Kinross Curling Trust
Minutes of Annual General Meeting
Held at Green Hotel, Kinross
On 18th January 2017

1. Welcome and Apologies

Mike Caffyn, the Chairman, warmly welcomed 39 members to the meeting.
He then put up on the screen the agenda, which we would be following.

Present:
Alan Barr, Jim Barton, Phil Barton, Sarah Bruce Jones, Dottie Burt, Mike Caffyn, Sue Cameron, Lars Christiansen, Sheila Harley, Margaret-Elspeth Harman, Sandy Hay, Gavin Hughes, Iain Keddie, Johnjo Kenny, Steven Kerr, Steven Kinninmonth, Alistair Low, Donald McGregor, Melville Blair, Liz Mills, Alan Muirhead, Craig Murphy, Robin Park, Claire Paton, Doug Ritchie, Fiona Rutherford, Phillip Slater, Karin Scott, Willie Scott, Robert Smith, Elaine Spain, Ena Stevenson, John Swan, Maria Tait, Robert Tait, Eileen Thomas, Gareth Thomas, I M Thomson, Morag Wellman.

2. Apologies

Irene Baillie, David Barton, Elizabeth Glennie, Andrew Gordon, Helen Gordon, Tom Graham, Thomas Harley, Alastair Lamond, Bill Linton, Anne Malcolm, Peter Malcolm, Alistair McCabe, David McPherson, Elizabeth Mill, Robert Mitchell, TK Paterson, James and Anne Porter, Alistair Raffan, Sandra Ritchie, David Rutherford, Gary Rutherford, Jim Saunderson, Susan Scougal, Mike Spain, Hector Snoddy, Anne Steedman, Robbie Stevenson, Robert Stevenson, Denis Sweeney, Derek Thompson, Leslie Wilson, Maureen Wilson.

3. Minutes of Annual General Meeting held on 18th March 2015

2016 AGM minutes had been circulated to all members with the 2017 AGM material. In section 1 two names had been spelt incorrectly and at the end the meeting was closed be Bob Tait and not Mike. With these corrections approval was proposed by Phil Barton and seconded by Liz Mills. Carried

4. Matters Arising – None

5. Report by the Chairman

At the start of the year, the Board identified areas where we could do things differently to get a better result. We established a number of goals, which we needed to work towards, and we have achieved several of them already. We are well aware that have more work to do and next year's Board will wish to focus on a number of key areas to complete the transformation.

Ice Hall

Dehumidifier

The dehumidification equipment was replaced in June last year. This was the only piece of ice plant not replaced during the major refurbishment in 2014, having come from Gogar Ice Rink when it closed. Although serviced annually, it had become clear that the plant was becoming increasingly inefficient and we were advised to replace it before it started to become unreliable.

We chose a gas version, slightly more expensive, but more efficient in terms of running costs. On the basis of the electricity and gas usage figures, it appears that the additional expense for using gas is likely to be recovered by the end of this season!

British Curling
As many of you are aware, we hosted the elite Scottish curlers for eight weeks between March and August last year. British Curling came to Kinross on the recommendation from the curlers themselves. Steven and his crew produced excellent ice to international standards and British Curling were highly delighted at the success of their time with us. We put the surplus from British Curling, both last year and this year, towards the disabled lift project.
Following a meeting yesterday, we only expect British Curling to return during April to June. After that the Peak's new sheets should be operational and the elite curlers are unlikely to be with us in later years.

Curling School
During the year, the Curling School decided that a separate operation from the Trust was perhaps now inappropriate. After discussion, it was agreed that a merger with the Trust would be the best option. This agreement means that the funds built up by the School would be transferred to the Trust. It was also agreed to increase and improve the level of coaching available to schoolchildren and individuals / clubs as previously. You will hear more about this later in the meeting.

Bar
Our intention since we started running the ice rink in 2013 was for the Bar to avoid making a loss, but not necessarily to make a significant profit. Since we started trading, the view has been that we were achieving this position.

However, a significant increase in staffing costs last season 2015-2016 meant that we were not able to avoid a loss in Bar operations. The Board instigated a review of the Bar Operation and revisited all the direct costs of the Bar (rent on bar sales, costs of bar staff and a nominal proportion of electricity and gas costs) in addition to the cost of sales of the drink and food and costs of bar improvements. The result of this review showed that the Bar made a loss of several thousand pounds during 2015-2016.

