

## **2023 Annual General Meeting Booklet**

The Annual General Meeting of Scottish Orienteering will be held online on Monday 5th June 2023 at 7pm.

### **AGM AGENDA**

1. Welcome
2. Apologies for absence
3. Approval of minutes of AGM May 2022 Appendix 1
4. Annual Reports of Association Activities
  - Chair's Report
  - President's Report
  - Director's Reports
5. Finance Report Appendix 2
6. Scottish Orienteering 6-Days Co. Report
7. Proposals Appendix 3
8. Elections to the Board of Directors Appendix 4  
(Role outlines are available on the SOA website)
  - President
  - Operations Director
  - Development Director
  - Marketing and Communications Director
  - Equality, Welfare and Diversity Director
9. Presentation of President's Medal
10. Appointment of Auditor Appendix 5

A Proxy Voting Form can be found on page 21 & 22 of this AGM booklet. All members wishing to vote are requested to use the Proxy Voting form and ensure it is completed and returned to SOA Registered address (National Orienteering Centre, Glenmore Lodge, Aviemore. PH22 1QZ) no later than 48 hours before the time of the meeting. Electronic Proxy voting forms will be available by the 22nd May 2023 and must be completed by 3rd June 2023. All members should be aware that post to Glenmore Lodge can take up to a day longer to arrive, so please allow for extra posting time to ensure your vote is received within the timeframe noted above and is counted.

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## Annual Reports of Association Activities

### Chair's Report - Keith Dawson

- This year has been a good year for the sport in terms of post Covid recovery, with clubs throughout Scotland putting on an excellent programme of events. A huge credit to all our hard working volunteer members. Many of the public are reevaluating their lives post covid, wishing to spend more leisure time with family, spend time in nature and get fitter, or all three. This presents a great opportunity for our beautiful sport, which is still a best kept secret for many. If all members could introduce only one new member during the run up to WOC24 we would indeed be a thriving sport-lets do that. The sport's recovery was no doubt significantly aided by the important work of the SOA Board liaising closely with Scottish Government and Sport Scotland during the pandemic, to allow the sport the best possible chance to operate as normally as possible. As Ben states in his usual excellent report we are in good financial state currently, despite the pandemic, but must remain so as inflationary pressures bite.
- Focus has also been on making the most of the opportunities presented for growth by WOC24 and our demographic challenges as a sport. In partnership with British Mountain Bike Orienteering we have taken the growing sport of Mountain Bike Orienteering (MTBO) under the SOA wing and responsibilities and a growing schedule of events is underway, notably at the upcoming Scottish 6 Day this summer.
- Throughout 2022 the Board has continued to meet regularly every 2-3 months via zoom as well as holding three face to-face Board Meetings, involving members of staff as well as most of the directors. Whilst zoom kept everyone involved in SOA business, a 90-minute session was often felt too short for the depth of discussion we could achieve through a longer get-together, particularly in areas such as strategy and setting priorities. Looking ahead into 2023 and beyond, we will aim to continue with a mix of zoom and face-to-face meetings, making best use of the advantages of both.
- During the year, the Board has again remained well below its full complement and this has meant extra work beyond the call of duty from several directors. This extra effort whilst welcome, has merely camouflaged a long standing problem for the Board that is staffed by volunteers. A functioning Governing body is essential to the well being of any sport and a sport cannot be said to be thriving unless its governing Board is well staffed and fit for purpose.
- The performance director post has been filled by Fanni Gyurko who is doing an excellent job, bringing her wealth of experience to bear. In addition Richard Oxlade has again been doing absolutely sterling work holding the posts of both President and Operations Director admirably. Anne Hickling has fulfilled the role of Development Director, following my appointment at the last AGM as Chair. We have co-opted Mark Nixon to be an independent director. However, after a short tenure, Paul Rayner resigned as Communications and Marketing Director.

