

MANAGEMENT COMMITTEE

REPORT TO COUNCIL (02 May 07)



Meeting of the Management Committee held on **Wednesday 2nd May 2007** at the Joseph Whitworth Institute, Matlock commencing at **11:15**

Council is asked to APPROVE:

1. The acceptance of the Sport England National Building Capacity Programme award offer
2. The BSOA/British Orienteering Agreement

Council is asked to NOTE:

3. The Sport England Whole Sport Plan Funding offer for 2007/8 has been accepted
4. The timescales for the development of the funding application for April 2009 – March 2013
5. Changes to the 2007 Budget
6. The discussion points and recommendation regarding the Strategic Budget
7. The updated Risk Register
8. The progress in making a payment to the Woodland Trust from the WOC76 Special Fund
9. Adoption of the Companies House web filing system



Management Committee Minutes

Meeting of the Management Committee held on **Wednesday 2 May 2007** at the Joseph Whitworth Institute, Matlock commencing at **11:15**

Attendance, apologies and Chairman's opening remarks

Attendance

Neil Cameron (NC)	Chairman
Peter Christopher (PC)	Vice Chairman
Jenny Peel (JP)	Treasurer
Ed Nicholas (EN)	Councillor
Roger Hargreaves (RH)	Councillor
Non-voting	
Mike Hamilton (MH)	Chief Executive

Apologies

Lyn West (LW)	Vice Chairman
Chris James (CJ)	Councillor
John Morris (JM)	Councillor
Amy Sarkies (AS)	Executive Officer (non-voting)

Chairman's opening remarks

1. The Chairman welcomed everyone to the meeting and noted that it was both JP's and RH's first meeting after their election at the AGM.
2. The work of Malcolm Duncan as Treasurer over a prolonged period was acknowledged.
3. The Chairman brought to members' attention the many challenges facing both British Orienteering and the sport in general.
4. MH was thanked for the workload he was currently addressing.
5. The Chairman had emailed staff to reinforce that they should not have to deal with phone calls that included abusive language and to ask them to inform either NC or MH if such calls were taken. MH stated that the email had been appreciated by staff.
6. The Chairman also commented that the list of significant items on the agenda was considerable.

Declarations of Interest

7. Members were asked to declare any additional conflicts of interest they may have in addition to those declared on their annual return. The following conflicts of interest were noted:

PC – BSOA which is an agenda item

RH – Has a continued involvement with SWOA and that his daughter is now an athlete representative on the International Committee but no longer an employee of British Orienteering

JP – Partner of a person involved in the International programme

Minutes of Meeting 21 February 2007

To confirm as a true record

8. Minute 46 should be changed to:
“MH commented that changing from a part-time World Class Director (Derek Allison) sharing his duties as Coaching Director to a full-time World Class Director will transfer his salary and expenses from Coaching to International programmes budget for 2007.”
9. With this exception the minutes were accepted as a true and accurate record of the meeting.

Notification of any other business

10. The following matters were identified:
 - a) General awareness of committee members – related to clothing for members EN – under AOB
 - b) Venue of meetings, EN – under Dates & Venues of Meetings
 - c) The membership status of the planner for BOC07 was queried – under AOB
 - d) How the Federation should deal with issues involving environment and access, NC – addressed under AOB
 - e) Awards for All, should they be endorsed by British Orienteering? MH – under AOB
 - f) The Orienteering Federation, MH – under AOB
 - g) CASC and British Orienteering support of it, MH – under AOB
 - h) The agreement with the Woodland Trust, MH – under AOB
 - i) Letter received from HMR&C re VAT and our response, MH – under CE Update
 - j) NIOA Agreement re development officer, MH – under CE Update
 - k) Companies House Web Filing system, MH – under AOB

Reports from Committees

Coaching Committee (17/03/07)

11. PC reported that Management Committee was asked to note the difficulty of coaching committee meeting its targets and delivering on the work programme with the reduced human resource available.
12. PC also noted that the issue of newcomers to events being given appropriate information and coaching to enabling them to take part in an event (Enquiry tent) was put at risk by the insurance issue that determined that only qualified coaches could deliver this. MH responded by stating that any person can offer advice but only coaches (insured) can enter into a ‘contract’ with people to provide coaching. Therefore as far as insurance is concerned people offering assistance need to make it clear to the participant that they are offering advice and NOT coaching (unless they are a qualified coach).

