

Board of Directors

Wednesday 8 July 2009; 10:30

Holiday Inn, Birmingham City, B5 4EW



Minutes

Attendees:

Philip Baxter (PB)	Ed Nicholas (EN)
Neil Cameron (NC)	Martin Ward (MW)
Mike Hamilton (MH)	Lyn West (LW)
Roger Hargreaves (RH)	John Woodall (JW)
David May (DM)	

Apologies:

Jenny Peel

Item

Subject

Opening Business

1. Declarations of interest

No additional declarations of interest were made.

2. Minutes of the 29 April 2009 Board meeting

The Minutes were approved as an accurate note of the meeting.

3. Action list, outstanding actions & questions

Action 2: RH to collate best practice examples of the tender process and feedback to MH. (RH, by 8th July) – On going

Action 4: MH to look into the insurance implications of including MTBO in the British Orienteering Public Liability Cover. (MH, by 8th July) – Cost of including insurance cover for MTBO in with members insurance would be prohibitive but can be taken out on a day basis.

Action 5: Board members to discuss and draft best practice ideas for how to hold events simply and successfully. (Board members suggestions by email to MH, by 1st June 2009) – None had been received and Board members were reminded that they are asked to respond to such items even if it is to state that they have no input to make.

Action 1: LW to ensure Events Committee provides Rules Group with the necessary brief to enable guideline and rule production. (LW, Updated Guidelines awaited) – Rules Group tasked by Events committee. LW as Chair of Events Committee asked for clarification of the process for publishing modifications and new versions of these documents. Board members congratulated and thanked members of Rules Group who have invested significant amounts of time and effort in producing the latest drafts. Board members appreciated the importance of these documents and the need to publish them as quickly as possible. However due to this importance it was agreed that all such publications should first be considered by Events Committee and then passed to the Board for approval prior to publication. In the current circumstances where event officials are waiting publication of the documents for events to be staged in 2010 Board members agreed with the need to turn around such documents as a matter of urgency. It was decided that the most efficient path to publication is for Events Committee to review the drafts recently produced by Rules Group by the end of July, for Rules Group to respond to any requested changes with a view to the Board being presented with final drafts by the end of August. This should preferably be a complete set of the documents but if necessary a sub set of documents should be processed in this manner.

Arising from the discussion, it was agreed that a minor amendment was necessary to the current Terms of Reference of Events Committee.

4. Notification of AOB

PB wished to raise the matter of employment of staff, particularly in the context of NIOA who are in the process of making 2 appointments. Could British Orienteering be the employer?

5. Ratification of any decisions taken by email since the previous meeting.

It had been agreed that the British Orienteering tent should continue to be used at major events to promote British Orienteering and provide opportunity for members and participants to meet with and talk to the Directors. Major Events Group would be asked to ensure future event organisers were made aware of this as early as possible with a request for assistance with tent moving, erecting and dismantling logistics.

6. Correspondence, to deal with any significant correspondence received since the last Board meeting

It was agreed that the matter of the £2 discount to British Orienteering members at events should be considered as AOB.

Governance

1. IOF: Funding arrangements for international post holders.

NC stated that he would like to ask DM (an IOF Post Holder) to present his view and then to leave the meeting due to his conflict of interest.

DM reminded members of his earlier paper making the case for expenses of post holders to be fully covered by British Orienteering and any Funding available as Post Holders are representing the Federation. After this brief statement DM left the room.

NC clarified the reason for asking DM to leave the room whilst he remained in the meeting and was a potential recipient of any funding. He explained that he is mandated to attend by the Board and as such is a direct delegate and representative of British Orienteering whilst the other post holders are not delegates of British Orienteering and stand on committees in their own right. This is a very different position to be in; NC represents British Orienteering (and can be changed by British Orienteering at any time) whilst post holders represent the IOF, not British Orienteering although British Orienteering could benefit from their involvement.

British Orienteering has been awarded £5,000 under the International Influence Strategy 09/10 to fund the aims of the strategy. The total spends for meeting attendance of all IOF post holders (as from their own estimates) in 09/10 is £7,698.10. With the £5,000 from the CCPR/UKS award this presents a deficit of approx £2,700.