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- The posts of President, Communication and Marketing Director, Welfare, Development and Operations Directors will all become or are vacant at this AGM and Finance Director in twelve months time. Unless these five current vacant Board positions are filled at this AGM we have a significant problem. It would call into question the fitness and capacity of the Board to function in providing the necessary governance for our essential support from SportScotland and our charity trustee functions satisfactorily and legally. Despite considerable efforts by myself and other directors and communications to Club Chairs and the wider membership, there has been minimal response to the need to fulfil these important directorial roles by members. This is a potentially existential threat to the continuing role and even existence of SOA as a separate entity.
- During the year our COO Fiona Keir resigned and we thank her for her considerable efforts for the sport during recent challenging times in particular. After an encouraging recruitment process Nikki Howard was appointed from a strong short list and is doing great work for the sport. Fran Loots has recently resigned from her Development post and we thank her too for her excellent service developing the sport.
- Finally, I would like to express my thanks to all Board members for their commitment to the SOA over the past year. It has been a challenging period with several members having to give a good deal more of their time than might have been reasonably expected. In particular, I'd like to mention WOC24 legacy matters covered by Anne Hickling and Richard Oxlade and also the Club Conference and Conversations and development of the concept of what is a thriving sport by Richard. The introduction of new anti-doping and child protection procedures, are two major pieces of work which Tim O'Donoghue has taken on and his herculean efforts are greatly appreciated with all he has contributed in these areas.
- I would also like to thank, on your behalf, retiring Board members Richard and Anne for their considerable efforts and service to the sport over their long period of six years service. Without their efforts the sport would not be where it is today. We do need their replacements, and other Board posts to be filled, as SOA as a Governing body for the sport will not be able to function in the way it has going forward. The SOA flywheel is slowing down, to some imperceptibly, but slowing down it is. Flywheels are difficult to restart once momentum is lost so I urge all interested members to contact any Board member or Nikki Howard.
- **YOUR SPORT NEEDS YOU!**

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## President's Report - Richard Oxlade

- 2022 was in many respects a return to normal. Clubs organised 6 SOL events and 12 SOUL events during the year in addition to a full suite of championship events. As usual these were high quality competitions that often attracted competitors from south of the border and on behalf of the board I would like to thank everyone in Scottish Orienteering for the enormous amount of work involved in putting them on.
- As with many companies and organisations the SOA team has now largely adopted remote working with the Glenmore Lodge office used for meetings, records and equipment storage. We will continue to use the facility and have renewed our lease with **sportscotland**. There were some further staff changes. Fiona Keir, our Chief Operating Officer stood down after 5 years with the SOA and I would like to thank Fiona for her leadership and commitment over that time, in particular during COVID when she liaised with **sportscotland** and government, and had a huge influence on getting the sport up and running again. We advertised openly for her replacement and received a large number of very good applications. We interviewed 4 candidates and appointed Nikki Howard to the post. We are in the process of recruiting Nikki's replacement as Operations Manager and 6 Days Coordinator. We also welcomed Heidi Ross to the team as a full time Development Officer and Fran Loots stepped up to be Development Manager following Sarah Dunn's departure in mid 2022. Fran has now decided to leave us and we would like to thank her for all of her hard work, especially leading the Dundee project and driving forward Orienteering Edinburgh. We will be seeking a replacement for Fran as soon as possible.
- As Keith Dawson points out in his report maintaining a full complement of board directors is a significant challenge. We were delighted that Keith was elected as chairman at the last AGM given his wealth of orienteering and commercial experience, including his direct involvement with the IOF MTBO commission. However, we still need more support to run the National Governing Body and I urge anybody with a passion for the future of our sport to step forward.
- Notwithstanding this enthusiasm at an operational level is undimmed and evident in the commitment to the programme of events. As Ben Hartman reports we are in good shape financially, have experienced and committed volunteers, and employ a skilled staff team who make a big contribution and continue to receive invaluable support from **sportscotland**. Although our membership numbers have fallen by 9% since 2021 this has been driven by a fall in SOA only members who tend to be less committed to the sport. This appears to be stabilising as we look forward to another Scottish 6 Days event in top quality forests in Moray in 2023, and the World Sprint Championships in Edinburgh in 2024.

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- We have to acknowledge that we face some serious long-term challenges. Our strategy is to sustain a thriving sport but we are only too aware that our demographics are having an impact on volunteers and without intervention will impact membership numbers. What we mean by a thriving sport and where to focus our limited resources was the main topic at the club conference in April where we discussed some of these issues. In particular we are using the opportunity of WOC24 as a catalyst to target the young adult age range and are running a pilot “Orienteering Edinburgh” which we hope will be a model for city orienteering in other parts of the country. We are also helping to reinvigorate the student clubs in Glasgow and Stirling. Equality, Diversity and Inclusion (EDI) is a big focus for the Scottish Government and **sportscotland** and is the focus of our Dundee project with Tay.
- Everything is possible with a strong board for leadership, a skilled professional staff team and a strong network of well governed clubs with committed and enthusiastic volunteers. I would like to finish this report by thanking everyone who helps with the sport for their contribution and encourage anyone with a passion for its future to consider a bigger leadership role at a club or national governing body level.





