

Board of Directors

Saturday 27 September 2014, 11:00 – 17:00

National Office, Darley Dale



Board attendees: Martin Ward (MW); Philip Baxter (PB); Bob Dredge (BD); Elizabeth Dunn (ED); John Flook (JF); Mike Hamilton (MH); Judith Holt (JH); David Maliphant (DM); Rosie Williams (RW); John Woodall (JW)

Minute taker: Cerianne Dengate (CD)

Apologies received: Rosie Williams (RW)

Meeting Administration

1. Minutes of 21st June Board meeting are approved
2. Notification of items for Any Other Business
DM would like the Board to consider Chris James (ECC Chair) having a deputy.
3. No other Declarations of Interest are declared
4. Actions from previous Board meetings:
 - 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, Steering Group met in June DM to discuss with MH the way forward*
 - 2) Strategic Plan: Focus group to be established from members for the Strategic Steering Group to consult with (Steering Group)
To be discussed at the Steering Group meeting
 - 3) Strategic Plan: The Board to nominate an England representative to liaise with the English associations (SC)
On-going; DM to pick up this action from Scott Collier
 - 4) Audit: Mike Forest's name be removed from the list of signatories on one of the savings accounts
On-going – formal letter sent to Barclays Bank in the absence of this situation being resolved by the bank.
Letter sent to Barclays, matter remains unresolved.
MH explains that standard life was taken over by Barclays, Barclays automatically acquired our account and passwords were set up. Unfortunately we do not know these passwords and were not aware of these being set up so we cannot do anything with the accounts.
PB asks whether we can close and re-open a new account with the correct signatories, but again unfortunately without passwords there is very little we can do with the accounts.
Post meeting note: MH has now received password and log in details.
 - 5) 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
SOA have responded and a draft of the organogram to be sent to SOA for review

Actions from the June meeting:

- 6) Commercial Programme: Board to receive a regular update on commercial activities (Sept, Peter Buckley)
Agenda item

- 7) Commercial Programme: Board to consider the employment of the Commercial Manager and to ask MH to inform the Commercial Manager of the outcome at the earliest opportunity. (asap, Board)
Agenda item
- 8) Commercial Strategy: Board to receive a draft Commercial Strategy for consideration (Aug, PB)
Agenda item
- 9) 2015 Budget: Draft budget to be prepared and circulated to the Board in time for the September meeting (Sept, MH)
Agenda item
- 10) Financial Regulation: Review and if appropriate update the Financial Regulations (Dec 2014, JF)
On-going – JF to review, MH to forward a copy of the current Regulations to JF
- 11) Staffing: Draft job descriptions and person specifications to be draft for the Marketing Manager and Performance Manager and circulated for consideration (asap, MH)
Completed
- 12) Staffing: Board to be informed of the cover situation regarding the CEO in September (Sept, MH)
Completed – Craig Anthony has confirmed to have taken on the role as second in command.
- 13) Performance Programme: A review of the programme will be commenced in preparation for 2017 (Sept 2014, MH)
Agenda item
- 14) Selection: The Selection Policy to be withdrawn with immediate effect and replaced with a statement regarding specific selection criteria for forthcoming 2014 and early 2015 selections (asap, MH)
Completed and process in place for the remainder of 2014; process being drafted for 2015
- 15) WOC 2015: Communicate outcomes of the discussion with the Event Director (asap, MH)
Agenda item
- 16) WMOC 2018: Inform club of the decision to support the bid and work to address the risks and benefits to British Orienteering (MW)
Completed and work on the submission on-going – Agenda item
- 17) Board Succession Plan: Comments to MH before end July (All)
Comments only from BD; MH reworking based on this feedback
- 18) President and Vice President: Availability to support British Orienteering during WOC 2015 to be determined (MW)
On-going – MW to complete before AGM
- 19) Major Events: Board to consider the requests for reinvestment SP has made as a part of the work to develop a 2015 budget which will need to be agreed in September (Sept, Board)
Agenda item under Budget 2015
- 20) Performance Steering Group: Develop criterion to be used to select the most appropriate person to represent England on the group (asap, BD/MH)
On-going - Criteria under development in time for next meeting (late October)

