

# Board of Directors

Meeting held on Saturday 22 June 2013, 11.00 – 17:00

National Office, Darley Dale, Matlock, Derbyshire



## Minutes

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**Board attendees:** Martin Ward (MW); Scott Collier (SC); Bob Dredge (BD); Mike Hamilton (MH); Judith Holt (JH); David Maliphant (DM); John Woodall (JW)

**Minute taker:** Laura Martin

**Attendance:** Sport England Relationship Manager, Rod Findlay

**Apologies received:** Philip Baxter (PB)

### 1. Meeting Administration

MW thanked everyone for their attendance and welcomed Rod Findlay (RF), Sport England Relationship Manager to the meeting. Board members introduced themselves to Rod.

Rod introduced himself to the Board and gave them a brief background of his career history prior to joining Sport England.

Board members approved the minutes of the April conference call.

Board members went through the outstanding actions. SC noted that Action 3 regarding Independent Director Appointment Policy remained outstanding and would be completed ASAP.

Regarding appointment of Independent Directors, RF offered his help in finding an independent member of the appointments panel if needed.

Board members raised a number of items of additional business, these were; communications with British Universities and some recent international results.

MH explained that regarding Action 6 (resource options for major events), a Major Events Manager had been appointed and further details would be given in the staff update agenda item. The need for a risk/reward analysis remained outstanding.

Regarding declarations of interest, JH declared an interest in the coaching items relating to her roles as a paid and volunteer coach and a paid member of British Orienteering coach education staff.

MH declared an additional interest as he was involved in the development of the coaching related national occupational standards.

### 2. Commercial Consultancy

Board members went on to discuss the 4 Comms Executive Summary document and a paper produced by MH as a review of the possible ways forward regarding commercial sponsorship.

Although there was a feeling that the target figures for sponsorship income were optimistic, there was generally a feeling of support for the ideas.

BD suggested there was potential for the sponsorship income to ease some future issues regarding any removal of funding.

JH asked about the possibility for existing staff taking on some of the work or tasks outlined by the report. MH noted that currently there was little additional resource available amongst staff as they were working to capacity. Similarly, it was unlikely the current staff possessed all the necessary skills to find and secure sponsorship income.

JH noted the potential positive impacts that sponsor relationships could have on promoting Xplorer and RunChallenge events.

Board members went through the paper, produced by MH, outlining the options open to British Orienteering, these included employing 4 Comms on a consultancy basis to develop the sponsorship relationships further, employing a member of staff to lead on this work or tendering for another sponsorship consultancy agencies to follow up on the work done by 4 Comms.

Board members discussed the pros and cons of all three options for developing the commercial interests of British Orienteering. MH outlined the staff work involved in each of the 3 proposed options.

JH invited RF to offer any experience from his career history regarding securing sponsorship opportunities. RF outlined the situation in the Rugby Football League and the possible percentage of time that needed investing to secure and manage sponsor relationships. RF outlined the potential recruitment possibilities open to British Orienteering regarding staff to develop sponsor links.

Directors concluded that short-term investment in staff resource should be made to ensure continuity of resource from sponsor negotiations to relationship management. Board members agreed that the post should be appointed on a short term 1 year contract to review the success of the appointment and the magnitude of sponsor relationships made. Board members agreed that although staff appointment suggested a potential small risk to British Orienteering, the risk could be mitigated by employing the right person and ensuring as much of the initial sponsor contacts were in place before the employment commenced. The risk will not cause any serious financial issues to British Orienteering and the money can be met from reserves. Board members agreed that the opportunity cost of the potential on-going income stream outweighed the short term financial cost from reserves.

Board members agreed the cost for this post would be additional to the 2013/14 budget.

Board members suggested employing the services of 4 Comms briefly, before the person was employed in the new role, to ensure they could 'hit the ground running' on commencement of employment.

