

Minutes of the Board of Directors

Wednesday 5 March 2014

Meeting held at the National Office, Darley Dale



Board attendees: Philip Baxter (PB); Scott Collier (SC); Bob Dredge (BD); Elizabeth Dunn (ED); John Flook (JF); Mike Hamilton (MH); Judith Holt (JH); David Maliphant (DM); John Woodall (JW)

Minute taker: MH

Apologies received: Martin Ward (MW)

1. Meeting Administration

SC had agreed to Chair the meeting in MW's absence. MW had circulated his thought on the items raised in the agenda prior to the meeting.

The minutes of the 10 February Conference Call meeting were agreed to be a true record subject to amendments previously agreed by email.

The matter of the correspondence received from Lynne Walker and Christine Vince regarding a Coaching Conference was noted and it was agreed it would be dealt with under AOB.

There were no declarations of interest in addition to those held on the register.

Actions from the Conference Call:

1. Strategic Plan: Strategic Steering Group to consider:
 - the vision for orienteering
 - the podiums aspect of the vision
 - the criteria used to reflect British Orienteering's position
 - what British Orienteering and orienteering might look like in 2020*On-going*
2. Strategic Plan: The Board to nominate an England representative to liaise with the English associations (SC)¹
On-going
3. Strategic Plan: Focus group to be established from members for the Strategic Steering Group to consult with (Steering Group)
On-going
4. Coaching within British Orienteering: Inform membership of the changes proposed by the National Source Group for Coaching (MH)
On-going, MH was asked to notify the membership²
5. 2014 Budget: to be reforecast and circulated to the Board (MH)
Agenda item
6. 2014 Budget: Explanation of the Budget to be prepared for membership/public release (MH)
On-going – this had been held back as a result of the delay in finalising the budget for the Performance Programme³
7. AGM: Clear explanation to be provided to members regarding the decision to continue with Grant Thornton as auditors (MH)
Agenda item
8. AGM: A proposal regarding membership, levy and affiliation to be drafted for the Board to consider prior to the AGM (BD/MH)
Agenda item
9. Governance Matters: MW to forward details for the recruitment of the 3rd independent director to MH for publication (MW)
Completed and recruitment on-going
10. Club & Association Conference: planning to commence for 2015 (MH)
On-going
11. Risk Register: once updating the register and strengthening the recording / documenting of how risk is mitigated is completed register to be circulated (MH)
Agenda item

12. Risk Register: PB to determine the strategic risk and circulate to the Board for consideration (PB)
On-going⁴
13. Governance Self-Assurance: MH to circulate the succession plan for directors
Agenda item⁵
14. 2014 Operational Plan: To be circulated when updating is completed (MH)
Circulated and Agenda item⁶
15. Staff Structure: To be published once confirmed (MH)
Agenda item
16. Increasing Participation: Once review is complete it is to be circulated to Board members (MH)
Agenda item
17. Association Matters: Board to nominate a person from England to act as the liaison person for the English Associations on each Steering Group. MH to include this within the terms of reference for the groups.
On-going; MH to circulate to the Board lists of group members⁷
18. Association matters: MH to speak to SP regarding the responsibility for financial administration at major events (MH)
Agenda item
19. Steering Groups: MH to follow up the recruitment news item with a further push to recruit members as chairs of the groups (MH)
On-going
20. WOC 2015: MH to communicate with Paul McGreal regarding the need for early progress on the legal/commercial contracts and developing absolute clarity on the organisation rights and responsibilities associated with financial and individual executive responsibilities (MH)
Agenda item
21. WOC 2015: MH to consider whether British Orienteering has sufficient staffing resource and expertise to address the legal/contractual issues facing WOC and whether further consultancy/temporary resource was required. MH to report back to the Board as soon as possible. (MH)
Agenda item
22. NWOA Request: MH was asked to communicate with the NWOA Chair and clarify the situation prior to the Board meeting in February (MH)
On-going, after discussion the Board asked MH/SP to confirm that the current model of delivery still applies⁸

