



## 2013 ANNUAL GENERAL MEETING BOOKLET

The Annual General Meeting of the Scottish Orienteering Association will be held at 6.00 pm on Saturday 25th May 2013 at Thornhill Community Centre, East Back Street, Thornhill DG3 5LH (GR NX878957)

### AGM AGENDA

1. Apologies for absence
2. Approval of the Minutes of the 2012 AGM and EGM\*
3. ANNUAL REPORTS of Association Activities for 2012-2013
  - a. President's Report
  - b. Reports from Directors
  - c. Scottish Orienteering Six Day Event Co Ltd Report
4. Election of the Board of Directors
5. Proxy Voting Form

Appendix A Accounts

\*Copies of the minutes will be available at the meeting. The minutes are available on the Scottish Orienteering website <http://www.scottish-orienteering.org/documents/board-minutes/AGM-Minutes-2012-06-02.pdf> and [http://www.scottish-orienteering.org/documents/board/Minutes\\_of\\_SOA\\_EGM\\_23\\_Sept\\_2012.pdf](http://www.scottish-orienteering.org/documents/board/Minutes_of_SOA_EGM_23_Sept_2012.pdf)  
They can also be obtained from the National Orienteering Centre on submission of a stamped addressed envelope to Scottish Orienteering, National Orienteering Centre, Glenmore Lodge, Aviemore PH22 1QU

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## Annual Reports of Association Activities 2012-2013

### 3a President – Roger Scrutton

This report covers the period since the AGM 2012, but first a brief look back. At the AGM 2012 Donald Grassie stepped down as President after 10 years serving the SOA Executive and then Board in a number of roles. We are indebted to Donald for giving so much of his own time to Scottish orienteering while holding down a job with BP that regularly took him to the four corners of the world. There were major changes during that time leading to SOA becoming a company limited by guarantee and then a charity. Our membership grew steadily, a new coaching framework was introduced (UKCC), we saw a remarkable increase in orienteering activity with schools and an increase in the number of events staged by clubs, particularly local events.

On the other hand, BOF seemed to become more remote and the increase in events and activities put pressure on the time of volunteers on which the continuation and success of our sport depends. Donald's report to the AGM2012 highlighted many activities that are ongoing, such as preparations for the World Championships in 2015, the success of our talent and performance squads and Hilary Quick's ongoing work on the Protection of Vulnerable Groups Scheme.

The last 12 months has been a very busy period for the SOA Directors and Staff. Since the AGM 2012 we have co-opted and welcomed Marsela McLeod (INVOC: Performance Director) and Bill Melville (TAY: Development Director) onto the Board so that now the Board is at full strength. First and foremost I would like to pay tribute to the Directors and Staff for the magnificent way they have responded to the growing and new demands of our sport. A particular feature of their work is its proactive as well as reactive nature, for which I am immensely grateful. In my opinion SOA's governance is strong. Our Articles now comply with the most recent Companies Act and our charity status, our financial management is on a very strong footing and our charity status is bringing us some financial benefits, our Strategic Plan is being backed up by more rigorous performance measures to make sure we meet our **sportscotland** and other targets, our four staff submit regular reports and plans for their work, and we are implementing other aspects of management, such as a risk register, which will be visited regularly by the Board. Ideally, I'd like to see the Board spending more time in discussion on strategic issues, with our excellent professional staff and volunteer managers and coordinators continuing to deliver our Strategic Plan. We are also updating our HR and Communications policies, in part triggered by our application for and award of the Foundation Level of the Equality Standard in Sport, which was steered through by Colin Matheson and involved input from Directors and Staff. Our policies that relate to the wellbeing of our members are being reviewed to make sure they are fit for purpose.

At this AGM the terms of office of Kate Robertson (Secretary and Director) and Terry O'Brien (Operations Director) come to an end. Kate has indicated that she would like to move on, to devote more time to family, work and running even longer and longer distances. She will be badly missed at Board meetings – how she manages to create order out of the chaos of some of our discussions so as to produce a logical set of Minutes I will never know. We say "Thank you, Kate", and wish her all the best for the future. Terry has indicated that he is willing to stand for re-election, for which I am most grateful. Terry has the ability to spot and pose the awkward questions in meetings or emails, to provide the challenge that is needed to make sure we do not miss a trick. Many thanks for your work so far, Terry.

Some other important developments in 2012-2013 have been at the instigation of BOF. The changes to membership structure this year have led to a drop in SOA membership in 2013. The fall seems to be for two reasons, the loss of the cohort of first-free-year members as we rolled on from 2012 to 2013 – about 150 of our members fell into this category, mostly BOF Local members – and the loss of some members of families, who now have to join as individual members. I am pleased to say that **sportscotland** understands that this was not of our making and will give us time to establish membership trends in the longer term.

BOF is also introducing a GB Strategy (in addition to its strategy for working with Sport England), including a number of working groups with UK-wide representation. This will ensure input from all Home Nations into BOF's plans for orienteering UK-wide, which must be a good thing. Our representatives on these groups are:

Development Steering Group – Bill Melville

Talent and Performance Steering Group – Marsela McLeod

Coaching National Source Group – Hilary Quick

Strategic Planning – Roger Scrutton

SOA also has representatives in the areas of Volunteer Needs, Protection of Vulnerable Groups and Events and Competitions.

During May our **sportscotland** liaison will change from Malcolm Dingwall-Smith, who has been with us for about 3 years, to Megan Griffiths. Megan might be here at the today's AGM. If so, welcome to orienteering, Megan. Malcolm has served orienteering very well indeed and made possible many things that would have been very difficult to put in place otherwise. The Grampian RDO position shared by Jess Tullie and Mike Rodgers is in large part due to Malcolm arguing our case within **sportscotland**. Coach education and CPD is an area in which Malcolm has helped to establish an excellent working relationship between Hilary and Lynne Walker and

**sportscotland.** I have personally received excellent advice from Malcolm on a range of issues and opportunities over the last few years, not least in connection with the Development Audit that SOA is currently going through. How SOA responds to the recommendations from that audit is likely to be among our priorities as we move into the 2013-2014 year. Many thanks to Malcolm for being a first class liaison and we look forward to working with Megan.

In summary, an enormous amount of work is being done by staff and volunteers across the full range of SOA activities. A challenge for the future is to make sure we are as efficient as we can be in bringing this effort to bear on everyone's enjoyment of orienteering in Scotland.

### **3b Reports from Directors**

#### **Operations- Terry O'Brien**

Reports submitted by Coordinators and Convenors.

*Controllers Coordinator – Rob Hickling*

Report in preparation

*Competitions Convenor – Graeme Ackland*

We had an excellent set of competitions in 2012, starting in February with the Night champs in magnificent Glen Dye. March saw the sprints at St. Andrews university. In April Scotland hosted the JK, in Livingston and on Tayside, followed by the World Trail-O championships in Tentsmuir. Perhaps the highlight of the year was the Scottish Champs and "Jubilee 5" on Deeside, with the thrills of all the Scottish Championships and the excitement of seeing many of our top athletes successful in the WOC selection races at Long, sprint and middle. September saw further Scottish wins at home in the Senior Home Internationals, and for FVO in the CompassSport Trophy at Teviothead. The year finished with the 11/8-person relay and score champs.