The Board has a number of options:

- Agree to find the full £2,700 deficit from British Orienteering funds and therefore fully fund all active IOF post holders
- Agree to find part of the £2,700 deficit from British Orienteering funds and therefore decide upon how to allocate the funding amount between active IOF post holders
- Decide how to divide the £5,000 between IOF post holders and do not award any additional funds from British Orienteering.

JW asked about the likelihood of funding continuing in future years? MH responded that he could only guess that there is not likely to be an increase in funding; potentially a decrease is more likely.

NC proposed that the £2,700 is made available for 2009/10 but that it must be made clear that this does not set a precedent for future years. The 'buffer' fund will be maintained for 2010/11 to help post holders through the difficult period where funding is unknown. PB suggested that the post holders are strongly reminded that given that the funding is from the British tax payer and British Orienteering members, their interests should be looked after – reports are required and value for money is expected. It should also be made clear that allowable expenses supported by receipts (as currently) are required.

This funding was agreed on the basis that this is made against attendance at a meeting rather than as an allocation to a person, although it was recognised that any under-spending whilst attending a meeting could be used to smooth higher than expected costs to attend another meeting provided the total for the year was not exceeded. If allocated money is not used it would be accumulated and used to mitigate any higher expenses at the yearend in a way that is fair to all post holders. MH authorised to provide suitable words to describe the conditions that will apply.

A line item in the budget is to be added for 2010 to cater for the British Orienteering expenditure against this item.

2. Association & Member Liaison with Directors

No reports have been received since the last meeting. Members were reminded that only a few bullet points are required as a report that will be circulated to other Board members.

NC/MH will maintain a brief list of items that may be appropriate for Directors to raise when attending association liaison meetings.

In response to a query from JW it was clarified that Directors are responsible for contacting

association Chairs to organise liaison opportunities.

3. Receive committee and other meeting reports

- a. SOA/BOF Meeting – 10 April 2009: Outstanding issue regarding ‘Embargo’ for 2011 6-Day event
NC provided a résumé of the embargo discussion and it was agreed that the decision taken by Events Committee to relax the embargo rules for decisions taken during 2009/10 about embargos at regional events covers this situation in the short term. LW stated that Events Committee will be reconsidering this position at the June 2010 meeting.
MH was asked to circulate the draft minutes of the meeting with SOA to Board members.
- b. International committee – 25 April 2009
The minutes were noted, no actions were required.
- c. Development Committee – 6 June 2009
It was noted that the Rankings issue had been raised; it was noted that this was a decision about the view that the Development Committee were to put forward and not a decision about the rankings per se which Development Committee had acknowledged in the minutes was not within its terms of reference.
A query was raised regarding the incentive schemes discussed at the meeting and it was confirmed that these were within the authority of Development Committee to agree although input from other groups and committees was being sought.
- d. Coaching Committee – 21 March, 13 June 2009
Two issues had been raised; communication with coaches and use of OS maps and potential problems for coaching. MH clarified that it is currently feasible to communicate with coaches through mass email however the web based database will not hold further details about coaching qualifications until a further ‘module’ has been added – unlikely to be before the Autumn. Regarding the use of OS maps by coaches it is now clear that the OS Contract will influence the way in which OS maps and data can be used. Individual issues need to be raised with MH and he will respond.
JW volunteered to be the Director member of coaching committee – his offer was gratefully accepted!
- e. Events Committee – 13 June 2009:
BOC Elite and Age Class Sprints: There was unanimous agreement that the two events should be combined for 2011 and onwards. Major Events Group was asked to discuss and agree the format of the competition. Rules Group was asked to reflect this decision in the re-write of the Event Rules currently taking place.
The Reasons for this decision included:
 - a. The clarity and purpose of a combined event are clear and will provide opportunity for those competitors at each age class that win to have demonstrated that they are worthy British Champions.
 - b. The single competition can be more effectively marketed to the membership as well as to potential sponsors. In fact it will provide a stronger product that can be used to seek sponsorship – an important consideration particularly bearing in mind the predicted loss of funding for the international programme from UK Sport after April 2013.
 - c. It enhances the atmosphere generated for all participants and brings the elite and international performers into close contact with the non-elite.
 - d. It can be combined without reducing the quality of experience for the internationals and elite, in fact it should enhance the quality of experience as there will be more atmosphere at the combined event.
 - e. The combined event is more viable.
 - f. It helps to reduce the fixtures congestion.