Updates

Action List

13. EN queried the progress on gaining support for athletes based in England through the English Institute of Sport; MH made it clear that this was being progressed through UK Sport but staff

are unable to 'push' too hard as orienteering is one of only 2 non-Olympic sports that are currently receiving World Class funding.

14. There was a discussion regarding the Action List and the potential for the list to become a distraction to other topics with higher priority. NC and MH to consider ways in which the Action List can be integrated with other priority topics.

Action 1: Investigate methods to integrate a priority system alongside the Action List (NC/MH, next meeting)

Chief Executive's Report

15. A brief update on the activities that have occurred since the last Management meeting follows.
16. **Finance:** The new nominal codes and restructuring of the Sage Accounts package have gone smoothly and Jannette is now up to date with the accounts for 2007.
17. The appeal re the VAT bill paid in 2006 has been refused and it was agreed that the letter from HMR&C should be responded to with a note stating that we are currently unable to produce evidence of other sports that are treated differently to British Orienteering but that we reserved the right to go back to HMR&C if supporting evidence can be made available.
18. **Staffing:** Gareth Candy has now commenced his role as the Start & Potential Manager.
19. Appraisals are still to be completed; a few are outstanding and will be addressed at the earliest opportunity.
20. Interviews for a maternity post to cover Amy's leave have taken place and Laura Young has accepted the post; she will commence her role on 11 June.
21. **Development:** The new RDOs are fully active in their roles including Helen Baxter in Northern Ireland. Hilary Palmer has now appointed Michael Chopping (NOR) to take the northern part of East Anglia RDO role from 1 June 2007. The North East remains to be resolved.
22. The NIOA Development Officer is still causing some concerns, the Sports Council for NI requires a more formal Service Agreement for both NIOA and British Orienteering to be put in place. Unfortunately there are several issues with this agreement, the primary one being that it stipulates British Orienteering as the service provider which clearly means that all funds will be liable to VAT. Neither partner believes this arrangement to be appropriate as it misrepresents the reality of the situation. The contact with Sports Council for NI is speaking to their legal and financial departments to find a resolution to this issue.
23. Clubmark: Achievement to date is

	Clubmark accredited clubs	Members age 6 – 16 years old in accredited clubs	Participants age 5 – 16 years per month in accredited clubs (total participation divided by 12)	No. of links between accredited clubs and SSPs
March 2007 target	16	550	1550	65
March 2007 actual	16	823	2480	71