## Directors' Reports

### Operations Director - Richard Oxlade

- As noted in the President's report 2022 was in many respects a return to normal operations. The Operations team continued to meet regularly but saw a number of changes. Steve Scott (FVO) took over from Paul Caban as Fixtures Secretary after 16 years in the role and the board would like to note their appreciation of this long service. David Esson (Gramp) has agreed to take on the role of Controller Advocate and we look forward to benefiting from his experience and enthusiasm. Sally Lindsay has also stood down as Trophy Co-ordinator and again we would like to thank her for her help over the last 5 years. A replacement for Sally is being sought. Lynne Walker handed over the reins as Planner Advocate to Colin Eades.
- We continued to progress with training for planners with Lynne Walker and Suzanne Robins-Bird organising another successful set of on-line planning courses. We updated the list of SOA controllers and their qualifications, and are moving towards a more transparent process for appointing controllers to national events to ensure they get an opportunity to develop.



- Following a year in the role of Operations Manager Nikki Howard applied successfully for the role of COO. To date a replacement for Nikki is yet to be recruited. Richard Oxlade continued in the role of Acting Operations Director but will step down at the AGM in June 2023 after completing 2 terms of 3 years on the board. A replacement is being sought.

### Communications Director -

- We continue to pursue a number of methods to communicate with members and clubs, recognising that everyone likes to receive information via different channels,
- The monthly SOA newsletter continues to prove a useful tool for regular updates and to connect some of the SOA Staff team areas of work with the members and clubs. This builds on communications via social media and the website with an

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opinion piece each month from a member of the board. Additionally we held a club conference in Perth in April to discuss how to sustain a thriving sport and to share best practice and really appreciate the contributions of the attendees. We also

have a regular programme of topical

“Community Conversations” and as Anne reports have conducted an extensive club listening exercise.



▪ SCORE is still taking a break while we search for a new editor and carry on our ‘award winning’ quarterly newsletter. Paul Rayner decided to stand down as Communications and Marketing Director and we are seeking a replacement.

## Safety Director - Tim O'Donoghue

- **Covid-19**
- Relaxation of Covid precautions has been a feature of the last 12 months - initially this was done cautiously and as confidence grew around the impact of widespread vaccination and the precautions taken, the rate of relaxation increased. Now the only common precaution left seems to be the requirement on people testing positive for Covid to stay away from orienteering events. While to many, Covid and the necessary precautions are now memories, it is worth remembering that this was not the case 12 months ago and that the transition to more normal living has been accomplished smoothly.
- **Anti-doping**
- Last summer SOA achieved compliance with the UKAD assurance scheme for sports National Governing Bodies: this was submitted in early 2022 and coincided with the issue of the new SOA Anti-Doping policy. UKAD workload issues delayed SOA achieving compliance until the summer. The main UKAD focus is on elite competitors and the British Orienteering policy and submission to UKAD addresses requirements for UK elite orienteers, but it should be remembered that anti-doping requirements do apply to all competitors.
- **Safeguarding**
- Rewriting the SOA Safeguarding policy is currently in progress along with integrating into it the SportScotland safeguarding standard which includes

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addressing wellbeing. Achieving these outcomes are some of the SportScotland requirements for ongoing financial support to SOA.

- **Reporting of injuries, incidents and learning events**
- It has been a quiet year for reporting of injuries, incidents and learning events with just two significant injuries reported: one cut knee at a SOL that required treatment at a hospital and a broken bone from a fall during orienteering in a park. There has also been mention of orienteering in one publicised court case involving safeguarding, and the breach of a restriction placed upon someone who was providing external first aid services to events.

## Development Director - Anne Hickling

- 2022 has not been without its challenges but we have made some significant progress in several areas.
- Maintaining a full staff complement has been one of these challenges. At the start of the year we had a vacancy for a third RDO but it was proving difficult to find a good candidate for a part-time post. We were able to maintain progress with some specific projects through short term contracts. Our staffing situation was further changed in March when Sarah Dunn resigned as development manager. We were very sorry to see her go after many years in the SOA team. Fran Loots stepped into the breach initially on a temporary basis and was subsequently confirmed in the permanent position in the summer.
- At this time we reviewed the make-up of our staff team and felt that we were in a position to recruit a new full-time RDO position. We are very grateful to SportScotland for allowing us to use some of the reserves built up during the periods of staff vacancies to fund this position, and we were pleased to welcome Heidi Ross to the team in September.
- During the year we have begun to plan for the benefits we want to achieve for Scottish orienteering from WOC2024 in Edinburgh. It is widely recognised that the home WOC offers a rare opportunity to raise the profile of orienteering across Scotland and generate new interest in the sport, and we want to place a particular focus on the 'young adult' age range. At the end of the year we recruited the Barradour consultancy to prepare a costed plan for an 18-month development project to run through until autumn 2024. This plan was delivered in April 2023.
- During 2022, club development grants were awarded to five clubs to support their growth and development. This included two university clubs - Glasgow and Stirling - and the Scottish Student Orienteering Championships were revived this year with four teams competing. The Glasgow project has been particularly successful and the club was named University Club of the Year in the British Orienteering Development awards for 2022. Other grants focussed on training coaches and developing coaching programmes, building links with schools and fostering new pathways into orienteering. Our project to develop orienteering in Dundee, which

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began in 2021, has continued to make steady progress with support from TAY members.