**Action 1:** MH to instigate the recruitment process for a 'Sponsorship Manager' to be employed by British Orienteering. (MH, ASAP)

### 3. Financial matters

BD took Board members through the notes on the Management Accounts. There is a particular issue regarding reduction in levy income and the trends relating to levy payment from events and activities.

Board members discussed the issues relating to participation levels and levy paid. Board members suggested communicating with the membership regarding issues of levy, participation trends and potential payment avoidance by some clubs.

Rod explained the wider implications of the recent poor weather on participation in outdoor sports.

Directors discussed the reduction in net profit from major events over 2013. MH explained that some of the risk associated with this would be mitigated by having employed Sally Pygott as Major Events Manager and that this enabled some of the major event management to be brought in-house. Board members noted that they would be reviewing this closely.

MH noted the model being used for the British Champs in 2014, with the North East. For this event, British Orienteering had agreed to shoulder the risk of the event but in return the North East region would be paying a £3.00 levy per day per participant to British Orienteering. Any further profit made by the event would be kept by the association. In this case, the budget would sit with the Major Events Manager, Sally Pygott.

BD noted that the West Midlands association had approached him to work together on the budgets for next year's British Sprint and Middle Champs. MH thanked BD for agreeing to help the West Midlands and noted that from next year onwards the Major Events Manager would be available to provide that support.

Board members went on to discuss the budget for 2014 and agreed on the same budget principles as in 2013, extrapolated into the funding situation for 2014. Directors agreed a level budget apart from deficit caused by the previously agreed salary for a new Sponsorship Manager.

BD proposed that budget considerations reviewed the possibility of salary increases for staff and increases in funding available for staff training and development. Board members supported the principle of salary increases for staff but understood that any increases would be in the context of the wider budget priorities.

**Action 2:** BD and MW to look at the possibility of salary increases for staff in relation to budget as a whole. (BD, MW, September Board meeting)

SC asked about the implications of staff automatic enrolment in pensions. BD noted that British Orienteering is not legally required to do this until 2017 however he is looking into the associated issues.

SC noted that the proposed budget for 2014 did not currently include the £2000 previously allocated (in 2013) to home countries support. Board members agreed that this should remain the same for 2014.

Board members asked the Performance programme to review the level of programme possible for the funding being given to them from British Orienteering. Board members asked Sarah Hague, Performance Manager to produce a paper for the next Board meeting.

**Action 3:** Sarah Hague, Performance Manager to produce a paper outlining the level of programme possible for the level of funding currently allocated from British Orienteering (Sarah Hague, September Board meeting)

#### Special fund

BD outlined the background to the WOC 76 'Special Fund'. BD noted that after much research into the background to the fund, there were very few accurate records to when or where the money was supposedly ring-fenced. BD's recommendation was to action the advice from the auditors and remove the title of 'special fund' altogether. BD noted

that the money was not legally a 'special fund' and therefore should be fully within the BOF accounts and used accordingly. BD's recommendation was to bring use up to 50% of the money to support or enhance the WOC 2015 event during 2013. This would mean money gained from the WOC event in 76 would be directly benefitting the WOC event in 2015.

JH suggested the possibility of using some of the money to support the development of elite coaching to improve the coaching of GB athletes aiming for success in WOC 2015, a recommendation that would be discussed later in the meeting relating to the Coaching Needs Work Group. Board members collectively supported this idea for the use of the money.

JW asked about the potential for people questioning the fund and it's recommended usage. Board members agreed to the best of their knowledge there was no information that restricted them from using the money as recommended. If any members have further information that changes the picture, they should contact British Orienteering ASAP.

The Board agreed to accept BD's recommendation and use 50% of money from the previous 'WOC 76 fund' to enhance and improve coaching and coaching opportunities in preparation for WOC 2015.

#### 4. Governance matters

Board members noted the Volunteer Needs work group report and recommendations and thanked the group for their thorough work.