We only have around 10 staff and it was a significant cost to have two full-time managers for such a small number – a cost that we clearly could not afford. So, it was with regret that we had to make the Bar Manager's position redundant. Steven has now taken on the role of General Manager, covering both the Ice Hall and the Bar. With the introduction of more careful staffing levels, we have been able to reduce the staffing costs, in spite of increasing the pay rates of all staff, including recognising Steven's increased responsibilities. Not everything is running entirely smoothly yet, but the Board's view is that the operation is settling down and our losses have been arrested.

Building
As was mentioned at last year's AGM, we made a commitment to provide disabled access to the Lounge Bar. This commitment was to have started the project for this by 2017. Without discussing the details now, (diagrams of what is currently proposed are on view in this room tonight), suffice it for me to say that our proposals will be presented by Iain later in this meeting.

VAT Reclaim
In a discussion with Condies VAT Specialist to ensure that the VAT we paid last year was correct, she queried the amount of VAT we had paid for the refurbishment project in the summer of 2014. Whereas we had tried to separate the improvements for the Bar (full reclaim of VAT) from those for the Ice Hall (no reclaim of VAT), the nature of the contracts with Hardies and Hatrick Bruce meant that we were entitled to claim back VAT on the whole contract at our agreed partial exemption rate. Following further detailed analysis, we submitted a claim for a

very substantial refund of VAT just before Christmas. We would expect to hear around the end of this month where we stand with the claim.

Communications

We held two meetings at the end of last season to discuss our plans with clubs. These were well attended and very useful. In addition, we have consulted with various members of the Trust as we have worked through our membership proposals – Phil will present these later in this meeting.

Committees

The **Finance Committee** works to support the Board on the key financial aspects of the Trust – it also acts as the financial conscience of the Trust, together with providing an internal audit facility.

The **Business Development Group** provides ideas and suggestions on how the Trust can best develop into the future. However, at the current time, its role is being redefined in order to allow it to be more focused on key areas.

The **Building Group** works to maintain our property and is heavily involved in the upgrade project

All of these Committees have provided really positive contributions to the running of the Trust.

Our Staff

After a period of very significant change, Steven and his staff are working well together and continue to provide excellent ice for us to curl on – well done to Steven, Donald, Craig, Jim and now also Andy , who has returned to us, whilst Donald is working up in the Bar. Also thank you Jackie (who has unfortunately left us), Pete, Anne, Hazel and Maureen who serve us in the bar and also keep the premises clean.

Finally, my thanks go to my fellow Directors who have put in a huge amount of effort on behalf of you all and provided me with tremendous support throughout the past year. As a team, we have not always got everything completely right, but I hope you all agree, that the past year has been successful both in terms of curling and the post curling activities.

6. Report of the Independent Financial Auditor

The report was present by Doug Ritchie. The acceptance of the report was proposed by Margaret-Elspeth Harman and seconded by Sarah Bruce Jones.

7. The Accounts to 31st July 2016

Doug then took the meeting through the accounts for 2015/16.
INCOME – There was a drop in total Income £369 down to £316k, mainly due to a drop in Donations & Legacies (2015 - £96k; 2016 - £5.5k)
Ice Rink Operations £238k Increase of £29k, with prepaid Ice up from £120k to £132k, cash Ice static at £70k and other Ice Income up from £18k to £36k (Mainly British Curling)
Trading (Bar) £73k , this was an increase of £9.3k
Bar & Ice Total Income Increase of £38k

EXPENDITURE
Trading (Bar) - £21k increase in costs to £79k with a loss of £6k.
Wages - £48,210; Other Costs - £30,888

Charitable Activities (Ice Hall) - £205k down to £187k
Restricted Funds of £2,635 – loan interest repayment
Other Expenditure - £981 (Net Loss on sale of fixed asset)
Total Expenditure Increase of £3.7k
NET INCOME 2016 - £49k less £5 = £44k
2015 - £105k less £96k = £9k

BALANCE SHEET
Rise in Tangible Assets – Mainly Dehumidifier
Big increase in Debtors – British Curling invoices
Creditors: Amounts due over one year – Drop of £25k – Loan repayments