- Over the year, one of our priorities has been to foster better communications with clubs and members. At the end of the year the staff team began a programme of visits to all clubs, to talk with their committees about their priorities and how the development team can help and support them. This round of visits will conclude in spring 2023.
- During the junior inter-area weekend, we took the opportunity to hold a 'having your say' session for juniors from across Scotland. This was a very useful and interesting session with some of the ideas proposed already being implemented - for example, offering juniors the option of competing as 'competitive pairs', which could also allow them to build their confidence and skills in a supportive way. We already have a flourishing junior squad in the west area and preliminary steps are now being taken to revive the squad in the east area.
- In the area of coach development, led by Suzanne Robins-Bird, our qualifications are now fully aligned to SCQF. This has been a major piece of work and our thanks go to Lynne Walker who has taken a lead role in this. We have a full range of coaching courses planned for the coming year. Our young leaders programme has also been reviewed, and now includes three elements - planning (for age 12+), coaching (14+) and organising (16+) - the first coaching course took place successfully at the end of 2022. We look forward to this expanding in the coming year.
- Overall it has been a successful year but which at times has been very demanding on staff members. My thanks go to them all for their enthusiasm, flexibility and willingness to try new ideas, all of which has contributed to our ongoing progress in developing orienteering throughout Scotland.



## Performance Director - Fanni Gyurko

- The SOA received £5,000 of performance funding from sportscotland for 2022. This was used to support the SOA members of the GB team during two different sprint training camps and competitions.
- In 2022 spring, these athletes were supported to take part in the Antwerp Sprint Orienteering Meeting, which provided high-level competition possibilities. In the beginning of 2023, SOA organised a sprint-specific training camp for performance athletes in the Stirling area, with relevant training for WOC 2025.

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- WOC 2022 took place in Denmark. The GB team overall achieved great success - in the women, two British girls came in the top 3 at the individual sprint! The most notable performance from a Scotland-based athlete was Kris Jones's 6th place at the knock-out sprint.

- The European Championships took place in Estonia and the JWOC in Portugal. There



were many Scottish athletes selected to run these races. These were mostly young athletes, who will have a great potential to run WOC 2025. The Scottish Junior Squad (SCOTJOS) provided several training and development opportunities for our junior athletes. The Scottish juniors won the Junior Inter Regional Championships and the Junior Home internationals.

- Scotland came second to England at the Senior and Veteran Home Internationals, however it was a tight battle between England and Scotland, with great performances

amongst our athletes. The SOA performance fund was spent to support Senior athletes' participation at the Senior Home International, which was in the Southampton area, and also to fund a SEDS training camp.

## Welfare Director -

- Club Welfare and Protection Officers continue to be supported in their role by the SOA staff team. As indicated by Tim O'Donghue the SOA Safeguarding Policy is currently being redrafted to include wellbeing in line with SportScotland requirements and thereafter this coming year, clubs will be supported to ensure their policies and websites meet the expected standards
- We hope this year to reform the Equalities Sub-committee to help guide ongoing work in this area, particularly with regard to increasing equality, diversity and inclusion in our sport.

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## Finance Report - Ben Hartman (Finance Director)

### Overview

- Over the last couple of years, the main focus of our financial planning was to prepare for a lost or scaled back 2021 Scottish 6 Days. While Lochaber 2021 proved to be a tremendous event, its reduction to two 3-day events halved entry fees and resulted in the suspension of 6-Day Event funding until after the Moray 2023 6-Day Event.
- A “normal” 6 Day Event generates sufficient surplus to contribute £40,000 annually to the SOA, and we are tremendously grateful to the support we received from both Lochaber 2021 participants and **sportscotland** through which we were able to build up sufficient reserves to cover the loss of 6-Day Event funding in 2022 and 2023.
- As a result our financial results for 2022 show a substantial deficit and this will be repeated in 2023, following which we expect to move to a more balanced position, with unrestricted reserves in line with our long-term reserves policy.
- For the year to 31<sup>st</sup> December 2022, the SOA's total income was £195,810 (2021 - £231,300) and expenditure was £230,284 (2021 - £173,188).
- The main source of income in 2022 was grant funding from **sportscotland** - £107,400 (2021 - £127,533 when SOA received a COVID recovery fund grant of £23,533 in addition to core funding of £104,000). ScotJOS raised £45,464 in 2022 (2021 - £18,866) to run the ScotJOS programme, which in 2022 included a summer tour to Sweden. In addition, membership fees amounted to £14,639 (2021 - £13,636). As noted above, there was no income in 2022 from the Scottish 6 Day Event Company (2021- £29,100).
- As in 2021, the largest areas of expenditure in 2022 were staffing - £134,880 (2021 - £109,706) followed by ScotJOS at £41,210 (2021 - £17,424).
- Overall expenditure in 2022 exceeded income by £34,474 (2021 - £58,112 surplus).