SC asked who's responsibility it was to complete the recommendations. Board members discussed the resourcing and suggested most would be in some part lead by LM (Executive Officer-Workforce and Governance).

Board members asked LM to complete an action plan for implementing the recommendations and to circulate prior to the next Board meeting.

**Action 4:** LM to produce an action plan of the VNWG recommendations and circulate to Board prior to next Board meeting (LM, ASAP).

The directors agreed to publish the report on the British Orienteering website.

**Action 5:** LM to publish the VNWG report and recommendation on the British Orienteering website ASAP. (LM, ASAP)

Board members thanked LM and HE for their work to produce the VNWG report and recommendations.

##### Coaching Needs Work Group

Board members reviewed the Coaching Needs Work Group report.

MH highlighted that this is a draft interim report with recommendation and there remains work to be completed. The report and recommendations would be added to the British Orienteering website in the coming weeks.

SC asked for clarification over the course and learner numbers. MH noted that the previous year's figures included courses paid for by the Development programme. The Development programme ceased paying for courses in 2012.

MH provided background to the work of the Needs group and the changes going on in Coaching, in the wider sporting context. MH noted that the report clearly identified where there was disparity of opinion amongst needs group members.

JH noted the differences between coaching via a course method (currently used in orienteering) and a more outcome based, vocational method being used more widely in coaching practices.

Board members supported the review of the coaching programme taking into account the Coaching Needs Work Group recommendations.

Board members went through the recommendations made in the report;

1. Board members discussed the fundamentals of this recommendation, centring on the process for quality assurance and whether it should be course based as per UK Coaching Framework (UKCF) standards or outcome based as per the National Occupational Standards (NOS).

Board members suggested MH pass out details of the NOS consultations to clubs.

Board members supported this recommendation and asked Hilary Palmer and Pat Mee to review the syllabi.

CNWG Action 1: Hilary Palmer and Pat Mee to review the coach level syllabi to reflect UKCF and NOS

2. Board members reviewed this recommendation and agreed that the text needed re-writing in line with discussions. Board members supported the principles and in particular skill development and the idea of learning to coach at any point on the coaching spectrum and not solely being tied to learning to coach meaning learning to coach beginners. Board members supported the idea of coach candidates having more opportunities to learn 'how to coach'.

CNWG Action 2: MH to re-write recommendation 2 of CNWG report.

CNWG Action 3: Hilary Palmer and Pat Mee tasked with re-working the syllabi to strengthen the importance on progressive skill development.

3. Board members supported the delivery of coach accreditations in a flexible, cost effective manner and supported a move to web-based, home-learning, mentoring and gathering modules to ensure viability of delivery.

4. Board members asked MH to ask the group to consider combining recommendations 4 and 5. Board members

supported the principle and asked MH to review any potential mentoring qualifications available from Sportscoach UK.

CNWG Action 4: MH to discuss combining recommendations 4 and 5 and review any mentoring qualifications offered by SCUUK.

5. Board members were clear that delivery should be market driven and applicants should be able to choose the most effective delivery method for them.
6. Board members recognised recommendation 6 and supported its implementation.
7. MH noted the importance of educating coaches as participants in the coach education process to establish their own needs.
8. Board members supported this recommendation and suggested putting details in the requirements for British Orienteering funding of the Performance programme, supported by a KPI.
9. Board members supported the idea of appointing a Coaching Manager but noted that currently there is not the funding available to make such a position sustainable and therefore it cannot be fulfilled. Board members would keep the feasibility of such a position under review. Board members were happy to listen to reasonable suggestions regarding funding of such a position.

Overall the Board reviewed the report thoroughly and recognised the group's discussions and disagreements. The Board asked MH to prepare a version of the report suitable for publication.

CNWG Action 5: MH to prepare a version of the CNWG report suitable for publication (MH, ASAP)

#### Governance action plan

Board members reviewed and noted the action plan and asked MH to address some minor formatting issues.