In parallel with the Championship, we had another excellent series of SOLs (Torinturk, Dalbeattie, Battan, Forvie, Errochty, Fairy Knowe and Rachan & Dreva) and a new series of SOULs bringing orienteering to the cities and towns of Edinburgh, St. Andrews, Banchory, Strathavon, Livingston and Dunblane.

For a non-6-day year this was an amazing quantity of races, the sport clearly being in good shape as we head towards hosting the World Champs in 2015.

*Fixtures – Paul Caban*

As Scottish Orienteering's fixtures programme rolls on, year on year, a few trends have become apparent to me: more activities (coaching, training etc) perhaps in place of small events for some Clubs; nonetheless, a still burgeoning and buoyant programme of Local (LevelD) events across the country; however, a very patchy distribution of 'District' (LevelC) events; 'Regional' (LevelB) SOLs able to be hosted by an ever shrinking pool of Clubs; the rise in popularity of Urban Orienteering, possibly replacing more 'traditional' events; a marked decline in willingness - from both competitors and potential hosts - for competitions such as the 11 Person Relay and the Scottish Score, in particular, whose day must surely have passed.

The Scottish SixDays remains our premier competition, attracting much participation from outwith Scotland, and indeed outwith the UK, which must surely please the funding bodies. I do wonder in what shape the joint WOC - SixDays in 2015 will leave our sport in the domestic context. Certainly, I've been able to engender little enthusiasm for the SOL programme in 2015 from Clubs, with even many of the traditional stalwarts opting out.

Finally, I've been doing this role for a fair length of time now, and although I'm willing to continue for a wee while yet, I don't want my incumbency to deter anyone else who might be keen to take over. If that's you, please do get in contact for a chat about what's involved.

#### **Development – Bill Melville**

1 Development Grants were awarded as follows –  
Moravian £1000, Mar £750, Clydeside £1000, Tayside £750

2 Process put in place to make full financial use of any request to lay on charity or other events for corporate enterprises.

3 Work in Progress – Student Orienteering – plan being produced to try and ensure a continuing orienteering presence at all the Scottish universities.

*Development Officer – Hilary Quick*

Coach education has continued at the modest rate that meets demand: two Level 1 courses were held at Glenmore Lodge during 2012, and one in Dumfries-shire in January 2013. The Level 2 course planned for 2012 was combined with the 2013 offering, which therefore ran at full capacity. Two more candidates have recently completed the Level 2 qualification, and we are looking at ways to better support and encourage candidates towards Level 2 completion.

We ran four regional Coach Update days in 2012, attended by some 40 coaches, who benefitted from discussion and exchange of practical ideas, and appreciated the kit bags. We are grateful to sportScotland for funding these days and the bags. sportScotland funding was also key to the Development Conference, attended by 22 people in May 2012.

Attendance at Teaching Orienteering courses continues to rise, and participants always rate the courses highly as a means of equipping teachers to introduce orienteering in their schools. Teachers appreciate the links between orienteering and the Curriculum for Excellence, and by having the expertise to do the introductory stages in the schools, we remove pressure on clubs to provide sessions in schools. School groups can then participate meaningfully in a local club event after their series of lessons.

Our annual review of the SOA's Coaching Plan resulted in an updated version of the Athlete Pathway document (available from the SOA website), and the formation of a small Working Group to progress the topic of coaching across the spectrum of orienteering activity in Scotland.

The PVG (Protection of Vulnerable Groups) Scheme is now fully operational and our procedures (revised early 2012) have been implemented in clubs. People with previous disclosures are now being admitted to the PVG Scheme under a process known as Retrospective Checking. The scheme's clear guidance helps clubs to review all existing disclosures and to apply for PVG membership only as necessary. Several people have attended basic Child Protection training.

Looking ahead, plans are progressing for the Activity Weekend for Volunteers at the end of September 2013. Over 50 people have already booked places on this weekend of exciting and enjoyable activities and workshops.

Recent figures showing number of club activities and events alongside membership growth rates appear to imply a link between frequent (and local) club activity and larger rises in club membership. There are of course many factors at play, but there can be little doubt that an active club is more likely to attract new members than one with an empty schedule or just gaps. Coaching undoubtedly contributes towards this, by helping newcomers learn the sport, and by focussing on varied, enjoyable and useful activities. You don't need a new area each time, and you don't need full courses – keep it simple, do it often, and have fun!

*Regional Development Officer – Mike Rodgers*

Schools Project - WOC 2015 and Beyond Project about to become a reality. Five of Moray's 8 ASGs involved, looking to develop secondary schools as orienteering hubs for feeder primaries, with senior pupils as orienteering role models. Steady, gentle process of empowering schools to hold their own events/festivals. Hopefully future links to the wider Grampian region with both sets of Active Schools teams on board.

Mini Moray 2013 a big success and paid for all my associated travel expenses with a small surplus left over. Has yet to translate in to more members.

Significant increase in both participation and membership (report presented at last meeting refers). Local schools league steadily gaining in momentum.

Very significant local press and business networking has resulted in Moray 2013, and orienteering in general, becoming a widely recognised in the local area.

Partnerships developed with various random organisations that you wouldn't normally associate with orienteering. Details available on request.

*Regional Development Officer – Jess Tullie*

The orienteering scene is getting busy up in Grampian. GRAMP have just trialled a block of street-o events using 'Open Orienteering Map', see: <http://oomap.co.uk/> These were a great way to encourage newcomers along, with a special target of the running clubs. Also fun for the experienced orienteer, getting to see parts of Aberdeen they hadn't already!

Work is going on to resurrect Aberdeen University orienteering club...watch this space!

Work is ongoing in trying to tap into the many big companies in Aberdeen. We are trying to advertise orienteering and the local club so that we can get interest without necessarily putting on new, big events.

Schools festivals are kicking off in Deeside, with hundreds of children in P5 and P6 taking part in the primary festivals, and S1 and S2 battling it out against the local academies. A concerted effort has been put into developing the Alford area for school orienteering. This year there will be a 3-way secondary competition between Aboyne, Banchory and Alford.

Soon we will have 5 semi-permanent courses set up in the Deeside valley, from Banchory to Braemar. These can be used for club training, schools, tourists etc. The website will give more details soon.

## **Performance – Marsela Mcleod**

2012/2013 has been a very busy year for all the squads.

Scotjogs enjoyed a summer tour to Norway, were runners up in the JHI and winners at the JIRCs. Several juniors are involved in British Orienteering Talent Development Squad.

For SEDS a busy year competing and training culminated in 6 athletes being selected to compete at the World Orienteering Championships. A great result and testament to all their hard work. Many of our senior athletes are now well established in the British Squad set up and looking forward to more success in International competitions later this year.

The VHI team travelled to Ireland and were second in both the Individual and Relay.

Thanks to all the squad managers, coaches and helpers for their hard work, encouragement and coaching. This not only makes the Squads vibrant but most of all fun.

*Scottish Veterans Team Manager – Rob Hickling*

Report in preparation

## *Scottish Elite Development Squad (SEDS) – James Tullie*

2012/13 has been a busy year for SEDS with many successes for Scottish athletes, a good programme of training and change at the top.