### Reserves and Reserves Policy

- At the end of 2022 the SOA's total reserves amounted to £255,888 (2021 - £290,362), of which £115,579 (2021 - £104,407) was held in restricted reserves (those funds that must be used for a specified purpose) and £140,309 (2021 - £185,955) in unrestricted reserves, which may be used for any purpose in support of the SOA's objectives.
- The largest restricted funds relate to **sportscotland** - £54,675 (2021 - £48,718) and ScotJOS - £52,566 (2021 - £48,655). The level of reserves in both these funds is to some extent a matter of timing, with ScotJOS operating on an academic year basis

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and collecting its subscriptions and fees in the autumn for use on squad activities until the following summer and **sportscotland** operating on an April - March financial year, meaning a quarter of the annual grant (c£27,000) is held in SOA reserves at our year end to cover expenditure in the following January - March. The increase in **sportscotland** reserves also reflects the difficulty we have faced recruiting over the last couple of years. Surplus **sportscotland** reserves are being used early in 2023 to develop plans to make the most of the opportunity that holding the world championships in Edinburgh presents in 2024.

- The SOA's policy is to maintain sufficient unrestricted reserves to meet six months' operating costs (£80,000) in respect of salaries and other contractual commitments (in an Operations Reserve) and to set aside £10,000 in case of essential unbudgeted investment (in an Asset Replacement Reserve).
- The balance of unrestricted reserves (£50,309) is held in a general "Profit and Loss" reserve. The balance on each reserve at the end of 2022 is shown below.

Reserve	Balance at 31 Dec 2022	Reserve Policy
Operations Reserve	£80,000	Retention of sufficient funds to meet six months' operating costs
Asset Replacement Reserve	£10,000	Provide for essential investment and to reduce insurance costs
Profit and Loss Reserve	£50,309	Funding for our "unrestricted" expenditure budget in 2023 in place of funding from the 6 Day Event.

- Looking ahead, we have for a number of years relied on reserves to balance our unrestricted budget each year and we are proposing a change in our event levies in 2024 to reduce this reliance on reserves. We cannot use reserves indefinitely and must at some point either increase our income or reduce expenditure. Further background to our proposal was set out in the April members' newsletter see Appendix 2
- Our agreed budget for 2023 and indicative budget for 2024 for unrestricted SOA expenditure and our **sportscotland** grant are shown in the table below, noting that funding from **sportscotland** will not be known until late this year or early 2024.



SOA Budget Summary	2023			2024		
	Sportscotland	SOA - Unrestricted Funding	Total	Sportscotland	SOA - Unrestricted Funding	Total
	£	£	£	£	£	£
<b>Income</b>						
Grant Funding	108,700		108,700	108,700		108,700
Membership Fees		17,400	17,400		17,400	17,400
Event Levies		5,000	5,000		8,000	8,000
Scottish 6 Day Company		10,500	10,500		42,000	42,000
Bank interest		5,000	5,000		3,000	3,000
Other		5,000	5,000		5,000	5,000
Total Income	108,700	42,900	151,600	108,700	75,400	184,100
<b>Expenditure</b>						
Staff	94,443	63,465	157,908	94,443	63,465	157,908
<i>Non-staff</i>						
Baroudeur - WOC 24	12,986		12,986			
Development	15,000		15,000	15,000		15,000
Performance	6,981	3,000	9,981	5,000	3,000	8,000
Running SOA		14,000	14,000		14,000	14,000
Total Expenditure	129,410	80,465	209,875	114,443	80,465	194,908
Surplus / (Deficit) for period	(20,711)	(37,565)	(58,276)	(5,744)	(5,065)	(10,809)
Forecast Opening Reserve	54,675	50,309	104,984	33,964	12,744	46,708
Forecast Closing Reserve	33,964	12,744	46,708	28,221	7,678	35,899

SOA Unrestricted Reserves excludes £90k held to meet 6 months operating costs in line with the SOA Reserves policy

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# The Scottish 6 Days Orienteering Event



## 5. Scottish Orienteering 6-Day Event Co Ltd Report 2022 - submitted on behalf of 6-Day Event Co Ltd by Dave Kershaw

After all the difficulties surrounding the Lochaber 2021 event, the Moray 2023 event is proceeding much more smoothly under a Central Organising Team chaired by Elizabeth Furness as Coordinator. The total entry level is already in excess of 3,000 and the 6-Day Board are looking forward to an exciting week in August.

