



orienteering

Minutes of the Meeting of Directors of the Scottish Orienteering Association, held on 18th June, 2016 in AK Bell Library, Perth.

Present: Roger Scrutton (RS) - Chair, Roos Eisma (RE), Megan Griffiths (MG)(**sportscotland**), Stef Lauer (SL), Ian McIntyre (IM), Marsela McLeod (MM), Dave Kershaw (DK).

1. Welcome and Apologies for absence

RS welcomed those present, newcomers introduced themselves and apologies were noted from: Ian Doig (ID), Pauline McAdam (PM), Ross McLennan (RM), Claire Macpherson (CM)

2. Register of Interests & Key Dates

The register of interest was checked. RE and SL have added their interests. Sarah Hobbs will be asked to add hers. **Action 1 (RS).**

Key Dates document was checked, and several possible revisions noted. SL and RS will make the revision. **Action 2 (SL, RS).**

3. Minutes of meeting on 19th March, 2016

Minutes were accepted and RS will liaise with PA to sign them. **Action 3 (RS, PM).**

a. Matters arising and audit action sheet

With reference to item 4f, RS said that Tiso is unwilling to sponsor SEDS or ScotJOS.

4. Directors reports

a. President (RS)

- The Glasgow University OC Constitution has been received. The Board approved the Constitution.
- RS has met with Stef Lauer, maintained communication with British Orienteering over the structure of orienteering in the UK, helped Sarah Dunn with her application to LEADER for development funds, promulgated the new SOA staffing structure, and attended the Volunteers' Activities Weekend and meetings of NAF and SAAF.
- Pat Squire (INT) has kindly volunteered to succeed Andy Paterson as SOUL Coordinator. RS will put RE in contact with Pat to progress this. **Action 4 (RS).**
- RS asked the Board for its views on the subject of identifying and nurturing young talent, which was a prominent topic at the Volunteer's Activities Weekend, and the more general issue of keeping young people in the sport. RE added that retention is important at senior as well as junior level. It was felt that before any action could be taken, the problem needed to be better understood- what are the reasons for leaving the sport, what would keep members engaged, might club coaches and parents play a role and are the social and fixtures/competition programmes sufficiently attractive? Perhaps a forum with young members would be helpful. RS was asked to discuss this with the SOA staff at the upcoming Staff Meeting to find a way forward. **Action 5 (RS).**

b. Marketing & Communications (RM)

- RM provided an update on the uptake of various communications with members. About half the membership is opening one or more of the communications. However, reminders are to be sent out about the newsletters and how to sign up for them.
- The Board was pleased to hear that interest has been shown in response to advertisements for a new SCORE Editor from December onwards. The Board recommended that more information on the job is sent to those interested, with input from Sally Lindsay if needed. **Action 6 (RM).**

c. Operations (RE)

- RE has been making contact with key people in her new role as Operations Director. TOB has sent a report on the status of several key actions, including the programme of SOLs for 2017, which is currently being confirmed, and on other major events.
- RE will attend the Land Use Strategy Stakeholders Event on 29th June in place of Colin Matheson.
- Approval was sought for the appointment of four new Grade C Controllers: Alan Halliday (MORAVIAN), James Tullie (BASOC), Tim Griffin (GRAMP) and Paul Duley (GRAMP). All four were well qualified and the Board was happy to approve their appointment.
- RE had been asked by an Organiser if an overarching agreement for toilet hire is possible. The Board felt that clubs would prefer to have the flexibility to choose on the basis of price and location, but RE would consult Colin Matheson. **Action 7 (RE)**
- A discussion of the pros and cons of hosting the British Orienteering Championships in 2018 was deferred to item 4h.
- The Board at its 19th March meeting approved moving the Scottish Inter-Club Championships (SICC) from the Scottish Score to the Scottish Championships from 2017. A survey of clubs had shown that 11 out of 18 approved of this move. Because a trial at the SOC 2016 revealed one or two teething problems, RE asked for some advice on how to progress this. It was felt that SICC should be attached to an event that provided maximum opportunity for all ages to be involved and had scope for a celebration and prize giving. RE was asked to conduct further research on other options for SICC, such as attaching it to a SOL or running it as a league. **Action 8 (RE).**
- RS said he would find out who is taking the lead in organising JHI 2018 in Scotland. **Action 9 (RS).**
- The Board agreed that the copyright of the Lochandinty map should go to INVOC in accordance with part funding from Ardersier Ward. RE to inform Colin Matheson. **Action 10 (RE).**