This is a strategic decision to better place the competition and the Board agreed that the detail of the competition format will now follow on from this decision and that Major Events Group are the appropriate group to determine the format.

Entry to the British Championships: Events Committee had requested the Board

to approve the right of entry to British Championships for overseas members of national orienteering bodies for 2011 and onwards. The Board approved the request which had been made to open the possibility that the British Championships could be submitted to the IOF as World Ranking Events. It was stressed that this is a possibility for some BOC events in some years and does not assume that WRE status will be sought.

The British Champion in such an event will be the fastest member of British Orienteering to finish on the appropriate course and that overseas competitors that are not members of British Orienteering could not become British Champions. Detailed wording to be provided by Rules Group which is also asked to reflect this decision in the Event Guidelines currently being prepared.

4. Update Terms of Reference (ToRs) of Committees/Groups

It was agreed that these are to be published as the current version although it is recognised that changes may well be required after the meeting between the Directors, committee and group members on 26 September. Any Board members knowing of changes that are required to the ToRs should email them to MH who will compile them for consideration at the December 2009 Board meeting.

5. Committee/Group Conference – 26 September 2009

There was considerable discussion regarding the Board Position Statement and it was agreed that the following modifications should be made:

- a. There should be more clarity regarding what each committee and group is being asked to achieve – in the benefits sections.
- b. More clarity regarding how the objectives for each committee and group will be agreed; generally it will be the Board 'finalising' objectives rather than setting them ie the Board will not be setting all of the objectives but it will wish to agree them and perhaps set some of them in line with strategic thinking.
- c. Resolve confusion over the use of 'changes' ie changes may be required but this will not be known until after the meeting.

MH to modify the paper and circulate to Board members by 15 July for final feedback. It is intended to publish the paper to the committee and group members by the end of July if at all possible, thus giving almost 8 weeks' notice to participants at the conference.

There was also considerable discussion over the way that the conference will be structured and it was agreed that MH / NC should modify the working draft for the conference using the ideas suggested.

Strategic Issues

1. Board Planning: To receive an update and agree the way forward

The summary paper was discussed. It was agreed that some of the ideas coming out of the Planning meeting are already being addressed in the Whole Sport Plan, other work can be thought of as being within the WSP provided there is a 'little extra' added. Other topics raised are outside the current WSP and must be considered as additional threads namely:

- a. Competition Framework & Event Structure
- b. Enhancing communications
- c. Planning and resourcing the change management required
- d. Planning for income streams to replace the funding known to be lost from 2013 ie UK Sport

An action plan will be worked up to deal with each of the above, MH and staff to draft.

2. Event Strategy/Competition Framework

There was considerable discussion about the briefing paper and several points made that can improve the consultation process proposed by the paper.

The Board approved in principle the proposal to consult with the membership and other participants regarding a Competition Framework for orienteering. Board members recognised this will be a wide consultation and cannot be rushed. The consultation should be delivered sensitively and stress the evolutionary nature of any implementations that may follow.

MH was asked to produce a project plan for Board members to consider.

3. International Events Strategy

The draft paper had been read with interest by Board members and the Chairman asked MH if he would like to provide the background to the paper. MH stated that there had been a big decision prior to the paper being drafted – should the paper be a paper for orienteers or a

business paper? MH had taken the decision that on this occasion the approach should be purely business-like; hence the paper is not written for general consumption by the membership but is a paper to provide ideas and recommendations to the Board. The paper is very much a 'first draft' and considerable work remains to work it up into a 'working document'.

NC complimented MH on the amount and quality of work in the draft and the Board supported this.