As noted in the previous report, the 6-Day Board agreed a change to the structure of the event with Moray 2023 being a 5-day event with the best 4 out of 5 runs to count. A provisional area has been agreed for the 2025 event but a Coordinator and the Central Team are still to be appointed.

The 6-Day Company agreed in 2018 to take on financial responsibility for the World Orienteering Championships due to be held in Edinburgh in summer 2024 following the postponement from 2022 due to the covid outbreak. The Organising Committee under the leadership of Paul McGreal are well advanced in their preparations for the event which is supported by EventScotland and the City of Edinburgh Council.

Two members of the 6-Day Board are due to retire this year and replacements are currently being sought. We would welcome anyone who believes that they can help drive the series of events forward to apply to stand as a Director. Any interest should be noted with Nikki Howard, SOA Chief Operating Officer, or Dave Kershaw, Chair of the 6-Day Board.

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## **Appendix 1: Minutes of the AGM in separate document (attached)**

## **Appendix 2: SOA Finances - Background to the Board's AGM proposals April 2023 Newsletter Article**

SOA funding comes principally from two sources -

- Sportscotland - currently £109k per annum, restricted to meet objectives for the development of orienteering agreed over a 4-year planning cycle.
- Funds raised from members / across the sport - currently £73k per annum in a typical year of which £42k comes from the Scottish 6 Day Company (though this is currently suspended until after the Moray 2023 event) and the balance from membership fees, SOA event levies, course fees, bank interest and gift aid / donations.

Use of reserves provides a further source of funding which has proved invaluable over the last few years which have been anything but typical! But in the long run continued reliance on reserves to fund day to day costs is unsustainable.

SOA qualifies for sportscotland funding as a result of its status as a Scottish Governing Body (SGB). To maintain its SGB status, SOA must meet rigorous governance requirements which are reviewed periodically by KPMG. Anything below a "satisfactory" rating would jeopardise future sportscotland funding.

Sportscotland provides a little funding to help manage governance effectively, but resourcing most of the governance cost falls to SOA. Reducing this expenditure would substantially increase the risk of falling below a "satisfactory" rating and losing sportscotland funding, particularly in an environment where finding volunteers to undertake much of the work is very challenging.

In addition to managing governance, SOA supports the 6 Day Event and a whole range of other SOA /club events and activities through the Event and Operations Manager role, and SOA budgets also cover a range of necessary costs, such as -

- Running our National Centre at Glenmore Lodge
- Insurance
- Board, AGM, independent examination, and other meeting costs
- Website and communications
- Operations / events, including provision of championship medals and some costs relating to
- GPS tracking.
- A small budget to support Performance / competitor costs for home internationals.

In total the annual expenditure budget funded from SOA resources is around £80k, with a gap between our income and expenditure budgets of £7k funded from reserves.