#### Independent Directors

MW asked for an email chaser to be sent to those applicants expressing an interest in the role of independent director.

**Action 6:** LM to email reminder to those applicants expressing an interest in the role of independent director. (LM, ASAP)

Board members noted that although the proposal at the AGM, regarding gender balance on the board, was declined by the membership, it could still consider positive action as part of the Board's succession planning.

Board members agreed they were committed to raising awareness amongst the membership about the need to recruit more female directors.

RF explained how, during his time at the Rugby Football League, they had addressed the issue of race representation on the Board.

**Action 7:** RF agreed to speak to the Women in Sport and Fitness Foundation (WSFF) and his other Sport England Relationship Manager colleagues to see if any other sports had any examples of good practice regarding fair gender representation on the Board.

Board members noted the importance of a Board that reflected the gender and race diversity of the membership.

It was suggested that directors and prospective director applicants could be better at structuring their pen portraits, that go out to the membership, to better express the skills they bring to their position on the Board.

JH suggested this as a possible topic for the 2013 Association and Club conference, to review the actual and perceived barriers to applicants for applying for directorships.

Board members agreed this should be part of the on-going process for Board succession planning.

**Action 8:** JH was tasked with pulling together information regarding gender balance within British Orienteering, including the Board. RF to assist with information regarding gender balances within other sports. (JH, next Board meeting)

#### Policy document

Board members noted the document, asked LM to remove the Selection Policy schedules and publish.

**Action 9:** LM to remove the Selection Policy schedules from the overall policy document and publish on the website. (LM, ASAP)

#### Association and Club conference

Board members discussed the paper presented regarding options for the 2013 Association and Club conference.

Board members agreed that they wanted to encourage as many people as possible to attend the conference and therefore wanted a theme and topics that would interest as many people as possible. A suggested theme of volunteers and volunteering was made, linked to the recommendations of the Volunteer Needs Work Group. JH suggested asking clubs to put forward potential topics of interest and ask them to present as a club to the conference.

Board members agreed to follow the principle, as in previous years, of contributing to the cost of travel for 2 nominated delegates from each club and association and then any delegates over and above would need to fund their own travel costs or ask the club/association to contribute.

Board members asked LM to put together a draft programme for the day and circulate to Board members for comment.

**Action 10:** LM to develop draft programme for the Association and Club conference and circulate to Board members for

review. (LM, ASAP)

#### Risk Management

MH outlined the background to the risk register and why the review was currently on the agenda. At the last meeting, the Board had agreed to a process where staff and directors were involved together in developing the risk calculation and any associated mitigations.

RF noted that risk management was an area of his expertise and he had reviewed the Rugby Football League's risk register and management process when working with them. RF noted that it was important not to just raise a risk and then not put in place any suitable mitigation.

**Action 11:** RF and MH to review the Rugby Football League documents and process, gathering learning and make any necessary amends to British Orienteering risk register. (RF, MH, ASAP)

#### Strategic Plan

MH explained that the new strategic plan was progressing and also noted that he was awaiting information from the Home Nations on their nominated representatives to sit on home nations development group.

**Action 12:** MH to recirculate updated strategic plan to Board members for review (MH, ASAP).

### Performance Monitoring

#### 5. Review of the development programme

Board members reviewed the Development programme update provided by Ed Nicholas, Development Manager.

Board members noted the latest Active People figures provided by Sport England and asked some questions about the mathematics behind the statistics.

Board members agreed that they were keen to see more participation data and a rigorous process of data collection for Xplorer and RunChallenge events.

Directors supported the idea of Participation Managers being able to assess successes and failures quickly and act accordingly.

It was asked whether there had been a conscious decision by staff not to advertise the Xplorer and RunChallenge websites on the British Orienteering website. MH explained that this had been a decision that staff had thought long and hard about and noted that it was decided the target markets were actually different and therefore the website connection was not necessary.