March 2008 target	24	1200	This is not a robust measure of regular activity	105
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24. Hilary Palmer and her team were complimented on the number of clubs that have now been accredited with Clubmark. Several clubs have been very positive about the support offered by Development staff.
25. **Web development:** The web project timeframe to go live has been modified and we are now working on a date at the beginning of June. The development remains on budget but has taken longer than expected to complete due to several major alterations and the difficulty staff have had in delivering some of the static pages due to workload issues.
26. **Coaching:** The Coaching Framework developed by SportsCoach UK (SCUK) has now been agreed and is to be used by Sport England as one of their KPIs for NGBs. Governing Bodies of Sport will be expected to align their plans for coach development with the Framework as soon as feasible. Derek Allison (DA) and MH have met with SCUK to discuss the Framework and both DA and Keith Marsden attended a 2 day conference recently to hear discussions about it.
27. The issue of providing resources to NGBs to implement the Coaching Framework is critical and this message has been communicated strongly to all partners including SCUK, SE and DCMS. Whilst British Orienteering can move to realign the coaching aspects of the strategic plan, it will be virtually impossible to move it into the operational plan in a meaningful way without resources.
28. The Development team is now working to deliver the Coaching for Teachers programme funded by SportsCoachUK to the value of £20k in 2006/07 (Apr to Mar) and another £10k in 2007/08. There is a mixture of level 1 and 2 courses delivered around England as it is Sport England funds being channelled into the programme.
29. **Events:** The JK07 was extremely successful and Management endorsed the Chairman's letter of congratulation sent to the organiser Mike Forrest. Members of Management fully appreciated this work, but did recognise the personal cost to people who were so heavily involved in the Event. Members endorsed the view that serious consideration should be given to alternative mechanisms to deliver such events. There was discussion about the correct forum for this to take place at.
30. Considerable time has been spent trying to find an appropriate venue for the Major Events Conference to be held 31 Aug to 2 Sep. To date a suitable venue has yet to be confirmed although several options are being considered.
31. **International:** The response of UK Sport to the review of the World Class programme is still awaited; there have been a few responses from athletes and staff.
32. The re-focusing of workload for Derek Allison is starting to take effect.
33. It remains a priority that an updated version of the World Class Plan as requested by UK Sport is produced, although the date has slipped.
34. It was brought to the attention of members of Management that although Athlete Personal Awards (APA) to World Class athletes were stopped several years ago there are now 15 athletes receiving £3k each as part of the Talented Athlete Scholarship Scheme (TASS).

35. **UK Sport:** A meeting with UK Sport is currently being arranged. UK Sport has informed British Orienteering that no public (free to British Orienteering) anti-doping tests will be made available in 2007/08.
36. To date no confirmation of the Award offer has been received from UK Sport for 2007/08 funding.
37. **IOF:** Two members of British Orienteering attended the IOF Foot-O Event Advisors Clinic held in Switzerland at the end of March, Philip Gristwood and Simon Thompson; British Orienteering helped with funding.

Child Welfare Steering Group

38. PC reported back on the meeting of the Child Welfare Steering Group and stated that it had been a very successful first meeting and that the group had worked well.
39. He did express his concern at the complexities of the guidance that British Orienteering is due to implement particularly regarding how wide a group of people will be asked to use it. NC noted that it was very positive that we now have a structure and group that can provide guidance on how these procedures will be implemented.
40. MH noted that we are due to produce a portfolio to submit for the Level 2 Safeguarding Children award by the end of May as required by Sport England and UK Sport.

Equality & Inclusion

41. MH updated the group on the level 2 submission timelines and progress to date. It was recognised that it will be very difficult to submit for pre-assessment before the end of May 2007 but that this is necessary if the accreditation is to be gained by 1 September 2007 as required by Sport England as a condition of funding. MH explained that Sport England had made it very clear that funding will be halted then if British Orienteering is not able to demonstrate compliance.

Governance Review

42. NC provided a brief update and confirmed that the Governance Working Group is committed to meeting the timescales agreed at the AGM. Members were very positive about the response from the AGM and accepted that there are still a few issues to address such as the representation of Associations' views and portfolios for Directors. EN expressed his view that Directors should be appointed to a portfolio. The pros and cons of this were discussed.
43. NC and MH stated that they are aware of duplication of materials and work for both Council and Management Committee and a paper has been prepared to take to Council that may address this issue.

Sport England Award Letters & Funding 2009-13

44. There was a wide ranging discussion on this agenda item and the following significant points made.
45. MH provide background and an update on the Sport England funding situation:
- a. It has been made clear that National Governing Bodies of sport (NGBs) will never have it as good as it currently is - £90m is being claimed back by government as a consequence of London 2012; the short message is 'there will be cuts from April 2009'.

- b. Sport England is all about increasing participation and all future programmes are likely to have this as a focus.
- c. Regionalisation of funding will take effect from April 2009
- d. The Club & Coach Development Programme is giving Sport England opportunity to see which NGBs can deliver in this way – short for ‘make sure you make the Club & Coach programme work’.
- e. A submission for funding to commence in April 2009 will be required by the end of November 2007 – a short timescale when viewed against current workloads and our governance structure.

