

SCOTTISH ORIENTEERING ASSOCIATION

Charity Number: SC043563
Company Number: SC334748

(A company limited by guarantee)

Directors' Report and Financial Statements
for the year ended 31 December 2017

SCOTTISH ORIENTEERING ASSOCIATION
Company limited by guarantee

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Directors' Report for the year ended December 2017 (incorporating the Trustees' Report)

The directors present their annual report together with the financial statements of the charity for the year ended 31 December 2017. The directors, who are also Trustees of the Scottish Orienteering Association for the purposes of charity law and who served during the year and up to the date of this report, are set out in the Reference and administrative information section of this report.

Objectives and activities

The charity's charitable purposes are:-

The advancement of public participation in sport; and the provision of recreational facilities, or the organisation of recreational activities, with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended.

The objects as stated in the articles of association are:-

- to foster, encourage, promote and develop the Sport in all its forms and at all levels;
- to facilitate the development of constituent clubs and groups to provide orienteering facilities and activities in their local communities;
- to encourage the growth of public participation in recreational orienteering at regional, national and international level; and
- to promote outdoor learning in schools through the use of orienteering

Summary of Main Activities in relation to these Objects

A full list of activities can be seen in the articles of association. The main activities are:-

- to act as the national governing body of orienteering in Scotland;
- to affiliate to and assist other organisations having objects approved by the Company whether in Scotland or not;
- to act as an advisory body on all matters appertaining to the Sport;
- to raise the profile of the Sport through marketing and sponsorship; and
- to control, sanction and where necessary promote television and the media in all their aspects in regard to the Sport in Scotland;

For the purposes of achieving the objects of the Company, generally to advance and safeguard the interests of the Sport in Scotland

- to obtain, collect and receive money and funds by way of contributions, subscriptions, affiliation fees, donations, legacies, awards, grants, covenants or by organising functions or events;
- to provide opportunities for participants to compete against one another if they so wish;
- to conduct events and competitions;
- to make, vary, alter, maintain and enforce regulations and policies for the control and governance of the Sport in Scotland; to deliver a progressive sports development strategy;
- to promote or procure the teaching of the Sport; and
- to co-operate with schools etc. in the promotion of the Sport

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Achievements and Performance

Governance. In 2017 the Articles of Association and Byelaws were updated to deal with a number of sportscotland and OSCR governance requirements. Commensurate with these changes we created 2 new Board positions and appointed an Independent Director and a Strategy Director. The Finance Director and Development Directors terms of office came to an end and they were replaced. KPMG audited the SOA during 2017 and concluded that performance improvement is needed in the area of child protection. This has now been addressed. During the second half of 2017 we developed a more structured approach to implementing our aims and objectives, including a review of the strategy and an Annual Plan process. Our Chief Operating Officer resigned at the end of 2017 and we have been fortunate to find a replacement with considerable experience in sports governance and management.

Operations. During 2017 we continued to run a wide range of activities and events at club and national level. SOA clubs successfully staged the Scottish 6 Days on Royal Deeside and we were shortlisted for staging the World Orienteering Championships 2022 (sprint format) with the support of EventScotland and City of Edinburgh Council. New and improved training and assessment material has been updated for our Level 1 and 2 coach education courses. We now have 3 (soon to be 4) Level 3 coaches while there is only one other in the rest of the UK.

Communications. A new SOA website has been developed during 2017, although there have been some complications that meant it was not operational at the end of the year. In the mean time we continue to use the current site which is still serviceable. SCORE is now a highly professional full colour publication. We have recently appointed a Membership and Communications Manager who will devote more time to marketing and the use of social media.