2. Annual General Meeting Matters

The AGM Booklet was reviewed page by page with the following being noted:

- a) Officers' reports: The 2013 Annual Report was available for the officers' reports to be considered.
- b) Proposals and supporting statements: Existing statements were agreed and where statements to support proposals are yet to be completed these were given to specific directors for further drafting prior to circulation for Board comment.
The Board agreed to maintain the membership fees at the same level as for 2013 but to increase the levy by 10p for the senior equivalent.
The Board thanked E&CC for their work on responding to the resolution concerning map scales (Proposal 3), and wanted to be clear that the Board is supportive of the Events & Competitions Committee position as set out in the statement. MH was tasked to speak with Chris James as Chair of E&CC to ensure he is comfortable with the statement.
- c) Elections: It was noted that WOC 2015 is an opportunity for the President of British Orienteering to play a significant role. The Chair to communicate with the President to confirm his availability⁹. This raised the matter of succession planning which will be considered at a future Board meeting.¹⁰

3. Finance (BD/MH)

The Accounts Manager, Jannette Blunden (JB), joined the meeting for these agenda items.

- a) Audited Annual Accounts
The audited accounts were discussed and accepted.
JB was thanked for her hard work and diligence in bringing about another successful audit.
- b) Key Issues Memorandum presented by the auditors
The Key Issues were discussed and accepted by the Board. MH to respond to the auditors. The challenges of addressing the reliance on the Accounts Manager were once again discussed and it was accepted that, whilst a risk, there was little more that could be implemented to reduce this reliance. The Board agreed that Mike Forest's name be removed from the list of signatories on one of the savings accounts¹¹.
- c) The reforecast of the 2014 Budget was discussed and is included as Appendix A.

The predicted budget deficit for the reforecast 2014 Budget is now £2,456. Due to the nature of our accounts a further £41,000 is shown as a deficit however this will be collected as athlete contributions to the talent programme.

The changes to the 2014 Budget agreed in October are:

1. The adjustment to the amount of BOF funds for WOC Preparation & Competition Programme from £21,000 to £25,000 with an additional amount of up to £9,000 from reserves also made available.
2. NOT impacting on British Orienteering's funds but also to be noted are the Sport England carryovers not allocated after the completion of the audited accounts.

The following should also be noted:

3. The Sport England Talent Programme is overspent by £41,000 in 2014 which relates to the income from of athlete contributions with a further £12,049 of athlete contributions in Q1 of 2015.
4. The Commercial Manager continues to be paid out of reserves during 2014 which may be continued into Q1 of 2015. This will be offset to some extent by the increased income generated.

The reforecast 2014 budget is attached as Appendix A; also included is a budget for quarter 1 of 2015 requested by the auditors to complete the Sport England funding year to 31 March 2015.

d) Consideration to relocate the National Office

MH explained that the number of office based staff has fallen and the use of space to store paper files etc vastly reduced as the ability to store most documents digitally has improved.

Office relocations to both Loughborough and Sheffield to be closer to or sharing offices with other NGBs have been considered for a number of years. This would have reduced our isolation and have many advantages of increasing networking with these NGBs. However it has become apparent that such moves would increase office costs considerably particularly when office space is linked with servicing costs. During last year it has become obvious that such a move would not be financially advantageous.

Consequently we have been seeking to identify office premises near to the current office that are smaller than our present offices and at a better or similar cost.

We believe we have identified an appropriate office building close to Matlock and a brief summary of the opportunity was provided indicating that the cost savings of relocating to these smaller offices could be in the region of £10,000 per year.