Whole Sport Plan 2007/8 Award Offer

46. It was agreed that the offer should be accepted but that Sport England should be made aware of the poor governance created by the timescales for acceptance. NOTE the key performance indicators (KPIs) British Orienteering is required to meet as a condition of the offer (see Appendix A).
47. Sport England is amenable to discussing the KPIs and how they can be made to fit the purpose better.
48. It was noted that British Orienteering is to mail a paper each year informing members and customers of British Orienteering about Sport England initiatives.

Action 2: Whole Sport Plan: Letter to be sent to Sport England accepting the offer (MH asap)

Club & Coach Development Programme:

49. There was prolonged discussion on this issue; the significant points were:
- a. Recognition that the timescales are and have not been under our control
 - b. Recognition that the workload to get to the point of being made an offer has been considerable
 - c. There is need to deliver to the 3 Associations that have been made offers a concise resume of the submission, offer, condition, targets and benefits to Associations and clubs that are involved.
 - d. Most importantly the Associations and Clubs involved need to understand the commitments they are making.
 - e. How can and will a decision be made as to whether to accept or decline the award offers? This was the most discussed point and reflects the almost impossible timescales for consultation and agreement to be reached.
 - f. It was recognised that to decline the offers will almost certainly create a very difficult background, if not impossible, for British Orienteering to gain funding with the Sport England regionalised process for funding from April 2009 to 2013.
 - g. It was agreed that NC will try to speak to the 3 Association Chairmen before the weekend and offer to meet with them with other members of Management over the coming BOC weekend.

- h. MH to approach the 3 Associations and try to establish meetings with key personnel from the Associations and Clubs.
- i. MH to discuss with the Regional Sports England contacts any criteria they will have for locating the cluster groups they see participating in the programme.
- j. Sufficient work to be done prior to Council meeting on 2 June in order for the way forward with this programme to be clearly laid out.

50. Workload issues for MH were recognised as being a significant problem with Equality & Inclusion Level 2 Portfolio, Safeguarding Children Level 2 Portfolio having to be submitted before the end of May exactly coinciding with the need to progress the Club & Coach initiative.

Action 3: Club & Coach Programme: A concise resume of the submission, offer, condition, targets and benefits to the involved Associations and Clubs to be distributed (NC/MH, asap)

Action 4: Club & Coach: Chairmen of the 3 successful Associations to be contacted by phone and the situation explained to them (NC, asap)

Action 5: Club & Coach: The 3 successful Associations and their clubs to be contacted for a meeting with MH to discuss the programme (MH, asap)

Action 6: Club & Coach: Council to be provided with as much detail as possible on 2 June (MH, End May)

National Building Capacity Programme

51. This initiative was far less contentious; MH provided the background to the programme and explained that it can be used for a post directly linked to increasing participation and preparing the infrastructure for increased participation.

52. There are 2 areas that fit this programme; a) direct involvement at a national level in helping clubs work to increase participation, b) manage the development of volunteers necessary to develop increased participation ie coaches, event organisers, planners, mappers and controllers.

53. It was agreed that MH produce a draft job description based on the discussion and forward to members for comment. Within this role description any expectations on members of clubs/assoc should be identified.

54. It was agreed that MH will talk to Hilary Palmer about how this role will fit with the role and responsibilities of the development team.

55. The background and job description to be taken to Council on 2 June with a view to accepting this award offer.

Action 7: Building Capacity: Job description be drafted to fit the requirements of the programme & discussed with Sport England (MH, asap)

Action 8: Building Capacity: Background to the programme and job description to be presented to Council in June (NC, asap)

Discuss the Regionalisation of Funding 2009-13

56. Although there had been considerable talk around this issue throughout the discussion it was agreed that regionalisation of funding has significant implications for future funding, governance and British Orienteering in general and that it deserved a fuller debate.