Discussion focused on:

- a. Should the need to generate income (particularly post April 2013) be a key factor in developing the strategy? It was agreed it was one of the threads that we should pursue.
 - b. What are 'Major Events' in the context of the paper? Should the strategy be about Major Events or International Events? It was agreed that in the context of (a) above the strategy should include domestic major events.
 - c. It was also agreed that the strategy paper should be clearer that an aim is to continue to move towards a position where the major events are on a more business-like footing.
 - d. It was agreed that there is a need to identify a professional person to drive this strategy forward and that the Major Events Group, or possibly a slightly reconstituted MEG, should be the primary support for this person. MH was tasked to consider how a suitable person to lead this work could be identified and engaged.
 - e. It was also agreed that there is an urgent need to identify which events should be added into a 'Portfolio of Major Events'. MH/NC to discuss and draft for Board members to consider.
4. MTBO: To receive an interim report on the integration of MTBO into British Orienteering activities

Deferred to the next meeting.

5. Whole Sport Plan (WSP): receive the consolidated plan and raise any queries

MH explained that work had progressed but that rather than focusing on producing a consolidated plan, effort has now moved into developing a 'tool' that will be of use to clubs. This 'tool' will provide clubs with a mechanism to consider where they are and what strengths and areas to improve they have, in addition to providing them with clarity about how they can play a part in delivering the WSP in a way that is appropriate to them and meets their own needs and circumstances.

The work will be piloted with a small number of clubs, modified as a result of the feedback from the pilot and then made available to all clubs. It is expected that RDOs and participation staff will support the clubs in using the material.

Board members will be kept up to date as the work develops.

6. Funding update, inc UK Sport, Sport England, Sport Northern Ireland, Sport Wales & Sport Scotland

Funding has now been received from Sport England for 2 quarters of 2009/10 and from UK Sport for quarter 1. The gap in funding, particularly from Sport England highlighted the wisdom of having a Reserves Policy that covered a 3 month gap; without it things would have been very tight.

NIOA are in the position of having a contract agreed but not yet having drawn down funding. PB stated that NIOA would like British Orienteering to employ the staff appointed to the new positions in the short and medium term. MH explained that the risks around such employment are known and include: employment law/problems, the management of performance problems and issues with NI/Tax with HMRC. Board members appreciated that employment by British Orienteering is likely to be the only way forward but recognised these risks; MH was asked to progress these issues in a way that mitigated the risks as far as possible.

Performance Management & Monitoring

1. Finance:

Board members received the Management Accounts for June and raised a few queries which were responded to. No matters of concern were raised.

RH queried the £1,950 owed by Cornwall College, MH was asked to look into the detail and inform RH.

2. Staffing update

A briefing paper had been provided and MH explained that adverts are to be placed on the web site and with UK Sport for the new posts.

There are two new members of staff in the World Class department:

- a. Sarah Hague as Talent Programme Manager: this post will lead the Club Talent Squad and Regional Talent Squad projects and manage the National Talent Programme
- b. Kim Baxter as Lead Physiotherapist and Medical Coordinator for the National squads

As part of the projects outlined in the Whole Sport Plan and Sport England funding submission, there are a number of staff roles to be advertised including:

- a. Events Manager (full-time) – to develop and implement a long-term events strategy within British Orienteering. The job description and person specification have been agreed by Events Committee.
- b. Participation Manager-South (full-time) – to work alongside Steve Vernon to develop the participation project. Steve will focus on the North of England and the new staff member will have the same role but with a focus on the South of England.
- c. Higher Education/Further Education Development Officer (part-time 2.5 days per week) – to develop links with HE and FE institutions. This role focuses on developing links between institutions and clubs in one or two regions. The aim is to increase participation within university orienteering clubs and develop good practice templates to disseminate throughout the UK.
- d. Club and Coach National Co-ordinator (part-time 2.5 days per week) – to provide administration support to the Club and Coach initiative.

3. Key Performance Indicators update

MH explained to Board members the mechanisms that will be used by Sport England to measure the growth in participation. MH to prepare a briefing paper to be placed on the web for interested members to consider.

The results and outcome of the satisfaction survey intended for English participants were also discussed and explained. This looks to be exciting work and has the potential to provide orienteering with some evidence that will enable the satisfaction of members to be improved – hopefully a benefit to all UK members. MH to forward more details on to Board members as the analysis becomes available later in July.

4. Project reports and updates: comments or queries arising

Board members commented on the two areas that will need to be prioritised, the updating of the risk register and risk management strategy, and the need to plan for 2013 particularly in respect of increasing funding streams.

