report circulated.

Bruce uploaded a report - There have been a couple of issues already this season. We have policies and procedures we are obliged to follow. When there is learning that comes from this we will report it to the board. We need to educate our younger athletes not just tell them RCCC have a policy regarding social media. RCCC needs to do more in this area. Eilidh is eager to roll out this education to those younger athletes attending competitions.

Alan - Do we have a timeline to close out these two safeguarding issues?

Bruce - Yes in the next couple of weeks hopefully before Christmas. One investigation is ongoing where the disciplinary panel needs to be set up.

Eilidh - There are some parts of the policy that need to be updated. We will be working with 'Children First', the expert in this area. We will need to take into consideration the recommendations White Paper from Gymnastics.

9.10. MOU 3

Report circulated.

Graham and John Harris have signed it.

● Bruce to publish MOU 3 on the website in before the week beginning the 20th of December [06/12/2022.19]

9.11. Scottish Curling Trust

Report circulated.

Have put their 4000th item up on the ehive.

10. AOCB

Susan - Is the 19th of January 10 am actually at 10am?



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Graham - Yes

Mike - we need to make sure ASC/LSC is on the agenda, so members know we are discussing them

● **Graham will make sure the ASC/LSC are on the agenda at every subsequent board meeting going forward [06/12/2022.20]**

Mairi - Could we utilise what Mike uses to stream competitions from Forfar?

Mike - We want to give our members greater value. If we can stream from YouTube or wherever they will appreciate it. Happy to have others utilise our tech.

Liz - 100% agree. We need to promote club curling. We need to update how we promote. Won't be able to make 10am board meetings.

▣ **Decision - 19th January board meeting moved from 10am to 5pm**

Graham - Warmly thanked Bruce for his 12 years of Service on behalf of the board. All wished him well.

Graham thanked everyone for attending and closed the meeting at 7:53pm

Ⓐ *Action Summary*

● **Bruce/Graham to keep board updated on potential meeting of RCCC and BC boards in the New Year [06/12/2022.01]**

● **Mairi to organise for Katrina to attend meeting in January [06/12/2022.02]**

● **Eilidh to discuss with Susie about getting the figures of members leaving curling regularly updated on the database [06/12/2022.03]**

● **Bruce to check with Susie whether it is possible to move the cut off date (where members are no longer charged for joining) from the end to the beginning of January. [06/12/2022.04]**

● **Bruce and Allan will email Ben to see if Alan can take Bruce's place on the cross party working group [06/12/2022.05]**

● **All Directors - Consider their business contacts to see whether there are any potential opportunities for sponsorship or partnership with RCCC and notify Graham of possibilities [06/12/2022.06]**

● **Bruce to circulate to the board the different RCCC sponsorship offerings [06/12/2022.07]**

● **Audit Committee to consider adding 'Cost of Living' to the risk register [12/12/2022.08]**

● **Bruce to follow up with Recast for quote on filming/streaming equipment packages [06/12/2022.09]**

● **Bruce and Graham to meet on the 9th of December to discuss Sponsorship opportunities [06/12/2022.10]**

● **Bruce to send the Capitalise report on sponsorship to Logan [06/12/2022.11]**

● **Bruce will send information and links to the UK Anti Doping Lead course to Alan who will take over as the Board Anti Doping Lead [13/10/2022.12]**

● **Board members will give feedback on the draft strategic plan to Bruce/ Eilidh by the end of December [06/12/2022.13]**

● **Eilidh to finalise date in the new year to consult with membership on the strategic plan draft [06/12/2022.14]**



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- ④ Logan will consolidate the thread from Scottish Banter 'What would I do if I was CEO of Scottish Curling' and highlight the themes to distribute to the board [06/12/2022.15]
- ④ Graham will email BC and Nigel with the Board request of a representative from RCCC attending the meeting with the athletes on the 20th or 21st of December. [06/12/2022.16]
- ④ Board will decide on the date of the Scottish Championships during the 2025/26 season and inform Nigel and BC [06/12/2022.17]
- ④ Board agree for Bruce to draft a statement that Susan will proof and then be distributed to the board for feedback. This statement, regarding the date of the Scottish Championships during the 2025/26 season, will be accompanied by the publishing of the updated Selection Policy [06/12/2022.18]
- ④ Bruce to publish MOU 3 on the website in before the week beginning the 20th of December [06/12/2022.19]
- ④ Graham will make sure the ASC/LSC are on the agenda at every subsequent board meeting going forward [06/12/2022.20]

Decision Summary

- ☑ Decision - Minutes 13/10/2022 approved
- ☑ Decision - No longer hold CPPAG meetings
- ☑ Decision - Alan appointed Board Anti Doping Lead
- ☑ Decision - Mike and Keith will request to attend the 20th/21st meeting with athletes that Nigel and BC will hold
- ☑ Decision - 19th January board meeting moved from 10am to 5pm