Action 9: Funding 2009/13: Paper prepared to highlight the implications of Regionalisation of Funding for discussion at the next Management Committee (NC, next meeting)

Action 10: Funding 2009/13: Council to be made aware of the timescale for the development of the funding submission to be made by late November 2007 (NC, 2 June)

57. MH noted that an invite to have dinner with the Chairman and new Chief Executive of Sport England, Derek Mapp and Jenny Price respectively for a wide ranging discussion. Either NC or MH will attend after discussion regarding who is most able to discuss and represent the views of British Orienteering.

2007 AGM Review

58. The paper was accepted as being a good summary of the issues. The paper is attached as Appendix B.

59. It was suggested that holding a meal after the AGM might encourage more attendees and provide more focus for the evening; however it was also recognised that many clubs use the Saturday evening for club dinners or socials and therefore this might not work as well as hoped. Views of clubs to be sought.

60. It was agreed that the AGM preparation and papers had been excellent this year and that a similar approach be used next year.

61. Concern was expressed at the early Easter in 2008 (22 March) which may require a rethink on the preparatory meetings, Management and with the auditors.

Action 11: AGM 2008: A paper to be brought to the next Management meeting outlining the anticipated schedule (MH, June 07)

62. The comments after the Governance presentation had been very positive and the workgroup will progress the work at the earliest opportunity in order to take an update to the Council meeting in June.

Finance

2006 Audited Accounts; review process and note any changes to procedures for the 2007 Accounts

63. NC queried whether the full income/expenditure account should be made available to members and both JP and MH were positive towards this if it was felt members would appreciate them. Both JP and MH fully support transparency regarding financial matters.

64. It was agreed that JP/MH should investigate an appropriate process to appoint new auditors for the 2008 accounts.

Action 12: Accounts 2008: A process for the appointment of new auditors to be developed (JP/MH, next meeting)

2007 Budget update

65. MH gave an update on the 2007 budget which includes the following changes since the budget was agreed by Council in September 2006:

- a. Bottom line surplus/deficit remains the same
- b. The salaries have been updated to reflect the increases agreed as of January 2007
- c. Costs of Route Choice #5 have been moved into the costs associated with Focus

- d. Coaching has an additional £20k allocated to Coaching for Teachers from Sport England, this is a straight payment in and out and has no effect on the bottom line spend
- e. There has been a payment of £1.5k to modify the database for coaching and this has been added in: this has reduced the small contingency allocation.
- f. Derek Allison has been moved entirely into International which has decreased Coaching and increased International but not altered the budget bottom line.
- g. RDOs have been updated to reflect the new appointments.
- h. There is an issue regarding the funds coming in and going out for the NIOA Development Officer; these have currently been left outside of the income/expenditure budget.

66. It was agreed that these changes should be noted and approved and Council informed of them.

*Action 13: Budget 2007: The changes to the budget be brought to the attention of Council
(JP, asap)*

Management accounts to March 2007

67. These were considered and accepted.

68. Comment was made on the format of the reports which are now generated directly out of Sage the finance package used. It was agreed that this format is appropriate provided comments are included which highlight which significant variances are concerns.

*Action 14: Management Accounts: Notes be prepared to accompany the accounts
highlighting significant variances and concerns (JP, next meeting)*

Debtor and creditor reports

69. These are to be circulated with the minutes to members.

*Action 15: Management Accounts: Distribute the debtors and creditors report with the minutes
(MH, with minutes)*

Strategic Budget 2008/9

70. The Chairman was appreciative of the work that had been done in moving forward the issues first raised at the last Council meeting.