Development. Financial support from sportscotland has enabled our two Regional Development Officers (RDOs) to work with a number of 'focus clubs' to develop their activities and programmes. As part of this initiative are creating an SOA club accreditation scheme which should be launched in 2018. One of the RDOs resigned during 2017 but we were very fortunate to replace him with a very experienced orienteer who was already managing the LEADER funded Community Orienteering and Protection of the Environment (COPE) project. Membership dropped from 1840 to 1811 (1.5%) following the highs of the 2015 World Championship. During 2017 we successfully trialled a Scottish membership category (which excludes membership of British orienteering) and will roll this out in 2018. We are hopeful that this, amongst other programs will return us to growth. In 2017 SOA awarded grants totalling £5k to clubs for development projects.

Performance. Scotland has Junior, Senior and Veteran teams which compete annually with the other Home Nations and at the Junior and Senior level the most talented athletes represent Great Britain in competitions at European and World level. Our Junior team won the Junior Inter-Regional Championships in 2017 and came a close 2nd at the Home Internationals; our Senior team came a close 2nd at the Home Internationals, and our Vets team came 2nd to England. Four of our senior athletes competed at the World Orienteering Championships in Estonia, four of our junior athletes were selected for the European Youth Orienteering Championships and five for the Junior World Orienteering Championships.

Financial Review

The Scottish Orienteering Association is heavily reliant on the support of sportscotland and the tireless work of volunteers in organising events from which we derive an income. For the year to 31st December 2017, the total income of the charity was £214,801, 6% up on 2016. As ever, the greatest proportion of underlying income was from our sportscotland grant (£81,467) and the support from the 6 Day Event (£51,115). There was also £18,422 from a number of donors, largely enabled through our charitable status. Both the Senior and Junior Squads continued their track record of contributing strongly to their own activities. SOA membership subscriptions increased from last year to £9,835.

The total expenditure for the same period was £174,621. Staff salaries increased to £115,826 due to the recruitment of the RDOs. General administration costs were similar to 2016 at £12,401 due to continued tight cost control. National Centre costs fell to £1,192 owing to smaller largely self-funded volunteer's weekend. Junior Squad spend fell to £20,007 as 2017 wasn't a foreign tour year. Costs were more than covered by self-generated income. The Senior Squad was £2,144 in surplus. The Development fund was fully utilised in 2017 but both coaching spend, £7,512 and income £6,091 were both lower than in 2016.

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Net income for the year was £40,180, ahead of plan on an accrued income basis for the seventh straight year. The SOA is currently in a very healthy financial position with £225,204 of reserves.

We plan to use this by continuing to support a robust Regional Development Officer programme through to 2019, to support our new Chief Operating Officer to raise our governance capability, and to implement some of the actions identified during the strategy review.

Investment powers, policy and performance

In accordance with the Memorandum and Articles of Association, the Directors have considered that it is inappropriate to invest in stocks, shares and property in the UK and that surplus funds should be held in a mixture of current and investment accounts to minimise bank charges, optimise interest earned, maintain accessibility and minimise risk. This policy is under regular review.

Risk assessment

The directors have overall responsibility for ensuring that the charity has assessed the major risks to which it is exposed, in particular to the operations and finances of the charity. The directors recognise that the systems in place are designed to manage rather than eliminate the risk of failure to achieve the charity's objectives.

In order to improve the formal risk management process, the directors annually review the systems in place, and have:

- identified and evaluated the risks on an ongoing basis
- considered the types of risk to which the charity is exposed
- identified the level of acceptable risk
- assessed the likelihood of the risks concerned materialising
- assessed the charity's ability to reduce the incidence and impact of risks that do materialise
- compared the costs of implementing controls to the benefits obtained
- put in place a system for monitoring and reporting on risk and details of corrective action taken

The principal risks of the SOA are as follows:

1. **Volunteer Burnout or Dissatisfaction:** Orienteering events could not take place without the tireless efforts of volunteers. Growing the sport will place more strain on a limited pool experienced officials and volunteers. Mitigation: Maintain volunteer recognition and reward schemes and a volunteer development pathway. Encourage new officials with mentoring and formal training to gain experience.
2. **Poor budget control and financial reporting:** Financial management is complex e.g. charities reporting, payroll administration, auto-enrolment pensions and our need for a managed reduction in reserves. This increases the likelihood of errors. During 2017 we had some issues with this complexity leading to some difficulty in maintaining fully accurate accounting records for a period of time, these are now being addressed. Mitigation: Continued regular financial reviews at board meetings. Ensure Treasurer has adequate support. Regular independent review of bank reconciliations by another board member.
3. **Working with young people:** We have to be sure that SOA coaches and club members working with young people and vulnerable groups have the required skills and experience and can do so in a safe and secure environment. Mitigation: The SOA maintains a register of qualified coaches supported by a technical skills ladder and a clear child protection policy which all individuals doing "regulated work" are required to adopt. Compliance is monitored by Club Child Protection Officers and the SOA's Lead Child Protection Officer.
4. **Relationship with British Orienteering (BO):** BO is governing body of the sport in the UK and the representative member of the International Orienteering Federation. The funding drivers of BO (funded by SportEngland) and SOA (funded by sportscotland) are not aligned and can cause conflict in setting the direction of the sport in Scotland. Mitigation: Maintain regular communication with BO. Explore areas of mutual benefit where we can co-operate and ensure we have an explicit agreement where we will adopt a different approach.

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Reserves Policy

The policy of the charity, which is reviewed annually, is to retain sufficient funds required to meet six months operating costs in respect of salaries, premises costs etc. The charity also maintains an asset replacement reserve of £10,000 with the intention of reducing insurance costs and a development reserve to safeguard the annual club development grant. On this basis the charity would expect to hold minimum reserves of £70,000. The unrestricted reserves at 31 December 2017 were £171,478. The Board is of the opinion that the balances held at the year-end by the charity were prudent and necessary to ensure that commitments could be met.

Structure, governance and management

Scottish Orienteering Association is a company limited by guarantee. It is registered in Scotland. It is governed by a Memorandum and Articles of Association and associated Bye-Laws. During 2017 we had a KPMG sportscotland Governance Development Audit Review and are following up on recommended actions.

Management of the charity

The Charity is governed by the Board of Directors. The Directors of the company form the charity Trustees. Directors are elected at the Annual General Meeting of the company. They hold office for 3 years and are eligible for re-election for a further 3 years after which they are not eligible for re-election for 4 years. The Board meets four times per year and from mid 2018 will be chaired by a nominated director who is not the President. The composition of the Board is monitored on a regular basis to ensure that the members of the Board have the necessary skills and expertise required to govern the Charity. A budget is set annually in advance and submitted to the Directors for approval.

Day to Day management

The day to day running of the Charity is conducted by the professional staff, led by the Chief Operating Officer reporting to the President. During 2017 the COO is supported by the Directors in the following key areas:

- a) The Finance Director is accountable for agreeing the annual and long term financial plans, maintaining the financial accounts and overseeing robust financial governance.
- b) The Partnership Director manages relationships with other orienteering organisations, funding bodies, Nature and Access bodies, National and Local Authorities and the Office of the Scottish Charities Regulator, and highlights partnership opportunities to the Board. At present our Partnership Director is also our legal adviser.
- c) The Operations Director oversees the day-to-day activities in the sport and highlights to the Board operational opportunities or risks.
- d) The Development Director is accountable for the development of the sport through SOA and club activities as well as volunteer development, such as for event organisers and coaches, and highlights development opportunities to the Board.
- e) The Marketing and Communications Director is accountable for the marketing of the SOA and its activities, and managing communications, both inside and outside the SOA.
- f) The Performance Director is accountable for the development of talented athletes and the management of the Junior, Senior and Veteran Performance Squads, and relationships with the British Orienteering Performance Programme.
- g) The Strategy Director is accountable for advising the Board on strategy, and on planning.
- h) The Secretary administers the business of the SOA Board as directed by the Board.

The President has oversight of the key areas of governance in general and human resources. From mid 2018 the Partnership Director will be replaced by an Equality and Diversity Director and the Chair and President will take on the relationship management roles.