EXPENDITURE ON CHARITABLE ACTIVITIES (ICE HALL)
Depreciation – Up from ££3.5k to £6.4k (Asset Register)
Staff Expenses – Down from £2.4k to £738 (Fuessen)
Heat & Light – Down from £55k to £48k (SSE/Scottish Power switch & Dehumidifiers in 2014)
Repairs & Maintenance – Down from £17k to £11k (Streaming)
Equipment Hire (2014/5 - Post refurbishment cost)
Support Costs – Mainly staff wages
Governance Costs – Audit, Accountancy and Legal & Professional Fees

There was a query from Alastair Low as to why the cost of the refurbishment was not being depreciated. The advice we had received from the accountants is that this should not be done. It was agreed to seek further clarification and possible an explanatory note in next year's accounts.
Robin Park was assured that we had used consultants in getting a competitive rate for electricity; gas and water are supplied from the hotel.

8. Appointment of Independent Financial Examiner
It was proposed by Mike Caffyn and seconded by Robin Park that Condie & Co should continue to by the Trust's Independent Examiner for 2016/17 year. This was agreed.

9. Election of Trustees (3 Vacancies)
Mike Caffyn told the meeting that as there were only three applicants there would not need to hold an election. The applicants are Mike Caffyn, Ena Stevenson and Sandy Hay. The applications were proposed by Jim Barton and seconded by Gareth Thomas and accepted by the meeting.

10. Membership
Phil Barton made a presentation on membership.
Last year we agreed to revisit the theme of membership at this AGM. Thank you to everyone who has been involved in the discussions to date. And of course by definition all of you hear are members - so we are speaking about the many who are not here.
At Kinross, curlers have the opportunity, not afforded in many curling facilities, to be directly involved in the operations and development of their own curling rink.
This short presentation aims to:
- Explain in brief why we need to build membership.
- And reinforce why this makes Kinross Curling a very special venue for curling.

It is quite evident that there is no appetite to introduce an individual membership fee/annual subscription. This is a significant extra cost in many other rinks, adding to the ice fees.
Two important points are worth noting here, they set the scene:
- Firstly no membership fee does restrict the level of 'monetary' benefits that can be offered to members.

- The fact we have an open license for our bar, avoided the need to have compulsory membership and signing in procedures.

Increasing membership will build a stronger community in curling, with our rink at the centre. The main drive is that we need to improve direct communication with curlers and to do that we need contact details - and permission to use them.
Contacting you is important to us because it means we can tell you about activities at the rink. You can get in touch with us - and make a difference to our rink.

There is also mutual benefit in building membership of Kinross Curling for our local clubs.

- We can share the task of making sure that your members are aware of activities at the rink.
- For some clubs reduced numbers mean that events and competitions at Kinross are becoming more crucial to maintaining a playing membership.

Another way of describing our aim is to improve our marketing - selling our product better.

A number of key points and ideas are proposed.

1. We need to explain better to curlers and clubs why we want to increase our membership
2. We need to adopt a clear strategy to recruit members - and take all opportunities available i.e. visitors/Virtual club etc.
3. We would like to ask all clubs to circulate a request to their members to sign to our database.
4. We will subscribe to a paid service from Mail Chimp - circulation of material will be enhanced. We will also have better control of our database, and meet all data protection requirements.
5. We need to develop a clear picture of membership benefits: those that are in place and those that can be developed. Ideas have included

- Priority notice of information about spare ice.
- A season ticket option for practice ice
- Consider membership deals in bar/lounge i.e. 5 cups of coffee for the price of 4 (or similar offer)
- Priority booking for special events.
- Introduce membership cards with facility to use when preloaded with £ to use at bar, at reduced rates. We are aware that this could be an expensive development unless funded by raising membership fees.

Finally a case has been made to explore an option of Club Membership - this could include a fee, which would entitle clubs to specific benefits. It is clear that club membership would not replace individual membership. Benefits might be:

- Access to prepaid ice rates.
- Coaching for clubs.
- Non-member clubs pay an enhanced rate for ice.
- We provide space on webpage etc. to encourage new curlers to join a ‘suitable’ club
- We provide space/route to information on webpage etc. to allow clubs to post key details.