Annual General Meeting Matters (MH)

1. To receive an update on progress in organising the AGM

AGM will take place on Easter Friday after the JK Sprint event as usual, it will be at Lancaster University, but exact room is still to be confirmed.¹

PB queries whether it will be viable to include a short presentation to members. MH supports the idea, and BD also agrees. Possible subjects could include WOC 2015, introductions to new staff (Marketing Manager, Performance Manager) and Membership Benefits.

The board also agrees that there should be more emphasis on the awards ceremony.

2. To decide if there are proposals to be considered for inclusion

There may be a proposal to be included on Membership and Levy structure, but more work is needed on this. An adjustment to the Company Articles is discussed related to a request received from Chris James, but it is decided that better communication should resolve any issues; the board should be proactive and not defensive. This should improve the manner in which member proposals such as the proposal on map scales are dealt with.²

The board recognises the amount of hard work Chris James (E&CC Chair) inputted and MH, DM and MW will speak to Chris to thank him.

Finance (BD/MH)

1. Management Accounts to August

BD highlights that the management accounts are looking positive so far compared to the uncertainties they were faced with at the beginning of 2014. Event income is still to be confirmed, BOC made no profit but it is still undecided as to whether some money should be given to the club/association to show gratitude for the work, even though there is no profit and the partnership agreement states that profit will be shared 50/50. Trading also looks positive, this is mainly from the contracts with Hoseasons delivering Xplorer. No income has yet materialised in regards to Sponsorship.

BD is keen to congratulate staff on their tight budgeting.

BD expresses that he would like the Management Accounts to be presented in a format that is easier to read and be more easily understood by everyone. MH clarifies that the Auditors and Sport England need to see the entirety of the accounts presented to the Board and not just an overview.

BD volunteers to produce a summary sheet that contains notes and an explanation as to how he arrives at the summary.³

JF agrees that this would be beneficial as he spent more time comprehending the accounts than examining the figures.

BD thinks seeing accruals would be useful however he is aware this would be far too much work to put on the Accounts Manager.

2. The 2015 Budget Forecast

MH points out that the budget is not as positive as for 2014 but it is realistic. Events budget is problematic as it is the biggest unknown.

JW queries the athlete contributions that are shown as income but later as loss. MH clarifies that this is purposely for Sport England and the net effect on the budget is zero.

The Commercial Manager remains a big commitment due to the total cost of the role i.e. salary and expenses. JF asks about pensions; MH replies that they need to be in place by 1st August 2015 at a minimum of 1% contribution. It is agreed that MH can approach external organisations to deliver the staff consultation required and to identify a pension provider.

WOC 2015 is projected as non-profit/non-loss which is reasonable at this time. BD believes that loss should not be declared at this stage as it could encourage relaxedness. JF comments that it is wise when presented with uncertainties and risk not to project loss as it creates more risk, it should wait until more certain.

British Orienteering has a healthy reserve situation; JF raises the issue that due to Sport England and Lottery funding diminishing it would be wise not to use reserves as they may be needed in future.

BD quotes that the reserves are currently at a very healthy £500,000 and that British Orienteering's policy is to have at least £350,000. If reserves need to be spent they should be spent on projects not operational costs.

The discussion is then turned to Salary and Pensions. British Orienteering has a staging date of 1 August 2015 by when Auto Enrolment must have been implemented.

For automatic enrolment there are minimum contributions we must pay in order to comply with our duties. These are a percentage of earnings and timings shown below.