Director/trustee recruitment and induction

New Directors are thoroughly vetted prior to appointment. They go through an induction process, are briefed on their legal responsibilities and supplied with a copy of The Memorandum and Articles of Association. They are advised on the aims and values of the Charity and the content of the SOA Strategy and Long Term Plan

Retirement of Directors

In accordance with the Memorandum & Articles of Association, Directors are appointed for a three year term at the AGM but are eligible to seek to be re-appointed for a second three year term. The Board has the power to co-opt aspirant Directors to vacant positions in anticipation of formal election at the following AGM.

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Directors' Report for the year ended December 2017 (incorporating the Trustees' Report)

Reference and Administrative Information

Charity Number: SC043563

Company Registration Number: SC334748

Directors

Current

Pauline McAdam
Anne Hickling (appointed May 2017)
Richard Oxlade (appointed May 2017)
Pamela Carvel, Independent Director (appointed May 2017)
Nick Barr (appointed May 2018)
Stephen Moffat (appointed May 2018)
Graham Gristwood (appointed May 2018)
Keith Roberts (appointed May 2018)

Former

Ian McIntyre (retired May 2017)
Ian Doig (retired May 2017)
Roos Eisma (resigned November 2017)
Roger Scrutton (retired May 2018)
Claire Macpherson (retired May 2018)
Marsela McLeod (resigned May 2018)
Ross McLennan (resigned May 2018)
David Henderson (appointed May 2017, resigned July 2018)
Terry O'Brien (co-opted November 2017, resigned May 2018)

Principal Office Bearers

Roger Scrutton (President – retired May 2018)
Richard Oxlade (Acting President – appointed to position May 2018)
Anne Hickling (Chair – appointed to position May 2018)
Pauline McAdam (Secretary)
David Henderson (Finance Director – appointed May 2017, resigned July 2018)
Stefanie Lauer (Chief Operating Officer and Company Secretary – resigned November 2017)
Fiona Keir (Chief Operating Officer and Company Secretary – appointed February 2018)

Principal Address

National Orienteering Centre
Glenmore Lodge
Aviemore, PH22 1QU

Independent Examiner

Brian Miller C.A.
94 Blenheim Place
Aberdeen, AB25 2DY

Bankers

Bank of Scotland
8 Brandon Street
Hamilton, ML3 8BZ

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Future Plans

The SOA has obtained in principle a good financial settlement from **Sportscotland** for the current four-year funding cycle (2016-2020) which will maintain our current level of funding at an average rate for the next 2 years. In addition we will continue to support the Regional and Club Development Officer initiatives, our coaching and education efforts and major event support. More details are available in the 2017 AGM report and the SOA strategy document available on our web site.

On Behalf of the Board,

Anne Hickling
Chair

Richard Oxlade
President

20th September 2018

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Independent Examiners' Report to the Trustees of Scottish Orienteering Association

I report on the financial statements of Scottish Orienteering Association for the year ended 31 December 2017 which are set out on pages 10 to 19.

Respective responsibilities of trustees and examiners

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The charity trustees consider that an audit is not required under company law and the audit requirement of Regulation 10(1)(a) to (c) for full accrued accounts of the Charities Accounts (Scotland) Regulations 2006 does not apply. It is my responsibility to examine the financial statements as required under section 44(1) (c) of the Charities and Trustee Investment (Scotland) Act 2005 and to state whether particular matters have come to my attention.

Basis of independent examiners' report

My examination was carried out in accordance with Regulation 11 of the Charities Accounts (Scotland) Regulations 2006 (as amended). An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a true and fair view and the report is limited to those matters set out in the statement below.

Independent examiners' statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 44(1) (a) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 4 of the Charities Accounts (Scotland) Regulations 2006; and
- to prepare accounts which accord with the accounting records and, comply with Regulation 8 for full accrued accounts of the Charities Accounts (Scotland) Regulations 2006

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.

It was, however, noted there had been some difficulties in maintaining accurate accounting records during the period following changes in finance responsibilities. This has been addressed by the Board and control over the accounting records has now been restored. This has not had any impact on the integrity of the financial reporting for the company.