The pros and cons can be summed up as:

Pros

- Good time to relocate with reasonable assurance over 'core' funding support to 2017; better than leaving it to the last minute or having to do it if funding changed.
- Less Rent both size & cost/sqft; less space, more cost effective when only a few people in office; affordable if the 'core' funding is reduced or if overall funding is reduced
- Less Heating & costs as Gas boiler; heat rising from below so warmer room in general
- Less electricity, more natural light
- Broadband infinity to reach there sooner
- Closer to M1 for commuting for majority of staff (15-20 mins saved in journey time)
- Opportunity for on-site storage for equipment using a container
- Nice room and building with a private kitchen

Cons

- Problems with confidential conversations, challenges in subdividing a suitable area
- Time/inconvenience/cost of moving
- Re-print compliment slips/ paper etc
- Contacting all suppliers of change of details
- Storage; departments would have to plan purchases with care/find alternative arrangements
- Risk of being very warm in summer
- Need to arrange staff-in days as may not be space for everyone to be in at the same time
- Lack of local amenities, longer trip to bank, post office, sandwiches etc
- Not on a main national bus route
- Meeting Room – although the room at Darley Dale is not guaranteed and only on month by month contract
- Board would hire off-site venues for meetings as would happen with full staff meetings

Other consideration is that there may need to be an overlap between paying for the current offices whilst taking on a proposed new location.

It was agreed that MH will continue to explore the opportunity with the Chair and Treasurer, with the aim of presenting a concrete proposal for decision to the Board by email¹².

4. WOC 2015 (MW/MH)

The Board received an update on the preparations for WOC 2015:

- a) 2015 Budget
- b) Project plan
- c) Risk Assessment
- d) Status of the partnership contracts:
EventScotland/British Orienteering; Scottish Orienteering Association/British Orienteering in place; Scottish 6 Days/British Orienteering currently being finalised. Details are available in confidence as requested through MH.

The Board expressed their support for the work of the Event Director, Paul McGreal, and invited Paul to inform them of any practical ways in which they could demonstrate their support¹³.

The Board expressed their concern at a number of issues related to TV procurement and sponsorship and agreed to write to the IOF expressing their concern and asking both matters to be resolved as a matter of urgency¹⁴. It was also agreed that our Commercial Manager, Peter Buckley, be tasked to find sponsorship and commercial support for WOC 2015 provided he is given a free hand to do so from both the WOC 2015 Steering Group and the IOF.

The Board also expressed concern amongst the Board members that unless the matter of income generation is addressed we may have to reduce the expenditure on TV coverage and deliver what effectively may be called a WOC 'Lite'. This is not a route the Board would choose to go down but the current situation regarding sponsorship and TV rights might make it inevitable.

5. Risk Management (PB/MH)

A modified version of the Risk Register was tabled and discussed. MH explained the changes which included:

- Updating of the risks
- Inclusion of a summary statement including changes to the risks since the last Board meeting
- Addition of a column indicating the 'status' of the risks

The Board approved the new format of the Register.

6. Commercial Operations

The Commercial Manager, Peter Buckley, apologised that he was on annual leave during the week of the Board meeting but had prepared a detailed breakdown of the progress he is making to develop sponsorship and commercial activity.

Peter was thanked for his update and MH was tasked to ask Peter to join the Board meeting in June to provide a further update and meet those members of the Board he has not already met.

The Board recorded their thanks to Peter for his work and that progress to date is positive.

7. Major Events

The Major Events Manager, Sally Pygott, had prepared a report which was well received by the Board.

Achievements between June 2013 and Feb 2014 include:

Contracts/Agreements:

- ✓ Entries, Start Time Allocation & Results-JK
 - 3 year contract with SPORTident-2014, 2015 & 2016
- ✓ Telemetry Solution: Radio Controls-JK & British Championships
 - 3 year contract with GP Projects-2014, 2015 & 2016
 - Cost estimate will be provided for each Major Event
- ✓ Merchandise-JK & British Championships 2014
 - Front Runner, Profit to Events
- ✓ Commentators-JK & British Championships 2014
 - Chris Poole & Andy Monro
- ✓ Traders:
 - Formal bid process with deadlines
 - Awarded based on requirements of the event and commercial value, together with consideration of the specialist services provided by certain traders

Other:

- ✓ All Partnership agreements signed for 2014 Major Events
- ✓ Meetings with organisers for future events

- JK2015, JK2016, BOC2015

Centralised Role Coordinating:

- ✓ Arena Layout
- ✓ Hire of: Marquees & furniture, Toilets, Trakway, Pedestrian barriers & Heras Fencing, Security
- ✓ Bespoke medal production
- ✓ Streamlined Trophy Recall & Prize Schedule-JK & British Championships
- ✓ Trader agreements: Negotiating with existing; Attracting new traders: Hydration/Nutrition, Sports Massage; Street Trading License consent
- ✓ Research: Interest from Swansea University, Northumbria University, Lancaster University; Marketing & Promotion Project and/or Economic Assessment Impact
- ✓ Marketing to: Regional Tourism board, Accommodation Associations, Councils, Local Radio & Newspapers

New Documents for Major (Partnership) Events: to be ratified

- ✓ Cancellation, Curtailment & Refund Policy
- ✓ Cancellation Policy & Procedure
- ✓ Insurance Policy & Procedure

Future plans include:

- Reinvesting Major Event Profits
 - Develop professionalise of the events
 - Marketing
 - Marquees
 - Branding
 - Enhance participant, spectator and trader experience
 - Generate local media interest and in turn sponsors
 - Suggest reinvest 50% of surplus from 2014 events used to reinvest in 2015
 - Recognising and rewarding volunteers
- Reinstate Major Events Conference
 - Oct/Nov 2014
 - Set out Major Event Managers Role-impact on the events
 - Commercial Managers Role-impact on the events
 - Share best practice from 2013 & 2014 events with organisers & planners of 2015 & 2016

The Board agreed to consider the reinvestment of profit back into the major events and asked Sally to prepare a more detailed paper for consideration at the June Board meeting¹⁵.

The Board considered the three policies prepared by Sally and agreed that any director with comments should raise them by Friday 14 March; on that basis the policies were agreed¹⁶.

British Night Orienteering Championships

Sally would like to deal with the British Night Champs in a different manner to the other Championships. She recommends that the event no longer falls under the Partnership Agreement in the same terms as the JK and British Long, Relay, Sprint & Middle. The recommendation is that it reverts back to a Levy event due to the need for it to be closely partnered with a club event the following day to make it financially viable. However, some functions will still need to be linked with the work of the Major Events Manager (MEM) as follows:

- Prize schedule & Prizes - MEM to advise the organiser of this
- Medals - MEM order bespoke medals in bulk for JK and all British Champs to ensure consistency across the events
 - Cost of procuring medals for BNC to be covered by the event
- Buffs - All free and sponsored by Buff until Dec 2015
 - Ensure sponsorship commitments are met i.e. logo on website
 - Cost of delivery (if not able to collect) to be covered by the event
- Petzl sponsorship - have supported BNC 2013 & 2014 with a stand and prizes
 - MEM will continue to manage this relationship
- Banners - request British Orienteering banners displayed
 - Cost of delivery (if not able to collect) to be covered by the event
- Focus - Advert and post event write up
 - The Major Events Manager and the Marketing Manager will ask the organiser to supply this information
- Mini - website
 - Organiser to populate this or provide relevant links to club website
- Equipment can be used from National Office

Sally pointed out that this list may not be complete and may be modified.

There was considerable discussion around the issue of traders and caterers and MH explained the process that had been undertaken to ensure fairness and openness. In essence the approach that our Major Events Manager, Sally Pygott (SP) and our Commercial Manager, Peter Buckley (PB) have taken to select traders and caterers attending JK2014 is:

- Identify potential traders and caterers in conjunction with local organisers and others;
- Identify our needs of the traders, what types of food etc etc; input has been taken from a range of experienced volunteers, local organisers etc in developing the statement of our needs;
- Ask all the listed / mentioned traders to consider our requirements as specified and clarify what their requirements would be from the event, e.g. space, access, service facilities; also ask them to clarify what it is they want, for example a nationwide franchise, 3 years of a particular event, a one off, etc. Each event is managed on a bid process for food and equipment traders with a set deadline, no long term contracts have been offered but discussions of their interest of future major events does take place
- Ask the traders to bid based on the criteria we have set and their wishes;
- Review and challenge products/services on offer to ensure a wide range at acceptable quality and price; caterers are always spoken with to ensure they are aware of the need to cater for a high proportion of vegetarians
- Ensure licensing requirements of local authorities concerned were met by traders bidding;
- Establish how much each trader was prepared to pay for a pitch on an exclusive, shared or any other basis or what other values the trader had to offer;
- Consult with key volunteers regarding the outcome of the bidding process;
- If necessary going back to all involved to clarify any queries etc.