Date	Minimum Employer Contribution	Total Minimum Contribution
Enrolment to 30/09/17	1%	2%
1/10/17 – 30/10/18	2%	5%
1/10/18 onwards	3%	8%

The balance will be required from the staff member as contributions and in part HMRC tax relief.

BD considers that to show staff appreciation and value, as a reward they could be offered an extra 1% to the minimum contribution and so 2%.

JW queries whether staff could be given the decision as to how they would like to use the extra 1%, they could have a pay rise, or they could use it to go into their pension. If they were to use it for their pension it would also cover the total minimum contribution.

PB supports the base of 2% giving the staff the chance to decide how to use it, and also the outsourcing of the pension's process.

JW asks whether £2,000 is expensive for outsourcing, but other Board Members believe not due to complexity and man-hours it would take to administer. ⁴

Talent & Performance Programme Review (MH)

1. To receive a review of 2014 activity

The current Performance programme does not have a culture of review but MH did receive a lot of feedback and the review was, in MH's opinion, worthwhile. It has provided a start for an annual review which will make a major difference over a period of time. The review highlighted that there may be a lack of understanding of Sports Science and Medicine. Unfortunately the review did not take into account the view of personal coaches due to their details not being available at the time but it is intended that now there is a list of personal coaches they should be included in further work associated with the review.

2. To receive an update on the proposed modifications for the 2015 Talent & Performance programme and staffing of the programme.

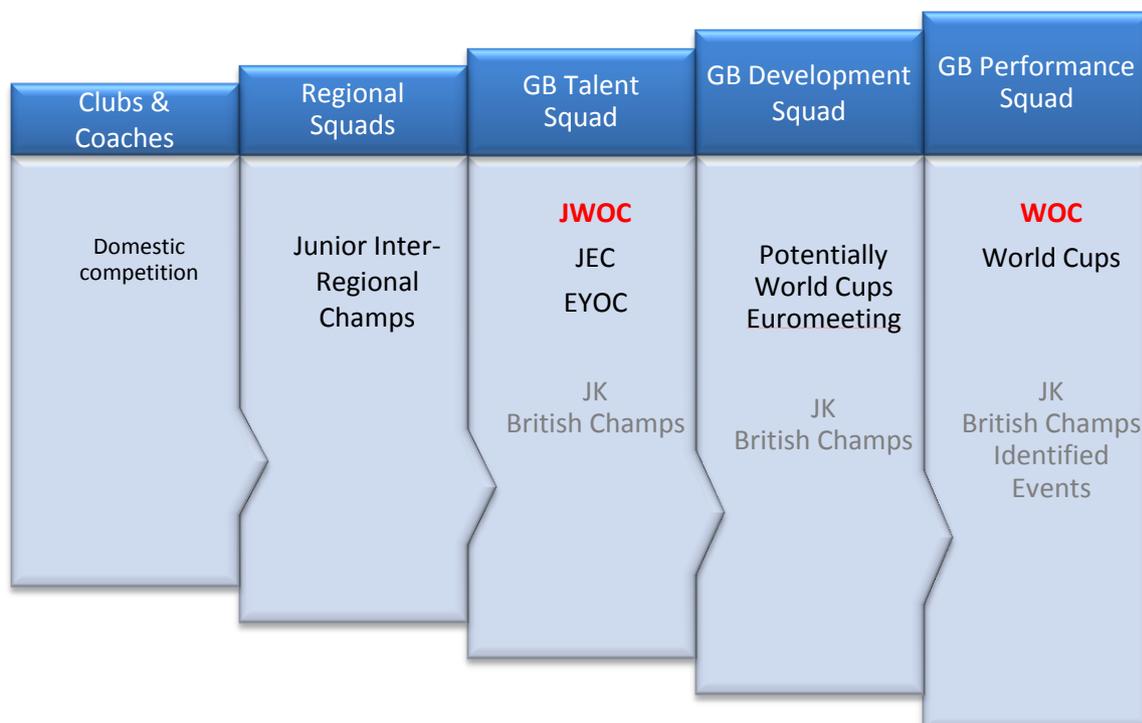
The Performance Manager when in post will be expected to produce a strategic plan for December 2015. JF queried whether this could be produced earlier, MH commented that plans for 2015 need to be finalised in the coming weeks. The Performance Manager would also be restricted on what they can deliver up to March 2017 due to funding contract. ⁵

The junior regional squads are not yet part of the Talent Pathway; however MH has been in communication with them.