d. Development (ID)

- There was some discussion on the provision of POC's supported by SOA (as opposed to local clubs). There was general support for targeting trusts and other agencies who own land that might be used in partnership with them, and especially where wheelchair accessible. MG said she could supply a contact at NTS. This would promote orienteering to the general public as well as meet our charitable aims. It was felt that there is an opportunity for collaboration with FCS at The Lodge, Aberfoyle. ID was asked to liaise with Colin Matheson on this. **Action 11 (ID).**
- Following on from discussion at the March meeting on "How to Grow your Membership", the Board would like a short written report on this and, in particular, on how to understand the dynamics of membership, especially retention of members. ID might liaise with SL on this. **Action 12 (ID).**

e. Partnership (CM)

- CM reported that membership growth had settled at around the 6% level, understandably down on growth 2015 but ahead of our target for 2016. It was felt that we still need information on the drivers for these changes, which involves club-by-club. RS to raise this at the Staff Meeting on 23rd June. **Action 13 (RS).**

f. Performance (MM)

- MM reported on Scottish selections for GB teams and an excellent 6th place for Hollie Orr in the EOC Long Distance. Scotland is maintaining its excellent record of GB representation and EUOC continues to provide a valuable development environment for talented athletes.

g. Education Manager (HQ)

- Hilary reported on courses completed and attendance, transferring some of her responsibilities to others, Gaelic schools festival, the Volunteers Activities Weekend (VAW), the implementation of online booking for courses and Child Protection. MG mentioned again that more could be done to publicise successes and SL said she would discuss this with RM. **Action 14 (SL).**

- The Board was asked to consider holding another VAW in September 2017. It was agreed that these events are valuable but that 2017 might be too soon after 2016 and that it would be dependent on funds being available to subsidise it. RS to convey outcome to HQ. **Action 15 (RS).**

h. Events Manager (CDM)

- Colin reported on JEC 2016, Royal Deeside 2017 and BOC 2018. Good progress is being made with Royal Deeside. It was felt that it would be better if the report followed the usual format and separated out points for discussion; also, to include development activities. RS to ask Colin to do this. **Action 16 (RS).**
- There was considerable discussion about BOC 2018, which up to now SOA had only provisionally agreed to host. Written confirmation from BO of the levy that would be imposed was urgently needed in order to draft a budget. The Board looked at possible draft budgets and discussed various points. There was agreement that a "crew" would not be needed, but Colin's manpower costs should be included in the budget as per WOC2015, and a return made to helping clubs. Other points were the possibilities of merging SOC and BOC 2018, given that they are only a few weeks apart, and of bidding for a WRE. RE would make sure Colin is aware of the discussion. **Action 17 (RE).**
- RS would write to BO for confirmation of the BOC2018 levy. **Action 18 (RS).**

i. Chief Operating Officer (SL)

- SL is focusing on the improvement of HR management. MG said that in future the HR Audit will be integrated with the Governance Audit.
- SL is meeting and speaking with staff and improving communications.
- Marketing, communications, branding, generally promoting the sport and publicising achievements is a broad area where we could be more active. SL to discuss this with RM (see Action 14).

j. Treasurers Report (IM)

- IM reported a number of financial actions for staff: annual salary awards implemented, auto-enrolment pensions going ahead, staff restructuring also on track.