Brian Miller C.A.

22nd September 2018

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Charity Number: SC043563
Company Number: SC334748

Statement of Financial Activities
for the year ended 31 December 2017

	Note	2017	2016
		Total	Total
		£	£
Income and endowments from:			
Donations and legacies		176,916	124,359
Charitable activities		35,260	43,108
Other trading activities		2,625	2,354
Investments		-	17
Total Income	2	214,801	169,838
Expenditure on:			
Charitable Activities		174,621	184,650
Event staging		-	-
Total Expenditure	6	174,621	184,650
Net Income/(Expenditure)		40,180	(14,812)
Transfers between funds	13	-	-
Net Movement in Funds		40,180	(14,812)
Reconciliation of funds:			
Total funds brought forward		185,024	199,836
Total funds carried forward		225,204	185,024

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Charity Number: SC043563
Company Number: SC334748

Balance Sheet
as at 31 December 2017

	Note	2017 £	2016 £
Fixed assets			
Tangible assets	9	4,876	6,017
Investments	10	3	3
		4,879	6,020
Current assets			
Debtors - amounts falling due within one year	11	16,549	42,444
Building society deposits		8,026	8,026
Cash at bank		220,279	158,317
		244,854	208,787
Creditors - amounts falling due within one year	12	(24,529)	(29,783)
Net current assets		220,325	179,004
Total assets less current liabilities		225,204	185,024
Deferred Income (Grant Awards)		-	-
Net assets		225,204	185,024
Reserves			
Restricted reserves	13	53,726	34,020
Unrestricted reserves	14	171,478	151,004
Total members' funds		225,204	185,024

The directors' statements required by Sections 475 (2) and (3) are shown on the following page, which forms part of this Balance Sheet.

The notes on pages 13 to 20 form an integral part of these financial statements.

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Balance sheet (continued)

Directors' statements in accordance with Section 475 (2) and (3)
for the year ended 31 December 2017

In approving these accounts as directors of the company, we hereby confirm:

- (a) The abbreviated financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006 and the Small Companies and Groups (Accounts and Directors' Report) Regulations 2008.
- (b) That for the year stated above the company was entitled to the exemption from audit conferred by Section 477 of the Companies Act 2006 relating to small companies;
- (c) That the members have not required the company to obtain an audit of its financial statements for the year in question in accordance with Section 476; and
- (d) That we acknowledge our responsibilities for complying with the requirements of the Act in respect to accounting records and the preparation of financial statements.
 - 1.) Ensuring that the company keeps accounting records which comply with Section 386; and
 - 2.) Preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit for the year then ended in accordance with the requirements of Section 396 and which otherwise comply with the requirements of this Act relating to financial statements, so far as applicable to the company.

These accounts have been prepared in accordance with the provisions of the Companies Act 2006 applicable to companies subject to the small companies' regime.

The accounts were approved by the Board on 20th September 2018 and signed on its behalf by

Anne Hickling
Chair

Richard Oxlade
President

20th September 2018

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Notes to the financial statements
for the year ended 31 December 2017

1. Basis of preparation and principle accounting policies

1.1 Basis of preparation of financial statements

Scottish Orienteering Association (the Company), is the governing body for the sport of orienteering in Scotland and works closely with SportsScotland and the British Orienteering Federation to develop all aspects of the sport in Scotland.

The financial statements are prepared on a going concern basis under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities effective January 2015, Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Financial Reporting Standard for Smaller Entities (FRSSE) effective January 2015, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charity Accounts (Scotland) Regulations 2006 (as amended). A summary of the principle accounting policies, which have been applied consistently, is set out below.

A more detailed analysis of income and expenditure, based on the format used by the Directors to monitor and run the Company and for presentation to the Association's members, is contained in the Appendix.

1.2 Consolidated Accounts

The Association has taken advantage of the exemption to prepare consolidated accounts conferred by section 383 of the Companies Act 2006 relating to small companies.