As part of the 2014 review, MH asked for opinions on when selections races should take place. Some selection races take place 3-4 weeks before but this does not coincide with Sport Science thinking, (although this is based on Athletics, similar research has not been carried out for orienteering) as athletes will not have sufficient time to tailor training/preparation nor recovery time after such races.

For WOC, traditions may need to be challenged and athletes selected earlier.

Please find below proposed changes to the Pathway.



3. Opportunity to raise any queries regarding the programme

A discussion paper will be circulated in October and until then the modifications to the programme should not be discussed outside of the Board.

WOC 2015 (MW/MH)

To receive an update on the preparations for WOC 2015:

a) Budget

Planning is going well, however the budget remains challenging.

Currently there are no sponsors, although the IOF also hasn't secured any. This raises the query over whether to buy sponsorship rights.

b) Project plan: progress in delivering the event

The project plan has not yet been updated due to Paul McGreal, Event Director being on holiday, but delivery appears to be progressing well. There has been a lot of staff changes but nearly all positions are now filled. British Orienteering to push the event by producing more publicity via newsletters and e-mails.⁶

c) Risk Assessment: accommodation, sponsorship and TV rights

TV is currently in doubt, there is a secured provider, however it is worth noting that the IOF may claim any income generated.

BD is having ongoing conversations with Stephen Round regarding VAT registration.

World Master OC (MW)

To receive a brief update on the submission

To agree that MW and BD have the delegated authority to reach agreement with SLOW on:

a) Bid costs support

The bid for 2018 is a little behind but they believe it can be ready by Jan 2015. SLOW might appreciate a letter of appreciation and suggestion to bid for WMOC 2020 instead.

b) Principles of risk/reward sharing of the event costs and resources, if the bid is successful

MH expressed his concerns over event officials and priorities, even if it is volunteer led there may be considerable staff work and resources involved. Clearly British Orienteering wish to bring WMOC to the UK but may not have the resources to support the bid. MW is confident in SLOW and SEOA's capability of delivering the event.

It is agreed to chip in to the bid cost, and to discuss how much of any profit is to be shared.

Commercial Operations (MH)

1. To discuss and provide feedback on the Commercial Strategy

JF questions whether the paper is a strategy or an update. BD points out that little progress has been made in the last 3 months and that some aspects of the update are arguable due to some of the income and savings could have been brought in regardless of the post.

JF also notes that the update consists of a long list of names and amounts, but that there is no indication of time frames for contracts closing and money coming in. MH comments that agreements on amounts have been made but there is a need for more clarity on what is cost is associated with each.

ED expresses considerable concern over the contract as she does not see it as a contract, more a Heads of Agreement.

MH remarks that Peter Buckley is making personal relationships and then bringing in income and savings, not sponsors. There is a discussion about the future of the project and the balance of getting a return on the investment made.

2. To receive an update on commercial activity

It is noted that there does not appear to have been any significant progress made since the last Board meeting.

3. To decide on the future of the programme

MH sympathises with Peter as most membership organisations make their money out of their members and this route to increase income appears to be closed to Peter.

PB states that it is in British Orienteering's interest that Peter closes deals and suggests giving him deadlines and incentives to bring this about. It is agreed that Peter must run the signing of contracts by the Board.