71. Key issues from the discussion regarding income were:

- a. Multi Day funds: MH questioned whether these funds could be used in a more strategic manner particularly if funding for development drops significantly from April 2009. It was recognised that £10-15k per year is a significant amount of income (equivalent to almost 10% of the income from orienteering). This is to be raised as a discussion topic at Council.
- b. It is recognised that any additional funding from Sports Councils is likely to be against specific projects (current examples being Community Coach & Club Fund or Building Capacity). It was agreed that such ring fenced funds be treated as 'project' based income.
- c. The national funding from Sports Councils is unlikely to become clear until late 2008 and is certainly going to be considerably less than currently received. The budgets for 2009/10 should therefore contain a number of scenarios covering worst case to best case. British Orienteering can not assume UK Sport funding will continue.

- d. Additional income; it is now imperative that we consider and investigate generating income from commercial activities, business entities and sponsors. It takes time to build relationships with potential partners and it is now time to develop an agreed Action Plan.
- e. An algorithm has been used to distribute income to the various areas of the strategic plan. It demonstrates how allocation of funds is made and provides a mechanism to deal with reduction of or increase in levels of funding.
- f. In summary the income available under this scenario in 2008 is £771k excluding the new initiatives.
- g. It should also be noted that income from membership (fees and levies) per year is expected to grow but remains at just less than a third of the anticipated income. British Orienteering is dependant on funding from partners to achieve anything except the very basic maintenance of the membership scheme and event programme.

Action 16: Strategic Budget: A discussion paper considering the issue of use of Multi day development funds be prepared for the next Council meeting (MH, 2 June)

Action 17: Strategic Budget: Best and worse case strategic budgets be developed for April 2009 onwards (MH/JP, 2 June)

Action 18: Strategic Budget: An Action Plan for the development of other income streams be developed (MH, next meeting)

72. Key issues from the discussion regarding expenditure were:

- a. It is likely that hard decisions will need to be taken by Council particularly when the majority of income from orienteering is used directly to service the membership scheme and communications (such as Focus).
- b. Recommendation – Membership & participation: This must now become a focus and commitment be made (inc resources) to deliver programmes that increase participation and membership rather than discuss ideology.
- c. Development: The current workforce is assumed to remain as current but all project work which is dependent on Sports Council funding is likely to be reduced or removed. There may be need to reinforce the development team to enable closer relationships to be developed at Regional Sports Council level.
- d. An agreement should be reached on the balance of investment in coach education, event officials and club administrator programmes: all vital resources in developing participation.
- e. Recommendation – Development: Building Capacity Programme should include components of providing strategic leadership to coach development and the development of event and club volunteers.
- f. International Programmes: There is likely to be a significant reduction of funding to these programmes. Yearly allocations under this strategic budget are likely to fall to around £311k in 2008 in comparison to 2007 of £343k but note that no funding in principle is agreed for Performance, Potential or Start from April 2009 onwards.
- g. Recommendation: The Programme Director should be given an annual budget figure and the balance of spend across the 3 programmes, Start, Potential and Performance; he should then be given a free hand to deliver the most effective programme within these allocated amounts.

- h. Business & Finance: This budget is anticipated to stay at a similar level to 2007 if possible since any cut to finance or marketing would have serious implications to the whole operation.
- i. Recommendation – Marketing: With the current emphasis on increasing membership and participation marketing is a vital aspect of our operation and should be maintained at least at the current level unless there is a very significant fall in income.
- j. Recommendation – National Office: The national Office be maintained thus keeping an appropriate image to partners and members.
- k. Recommendation – National Office & Central Administration Overheads: The costs be split on the basis of per rata full time equivalent staff both national and regional.
- l. Recommendation – Cut in funding: A contingency plan is prepared to cover the likely scenarios, including a worst case.
- m. Surplus/deficit: A surplus (£10k in 2008) is budgeted; this is intended to build reserves in the manner agreed by Council (and described in the Reserves Policy). Note: It still remains unclear what the impact of the Orienteering Foundation as a charity will have on the reserves.

73. Summary: Overall the strategic budget anticipates a trend of falling income from the funding partners. This **will** occur to some extent and Council and Management members need to recognise the difficult decisions that lie ahead. Initiatives from government and Sports Councils are likely to be ring fenced and regionalised in nature.