Working with some key volunteers Sally and Peter had then endeavoured to balance these factors to provide suitable offers within space or other constraints for each day/event whilst maximising value / revenue for the event. No long term contracts had been signed with any trader or caterer.

It is also recognised and taken into account that some traders offer a specialised product/service and it is not appropriate to use a bidding process with these.

The same approach has been used for other partnership events during 2014. After a review of the process and outcomes has been completed later this year the process will be modified building on the experience gained. It is then anticipated that this updated approach will be used in 2015.

In regard to the specific matter of a trader who has been openly criticising what has taken place it is clear that the trader did not submit a bid for the 2014 JK until almost a month after the deadline had passed and had not been considered due to this. The situation was explained to the caterer.

The Board also considered the issue of traders not being willing to attend smaller/local events unless they were able to attend the major events but recognised that there is a lack of evidence related to this potential problem and the traders should have a business model that is robust and not reliant on a single event.

'Cake stalls' selling on behalf of junior squads was also noted as a potential problem although MH expressed his belief that this is a matter that can be dealt with by Sally at each major event.

The Board recognised the concerns of some members related to the matter of traders and caterers and felt that it would be appropriate to communicate more of the background to the membership. MH agreed to issue a statement explaining the background¹⁷.

The Board discussed the recommendation that BOC Nights be considered a levy event rather than a Partnership Agreement (profit share) event and agreed that this is a sensible approach with this event. MH to inform Sally¹⁸.

8. Environmental Officer Report

The Board thanked our Environmental Officer, Peter Brett, for preparing the report and for the excellent work he does quietly and efficiently on behalf of British Orienteering and our members.

Peter had raised a number of issues in his report including:

- Clubs wishing to organise events during the spring and summer months continue to encounter problems in gaining land access permissions due to perceived concerns over the threat the sport poses to wildlife interests. These concerns relate primarily to nesting birds, but can also involve the disturbance of other species including dormice and certain species of reptiles.
- A new, but frequent, concern being raised by event organisers has been that a change in staff in a land owning organisation has resulted in a significant change in attitude towards our sport. Given that local and central governmental organisations are having to reduce staffing levels due to significant reductions in their budgets it is quite likely that there will be an increase in such issues. The challenge will be finding ways to allay the fears of those staff facing such challenges. Where clubs and regions experience difficulties they should be encouraged to engage

positively with the organisation refusing permission in the hope of building a positive relationship over the longer term.

- Looking to the future, issues of climate change already seem to be impacting upon orienteering. Such issues include the arrival of pathogens damaging to woodlands and associated habitats (i.e. Phytophthora species and Chilara fraxinea). It is likely that new pathogens and insect pests will continue to arrive on our shores, carried by Atlantic storms or transported here in unregulated plant imports, and that some will become established and cause economic harm to landowners. New infestation will be met with attempts to eliminate the infection or to control its spread and this will almost certainly mean limits on where orienteering events can be held. While in reality control measures will only be effective at the time and place of the initial infection, once the infection has started to spread control will be futile and landowners will need to learn to live with the problem. Whatever the outcome orienteers will need to act responsibly and impose reasonable biosecurity measures that can be seen and appreciated by landowners and their staff.

9. Staffing Update

MH provided the Board with an updated staffing structure and reported that a contract has been offered to the preferred candidate for the position of Head of Development. MH thanked JH who had been involved in the recruitment and appointment process. Sport England had also been heavily involved in the process through their Relationship Manager, Rod Findley. For a significant position such as Head of Development which Sport England fund in its entirety they expect to be a significant part of the appointment process.

The Board agreed that MH should communicate with SOA regarding their staff and whether or not they might wish them to be included within the British Orienteering organogram¹⁹.