Major Events Programme (MH/SP)

1. To receive an update from the Major Events Manager and make decision regarding 2015
PB queries whether the current approach is correct or whether there should be 2 or 3 models to choose from/ For example being able to buy the right to run the event, a profit share or a Major Event levy if £3.00 per run. There is currently no incentive to over-deliver.
ED previously raised a query over JK income and whether it's possible to always expect that level of income, but MW clarifies that due to the JK rotating area each year the costs change significantly due to areas, terrain and maps. Some event rules are to ensure similar delivery, however some parameters are undefined and this lies with Sally Pygott. This year's BOC is an example as it was operated using a different delivery model.
JW points out that sometimes rotation misses out areas as they accept their terrain is less suitable. However the rotation system is a useful mechanism and areas without suitable terrain do help out in delivering events in other areas with better terrain.
MH highlights the legal problems for British Orienteering if the event has problems there may be considerable financial risk to members and British Orienteering. Well planned expenditure and income can mitigate some of this risk. In a worst case situation the risk may be as significant as £180,000 which is a large part of the turnover of £250,000. JF agrees that we should not be exposing ourselves to that much risk, although ED believes risk is minimal of participants re-claiming all expenses.
BD points out the junior entries at BOC disciplines is in decline, JH says we need to boost this centrally and encourage more juniors.
A discussion ensues on the Major Event Officials Conference. NWOA has challenged that they should not be required to pay the contribution for their attendees to the MEOC. The Board decides that Sally should be supported in dealing with this.
2. To receive a strategy and vision for the development of major events to 2019
Another discussion followed in regards to a JK Co-Ordinator and support for the Major Events Manager. The Board agrees that no central budget is currently available for this, however it may be possible for funds to be costed into a JK budget if there is a need for a Coordinator. Sally to be given the authority to enter into such discussions with the association or club delivering the JK.
A point is also raised about the focus for the BOCs; should it be to give a high quality experience to existing members or should it be to provide a good experience for new members? The Board agrees that the BOCs are aimed at existing members, but new members should not be discouraged from attending.
The board feels that the UK Orienteering League needs more marketing as number dropped in 2014.

Development Programme Update (MH/CA)

To receive an update from the Development Team and raise any question

MW poses the question of whether we can continue to hit the Sport England targets; MH responds that it is unclear at the moment and that we may need to stretch delivery geographically by Participation Officers taking on more centres. The winter season will be used to investigate this further. Unfortunately it is not possible to run events in a similar way to Park Run due to insufficient resources.

MW queries whether the National Trust are interested; MH explains that they are extremely interested in a product like Virtual Orienteering but unfortunately the funding of the project has not yet been forthcoming. MH noted that Sport England could not fund at the moment due to their Initiative Funding being cut.

Marketing Update (MH/JT)

To receive an update from the Marketing Manager and raise any questions

JF wishes to praise Jennie for her paper presented to the board and would like to meet her. Jennie will be invited to the next Board Meeting in December.

The Board agrees to fund Jennie's proposal if it is feasible in 2015.

Staffing Update (MH)

To receive the staff update and organogram and raise any questions

The board approves the organogram and also wishes to meet Craig at the next Board Meeting.

Self-Assurance Statement: In order to meet the Sport England assurance statement deadline the Board agreed that the statement, once prepared, should be circulated and confirmed in a late October Conference Call.⁷

Club & Association Conference

To agree the outcomes and schedule for the Conference

Feedback from clubs has been received and items proposed have been considered and added to the Agenda. CD to e-mail the finalised Agenda and publish a news item on the website.⁸

It could be a good opportunity for Director recruiting and for new staff, Craig Anthony and Jennie Taylor, to meet with club and association representatives.

Performance Monitoring Report (MH)

To query and challenge the monitoring report

Level A and some Association events have not been input into the participation figures on the database.

A point needs to be made to clubs and event/activity organisers that we should be collecting and entering participation figures that include accompanying adults' data not just the children who are participating.