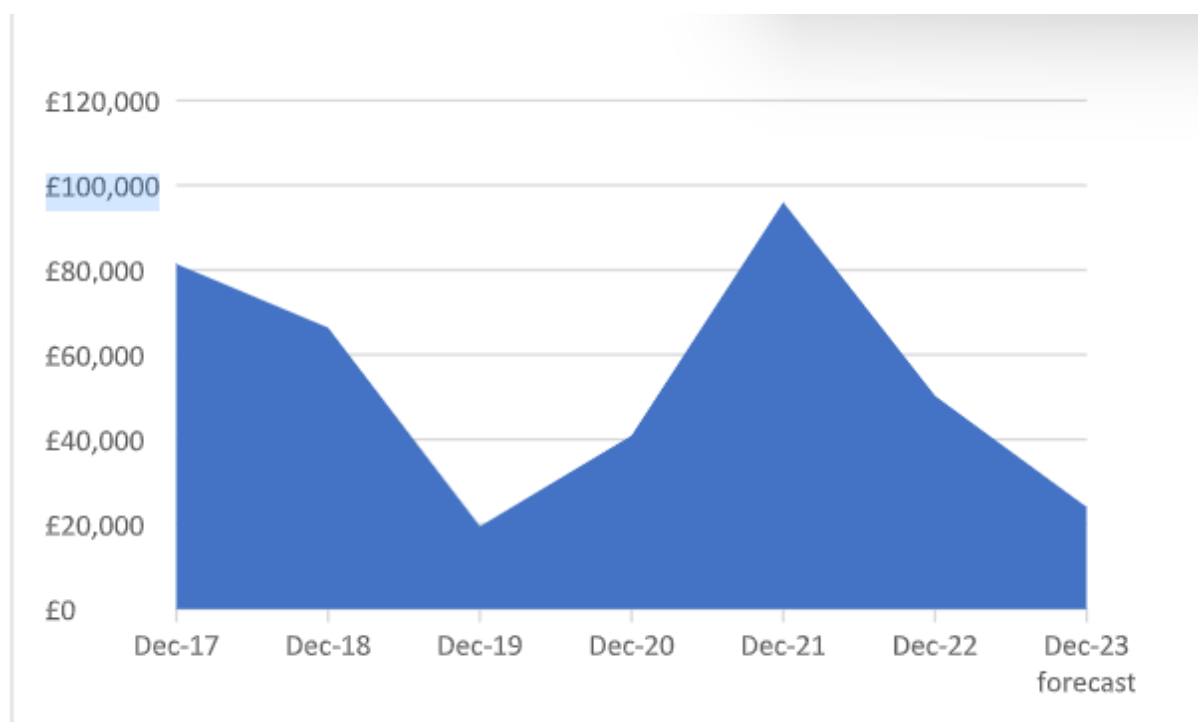
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The Scottish Orienteering Association is a charitable body Registered in Scotland, No. SC043563.

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Our use of reserves over the last few years is part by design, as our level of reserves was identified as detrimental to our funding applications, and more recently out of necessity, in response to the havoc caused by Covid 19. Our policy is to hold £90k in reserves to cover six months' operating costs (£80k) in the event of a complete loss of funding and also to provide a ready source of funds should assets need to be replaced (£10k).

At the start of 2018 we held a further £80k in surplus reserves and took the decision to use most of this balance in 2018 and 2019. Then when Covid-19 hit, our policy reversed as we foresaw the significant threat to Lochaber 2021 and sought to build up reserves to cover a 2-year loss of 6 Day Company funding, which we were able to do through the exceptional generosity of Lochaber 2021 entrants and an additional grant from sportscotland.



Looking ahead, we forecast surplus reserves of c£24k at the end of 2023, most of which we aim to retain to cover any unforeseen costs that may arise in a world championship year. We therefore will seek support from members for two further changes at our AGM.

They build on a number of changes agreed over the last few years through which we have gradually reduced our funding gap. These include -

- Gift aid promoted hard since 2019 - c£2k per annum.
- Increase in membership fees in 2020 (£2 seniors, £2 juniors / students) - c£4k per annum.
- Increase in membership fees in 2023 (£2 seniors) - c£3k per annum.
- Increase in 6 Day Company funding post Moray 2023 - c£3k per annum.
- High interest charity deposit account opened in 2023 - c£3-5k per annum, dependent on level of cash reserves and interest rates.

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Firstly, we propose to make a change to SOA event levies. Currently an SOA event levy is payable only on events with a senior entry fee of more than £10. This has been unchanged for many years and currently raises around £4k per annum. In 2022 the levy applied to 25 SOA events out of a total of nearly 300. In 2024 we propose to extend the SOA levy to all regional, national and major events. In 2022 this would have resulted in a levy applying on an additional 29 events, with no levy still on the 240 local events. This change would raise an additional c£4k per annum. It is not proposed to change the levy rate from its current £1 per senior and £0.40 per junior / student.

Secondly, we propose a further increase in membership fees in 2025. We will finalise the details of this change at the 2024 AGM, but our current assumption is £2 for seniors, taking the senior membership fee to £14 and £1 for juniors / students, taking the junior membership fee to £3. This would also raise c£4k per annum.

In addition, following discussions at the club conference around how to attract and retain members when they move up from junior / student rates, we are considering a reduced membership fee probably for 21-25-year-olds. British Orienteering is also looking at this and we will coordinate any SOA proposal with British Orienteering.

All of the above thinking is based on a presumption that the SOA will choose to remain a Scottish Governing Body and continue to resource all the governance that entails. There are alternatives to this, and as Keith and Richard highlight in their article, we may be forced down a different path if we cannot find sufficient volunteers to sustain the work required. However, it is the Board's firm belief that continuing as a Scottish Governing Body in partnership with sportscotland gives us our best shot at continuing as a thriving sport and successfully meeting the challenges that the sport faces.