1.3 Tangible fixed assets

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

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

1.4 Investments

Investments are included in the balance sheet of the Association at cost less any provision for impairment.

1.5 Capital and revenue grants

Grants received relating to tangible fixed assets are treated as deferred income and released to the profit and loss account over the expected useful lives of the assets concerned. Revenue grants and other income are credited to the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable certainty.

1.6 Expenditure

All expenditure is included on an accruals basis and is recognised where there is a legal or constructive obligation to pay. Any costs directly attributable to specific categories have been included in those cost categories in the SOFA. Other costs, which are attributable to more than one activity, are apportioned across categories on the basis of an estimate of the proportion attributable.

1.7 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees. Restricted funds can only be used for particular restricted purposes falling within the objectives of the charity. Restrictions arise when specified by donor or when funds are raised for particular restricted purposes.

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Notes to the financial statements
for the year ended 31 December 2017

2 Income

	Note	Unrestricted funds £	Restricted funds £	2017 Total £	2016 Total £
Member Income		9,835	16,077	25,912	32,002
<u>Grant Income</u>					
Sportscotland		-	81,467	81,467	81,412
Scottish 6-Day Event Company Ltd		51,115	-	51,115	4,562
Other Grant Income	3	7,404	11,018	18,422	6,383
Total Grant Income		58,519	92,485	151,004	92,357
Total donations and legacies		68,354	108,562	176,916	124,359
National Centre		2,043	-	2,043	2,930
Development Income		6,091	8,304	14,395	22,057
Event levies		10,717	-	10,717	18,121
Other Income	4	1,788	6,317	8,105	-
Total charitable activities		20,639	14,621	35,260	43,108
Other trading activities		165	2,460	2,625	2,354
Investments		-	-	-	17
Total Income		89,158	125,643	214,801	169,838

3 Other Grant Income

This table was first created in 2014 to publicly acknowledge the support offered by Donors, Sponsors and Grant funding bodies to the SOA. SportScotland awards are shown separately in the P&L.

Donations	Unrestricted Funds £	Restricted Funds £	2017 Total £	2016 Total £
Ramboll Ltd – 6 Days Sponsorship	-	-	-	4,000
Apache UK Ltd- Scotjos Sponsorship	-	-	-	1,000
BP Matched Giving – Ian McIntyre	2,721	-	2,721	984
Other CAF donations	981	-	981	-
BTO Solicitors - SOUL Series	-	400	400	399
RDO Leader/Council	-	10,618	10,618	-
Gift Aid (16 clubs)	3,702	-	3,702	-
	7,404	11,018	18,422	6,383

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Notes to the financial statements
for the year ended 31 December 2017

4 Other Income

Other Income	Unrestricted	Restricted	2017	2016
	Funds	Funds	Total	Total
	£	£	£	£
FVO CDO Agreement	-	5,417	5,417	-
Map printing	1,000	900	1,900	-
Coaching Fees	370	-	370	330
Other	418	-	418	-
	1,788	6,317	8,105	330

5 Expenditure

	Note	Unrestricted	Restricted	2017	2016
		funds	funds	Total	Total
		£	£	£	£
General Administration		12,401	-	12,401	12,174
National Centre		1,992	-	1,992	5,759
<u>Development Expenditure</u>					
Remuneration	7	45,802	70,024	115,826	98,996
Other Development Expenditure		1,738	33,241	34,979	63,721
Total Development Expenditure		47,540	103,265	150,805	180,650
Miscellaneous Expenses	8	3,751	5,672	9,423	4,000
Total Expenditure		65,684	108,937	174,621	184,650

7 Remuneration

Professional Staff Costs	2017	2016
	£	£
Salary and Employment costs (inc. NI)	97,013	86,248
Pensions	4,103	4,054
Expenses Reimbursement	14,710	8,694
	115,826	98,996

At 31st December 2017, SOA Professional Staff includes 7 part time employees (2016 - 7).