Board members noted the resource implications outlined in Ed Nicholas' paper on the Development programme and asked for Ed to keep an eye on this resource situation and keep the Board informed.

#### 6. Performance Monitoring Report

MH introduced a new version of the performance monitoring document and explained that it was based on the documents British Cycling had been successfully using.

Board members liked the document more than the previous 'traffic light' system and asked MH to develop it further and complete all the target figures. The Board agreed to receive this as a performance monitoring document at future Board meetings.

Directors asked for major event targets and performance targets to be included in the document.

**Action 13:** MH to include major event and WOC medal targets in performance monitoring document. (MH, next Board meeting)

### Standing Items

#### 7. Association Matters

JW explained a number of issues raised at Association meetings since the last Board meeting, they were;

- EMOA-Participants respecting volunteers and issues relating to parking. Board members agreed to be vigilant to issues relating to volunteer officials and verbal abuse by participants.
- SWOA-Raised concerns over the lack of funding available to IOF post-holders. MH explained that previous funding given to British Orienteering by the Sport and Recreation Alliance had been withdrawn and there was no British Orienteering funding to replace this.
- WMOA-suggested that there was a lack of emphasis on juniors and the sprint discipline. MH explained that there had been a British Orienteering organised sprint training camp for squads in 2013.
- EAOA-Raised issues regarding the Area Championships being held at Level A. The issue, together with the 70+ age category issue, was currently with the E&CC chair for consideration by the committee. The meeting also raised issues regarding the map printing standard and SC explained that David Olivant, Chair of Map Advisory Group was

currently looking into re-accreditation of map printing standards.

- WOA-BD explained that the WOA meeting had run over time and business was being completed, via teleconference, next week.
- BSOA-JH noted her useful discussions with the secretary of BSOA and explained that she had been co-opted onto the group for meetings.
- SCOA-At the meeting put forward a question regarding liability that was being answered by MH.
- SEOA-Raised a question regarding the London City Race and the need to extend the public liability insurance cover to £10 mil instead of the standard £5 mil cover. LM explained that she was liaising with the event organisers and the insurers to co-ordinate this.
- SOA-MW noted that the next SOA executive Board meeting was next week and he would be attending.

There had been general support amongst the associations for the proposed rota of representatives from associations to sit on the Independent Directors appointment panel. Roger Scrutton from SOA would be sitting on the panel in 2013.

## 8. Committee or Group Matters

Board members agreed the director liaison with associations and committees would be as follows;

### Portfolio

Associations	John Woodall
Coaching National Steering Group	Philip Baxter
Development	David Maliphant
Event and Competitions Committee	Scott Collier
Governance	Judith Holt
Performance National Steering Group	Martin Ward
TrailO Committee	Scott Collier

### Association Liaison

EAOA	David Maliphant
EMOA	John Woodall
NEOA	Judith Holt
NIOA	Philip Baxter
NWOA	John Woodall
SCOA	Scott Collier
SEOA	Scott Collier
SOA	Martin Ward
SWOA	John Woodall
WMOA	John Woodall
WOA	Bob Dredge
YHOA	Martin Ward
BSOA	Judith Holt

- TrailO funding submission

Previous Board member Neil Cameron (ex- Board member liaising with Trail O Committee) had been asked to review the Trail O funding submission and make a recommendation. Board members reviewed the document, Neil's comments and agreed to endorse Neil's recommendations, with detailed conditions.

- CPD Steering Group requests

Board members reviewed and noted the letter sent by the CPD steering group and agreed to some of the slight wording changes to the terms of reference.

Board members noted the information regarding the Coaching Conference and suggested the holding of a Coaching and Development day combining the sharing of best practice would be more appropriate. Board members agreed the holding of this would be co-ordinated by British Orienteering staff.

Board members noted the content regarding the need for a Coaching Manager and explained that there was currently no funding available for such a position.