Half of the scheduled Xplorer events have been delivered by August and the deliverers should be encouraged to hit targets otherwise there is a risk that we may not hit participation targets which may subsequently lead to a 20% funding cut.

A query was raised about Clubmark and JH informed the Board that the scheme is currently under review.

Risk Management (MH)

To receive and consider the updates to the risk register

The risk associated with communicating with members is currently red on the Risk Register, the Board agree communications have been improved with the eNews produced by MH and that the risk should probably be downgraded to amber.

Association Matters (JW)

To consider any Association matters raised since the last Board meeting

EAOA have raised the issue about Trail O events always being registered under EAOA. EAOA are not happy to do the work nor take the risk anymore. CD to communicate with JW as to how we can resolve this.⁹

EAOA have also raised queries over insurance, MH has clarified these points.

SEOA approached MW as displeased with being rejected from attending the MEOC.

Steering Group and Committee Matters (MW)

To consider any committee or group matters raised since the last Board meeting that have not been dealt with elsewhere in the agenda:

- a. E&CC: Proposed alterations to the competition rules for 2015

The Board support the need for a process to be agreed. The recommendations for Rule changes advocated by Helen Errington are agreed. The Board do not wish to be in a position of agreeing each set of rule changes but do wish a proposal to be recommended to them that clearly identifies the process of producing rule changes.

- b. Schedule of meeting for groups planned for Winter/Spring into 2015

MH to query Steering Group Chairs and draft a schedule of meetings for 2015 for the Board to note.¹⁰

Ski-O: It was agreed that a team can be sent to the World Championships, however the members involved are unsure of the selection policy. MH believes a selection policy exists and has been used previously; this may need to be used for 2015. We will also need to find out about the entry process and schedule.

IOF matters (MW)

To consider any IOF matters raised since the last Board meeting

MW reported that there had been nothing contentious; decisions on WOC 2018 and WMOC 2019 were made and Latvia will be hosting both.

The council consists of 10 members, currently on 2 year terms and this will change to 4 year terms with half of the council being refreshed every 2 years.

Any Other Business

To respond to any significant, pertinent business raised by Board members

DM raised an item regarding a deputy for Chris James. The board agrees that a co-chair solution is more attractive, Chris will need to re-draft the Terms of Reference and the board will then be able to approve it. DM to communicate with Chris James.

Communications: Messages to be given

To agree the significant messages that are to be communicated and to whom

MH and MW to contact Rosie and update her. Provided the minutes can be prepared and published reasonably quickly it was felt there was no urgent matters that need communicating to the wider membership.

Future meeting

To confirm dates for future Board meetings:

Mon 10 Nov, 19:00-20:00 Conference call

Wed 3 Dec Meeting National Office

Other dates: Saturday 18 Oct, Club & Association Conference

To agree a pattern of weekdays/weekends meetings for 2015

The Board agrees that a 50% split of weekdays and weekend meetings will be best for 2015.

Actions

- ¹ AGM: Confirm exact meeting room and requirements (Dec, Cerianne Dengate)
- ² AGM: Draft proposals for membership and levy structure (Dec, Board)
- ³ Management Accounts: Produce summary sheet containing notes and explanations (Dec, BD)
- ⁴ 2015 Budget: Outsource Auto Enrolment procedures (Dec, MH & Janette Blunden)
- ⁵ Talent & Performance Programme Review: Produce a strategic plan (Dec 2017, Performance Manager)
- ⁶ WOC 2015: Board to receive an updated project plan (Dec, Paul McGreal, WOC 15 Event Director)
- ⁷ Staffing update: Self-assurance statement to be circulated (Oct, MGH)
- ⁸ Association and Club Conference: Finalised Agenda to be published (Oct, Cerianne Dengate)
- ⁹ Association Matters: Develop solution for the registration of Trail O events (Dec, JW and Cerianne Dengate)
- ¹⁰ Steering Group and Committee Matters: Schedule of meetings for 2015 to be produced (Dec, MH)