- The 2016 budget is also on track, if not a little ahead of planned.
- At the AGM IM had presented the provisional accounts for 2015, which were approved. There was also approval for a £1 increase in the Senior membership fee from 2017. However, at the AGM the accounts were still to be finalised in accordance with new reporting requirements for CH and OSCR. IM was now seeking the Board's approval of the finalised accounts to be included in the reports. The Board gave approval. RS thanked IM for the enormous amount of work involved in restructuring the reports. IM to go ahead with submitting the reports. **Action 19 (IM).**
- SOA had expected to receive a draft of the revised BO proposal for increases in membership and levy fees to be put to a BO EGM in October and have the opportunity to discuss it. RS would be asked to give a view on the proposal on behalf of SOA. The draft hadn't been received but the general view of the Board was that BO should make prudent use of their substantial Reserves to alleviate the impact of fee increases. It was further thought that increasing membership fees would be preferable to raising event levies.
- In response to a request from Ted Finch to lend some of the SOA Start clocks to the Swiss 5-Days event, the Board agreed to this and asked that a fee of £200 is charged and any costs associated with transport or damage should be borne by the Swiss. IM to report back to Ted Finch. **Action 20 (IM).**

5. Major Events Update (RS)

a. JEC 2016

On track. Colin Matheson now providing some support.

b. Deeside 2017

On track. Also, see item 11.

c. WUOC 2020

On track. RS to meet with BUCS on 25th July to discuss budget.

6. Risk Register (CDM)

The Board reviewed the Register. There is some duplication, such as risk of loss of staff, and there are some changes required, such as clarifying risk related to membership growth and funding from sportscotland. Running Event Safety Workshops is another mitigation against Risk 2. A further column might include the dates of changes. SL to amend where required. **Action 21 (SL).**

7. Annual Plan and performance measures (CDM)

The Annual Plan has been slow to populate this year, partly because of uncertainty over the level of sportscotland investment. The quantitative targets are relatively easy to set and track, but the qualitative targets are proving much more difficult to set and track. Annual targets should fall out of the four-year Strategy. SL said she would look into a more project-oriented restructuring of the Plan. **Action 22 (SL).**

8. Outcomes from the 2016 AGM: Club + SOA membership option

RS presented a paper that covered the pros and cons of introducing a Club+SOA membership option now that the need for members to belong to BO has been removed from the Bye-Laws. Evidence suggests that the option would be attractive to new and existing members but there would be resource overheads associated with providing the same on-line service and insurance cover as BO membership does. If there is

low take-up this might be processed manually, but significant take-up would require a software package, such as GoMembership, currently popular with other SGBs. GoMembership is expensive and possibly provides more facilities than we need, therefore it is worthwhile researching alternatives. It is also worthwhile assessing likely demand amongst members, highlighting the benefits of different membership options. SL to consult with RS, IM and CM to take this forward. **Action 23 (SL).**

9. Update on Strategy 2016-2020 (RS)

RS has revised the Strategy in line with the sportscotland investment profile that we now know. IM has revised the forward projection of the budget, and staff restructuring has been revised to match investment. The strategic objectives remain unchanged, but are less ambitious than before and will be pursued with less capacity. This is the Strategy that will be placed on the website and made public. The Board approved the revised Strategy. MG suggested that since the 4-year Action Plan might be recast in terms of projects (see item 7), it need not be included. RS to put the revised Strategy on the website. **Action 24 (RS).**

There followed a discussion on the draft Job Description for the two new RDO positions, North and South. There were several suggestions for changes, which RS will incorporate and then progress to advertising the posts. **Action 25 (RS).**

10. Revised proposal from British Orienteering for its EGM, October (RS)

See item 4i. RS had written to Judith Holt, BO Chair, to suggest that Home Nation associations are given greater status within the BO structure and consulted by right on major policy decisions.