In accordance with the Memorandum and Articles of Association, directors may only receive remuneration for services undertaken in the administration of the charity provided it is authorised by the Board and is within the limits laid down within the SOA financial policies. Directors do not receive any remuneration for services to the charity. Reimbursements of expenses totalling £871 were paid to 6 directors during the year.

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Notes to the financial statements
for the year ended 31 December 2017

8 Miscellaneous Expenditure

Miscellaneous Expenditure	Unrestricted	Restricted	2017	2016
	Funds	Funds	Total	Total
	£	£	£	£
Ramboll UK Ltd – 6 Days	-	-	-	4,000
Gift Aid (16 clubs)	389	-	389	-
Cairngorms Leader (COPE)	1,418	5,672	7,090	-
Other	1,944	-	1,944	-
	3,751	5,672	9,423	4,000

The Agreement governing the Cairngorms Leader activity specifies a split between expenditure funded under the grant arrangement with a balance to be borne by SOA. This is reflected in the split of miscellaneous expenditure above and also in the allocation of salary costs to the activity.

9 Tangible Fixed Assets

	National Centre Building	Other Tangible Fixed Assets	Total
	£	£	£
Cost			
At 1 January 2017	1,000	32,129	33,129
Additions	-	918	918
Disposals	-	-	-
As at 31 December 2017	1,000	33,047	34,047
Depreciation			
At 1 January 2017	-	27,112	27,112
Disposals	-	-	-
Charge	-	2,059	2,059
As at 31 December 2017	-	29,171	29,171
Net book value			
At 31 December 2017	1,000	3,876	4,876
At 31 December 2016	1,000	5,017	6,017

10 Investment

The investment of £3 (2016: £3) represents the Company's 100% holding of the Scottish Orienteering 6-Day Event Company Limited. At February 2017, the end of their reporting year (most recent accounts available at time of writing), the Scottish Orienteering 6-Day Event Company generated a loss of £53,961 (2016 – profit of £11,766). Total net assets were £100,255 (2016 - £154,216).

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Notes to the financial statements
for the year ended 31 December 2017

11 Debtors and Prepaid Expenses

	2017	2016
	£	£
Sportscotland Grant Award	-	40,000
6 Day Event Co – 4Q grant	9,700	-
Prepayment of Expenses	818	2,244
UKCC, Coaching & Development	-	200
HMRC – Gift Aid receivable	3,339	-
Leader (COPE project)	2,692	-
	16,549	42,444

12 Creditors

	2017	2016
	£	£
Staff Costs & Expenses	10,202	8,878
Club Development	6,004	5,204
Scotjos	5,940	4,528
Ramboll UK Ltd – 6 Days Sponsorship	-	4,000
Mapping Costs	-	2,500
Score & Web Costs	400	1,879
Coaching - UKCC	-	100
Review Fee	900	750
FVO RDO Expenses	1,083	-
Outstanding cheques as at 31 st . Dec. 2016	-	1,944
	24,529	29,783

13 Restricted Funds

	Fund				Fund	
	Balances	Incoming	Outgoing		Balances	
	Brought	Resources	Resources	Transfers	Carried	
	Forward	Resources	Resources	Resources	Forward	
	£	£	£	£	£	
Professional Staff Costs	-	70,000	(61,245)	-	8,755	
FVO RDO Agreement	-	5,417	(2,933)	-	2,484	
Junior Squad Funds	29,772	21,687	(20,007)	3,000	34,452	
Coaching & Development	-	11,467	(11,024)	-	443	
Senior Squad Funds	4,218	5,154	(2,210)	-	7,162	
RDO Leader	-	11,518	(11,518)	-	-	
BTO Solicitors - SOUL	30	400	-	-	430	
Total Restricted Funds	34,020	125,643	(108,937)	3,000	53,726	

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14 Unrestricted Reserves

	Development Fund	Operations Reserve	Asset Replacement Reserve	Profit and Loss Reserve	Total
	£	£	£		£
At 1 January 2017	8,321	50,000	10,000	82,683	151,004
Income	-	-	-	89,158	89,158
Expenditure in year	-	-	-	(65,684)	(65,684)
Transfers	-	-	-	(3,000)	(3,000)
As at 31 December 2017	8,321	50,000	10,000	103,157	171,478

The Orienteering Techniques booklet was updated during 2006. The Development Fund included an allowance for this. All sales were added back to replenish the Fund for re-printing the booklet in the future. In recent years it has not proved necessary to access this reserve.