10. Junior European Championship

There was considerable discussion regarding this agenda item. The Board agreed that the review of the JEC, how it might fit into or alongside the Talent programme, had been worthwhile and that the decision by the staff involved to include JEC in the programme was understood. The Board agreed it is important that the benefits to any athletes selected should be paramount and that athletes who are not at the appropriate stage of development should not be considered. It was also agreed that JEC is a selected, international competition and must follow the same selection policy and processes that have already been agreed.

The Board accepted that JEC 2014 will be self-funded by the athletes selected and cannot be funded by the programme, although staff support will be available.

The Board thanked the Junior Regional Squads for their offer to take a team to the Junior European Championships and asked that Martin Ward contact the JROS Coordinator to make him aware of this decision²⁰.

11. Review progress in delivering the Sport England outcomes

The Board noted the Sport England Review statement of progress to date and thanked staff, in particular Nat Shaw and Dan Riley for their input into completing this review.

MH to circulate the 2014/15 Delivery Plan when it is submitted²¹.

12. Performance Monitoring Report

The Board discussed the report and raised a number of queries. MH agreed to update the plan and circulate it²².

13. Association Matters

Several matters had been raised by associations including:

- Using and paying coaches and concerns over the risks to clubs and associations: It was noted that all such payments should only be made to coaches if they are operating as 'sole traders'.
- It was noted that SWOA has not been able to establish a committee that has a full complement of volunteers.
- WOA have increased their membership during 2013.
- NIOA had raised the matter of insurance, particularly in their circumstances of have significant numbers of Irish orienteers participate in their events. These participants are clearly not members of British Orienteering and therefore do not receive individual public liability insurance cover.

14. Steering Group and Committee Matters

A number of matters were noted for information. It was also confirmed that clubs or associations wishing to pay coaches should do so only if they are 'sole traders' and on receipt of an invoice.

The question of insurance cover was also raised and MH agreed to confirm a number of issues with the insurers prior to communicating the outcomes to members and clubs.

MH confirmed that a meeting of the Talent & Performance Steering Group is scheduled for Thursday 20 March and that the dates for the Strategic and Development Steering Group meeting should be finalised shortly.

Chairs for the Talent & Performance Steering Group and the Development Steering Group are still being recruited.

JH reported that the annual review performed by the Child Protection in Sport (CPSU) had gone well and had helped us to identify some priorities in the work we do to protect children and vulnerable adults.

15. IOF matters

No items of IOF business have been raised since the last Board meeting. MH to circulate papers for the General Congress as soon as they are received²³.

16. Any Other Business

Only one matter was raised, the request from Lynne Walker and Christine Vince speaking on behalf of the Association Coaching Representatives asking for authority to organise a Coaching Conference.

The Board recognised the importance of offering cpd (continuous personal development) opportunities to coaches and thanked the authors of the communication for offering to stage the conference. After discussion the Board expressed their support for the cross fertilising of coaching ideas across associations, and felt that the National Source Group for Coaching should lead on implementation in this area with input from the Coaching CPD Steering Group.

MH to contact Hilary Palmer, Chair of the Source Group, and ask her to consider this matter²⁴.

17. Communications: messages to be given

Key agenda item were highlighted and MH asked to prepare a summary of the meeting for publication.

18. Future meeting

Dates were confirmed for future Board meetings:

(Frid 18 Apr	AGM)
Tue 6 May, 20:00-21:00	Conference call *
Sat 21 Jun	Meeting National Office *
Mon 8 Sep, 19:00-20:00	Conference call
Sat 27 Sep	Meeting National Office *
Mon 10 Nov, 19:00-20:00	Conference call
Wed 3 Dec	Meeting National Office *
Other dates: Saturday 18 Oct, Club & Association Conference	

* NOTE the changes of dates

The meeting closed at 17:15. Members thanked SC for standing in as Chair.