Action 19: Strategic Budget: Council to be made aware of the recommendations and discussion points raised at Management and asked to agree the way forward
(MH, 2 June)

Strategic & Operational Plans

74. The updated version of the Strategic Plan was considered. MH had taken on board comments made to date and it now addressed the significant issues of a) stating that it addressed both new aspects of our strategic direction and the normal, on-going aspects and b) that there is now a clearer link between the high level KPIs and the strategic programmes.

75. Members agreed to forward comments to MH as soon as possible.

76. MH apologised for not having completed the updating of the Operational Plan, it will be circulated to members as soon as updating is completed.

77. It was agreed that Management will produce a supporting statement prior to the Plans being presented to the Council meeting in June

Action 20: Strategic Plan: The final version of the updated version to be presented to Council for ratification
(NC, 2 June)

Development Committee Review

78. It was agreed that the outcomes from the review should be supported by Management Committee when they are presented to Council.

79. MH explained that he had communicated with Dave Harrison the Chairman of International Committee and was in agreement with the role and responsibilities he has made regarding the

committee. It was agreed that MH should produce Terms of Reference based on this communication.

80. There was discussion regarding whether the membership of the committee should be a small number of suitably experienced volunteers with programme staff being invited to meetings as non-voting members since the primary role of the committee is to monitor the international programme. MH to communicate further with Dave Harrison on this point.
81. It was also recognised that there is a potentially unclear situation regarding which committee has responsibility for the Start programme (International or Coaching) and it was agreed that this should, if necessary, be referred to Council after discussions between the Chairmen of the 2 committees.

Action 21: Development Committee Review: Management Committee to produce a supporting statement to accompany the review when it is presented to Council (NC, 2 June)

British Orienteering / BSOA Agreement

82. The Chairman explained the background to the BSOA/British Orienteering Agreement and members supported the Agreement being recommended to Council.

Action 22: BSOA/BOF Agreement: Management Committee support the Agreement being recommended to Council (NC, 2 June)

Membership Scheme

83. The membership numbers were considered and it was agreed that the new scheme does represent the membership base of orienteering more appropriately. As of the end of April there are 10,559 individual members of British Orienteering (compared to 7,679 at April 2006). There are 8,196 National members and 2,363 Local members of these 6,351 are male and 4,208 female.
84. MH reported that the implementation of the 2007 Scheme had gone very smoothly and there were few reports of issues arising as a result of the implementation. The procedures adopted for dealing with the direct debits had made a significant difference to staff workloads and the smoothness of the renewals process.
85. MH expressed thanks to Nicole, Amy & Jannette for their considerable work in planning and implementing the 2007 Scheme. NC stated that it was a good example of staff working to streamline procedures and should be encouraged in other areas of work.
86. The meeting considered the correspondence from SOA that questioned certain aspects of the membership scheme namely:
- a. SOA are hosting BOC 08 at Culbin and many of the volunteers will be Local Members of British Orienteering and therefore not eligible to run; SOA believe this may cause a problem of lack of volunteers and lack of entries / financial viability, possibly down 50% or more; this problem may in SOA's opinion apply to similar events held in other regions
 - b. SOA believes this aspect of the Membership Scheme will penalise people who volunteer and that it was a mistake to use participation restrictions as one of the main differences / incentives between Local and National BOF Membership. BOF Membership Scheme and the race eligibility issues are two separate topics that should not be linked.

- c. SOA are asking that British Orienteering rethink these elements of the Membership Scheme and in the meantime confirm that a dispensation will apply to the Local BOF Members from the host region.

87. Members agreed that the rules as passed at AGM should be applied; the situation has not in reality changed since in the past anyone participating in a BOC was required to be a member of British Orienteering and that was equivalent to National Membership. Members also noted that colour courses could be put on to take place alongside BOC as has been practised in the past.