Several Scottish athletes represented team GB in summer 2012. The World University Champs were held in Alicante in Spain and as usual the competition was tough. Mark Nixon, Hector Haines, Doug Tullie and Hollie Orr all made the team and performed well. Highlights were Hector's 24<sup>th</sup> in sprint, Doug's 19<sup>th</sup> in long, Mark's 18<sup>th</sup> in middle with Hollie's 7<sup>th</sup> in sprint and 8<sup>th</sup> in middle being the stand outs for the British team

In July, JWOC was held in the complex karst terrain in Slovakia. Jamie Stevenson ran a great series of races in his final JWOC finishing 25<sup>th</sup> in sprint, 24<sup>th</sup> in long and 19<sup>th</sup> in middle. Rona Lindsay also had her JWOC debut and impressed in the middle finishing 29<sup>th</sup>.

The World Champs was held in Lausanne in Switzerland and Scottish athletes made up 6 of the 14 man team GB (not including Edinburgh based Tessa Hill and Helen Bridle). Doug Tullie, Hector Haines, Mark Nixon, Murray Strain, Scott Fraser and Claire Ward all ran and the sprint produced the best results. Scott couldn't quite break Swiss dominance finishing just outside the medals in 4<sup>th</sup>, with Claire finishing 7<sup>th</sup> in what was a great season for her. Murray improved a place from the year before finishing 11<sup>th</sup>.

Orienteering wasn't the only thing Scott was doing in 2012. 29min38secs in the Swedish Champs 10000m made him the fastest Scottish man over the distance in 2012.

The Autumn of 2012 saw Alan Cherry race for GB at Euromeeing and Claire Ward finished her mammoth season with the Nordic O Tour. We were very grateful to the Nopesport boys who donated the profits of the Purple Thistle to SEDS funds. With the boys now abroad in Englandshire, Scandinavia, Romania and Australia SEDS have agreed to take on running of the Purple Thistle and continue this great event.

The 2012 season ended in style for Scotland with the SHIs held in Perthshire. Big thanks must go to Lorna Eades for her organisation and team managing, Ewan McCarthy for planning and organising the relay and STAG for an excellent SOL at Errochty plus numerous other helpers. The competition was a great success for the team as we retained the title in style. We won both relays, Stevenson/Nixon/Haines in the men and Maxwell/Orr/Ward in the women. We won 3 of the individual classes with Doug Tullie, Claire Ward and Jo Shepherd. Once again we fielded an almost full strength squad and the team spirit was great.

In October we held a planning weekend in the Trossachs which was well attended and productive. A good athlete turnout plus ex elites, Bill and Maureen and other interested parties made it an important weekend. The focus was on SEDS going forward, discussing how we can work together to ensure Scottish success in WOC 2015 and beyond. It also saw Lorna Eades stand down as team manager. We are very grateful for all her work in the previous years. James and Jess Tullie, along with Ewan McCarthy, have taken over the running of SEDS. The key focus is on quality domestic training and improving domestic competition. The training is open to all and in the absence of any Sport Scotland funding we made the decision not to formally select a squad. Since the planning weekend we published all our planned training weekends as well as starting a twitter feed to publicise athletes' successes. The website has also been updated (thanks Paul).

Over the winter we have had several successful training weekends. We trained in November with FVO, took on the Grampian Mountain Challenge then had a well attended weekend in Speyside in December joining up with BASOC. In January we had an excellent training weekend linking up with Moravian, with over 30 runners of various nationalities making the most of some top class sessions. Since then we've also had training in Deeside with EUOC as well as sprint training in Livingston.

The domestic season has kicked off with very competitive racing in the first 2 SOLs which was great to see. The JK saw Mark Nixon and Claire Ward on the podium and a total of 14 Scottish athletes making the selection pool for the World Champs selection races, that is strength in depth! More recently Murray Strain came 3<sup>rd</sup> at the British Sprint. At the British Middle Championships we gained 1<sup>st</sup> and 3<sup>rd</sup> with Murray Strain and Doug Tullie respectively. Claire Ward was our best girl with a 4<sup>th</sup> place at the British Middle Champs.

Looking ahead we have a summer trip to Jukola planned followed by a training camp in Finland that has been assisted by a generous grant from the GB squad support fund (an independent fund).

What are the challenges ahead for SEDS?

1. A lack of funding. We are grateful to the SOA for some money and have raised funds through JK jigsaws and Purple Thistle. This year we are selling six day jigsaws which we hope will be a good earner as well as planning six day training and helping run the six day sprint. We are also organising the 11man relay – it's back and not to be missed! The next Purple Thistle is due in August 2014.
2. Getting more people involved. We try to be as open as possible but suspect some people don't know what we're about or are nervous about coming along. We'd like to keep organising training weekends which link up with Scottish clubs.
3. Ensuring high quality domestic races. This year's SOLs are well timed and on good areas and we would like to get good fields out at these events.

As ever anyone is welcome along to the training and any support is appreciated.

*ScotJos Squad Manager – Maureen Brown*

In 2012 ScotJOS held 5 squad training weekends, took part in a tour to Norway in July which included the Sorlandsgalopen competition, and sent teams to the Junior Inter-Regionals and the Junior Home Internationals.

The Development Weekend in February was based at Stirling Youth Hostel and was attended by 45 juniors – 30 newly selected for the squad, plus an additional group selected for their potential. As usual at this weekend the emphasis was on basic technique, with coaching in small groups made possible by the large number of coaches who took part. In April we travelled to the Lake District where we joined other Regions for a BOF coaching day and then took part in an event on the Sunday. The aim of this weekend was to sample open Lakeland fell terrain as practice for the British Long Championships. Training weekends were also based in St Andrews (June), Deeside (August) and Edinburgh (the "Last Supper" weekend). In addition, a group of M/W16's and coaches travelled to Hawkshead at the end of November to meet up with juniors from the other Regions for some intensive training in the South Lakes.

In July the Squad travelled to Kristiansand in Norway for two weeks to take part in the 6-Day Sorlandsgalopen and train in the very technical local forests. This competition is very junior-focussed and prizes were won by a number of our juniors who coped well against their Norwegian opponents.

At the end of June a team of 24 travelled to Sandringham Estate in East Anglia to compete against the 11 other Regions in the annual Junior Inter-Regional Championships (the JIRC's). As previously reported, a very strong Scottish Team not only won this competition for only the 3<sup>rd</sup> time in 23 years (we have been runners up on 14 occasions!), but also won by the massive margin of 70 points, taking all 5 trophies – Individual, Relays, Overall, Boys and Girls. We didn't fare quite as well at the Junior Home Internationals, held in Surrey in October, where we were runners-up to a strong team from England. However Scots won a number of medals with 1st place in the M18 class (Chris Galloway) and a clean sweep in the W14 class (Emma Wilson, Clare Stansfield and Abigail Mason). There were also podium places for Daniel Stansfield (2<sup>nd</sup> in M16) and Briony Kincaid (3<sup>rd</sup> in W16).