Other ideas to develop a sense of community and club image include;

- Establishing a ‘200’ club. It is noted that this would require a significant commitment to establish this.
- Maximum use of webpage and social media.
- Look at social events and activities in season and out of season.

We need to encourage other curlers to become members and grow our membership.

- of course we need to acknowledge that there is a commitment that is made is that by becoming a member there is a £1 liability in the event if the Trust folding. That is not going to happen in a dynamic Trust, it grows stronger.

So finally please support us in growing our membership and making your rink even better.

There followed a number of comments and questions from the floor.

It was asked if a commitment that there would be no membership fees for the next 5 years; the answer was that there were none proposed.
It was also noted that a large membership would make it easier to obtain grants.
Could membership applications be made online; not at present as our articles prohibit this.

11. Lift and new extension

Iain Keddie presented the Board's proposals for an extension to the premises. He started by drawing the meetings attention to drawing showing the proposed changes and then outlines the reasons for the extension.

- To provide the disabled curlers access to the lounge facilities.
- To improved changing facilities at the rink for all curlers; both in capacity and toilet facilities
- To provide staff and curlers better office facilities.
- To provide some much needed storage space other than at the edge of the rink.

The project, as shown on the drawings, will remodel the entrance area by building and extend out by the phone mast and towards the Hotel.
This extension will include at ground level the new entrance to the rink by the phone mast, access to a platform lift to the lounge area, an ice manager's office and a storage area. On the first floor the far end of the lounge will be extended by 4 metres, the exit from the lift will be in the corner of the alcove, and there will be a meeting room, which can be used by the members, clubs and the Trust for meetings/events without interfering with the normal use of the lounge area.
With the ice mangers office moved to the new extension, it will be possible to remove and replace all dividing walls and remodel the changing rooms. This is shown on the drawing. The alteration will give us about 40% more space in both changing rooms, together with increase toilet facilities.
It is intended to have a disable toilet in both the ladies and the gents, and to complete the whole project during the 2018 summer close down. We believe the cost of the upgrade will be greater than £100,000.
Robin Park inquired if the plans had yet been submitted for approval; the answer was no, as all information was not yet available.
Blair Melville asked if the landlord was agreeable to the alterations to the building. He was informed that he accepted our proposal.

Margaret-Elspeth Harman then made presentation on fundraising.
Fundraising for the project to provide a Lift for wheelchair users and those less able people access to the Bar and Lounge and extend the facilities at the rink has been kept low key until after the AGM for two reasons

a) The Henderson Bishop event
b) Final Plans from the Architect including estimated cost.

KDLB: The Ladies Branch have been organising and fundraising for the Henderson Bishop so I considered that as our Lift Project fundraising is "fishing in the same pond" it should not be promoted to curlers until the funds for the HB had been raised.
Some donations have already been received and the Treasurer can confirm that this has grown to some £30,000 (held in KCT accounts). That is not enough because as you have seen we have plans to improve not just the entranceway for wheelchair users but also to improve the toilet and changing room facilities for all curlers, and expand the capacity for private meeting and discrete office space.
I have been preparing background information for grant applications to awarding authorities and now that we have architect drawings we can present a reasonable plan to those from whom we seek financial assistance.
Curlers and their clubs have told me that they want to contribute to the fundraising by holding events, making cash donations through whatever route they prefer – My donate, cheques, or

payments into the KCT Bank Account. One of our local club's member told me that their club had £1000 and they were waiting to be asked for it. I ask for it now!
I plan to use the good offices of the KCT Secretary to send a begging letter out to all of our curling club secretaries (who use Kinross Rink) and put the case for donations to the fundraising.
We need your help, your involvement in fundraising events and most of all we need your money.
Just to get kick started I have brought some Gift Aid forms with me tonight so if you would like to donate **and let the Trust claim the tax back** take a form away with you please.

Robin Park suggested that there should be a direct link between the new website and My donate.
Alastair Low suggested that we should look at our present loan repayment, mainly in 2019, and see if they could be changed to a later date or change to a donation.
It was proposed by Iain Keddie and seconded by Alan Barr that we should proceed with the extension; this was carried by the meeting.