## 9. IOF matters

MW noted that he would be attending the IOF President's conference at WOC 2013 and would report back to the next Board meeting.

## 10. WOC 2015

MW explained that recent months had been a challenging time for WOC 2015 with the departure of Dave Peel as Events Manager and WOC 2015 Event Director and the work to agree a budget with all parties involved.

Paul McGreal has now been appointed as WOC 2015 Director and is settling into the role.

There have been a number of resignations amongst the WOC 2015 volunteer team (Andrew Dagleish as IT Manager and Ruth Holmes as Marketing Manager). MW thanked them for their contributions and explained that now a WOC 2015 Event Director was in place, work would be done to replace them. MW noted that he was currently standing in for as Marketing Manager in the interim period.

Board members noted that no formal agreements with delivery partners had yet been signed and progress on this required an agreed budget.

The Board were assured that British Orienteering and Event Scotland had agreed a series of financial regulations and spend was therefore under control.

## Closing business

### 11. Any Other Business

#### BUCS

DM outlined the situation regarding the BUCS consultation on sports to be included in their programme. Orienteering is currently likely to fail to meet the criteria required to retain BUCS status.

DM explained that he had drafted and sent a letter to all university clubs explaining the situation and some had replied with useful comments. MW thanked DM for producing the letter.

Board members discussed a series of possibilities regarding orienteering in universities and the way forward. Board members asked DM to draft a letter to BUCS outlining the arguments and possibilities put forward.

RF explained that Sport England had a Higher Education team that may be able to assist with discussions and asked the Board to let him know if they wished him to contact them on his behalf.

**Action 14:** DM to draft letter to BUCS and circulate to the Board for review. (DM, ASAP)

#### International results

Board members noted the good results at the Nordic O tour and congratulated Emily Benham on her win at the European MTBO Championships.

#### Staff appointment

Board members welcomed Sally Pygott to the staff team as the new Major Events Manager.

#### Financial procedures

MH noted changes to the financial procedures including changes to payments and procurement processes. Board members noted the change and asked Jannette Blunden, Accounts Manager to provide a list of authorised 'account holders' as per the procedures.

**Action 15:** Jannette Blunden to provide Board members with a list of authorised account holders as per the modified procedures (JB, ASAP)

#### Events and Competitions Committee

SC noted the current position regarding the Events & Competitions Committee. Board members heard an update regarding the setting up of a sub-group leading on event strategy.

Board members noted the verbal report on Events & Competitions Committee and heard that the Committee was not yet fully functioning. MW suggested he would discuss the issues raised with the ECC chair.

**Action 16:** MW to discuss issues raised at Board meeting regarding ECC committee with ECC chair. (MW, ASAP)

### 12. Communications: messages to be given

MW agreed to draft main messages from Board meeting discussions. They included;

- Commercial sponsorship discussions and the decision to appoint a Commercial/Sponsorship Manager to British Orienteering
- Reduction in levy income against budget was noted
- Noting the reports from the Volunteer Needs and Coaching Needs work groups
- The current position of the Development programme including its new Xplorer and RunChallenge products
- The appointment of Paul McGreal as the WOC 2015 Event Director
- The current situation and letter sent regarding BUCS funding,
- The appointment of Sally Pygott as Major Event Manager
- The holding of the Association and Club conference on Saturday 19<sup>th</sup> October 2013

- The Board's commitment to reviewing and encouraging a more appropriate gender balance on board

### 13. Future meeting

Conference calls: 22 Jul 6-7pm, 28 Oct 6-7pm

Board face to face meetings: 18 Sep, 14 Dec

Other dates: Saturday 19 Oct Club & Association Conference

Board members agreed the proposed future meeting dates and agreed to keep the weekday to weekend split of dates under review.

Upcoming agenda items were agreed as per the schedule with the addition of an update on the Events and Competitions Committee.

MW thanked members for their contributions and closed the meeting at 16.50.