Several Scottish juniors were selected for the British Orienteering Talent Development Squad in 2012 – Rona Lindsay, Rozy Shepherd, Chris Galloway, Rhona McMillan, Sasha Chepelin and Callum White. GB International honours went to Rona Lindsay who was selected for the Junior World Championships in Slovakia, and Chris, Rozy and Sasha for the European Youth Championships in France.

In June ScotJOS held another successful Jamie Stevenson Trophy for juniors from Scottish clubs, with around 170 from 10 clubs taking part.

Performance Funding from SportScotland came to an end in 2011. However we were fortunate to obtain sponsorship from Aberdeen oil and gas company *Apache* which helped us to fund our programme for 2012 along

with fundraising from our cake stalls at the SOL events. We also took advantage of the JK being in Scotland to raise funds by selling merchandise. Our 2013 programme is now well under way and we will continue to seek sponsorship and fundraise to meet our costs.

Finally I would like to thank the following: the Scottish clubs who have encouraged us by letting us use their areas and maps; all the parents, former Squad members, SOA coaches and others who have helped in running the Squad, driving the transport and coaching the athletes; the parents and others who have baked cakes for the cake stalls; in particular I would like to thank lead coach Bill Stevenson, and treasurers Iain and Carolyn McLeod for all their hard work; and last but not least the juniors themselves who really are a great and enthusiastic bunch to work with.

### **Partnership – Claire Macpherson**

The Partnership Director is responsible for day-to-day relationships with partner organisations, funding and awards bodies, national and local government bodies and liaising with British Orienteering in matters pertinent to the SOA. Most of this activity is with **sportscotland**, the Scottish Sports Association, nature & access bodies and national & local government. Additionally as the SOA is now a registered Scottish Charity, this also now involves liaising with the Office of the Scottish Charity Regulator (OSCR).

We continued our relationship with the Scottish Sports Association and the Scottish Sports Aid Trust with the latter continuing to support some of our young athletes (under 23 years) in their applications for funding. Three of our athletes have been awarded grants in the first round of awards in 2013 – many are not in fact eligible due to receiving “Winning Students” funding.

A major development for the SOA in the last year was becoming a registered Scottish Charity. As well as bringing potential tax advantages to the SOA this also opens up potential funding opportunities, e.g. sponsorship and we will be looking to maximise these opportunities as much as possible in the coming years.

**sportscotland** has continued to invest in orienteering with £57,850. Thanks are due to Malcolm Dingwall-Smith, our **sportscotland** Partnership Manager, for his work on our behalf.

### **Marketing and Communications – Andy Paterson**

I was co-opted onto the SOA Board in March 2012 to fill the vacant post of Marketing and Communications Director, before being formally voted into the post at the 2012 AGM. 2012 was a busy year for me in orienteering, qualifying as a level C controller and UKCC level 1 coach, in addition to coordinating the inaugural Scottish Orienteering Urban League (SOUL) series.

My first action as Director was to publish a 3 year Marketing and Communications Strategy to take the SOA up to WOC 2015. The key marketing and communications aims for the SOA over this period are:

- To increase awareness of the sport of orienteering within Scotland
- To convert the increased awareness into increased participation

A key part of this strategy has been to develop a set of professionally produced marketing equipment that can be taken to events around the country to promote the sport of orienteering. This has recently been undertaken at an outdoor show in Aberdeen and has also been used by the Regional Development Officer in Moray. The equipment is now available to clubs to book out for use in public events.

We have recently appointed Brian Ward of HALO to support the Social media enterprises of the SOA, a key strategy in encouraging younger people into orienteering. In the interim some active promotion of the SOA facebook page has significantly increased its reach and visibility, albeit from a relatively quiet position. We also hope to have news shortly on up to 3 Patrons for the Scottish Orienteering Association, possible now due to our charitable status. Suitably chosen Patrons can add significantly to our credibility as a sport and also to our media presence.

#### **SOA Website**

Paul Frost has done a lot of work on the SOA website and continues to work on this. The new SEDS, SOL and SOUL pages are all Paul's work, and he has also worked hard on the relevant logos. Paul also provides a lot of the content on the website, although its hoped to be able to spread the load if we can appoint a further volunteer to the currently vacant Press/Media coordinator post.

Paul Frost: The website is continually evolving and adapting to changes in the devices we use to view it. The newer sections all adapt their layout to match the screen size available and make them more usable on phones and tablets. The general SOA section and home page will be updated soon in line with this and will also have a brighter new look.

The integration of Social Media sites like Facebook and Twitter is a challenge due to their fast changing nature. I'm looking at how to present some of that info on the SOA website so that people who are not users of these networks can still access the content.

#### SCORE

In January 2013 Doug Tullie indicated his intention to resign following what would be his final issue as editor of SCORE. Doug has been editor for X years and has managed to juggle this role with competing at a high level, but the demands of SCORE are probably not compatible with elite orienteering and Doug has understandably decided to concentrate more on the latter. I'd like to thank him for his sterling efforts in the role and wish him well on our behalf for 2013 and beyond.

The post of SCORE editor remains vacant at present. We have approached several individuals and advertised the vacancy. I would be delighted to hear from anyone who is interested on taking on the editorship or has any ideas on how to develop the post or SCORE. In the meantime we are exploring other avenues to ensure that SCORE continues to provide added value as our members' magazine.

As part of a changing emphasis in marketing we have entered into partnership with 3 physiotherapy providers to offer reduced price physiotherapy to SOA members at locations in Glasgow, Lanarkshire and Tayside. We are actively looking to make further similar partnerships in future.

An agreement was reached in 2012 with Compass Point to sponsor the SOL series for 2013-15. Prizes will take the form of Compass Point Vouchers to the winners of eligible classes. The final format has yet to be confirmed. I was involved in Framework for Sport: Communications Equality Audit in Nov/Dec 2012, the outcome of which was that we achieved the necessary foundation standard as a relatively small national governing body. The audit highlighted some areas which we can develop in future years, and some actions are already in motion to address these.

Looking forwards we are also in the early stages of developing a range of SOA merchandise to promote our sport, which should start to become available during 2013.

#### **Professional Officer – Colin Matheson**

The success of JK2012 was reported in last year's booklet, but it was sometime before the last beans were counted and the dust settled. If I expected a quiet time afterwards I soon realised I was mistaken – even though Moray 2013 seemed a long way in the future there was significant effort seeking (and receiving) funding through Event Scotland and Moray LEADER as well as numerous invitations to tender to write, quotes to review and contracts to award. The most visible aspect was the promotional video for Moray 2013. Finding a style that suits everyone is impossible but I was generally pleased with the outcome, especially the aerial footage captured by an Inverness postie in his microlight.

The IOF came on two visits in the summer/autumn to review areas we had proposed to replace the WOC venues near Aviemore. More will be said soon, including a short article in the supplement being produced for A Few Surplus Maps. Fitting in WOC around the Scottish 6 Days (or is it the other way around) has proved challenging at times, but we think that Highland 2015 will yet again be a great orienteering and holiday experience with castles, woods and water all being part of the mix. I have been fortunate enough to visit some fantastic venues, perhaps feeling a little safer as all SOA staff have Personal Locator Beacons to use as a last resort in the event of injury.