12. Present business position.

a. Operations, Business Development
Phil Barton gave a presentation on our present position.
Media and publicity are important.
I am very pleased to report on our Webpage
- An anonymous donation has allowed the development of a new site. It will be launched on 1st Feb. We can add pages and in time develop the site. It is very easy to use, which was a priority. We will need your help to populate it and encourage the use of it. There will be a new suite of 'official' email addresses.
We will make every effort to keep it up to date.

The most vital users of our rink are of course our local clubs.
The ice bookings and income show a steady, albeit relatively small increase in the season to date. (5 to 6%). We keep looking at ways to use more and more ice. The support of 'our' clubs is significant. We encourage you to participate in the range of leagues available.
We were disappointed with the number of participants at the opening bonspiel and Club championships. We will be interested to hear how we can improve on this.
On a wider perspective the range of clubs and players coming to our rink from further afield continues to grow.
We have just experienced the very successful inaugural Over 40's bonspiel.
And of course we have the Henderson Bishop in late February. Another opportunity to enjoy great curling and welcome curlers from across the country.
The feedback from British Curling was first class. We gained both in terms of reputation and the bank balance. At this point it looks as if we will host British Curling post season from late April to late May/June. The exact timings will be confirmed when Olympic qualification across three disciplinary is clear.
We plan to build on the success of the prize giving last season. Celebrating success is important.
We will launch a number of new categories including:

- The Coach of the year
- Junior curler of the year
- Local team of the year

This will be on Saturday 8th April.

Efficiencies re staff costs continue to develop. Our target to reduce staff hours upstairs by at least 550 hours has already been achieved.

A new electrical supply contract has been identified - we start in Sept 2017. Since signing we have already been satisfied that our rates will mean we achieve the most efficient utility bills.

The plans re the development of the building are very exciting. The potential is enormous.
- Smaller changes continue to be made:
- New bumpers
- Repaired entrance to the rink
- Better flushing in the toilets
- We are looking at plans to paint the concrete floor white and install pre prepared heads.

Further ahead we can look forward to celebrating the 350th anniversary of Kinross CC in 2018. as well as some special events we ,must consider how we can acknowledge the great history of our rink. That does not mean rehanging the old honours boards - but it should mean we take time to consider how to mark history and the achievements of curlers over the years. the Board re eager to look at options with Kinross and other clubs.
We are working on a campaign to highlight the benefits of wearing protective headgear. Safety on the ice cannot be ignored. This is one topic that we should discuss with our members and clubs.
We have had several **'open' meeting**s in the past year - and we plan to arrange another series before the end of the season. Please advise us of any topics you would like to discuss.
Once again many thanks to you all - and all our curlers.
Finally I would like to thank the staff team - who make an enormous commitment to providing an excellent service both on and off the ice. The last word must be to appreciate the way that Steven has led the team and embraced his additional responsibilities.

Irene Thomas ask who was gong to maintain the website. Phil until a volunteer can be found.

b. Finance
Doug Ritchie made a presentation of the current financial position
Ice Income £13k over budget, with prepaid Ice £6k over budget and cash Ice on budget
Bar Income - £600 over budget
Total Income - £21k over budget
Staff Costs - £2.4k below budget
Total Costs - £6k below budget
Management Accounts to end of December are looking healthy.

c. Curling School
Ena Stevenson presented a report on the present position of the curling school.
I have been working with Claire our Curling Development Officer, encouraging club members to come to the training sessions. Four were held before Christmas, Delivery / Laser use, Sweeping and Communication, Weight Control and Timers, Tactics on ice. They were all well received, but we could do with more curlers attending. There are three more sessions: 20th January, on Delivery,17th February, on Sweeping,17th March Tactics.
At the same time Claire has been up skilling our coaches who have taken a lot of knowledge away from these sessions.
Claire is circulating information on these to the clubs again.
Try Curling and the Beginners courses have been quieter than we hoped. But if clubs could maybe take away the idea that Boreland and a couple of other clubs have had - they brought along 8 new people to the sport and their club. Book a session and your club could have its own try curling with coaches.
The Business Challenge has been better this year. But we could do with a couple more businesses for the session on 10th February at 3.00pm - any suggestions?
The Junior After School clubs are both very popular with the children, but we lack coaches to help. If there is someone here this evening, or you know of someone in your club who could

spare an hour a week, please let Claire or myself know; we would be delighted to welcome you into the fold!

13. Any other competent business

There being no further business, Mike closed the meeting.