### **Appendix 3: Proposal from the SOA Board to raise funds through membership and events.**

- i) No change in senior membership fees in 2024, keeping them at £12 for an adult membership. An increase to £14 is likely to be proposed in 2025.
- ii) No change in junior and student membership fees, keeping them at £2 in 2024. An increase to £3 is likely to be proposed in 2025.
- iii) A change is proposed in the criteria for an event levy to apply. Currently event levies only apply where the entry fee for seniors is >£10. It is proposed to extend event levies to all regional, national and major events. No change is proposed in the rate for event levies, retaining them in 2024 at £1 per senior and £0.40 per junior.



## Appendix 4:

### Nominations for Director Positions

List of applications submitted for consideration:

Director Positions	Nomination	Information
President		Still seeking nominations.
Operations		Still seeking nominations.
Development		Still seeking nominations.
Independent	Mark Nixon	Co-opted onto Board
Marketing and Communications		Still seeking nominations.
Equality, Welfare and Diversity	Kenneth McDonald (INVOC)	

### Applicants Support Information:

#### Ken McDonald



I am a relative newcomer to orienteering having been introduced to the sport by my son who is now a member of the Scottish Junior Orienteering Squad.

I have been consistently impressed by the dedication, friendliness and enthusiasm in my local club and in the Scottish orienteering fraternity more broadly and in turn this inspired me to train for and take on the role of child welfare and protection officer within my club.

My professional background is as an NHS hospital consultant with extensive experience in medical leadership, clinical governance, quality and patient safety including several years in a medical director role.

I understand that effective delivery on issues relating to welfare, inclusivity and safeguarding are essential for the continuing success of Scottish orienteering and hope to be

able to support SOA with future developments in these areas.

We welcome any expressions of interest for the positions of President, Operations, Development, Marketing and Communications and Equality, Welfare and Diversity. Applications are open until the 26<sup>th</sup> May. Interested parties are invited to submit a note of interest or send in an application which outlines their suitability for the position by email or in writing. Email correspondence can be sent to [nikki@scottish-orienteering.org](mailto:nikki@scottish-orienteering.org) or alternatively written applications should be sent to Nikki Howard, Scottish Orienteering,

Scottish Orienteering Association, [www.scottish-orienteering.org](http://www.scottish-orienteering.org). Registered in Scotland, No. SC334748.

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Glenmore Lodge, Aviemore. PH22 1QZ. Role outlines are available from the Scottish Orienteering website.

Voting for the positions of President, Operations, Development, Marketing and Communications and Equality, Welfare and Diversity will happen at the AGM on 5th June. Online proxy voting forms will go live online on the 22nd May and be accepted until 3rd June.

## **Appendix 5: Proposal from the SOA Board to reappoint Brian Miller as independent examiner for the 2023 SOA accounts.**

## Scottish Orienteering Proxy Voting Form

I (print name and address)

being a member of the Scottish Orienteering Association ("SOA"), and eligible to vote, hereby appoint the Chair of the Meeting or (print name and address of proxy in the box below - if blank or invalid, the Chair will be appointed)

as my Proxy to attend, speak and vote for me and on my behalf at the Annual General Meeting of the Company to be held on 5th June 2023 and at any adjournment thereof.

- 1 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.
- 2 Voting eligibility rules are reproduced overleaf 3 Instructions as to voting on the resolutions should be indicated by an "X" in the appropriate space. In the absence of such instructions the member will be assumed to be abstaining on that resolution.

The Proxy is to vote in respect of the resolutions as follows

No		FOR	AGAINST
1	No change in senior membership fees in 2024, keeping them at £12 for an adult membership. (Ref: Appendix 3)		
2	No change in junior and student membership fees, keeping them at £2 in 2024. (Ref: Appendix 3)		
3	A change is proposed in the criteria for an event levy to apply. Currently event levies only apply where the entry fee for seniors is >£10. It is proposed to extend event levies to all regional, national and major events. No change is proposed in the rate for event levies, retaining them in 2024 at £1 per senior and £0.40 per junior. (Ref: Appendix 3)		

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4	That Ken McDonald be formally appointed as Equality, Welfare and Diversity (Ref: Appendix 4)		
5	That Brian Miller be reappointed as independent examiner for the 2023 SOA accounts		

Member signature.....

Member Name (Capital letters) .....

Date on which Proxy Voting Form Signed: .....

#### NOTES

- To be valid this form of proxy must be received at the SOA Registered Office (National Orienteering Centre, Glenmore Lodge, Aviemore, PH22 1QZ) 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). Online proxy voting forms will go live online on the 22nd May and be accepted until 3rd June.
- 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.
- This form may be photocopied if further copies are required. Only one person may vote on each proxy voting form.

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.

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