As part of Year of Natural Scotland in 2013 I was fortunate to attend a series of workshops on "Sustainable Events", considering environmental, economic and social factors. The networking opportunities with other event organisers has been very useful, and in Moray 2013 we will "hire a hoodie" (a professional event services company) based on ideas and contacts I made at the workshops but part funded through LEADER. On the wider governance side I helped steer the SOA through the Foundation Level of the Equality Standard.

The mix of skills and experience within the current SOA Board is excellent, and they have helped me on this and other issues. Roger Scrutton has done a huge amount of work on various policy issues, and in our on-going discussions with the Forestry Commission Scotland his involvement has allowed us the opportunity to escalate issues higher up their management structure. For Moray 2013 the FCS kindly agreed to waive all charges and have offered four days labour and materials as assistance.

I like to think I played a small part assisting in the World Trail Orienteering Championships, and Anne Hickling managed to somehow pull limited resource together for a very successful outcome. WTOC will not be coming back in 2015, so we can focus on the main Foot O events. Eurometing at Moray 2013 gives us a great chance to test out some of our ideas, and I look forward to working with the Czech film crew and Swedish commentator.

Relocation to Nairn has been very useful and I have managed to significantly reduce time spent "on the road" and focus on things that really matter.

### **Treasurer – Ian McIntyre**

Please refer to the statement of accounts and five year financial plan in the Appendix.

In 2012 the SOA generated a net profit of £28,804 compared to a planned deficit of £9,760.

The main reasons for this were:

- 1) higher than anticipated income from the JK
- 2) lower than expected salary costs due to a delay in start of Regional Development Officers
- 3) what turned out to be a rather pessimistic view of development costs

Thanks to the continued support of Sportscotland and our liaison Malcolm Dingwall Smith, the grant award remains the single most significant contribution to our income. Whether this continues to be the case in future relies on our ability to deliver our agreed targets over next three years, particularly SOA membership. The six day company continue to support the work of the SOA and have agreed to a modest increase in the grant for 2013/14 in line with inflation. In 2012/13 we have also secured additional support for RDO activity from the Moray Leader fund and Aberdeenshire council.

I would like to recognise the sterling performance of John Colls as Financial Controller for JK 2012. This position was complicated in that although the goods and services were being commissioned by the JK organising team on behalf of the SOA, it was a requirement of BOF that the transactions were all managed through their accounts. John spent a considerable amount of time and effort resolving issues with the partnership agreement and data provision from central office and elsewhere. Thanks in large part to his efforts the finances were well managed and the SOA retained an equitable share of the event surplus. Taking all of the activities into account, such as the share of event profits, social event training and merchandising income and rental of equipment to the event, Scottish orienteering benefited financially by more than £18,000 from the event. There was also a recovery of £1700 professional officer expenses. This can be seen in the Other Income line in the accounts.

As noted last year, the RDO posts were budgeted for a full year in 2012. In the event, Mike Rodgers started with us in April and Jess Tullie started in August. This led to a saving of £6,000 in staff costs in 2012, however given their term will now extend into 2014, this spend will be carried forward. There was also the recovery of staff expenses referred to above.

Development spend was more than £8,500 ahead of budget. Primarily this was due to a poor budget estimate and the fact that the planned L2 course was deferred to 2013. We also made a small surplus in the TOPs courses which Hilary taught instead of paying for a third party tutor.

The National Centre income and expenditure was in balance through 2012 however there was a transfer of £6600 from the National Centre account to the Scotjos account which distorts the figures.

Scotjos were successful in 2012 in securing £15,000 sponsorship from Apache and the SOA board would like to convey our thanks to both Apache and to Iain Macleod who was instrumental in securing this donation. This donation was conditional on SOA successfully obtaining charitable status. The payment went through the SOA accounts artificially boosting the Miscellaneous Income and Expenditure lines. In addition to the usual domestic programme, this year Scotjos expenditure included a two week tour to Norway. The Norwegian trip was significantly more expensive than budgeted, and despite the increased level of parental contributions and income from JK merchandising, Scotjos would have made a significant loss were it not for the funds transfer from the National Centre account. At more than 20% of the total SOA expenditure, it is doubtful whether this degree of spend can be accommodated in future years without further injection of third party funds.

In 2012, the SOA invested more than £5,000 updating maps for use by the National Centre and to improve training opportunities in the run up to WOC. Some £3,750 of commitments were made through the development fund and a further £5,000 has been allocated in 2013, so there is still plenty of room for clubs to apply. (See the SOA web site for details).

Thanks to this year's unexpected surplus, the long term outlook for SOA reserves now appears secure, at least until WOC in 2015 at the current envisaged rate of income and expenditure. This gives us a firm financial foundation to make the most of the development opportunities in Scotland that this event will afford and off-sets the reduced income forecast from membership subscriptions going forward. The details of the long term forecast are shown in the appendix.

Finally, please note that taking advantage of the surplus and in line with SOA board discussions, the designated reserves have been increased to provide us with an operating cushion of approximately 6 months. The asset

replacement reserves have also been increased with the intention that the SOA will self-insure its equipment going forward and hopefully save money.

### **3c Scottish Orienteering Six Day Event Co Ltd Report – Anne Hickling**

Although 2012 was an 'in-between' year with no 6 Day event, it was far from a quiet year, with work focussing on preparations for Moray 2013 and, together with our partners, setting in place the framework for the 2015 festival of WOC and the 6 Days. In all this our focus has, as always, remained on maintaining the 6 Days' reputation as one of the world's most highly regarded multiday events.

With three months to go (at the time of writing), arrangements for the many aspects of Moray are coming together under the coordination of George Esson, and a hugely enjoyable week in all respects is in prospect. Entries are currently running at a similar level to Oban at the same stage. We anticipate a late boost in numbers for two reasons. Thanks to the work of Mike Rodgers, the event will have an unusually strong local flavour, and a large number of local people, many new to orienteering, are expected to take part. At the other end of the scale, the event will also host Euromeeting: a competition for international teams of aspiring WOC athletes keen to sample Scottish terrain ahead of 2015, which will use Days 4 and 6 and the sprint race during the Moray week. This will enhance the international flavour of the event as well as adding to the excitement of the elite races on these days.

The Board are very conscious of the demands of the 6 Day event on Scottish orienteers and are seeking ways to ease this as far as possible. For the first time, hired-in labour will be used to set-up and take down each day's assembly area. We will also have a new method of displaying results lists and I'm sure that few helpers will mourn the passing of the old results boards and buckets of paste! In addition, training has been offered to develop skills in computing and technical tasks. The use of technology to enhance the attraction of the event for spectators will be particularly relevant in 2015 and it is vital that we expand our capabilities in this area.

Like previous events, Moray 2013 has received generous support from Event Scotland and significant levels of funding from the Moray Leader programme. This invaluable support enables us to maintain the expected high quality in aspects such as mapping and to advance the event through technology and event infrastructure.