5. Operational Plan 2009 Update

The update was noted and it was agreed that the work of the Board, committee and groups needs to be added into the annual operational plan where appropriate. This particularly applies to the Events area of work although this will become easier to deal with when there is an Event Manager in position.

Any Other Business

1. £2 discount for members at events: The correspondence from SARUM was discussed and it was agreed that the status of the correspondence should be determined. Board members agreed that this matter should be dealt with at the September meeting.
2. RH raised the issue of a regional event using a 1:7500 map for some age classes. It was agreed that NC should confirm through the Chair of Rules Group the rules in regard to this matter and report back to Board members.

Dates & venues of next meetings

Further dates for 2009 :

- Wed 23 Sep in Birmingham
- Thu 10 Dec in Darley Dale with staff invited to join the Board for lunch

NC to circulate proposed venues and dates for 2010 to Board members for comment. A majority in Birmingham and others in Derby.

Action List

1. Action 2: RH to collate best practice examples of the tender process and feedback to MH. (RH, by 8th July) – On going	Sept09	RH
2. Action 1: LW/MH to inform Events Committee and Rules Group about the process agreed for publishing modifications and new versions of Rules, Event Rules and Event Guidelines.	Asap	MH/ LW
3. Action 1: Changes to the ToR for Events Committee to be made.	Aug09	MH
4. IOF Funding: Post Holders to be informed of the funding position for 2009/10 and the criteria for drawing funding down. MH	Asap	MH
5. IOF Funding: A line item in the 2010 budget to be added to cater for the IOF Post Holder expenditure.	Asap	MH
6. Director Liaison: A brief list of items that may be appropriate for Directors to raise when attending association liaison meetings to be established and maintained.	Asap	MH/ NC
7. BOF/SOA Meeting: MH was asked to circulate the draft minutes of the meeting with SOA to Board members.	Asap	MH
8. Coaching Committee: Chairman to be informed that JW has volunteered to be the Director member	Asap	MH
9. Events Committee: Members to be informed that a BOC Combined Sprint will be held in 2011 and onwards; Major Events Group to produce a format for the competition.	Asap	MH
10. Events Committee: Informed that the Board has approved the right of entry to British Championships for overseas members of national orienteering bodies for 2011 and onwards; Rules Group to be ask to reflect this decision in the re-write of the Event Rules.	Asap	MH
11. Update Terms of Reference (ToRs) of Committees/Groups: Any changes required should be emailed to MH for consideration at the December Board meeting.	Nov09	All
12. Committee/Group Conference: MH to modify the paper and circulate to Board members by 15 July for final feedback	Jul09	MH
13. Committee/Group Conference: MH/NC should modify the working draft for the conference using the ideas suggested at the Board meeting.	Jul09	MH/ NC
14. Board Planning: An action plan is to be worked up to deal with the topics identified at the Planning Meeting. MH and staff to draft	Sept09	MH
15. Event Strategy/Competition Framework: MH/LW/EN asked to produce a project plan for Board members to consider.	Sept09	MH
16. International Events Strategy: MH to update the paper to reflect the Board discussion.	Aug09	MH
17. Whole Sport Plan (WSP): Board members to be kept up to date as the project develops.	On-going	MH
18. Funding update: Employment of staff by British Orienteering on behalf of a 'partner' such as NIOA is to be progressed in a manner that mitigates risk as far as is possible.	Asap	MH
19. Finance: RH to be informed of the background to the £1,950 owed by Cornwall College.	Asap	MH
20. Key Performance Indicators: Board members to be provide with information as it becomes available.	On-going	MH
21. Key Performance Indicators: MH to prepare an explanatory briefing paper to be placed on the web for interested members.	Aug09	MH
22. Project reports and updates: Risk Register to be updated for the next Board meeting, MH/MW/JP.	Sep09	MH
23. Project reports and updates: Plan to increase funding streams to be drafted for the next Board meeting.	Sep09	MH
24. Operational Plan 2009: An 'Events' work stream to be added to the operational plan.	Sep09	MH/ LW
25. AOB: NC to confirm the situation regarding the use of 1:7500 maps at Regional Events.	Asap	NC