2014 Board Business	Board Major Items	Monitoring, Audit & Risk
February	10th February Meeting (Conference Call) Review Budget as required	
March	5th March Meeting AGM Proposals Annual Report Review Board effectiveness Strategic Plan & Budget	Audit Key Issues Memorandum Final Accounts Increasing participation Operational Plan update Performance monitoring Risk Management review
April	18th April AGM Induction for new Directors	
May	5th May Meeting (Conference Call) Appointment of Officers Review AGM Review Membership services	Quarter 1 Accounts
June	18th June Meeting Association & Club Conference Review Competitions & Events Review development programme Review Governance Review Policies & Procedures Review Rules & Competition Rules Sport England Annual Review	Declarations of Interest Increasing participation Membership scheme review Operational Plan update Performance monitoring Risk management update
July	22nd July Meeting (Conference Call)	Quarter 2 Accounts Company House Annual Return
September	18th September Meeting AGM preparation Budget 2014 Review performance programme	Increasing participation Performance monitoring Self-assurance return completed
October	18th October Club & Association Conference	
November	3rd or 10th Nov Meeting (Conference Call)	Quarter 3 Accounts Review Self-assurance statement Sport England 6 month review
December	10th December Meeting AGM preparation Financial Regulation review Operation Plan 2014 & 2015 Review Board & Committee ToFR Review insurance Review Standing Orders & Finance Regs Review Vision & Strategic Plan for O	CE Appraisal confirmed Director skills review Increasing participation Performance monitoring

Actions

- ¹ Strategic Plan: The Board to nominate an England representative to liaise with the English associations (SC)
- ² Publish information regarding the changes envisaged by the National Source Group for Coaching (MH)
- ³ 2014 Budget: Explanation of the Budget to be prepared for membership/public release (MH)
- ⁴ Risk Register: PB to determine the strategic risk and circulate to the Board for consideration (PB)
- ⁵ Governance Self-Assurance: MH to circulate the succession plan for directors
- ⁶ 2014 Operational Plan: To be circulated when updating is completed (MH)
- ⁷ Lists of Steering Group members to be circulate to the Board (MH)
- ⁸ Major Events Partnership Agreement: MH/SP to confirm that the current model of delivery still applies
- ⁹ Officers: Chair to communicate with the President to confirm his availability for WOC 2015
- ¹⁰ Officers: Board to consider the matter of succession planning for the President & Vice-President at a future Board meeting
- ¹¹ Audit: Mike Forest's name be removed from the list of signatories on one of the savings accounts
- ¹² National Office Relocation: MH to continue to explore the opportunity with the Chair and Treasurer, with the aim of presenting a concrete proposal for decision to the Board by email (MH)
- ¹³ WOC 2015: Inform the Event Director, Paul McGreal, of the Board support and invited Paul to inform them of any practical ways in which they could demonstrate their support (MH)
- ¹⁴ WOC 2015: Write to the IOF expressing concern at the TV rights and sponsorship position and asking both matters to be resolved as a matter of urgency
- ¹⁵ Major Events: Sally Pygott to prepare a more detailed paper regarding the investment of profits back into the major events for consideration at the June Board meeting
- ¹⁶ Major Events: Comments from Board members on the three policies prepared by Sally raised by Friday 14 March (All)
- ¹⁷ Major Events: Provide a statement describing the background to the traders and caterers discussion (MH)
- ¹⁸ Major Events: MH to inform Sally that the British Nights can now be treated as a levy event rather than as a partnership event (MH)
- ¹⁹ Staffing: MH to communicate with SOA regarding their staff and whether or not they might wish them to be included within the British Orienteering organogram
- ²⁰ JEC: Martin Ward to contact the JROS Coordinator to make him aware of this decision regarding JEC (MW)
- ²¹ Sport England Review: MH to circulate the 2014/15 Delivery Plan when it is submitted (MH)
- ²² Performance Monitoring Report: MH agreed to update the plan and circulate it (MH)
- ²³ IOF: MH to circulate papers for the General Congress as soon as they are received (MH)
- ²⁴ AOB: MH to contact Hilary Palmer, Chair of the Source Group, and ask her to consider the matter of the Coaching Conference