Over the past year we have been working closely with British Orienteering to establish a partnership to deliver the WOC and 6 Days in 2015. Although a little slow at times, I am happy with the progress we have achieved. Richard Oxlade, coordinator for the 6 Days, is pulling together a central organising team from ESOC and INVOC, and members of the team are starting to work together with their WOC counterparts to ensure that the two arms of the combined event run together seamlessly. The WOC/6 Days will be launched on Day 4 of Moray 2013, exactly two years ahead of the opening day of WOC2015. With an expected 6 Day entry of 5000, 2015 offers us an outstanding opportunity both to present the 6 Days to a wider audience (both international and domestic), and to enhance its reputation. We must not waste this chance.

There has been no change in the membership of the Board over the past year, and I would like to thank my fellow directors for their work and support in advancing the Company's aims. I would also like to acknowledge the major contribution of Colin Matheson to the 6 Day event, both in taking on all those tasks that the volunteer team can't deal with and in driving the event forward with new initiatives.

Looking ahead, whilst the focus of many is on the events of 2015, the Board is already preparing for the life of the 6 Days beyond that. I am pleased to say that arrangements for 2017 are taking shape and I will make an announcement about this at the meeting.

## **6. Election of the Board of Directors**

The Articles of Association of the SOA state:

At each Annual General Meeting, one third of the Directors elected in terms of Article 11.7 (or the nearest number upwards) shall retire from office. If no other Director or Directors has or have decided or agreed to retire thereat, the Directors to retire at the Annual General Meeting shall be the one or ones longest in office since their last election but, as between persons elected or last elected on the same day, the one or ones to retire shall (unless they agree amongst themselves) be determined by lot....

With Kate Robertson (Secretary) and Terry O'Brien (Operations) standing down at this AGM, there are four Directors' positions to be filled at this AGM. Nominations have been received for three positions – Re-election of Terry O'Brien (Operations), Bill Melville (Development) and Marsela McLeod (Performance). No other nominations were received by the dead line of 13 Apr 2013. Their general information is provided below.

The Articles of Association of the SOA state "It shall also be competent for the Board to co-opt a person who is willing to act as a Director to fill a vacancy but such Director shall hold office only to the expiry of the term of the Director whose place he or she is taking when he or she shall be required to stand for re-election." The Board will co-opt a new Director to fill the vacancy of Secretary at a suitable date in the future. Such a Director will be formally elected onto the Board at the next AGM.

Name:	Terry O'Brien
Email Address:	terry@tobrien1.wanadoo.co.uk
Contact Telephone number:	Home Work
The Board Position you wish to be considered for:	<input type="checkbox"/> President <input type="checkbox"/> Secretary <input type="checkbox"/> Treasurer <input type="checkbox"/> Marketing & Communications Director <input type="checkbox"/> Partnership Director <input type="checkbox"/> Performance Director <input type="checkbox"/> Development Director <input checked="" type="checkbox"/> Operations Director
CV information that is relevant:	 <p>Terry is a founder member of St Andrews's Orienteering Club (Glasgow) and has served as Operations Director for the past three years. He is very actively involved in the development of the sport in Glasgow and continues to play a very active role as an organiser, mapper, planner and controller as well as competing.</p>
Name of proposer:	Ian McIntyre
Contact email of proposer	treasurer@scottish-orienteeing.org
Name of seconder:	Hilary Quick
Contact email of seconder	quickhil@gmail.com

Name:	Bill Melville
Email Address:	billmelville@ogoroad.com
Contact Telephone number:	01350 727048
The Board Position you wish to be considered for:	<input type="checkbox"/> President <input type="checkbox"/> Secretary <input type="checkbox"/> Treasurer <input type="checkbox"/> Marketing & Communications Director <input type="checkbox"/> Partnership Director <input type="checkbox"/> Performance Director <input checked="" type="checkbox"/> Development Director <input type="checkbox"/> Operations Director
CV information that is relevant:	 <p>Currently a member of Tayside Orienteers, formerly with Cunninghame OC (now Ayroc).</p> <p>In Orienteering since 1970s.          A competitor across Britain and Europe.....not to forget, Brazil.          A former mapping member on the SOA committee and a member of the Cunninghame OC committee, chair on Tayside OC committee.          Member of Neil Cameron's BOF development discussion group.          Experienced as an event organiser, course planner, and in club level coaching.          As a one time secondary teacher, was involved at various times in school orienteeing.          Worked for 20 years or so as a sports journalist covering orienteeing (one amongst many sports) from local to world championship levels.          Now retired with "time on my hands" for orienteeing board work.          Other active interests- athletics, walking, ecology, music.</p>

Name of proposer:	Roger Scrutton
Contact email of proposer	roger.scrutton@ed.ac.uk
Name of seconder:	Colin Matheson
Contact email of seconder	cdmatheson@btopenworld.com

Name:	Marsela McLeod
Email Address:	marsela1@aol.com
Contact Telephone number:	
The Board Position you wish to be considered for:	<input type="checkbox"/> President <input type="checkbox"/> Secretary <input type="checkbox"/> Treasurer <input type="checkbox"/> Marketing & Communications Director <input type="checkbox"/> Partnership Director <input checked="" type="checkbox"/> Performance Director <input type="checkbox"/> Development Director <input type="checkbox"/> Operations Director
CV information that is relevant:	<p>Currently Chair of Inverness Orienteering Club</p> <p>Orienteered from an early age. Represented Scotland and GB at senior and junior level.  Part time Organiser for WOC99.  Former Asst. Professional Officer with SOA helping to set up and run the National Orienteering Centre.  Former Development Director of SOA.</p> <p>Experienced as an event organiser, course planner and junior coach.</p> <p>Other active interests- running, skiing, gardening.</p>
	
Name of proposer:	Claire Macpherson
Contact email of proposer	cmacpherson@ymail.com
Name of seconder:	Andy Paterson
Contact email of seconder	Andypat33@hotmail.com

## SCOTTISH ORIENTEERING ASSOCIATION - PROXY FORM

I/We, (print name(s) and address(es))

--

being (a) member(s) of the Scottish Orienteering Association ("SOA"), and eligible to vote, hereby appoint the Chairman of the Meeting or (print name and address of proxy – if blank or invalid, the Chairman will be appointed)<sup>1,2</sup>

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as my/our Proxy to attend, speak and vote for me/us and on my/our behalf at the Annual General Meeting of the Company to be held on 25<sup>th</sup> May 2013 at 6 pm and at any adjournment thereof.

<sup>1</sup> *Members are entitled to appoint a proxy of their own choice. A proxy need not be a member of SOA. If desired the name of such proxy can be inserted in the space provided in this form and the words "the Chairman of the Meeting or" shall be deemed to be deleted. If no name is inserted in such space, the Chairman of the Meeting will act as proxy.*

<sup>2</sup> *Voting eligibility rules are reproduced overleaf*

The Proxy is to vote in respect of the resolutions as follows<sup>3</sup>:

		FOR	AGAINST
1	That Terry O'Brien be formally elected as Operations Director		
2	That Bill Melville be formally elected as Development Director		
3	That Marsela McLeod be formally elected as Performance Director		
4	That Graham Thomson is appointed as SOA Auditor for 2012		

<sup>3</sup> *Instructions as to voting on the resolutions should be indicated by an "X" in the appropriate space. In the absence of such instructions the Proxy will vote (or abstain from voting) as he or she thinks fit on the resolutions.*

### NOTES

1 To be valid this form of proxy must be received at the SOA Registered Office (National Orienteering Centre, Glenmore Lodge, Aviemore, PH22 1QU) not less than 48 hours before the time of the meeting (please note that postal deliveries to Glenmore Lodge can take a day longer than is the norm in cities and arrive late in the day).