The Operations Reserve was created in 2012 to ensure that SOA had at a sum equivalent to 6 months operating costs (salaries expenses of permanent staff plus National Centre running costs). It is reviewed annually.

The asset replacement reserve was created with the intention of self-insuring SOA assets. It is reviewed annually.

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The liability of the company's members is limited to £1 in the event of the company being wound up.

The company operates a policy to deal with potential conflicts of interest. This includes maintaining a register of board members/directors interest, which details any contractual or financial relationship or position of authority with outside organisations. Whenever a board member/director has an interest in any item discussed by the Board, he/she takes no part in the discussion or decision making process.

The directors of the SOA are the sole shareholders of the Scottish Orienteering Six Day Event Company Limited. The Six Day Event Company is charged with organising the bi-annual Scottish Six Days event. Some of the proceeds of this event are paid by the Six Day Event Company to the Scottish Orienteering Association in the form of a quarterly grant, the amount of which is agreed bi-annually.

In 2017, The Six Day Event Company paid £58,200 (2016: £30,252) to Scottish Orienteering. The SOA levy component of this grant is £7,085.

SCOTTISH ORIENTEERING ASSOCIATION
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Appendix: Detailed Statement of Financial Activities aligned to AGM Report

	Note	Unrestricted funds	Restricted funds	2017 Total	2016 Total
		£	£	£	£
Member Income					
SOA/BOF membership fees		9,835	-	9,835	7,637
SOA/BOF event levies		10,717	-	10,717	18,121
Sales & equipment hire		165	-	165	70
SCORE advert income and costs		-	-	-	120
Interest received		-	-	-	17
		20,717	-	20,717	25,965
Grant Income					
Sportscotland		-	81,467	81,467	81,412
Scottish 6-Day Event Company Ltd		51,115	-	51,115	4,562
Other Grant Income	7	7,404	11,018	18,422	6,383
		58,519	92,485	151,004	92,357
National Centre					
Courses		1,675	-	1,675	2,237
Map Sales/ROMP		159	-	159	406
Other		209	-	209	287
		2,043	-	2,043	2,930
Development Expenditure					
Junior Squads income		-	21,687	21,687	38,898
Senior squads income		-	5,154	5,154	2,932
Coaching course income		6,091	-	6,091	6,426
		6,091	26,841	32,932	48,256
Other Income		1,788	6,317	8,105	330
Total Income		89,158	125,643	214,801	169,838
General Administration					
SCORE Magazine		2,662	-	2,662	2,683
Administration		7,680	-	7,680	7,782
Depreciation		2,059	-	2,059	1,709
		12,401	-	12,401	12,174
National Centre					
Courses		614	-	614	5,034
Map Sales/ROMP		-	-	-	-
Office Costs		1,378	-	1,378	725
Other		-	-	-	-
		1,992	-	1,992	5,759
Development Expenditure					
Professional staff costs		45,802	70,024	115,826	98,996
Club Development		-	1,226	1,226	5,000
Junior Squads training expenses		-	20,007	20,007	37,576
Senior Squads training expenses		800	2,210	3,010	2,075
Veteran Squads – international expenses		500	-	500	500
Coaching expenses		-	7,512	7,512	10,953
Other Development (inc map updates)		438	2,286	2,724	7,618
		47,540	103,265	150,805	162,717
Miscellaneous Expenses	7	3,751	5,672	9,423	4,000
Total Expenditure		65,684	108,937	174,621	184,650
Net Income		23,474	16,706	40,180	(14,812)

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