11. Report from Scottish 6-Days Co (DK)

DK gave details of preparations for Royal Deeside 2017. Entry fees would be determined at the September 6-Days Board meeting assuming 3500 participants. A new Treasurer for the event has been appointed.

Re. 2019, Terry O'Brien will act as Coordinator and FVO members will play a major role. Terry is visiting potential areas for use.

12. Revisit Key Dates and Actions

No issues raised. The next Board meeting is Saturday 8th October.

13. AOB

a. Handover of financial tasks

There was a brief discussion on the timing of the handover of financial tasks from IM to SL. IM completes two periods in office in May 2017, so over the course of the coming year there needs to

be a progressive handover of accounting tasks. However, Treasurer duties are onerous at the moment and handover might best be deferred until later in the year.

b. Timing of Board meetings

There was a request for Board meetings to start a little later to fit better with train times from various destinations. This would be consistent with further reducing time spent on Directors' points for information. We will trial this by starting at 10:30 in October. **Action 26 (PM).**

(N.B. The Bell Library no longer opens on a Saturday afternoon, but lets are still possible up to 4 p.m. at the latest.)

Evening meetings were also discussed, but there were good reasons for these not being feasible.

c. Business cards

SL said she would look into the cost of making these. Hilary has a template for in-house production. **Action 27 (SL).**

The above is accepted as a true representation of the meeting.

Signed: (President)

Date:

New Actions from meeting

No	Item	Action	By	Due Date
1	2	Ask Sarah Hobbs to complete Register of Interests	RS	ASAP
2	2	Bring Key Dates document up to date	RS/SL	081016
3	3	Sign off March Minutes	RS/PM	ASAP
4	4a	Put RE in contact with Pat Squire re. SOUL	RS	ASAP
5	4a	Discuss retention, esp. juniors, with development staff	RS	230616
6	4b	Progress interest shown in SCORE Editor position	RM	ASAP
7	4c	Consult with Colin Matheson on toilet hire agreement	RE	081016
8	4c	Conduct further research on best place and time for SICC	RE	081016
9	4c	Check who is leading on organising JHI 2018	RS	081016
10	4c	Inform Colin Matheson, copyright of Lochandinty map to INVOC	RE	ASAP
11	4d	Liaise with Colin Matheson to progress POCs, esp. wheelchair accessible, on managed land, e.g. FCS (at The Lodge), NTS.	ID	081016
12	4d	Prepare a short written report for the Board on "How to Grow your Membership", esp. with respect to retention	ID	081016
13	4e	We still need information on drivers of membership trends. Seek input from staff and coordinate threads.	RS	081016
14	4g	Pursue opportunities to publicise Scottish orienteering successes. SL to discuss with RM.	SL	081016
15	4g	Convey outcome of Board discussion on Volunteers' Weekend to HQ.	RS	ASAP
16	4h	Ask Colin Matheson to use the standard reporting format and include development-related work.	RS	ASAP
17	4h	Convey outcomes of discussion on BOC2018 to Colin Matheson.	RE	ASAP
18	4h	Seek further information from BOF on BOC2018 levy.	RS	ASAP
19	4j	Progress submission of Annual Reports to CH and OSCR.	IM	ASAP
20	4j	Report back to Ted Finch on loan conditions for SOA clocks	IM	ASAP
21	6	Update Risk Register	SL	081016
22	7	Investigate an improved structure for the Annual Plan, based on projects that emerge from the 4-year Strategy.	SL/RS	081016
23	8	Conduct further research on the pros and cons of a Club+SOA membership option.	SL/RS/IM/CM	081016
24	9	Put the revised Strategy 2016-2020 on the SOA website	RS	ASAP
25	9	Finalise RDO Job Description and advertise	RS	ASAP
26	13b	Trial revised times for start/finish of Board meetings	RS/PM	081016
27	13c	Take a fresh look at providing business cards for those who want them.	SL	ASAP