2 The Proxy will vote (or abstain from voting) as he or she thinks fit, on any other business which may properly come before the meeting.

3 This form may be photocopied if further copies are required.

**Voting eligibility as given in the BYE-LAWS OF SCOTTISH ORIENTEERING ASSOCIATION available on the SOA website and modified to bring them in line with the Companies Act 2006**

The voting rights are

- (i) as defined in the Memorandum and Articles
  - Individual Senior Members shall each have one vote,
  - Individual Junior Members 16 years of age or older shall each have one vote,
  - Honorary members shall have no voting rights, and
- (ii) as specified in this Bye-law
  - Groups shall have no voting rights and,
  - Clubs shall have no voting rights.

**Scottish Orienteering Association**  
**Company Number: SC334748**

**Profit & Loss Account**  
**for the year ended 31 December 2012**

	Note	2012		2011
	Income	Costs	Net	
<b>Income from members and general administration costs</b>				
SOA/BOF membership fees	6875	0	6875	7292
SOA/BOF event levies	18223	0	18223	17648
Sales & equipment hire	2121	1048	1074	4968
SCORE advert income and costs	10	3126	-3116	-2612
Interest received	19	0	19	37
Other Income	5    35024	0	35024	
	62272	4174	58098	27333
Less:				
Depreciation charge	6    0	1498		
Administration	0	4786		
			6284	9742
<b>Surplus before grants &amp; development expenditure</b>	<b>62272</b>	<b>10458</b>	<b>51814</b>	<b>17591</b>
<b>Grant Income</b>				
sportscotland	57850	0		
Scottish 6-Day Event Company Ltd	19171	0		
Other Grant Income	5221	0		
			82242	81671
<b>National Centre</b>				
Courses	1158	1317		
Map Sales/ROMP	650	214		
Office Costs	0	1726		
Other	1142	6600		
			-6907	608
<b>Development Expenditure</b>				
Professional staff costs	3    0	73646		
Club Development	0	4013		
Junior Squads training expenses	4    39850	37025		
Senior Squads training expenses	4    3362	2674		
Veteran Squads - international expenses	4    0	392		
Coaching expenses	7052	7334		
Other Development (inc Map updates)	0	6672		
Miscellaneous Expenses	5    0	16854		
			-98346	-90319
<b>Surplus on normal activities</b>	<b>197728</b>	<b>168924</b>	<b>28804</b>	<b>9551</b>

**Scottish Orienteering Association**  
**Company Number: SC334748**

**Balance Sheet**  
**as at 31 December 2012**

	Note	<u>2012</u>	<u>2011</u>
<b>Fixed Assets</b>			
Tangible assets	6	5381	3553
National Centre Building		1000	1000
Investments		3	3
		<u>6384</u>	<u>4556</u>
<b>Current Assets</b>			
Debtors & prepaid expenses	7	15903	15756
Cash at bank		139491	109012
Building society deposits		7966	7947
		<u>163361</u>	<u>132715</u>
Less: Creditors	8	<u>-10536</u>	<u>-6865</u>
		<u>152825</u>	<u>125850</u>
<b>Total Assets less Current Liabilities</b>		<u>159209</u>	<u>130406</u>
<b>Deferred Income</b>			
Capital grants	6		0
Revenue Grants			0
		<u>159209</u>	<u>130406</u>
<b>Reserves</b>			
Designated Reserves	2	48321	8321
Asset Replacement Reserve		10000	3400
Revenue Reserve - brought forward		72084	109133
Transfer from National Centre & Junior Squad Reserves		0	0
- surplus/deficit (-) for year		<u>28804</u>	<u>9551</u>
		<u>100888</u>	<u>118685</u>
		<u>159209</u>	<u>130406</u>

The notes to the accounts numbered 1 to 8 form part of these financial statements

SOA is the governing body for the sport of orienteering in Scotland and works closely with **sport**scotland and British Orienteering to develop all aspects of the sport in Scotland.

President - Roger Scrutton

Treasurer - Ian McIntyre

May, 2013

**Scottish Orienteering Association**  
**Company Number: SC334748**  
**Notes to the Accounts - 2012**

**1 Accounting policies**

**1.1 Basis of preparation of financial statements**

The financial statements are prepared under the historical cost convention.

**1.2 Fixed assets and depreciation**

The fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost over their expected useful lives on the following basis:

Office equipment	20% straight line basis
Specialist Print equipment	25% straight line basis
Squad strips	33% straight line basis
Event equipment	20% straight line basis
Glenmore equipment & maps	20% straight line basis

**1.3 Capital grants**

Grants received relating to tangible fixed assets are treated as deferred income and released to profit & loss account over the expected useful lives of the assets concerned. Other grants are credited to profit & loss account as the related expenditure is incurred.

**2 Designated Reserves**

	Development Fund	Operations Reserve	Total
At 1 January 2012	8321	0	<b>8321</b>
Income			
Interest received			
Expenditure in year	0	0	<b>0</b>
Transfer from General Reserves		40000	40000
Transfer to General Reserves			
At 31 December 2012	8321	40000	<b>48321</b>

The board has agreed to create an operations reserve approximately equal to 6 months staffing and National Centre costs  
The asset replacement reserve has been increased to £10,000 with the intent that the SOA will now self insure equipment

**3 Professional staff costs**

	P & L Account	National Centre	2012	2011
Salary and employment costs	62666		<b>62666</b>	49627
Expenses	8618		<b>8618</b>	8672
Pensions	2362		<b>2362</b>	3100
	73646	0	<b>73646</b>	61399

At 31st December, 2012, includes 2 full time employees and 2 part time employees

**4 Competition - internationals**

	Income	Costs	Net Cost	2010
Junior	0	6134	<b>6134</b>	3484
Senior	1335	2355	<b>1020</b>	0
Veteran	0	392	<b>392</b>	192
	1335	8881	<b>7546</b>	3676

Junior & Senior competition expenses sit within their overall development costs  
Veterans have no development spend.

**Scottish Orienteering Association**  
**Company Number: SC334748**  
**Notes to the Accounts - 2012**

<b>5. Miscellaneous</b>	<u>Other Income</u>	<u>Other Costs</u>
Apache Sponsorship	15000	15000
JK 2012 Transactions	19257	1334
Other	767	520
	<u><b>35024</b></u>	<u><b>16854</b></u>

**6. Tangible assets**

<u>Cost</u>	<u>1.1.12</u>	<u>Additions</u>	<u>Write-offs/ Disposals</u>	<u>31.12.12</u>
Office equipment	16901	1118		<b>18020</b>
Event equipment & squad strips	19562	2207		<b>21769</b>
NATCEN equipment	5380			<b>5380</b>
	<u>41843</u>	<u>3326</u>	<u>0</u>	<u><b>45169</b></u>
		<u>Write-offs/ Disposals</u>	<u>Charge</u>	<u>31.12.12</u>
<u>Depreciation</u>	<u>1.1.12</u>			
Office equipment	14240		902	<b>15142</b>
Event equipment & squad strips	19354		104	<b>19458</b>
NATCEN equipment	4696		492	<b>5188</b>
	<u>38290</u>	<u>0</u>	<u>1498</u>	<u><b>39788</b></u>
Net Book Value	<u><b>3553</b></u>			<u><b>5381</b></u>

**7 Debtors & prepaid expenses**

	<u>2012</u>	<u>2011</u>
Grants: 6-day Company	<b>8085</b>	10363
Event levies	<b>520</b>	2050
Junior Squad	<b>824</b>	
National Centre	<b>296</b>	
Junior Inter Area	<b>1275</b>	
Moray Leader	<b>2221</b>	
Laser Printer	<b>2121</b>	
Others	<b>560</b>	3344
	<u><b>15903</b></u>	<u>15756</u>

**8 Creditors**

	<u>2012</u>	<u>2011</u>
Audit fee	<b>100</b>	100
Subscriptions in advance	<b>1673</b>	2320
Performance Squads	<b>583</b>	372
Pension & Expenses payments	<b>818</b>	492
Club Development	<b>4190</b>	440
Junior Squad	<b>1755</b>	910
National Centre	<b>1160</b>	1038
Other	<b>257</b>	1193
	<u><b>10436</b></u>	<u>6865</u>

Income £					
Source	2011	2012	2013	2014	2015
<b>SportScotland Support</b>	52,500	47,850	47,750	57,750	57,750
Regional Development Officer (SportsScotland & LA/Leader, 2 yr tenure, conditional on post.)	10,000	15,221	17,600	1,900	0
Subscriptions	7,292	6,875	6,000	6,150	6,304
Levies	4,479	5,053	4,500	4,500	4,500
Newsletter	235	10	500	500	500
6-Day Company	32,340	32,340	33,800	33,800	35,321
Laser Printer	2,049	2,121	0	0	0
Coaching Contributions (UKCC/TOPS)	5,213	7,052	8,200	8,200	8,200
Other	3,856	37,339	0	0	0
National Centre (non UKCC/TOPS)	2,468	2,950	1,800	1,800	1,800
ScotJOS	0	39,850	9,745	9,745	9,745
<b>Total</b>	<b>120,432</b>	<b>196,661</b>	<b>129,895</b>	<b>124,345</b>	<b>124,120</b>

Assumptions
SS funding held flat on 2013 on MDS advice
Assumes 2 year tenure starting April 12
Assumes membership increases at 2.5%/year from 2013
Held flat on 2013
To be confirmed
Fixed every 2 years. Assumes modest increase of 4.5% (=2.5%/year) in 2013 & 2015
No income expected on leasing arrangement
Held flat on 2013
Not planned for.
Held Flat on 2013
Held flat on 2013. No foreign tour

Expenditure £					
Item	2011	2012	2013	2014	2015
Salaries: PO & NDO	-61,399	-60,302	-65,000	-66,625	-68,291
Regional Development Officer	0	-13,344	-27,000	-13,656	0
Performance squads	-3,361	-3,066	-2,788	-2,788	-2,788
Coaching & Development (non UKCC/TOPS)	-10,350	-6,886	-10,800	-10,800	-10,800
Coaching & Development (UKCC/TOPS)	-4,143	-4,557	-8,500	-8,500	-8,500
Mapping	-4,689	-5,171	-7,000	-10,000	-10,000
Newsletter, AGM & Other Communications	-8,579	-5,511	-9,850	-8,850	-9,850
Equipment Maintenance & Insurance	-5,146	-22,157	-6,000	-6,300	-6,615
National centre Costs	-3,732	-9,857	-1,800	-1,845	-1,891
ScotJOS	-9,481	-37,025	-17,130	-14,000	-14,000
<b>Total</b>	<b>-110,880</b>	<b>-167,876</b>	<b>-155,868</b>	<b>-143,364</b>	<b>-132,735</b>

Assumptions
2.5% increase starting April 12 per year
Assumes 2 year tenure also 2.5% salary increase
Nominal Elite Squad Funding 2012 +. No increase with inflation
SOA conference every 2 years. Costs held flat on 2013
Held Flat on 2013.
Held Flat on 2013.
Less £1k web costs in 2014
Assumes insurance will be self funded going forward
2.5% inflation post 2012
No further tours unless income/sponsorship found.

<b>Funding Shortfall</b>	<b>9,551</b>	<b>28,785</b>	<b>-25,973</b>	<b>-19,019</b>	<b>-8,615</b>
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<b>SOA Year End Reserves (Total)</b>	<b>125,849</b>	<b>152,825</b>	<b>126,852</b>	<b>107,832</b>	<b>99,217</b>
SOA Reserves (SOA)	95,711	124,498	105,910	91,191	86,921
SOA Reserves (Natcen)	17,036	12,380	12,380	12,335	12,243
SOA Reserves (Scotjos)	13,102	15,947	8,562	4,307	52

<b>Target Reserves Range = £50k - £70k by 2015</b>
Assumes SOA subsidises Scotjos to keep balance at £5k minimum
Natcen account
Assumes Apache sponsorship in 2012. Minimum at £5k

Note: Potential £5k liability for Race the Castles 2014 not included above

This view of future SOA finances aligns with the SOA strategy. Updates from 2012 includes the full impact of the JK2012 income and the modelled impact of the BOF levy / membership changes. (Current view of 2013 membership returns is that they are very much in line with the modelled amount above).

The key figure in the table above is the Year End SOA Reserves total at the end of 2015 which is now shown as a little over £99,217. This is now comfortably in excess of the target range (upper limit £70,000) which give us some headroom to cover unforeseen events and the opportunity now to make some different choices in how we utilise the surplus eg. to better support membership growth following the recent BOF structure changes.

This would be an interesting point for debate at the AGM.

List of directors and volunteers as at time of publication; up to date information is available on the SOA website.

Job title	Postholder
<b>Board</b>	
President	Roger Scrutton
Secretary	Vacant
Company Secretary	Colin Matheson
Treasurer	Ian McIntyre
Marketing & Communications Director	Andy Paterson
Partnership Director	Claire Macpherson
Performance Director	Marsela McLeod
Development Director	Bill Melville
Operations Director	Terry O'Brien
<b>Sportscotland Liaison</b>	Malcolm Dingwall-Smith
<b>Professional Staff</b>	
Professional Officer	Colin Matheson
Development Officer	Hilary Quick
Regional Development Officer	Mike Rodgers
Regional Development Officer	Jess Tullie
<b>Co-ordinators</b>	
Coaching Co-ordinator	Lynne Walker
Competitions Co-ordinator	Graeme Ackland
Electronic systems Co-ordinator	Robin Strain
Fixtures Secretary	Paul Caban
National Centre	Hilary Quick
Newsletter Editor	Vacant
Officials (Controller of Controllers)	Rob Hickling
SOL points Co-ordinator	Trevor Hoey
Sports Science Co-ordinator	Adam Hunter
ScotJos Squad Manager	Maureen Brown
SEDS Squad Manager	James Tullie
Veteran Squad Manager	Rob Hickling
Trophies Co-ordinator	
Webmaster	Paul Frost