88. It was agreed that the draft letter prepared by the Chairman be sent to SOA as a response.

Action 23: Correspondence with SOA: The Chairmen to respond to the membership issues raised by Ken Daly on behalf of SOA (NC, asap)

Risk Management

89. MH explained the background to the updated Risk Register and stated that Government were requiring all bodies and businesses to plan for a flu pandemic.

90. Members agreed to send comments in to MH by Wednesday 9 May before the update is finalised and presented to Council.

91. RH added that the risk of an appeal being made against British Orienteering should be added to the register, this was agreed.

Action 24: Risk Register: Members provide feedback on the updated Register to MH (All, 9 May)

Action 25: Risk Register: The updated Register be presented to Council for noting (MH, 2 June)

Appeals

92. NC apologised that this had not been progressed as quickly as had been hoped; he explained that a draft was nearing completion and will be circulated for comment as soon as it is ready.

93. Members felt it was important that, when ready, this document must be presented to and agreed by Council or at a General Meeting.

Any Other Business

94. General awareness of committee members; it was agreed that Management Committee and Council members should have a higher public profile/visibility at events and that a proposal should be brought to the next Management meeting.

Action 26: Visibility of Council/Management Members: A paper is prepared to consider how visibility can be improved (EN, next meeting)

95. Membership status of the planner for BOC07; There is an issue regarding insurance and it was agreed that JP investigate the matter.

Post meeting note: It was confirmed that the planner is a current member of British Orienteering.

96. Environment and Access; NC raised the question as to how these matters were dealt with by British Orienteering and members agreed that an appropriate way to respond to these issues, such as the establishment of a small consultative group, should be investigated and brought back to the next meeting.

Action 27: Environment & Access: A paper is prepared for consideration as to how the issues can best be handled within British Orienteering (NC, next meeting)

97. Awards for All; MH raised the query as to whether Awards should be supported by British Orienteering since the parent body ie British Orienteering does, by endorsing the Award, agree to underwrite the Award. Members agreed that support should be given providing there was little or no real risk of British Orienteering having to underwrite the Award.
98. The Orienteering Federation; MH stated that the Foundation had been accepted as a charity thanks to Malcolm Duncan's preparatory work and submission. Malcolm has now resigned from the trustees and will need to be replaced. There is also an issue of a transcript error in the naming of the foundation that needs to be addressed. It was agreed that the 2 remaining trustees (NC and MH) meet and resolve these issues.
99. Community Amateur Sports Club (CASC) scheme; British Orienteering have been asked by the CCPR to support this scheme by providing a logo for use on the scheme paperwork. It was agreed that the logo should be provided.
100. The Woodland Trust; Purchase of the forest in Cumbria has now taken place and the Woodland Trust have asked for the agreed payment to be made. MH explained the background and that the proposal had been agreed at Council. Members agreed that the funds should be paid over to the Woodland Trust. Suitable publicity would be sought in consultation with the Woodland Trust.
- Action 28: WOC76 Special Fund: Terms of the agreement be re-confirmed and, providing all is in order, payment made to the Woodland Trust*
- (MH, report next meeting)*

101. Companies House Web Filing system; MH raised the question regarding British Orienteering Federation using the web filing system, JP has experience of the system and it was agreed that it should be used in future.
- Action 29: Companies House: British Orienteering sign up to use the web filing system*
- (MH, asap)*

Dates and Venues of Meetings

102. After discussion it was agreed that meetings continue to be held in Matlock, starting at 11:15
103. Dates as indicated on the meeting schedule for 2007 except for the final meeting of the year which will now be held on Thursday 13 December.
104. Date for 2007 meeting are: July 25, October 17, December 13

Note that the final meeting of the year will now be 13 December.

Chairman's closing remarks

105. Members were thanked for their contributions and the Chairman closed the meeting at 17:40.

Management Committee April 2007

Action List

- Action 1: Investigate methods to integrate a priority system alongside the Action List
(NC/MH, next meeting)
- Action 2: Whole Sport Plan: Letter to be sent to Sport England accepting the offer (MH asap).
- Action 3: Club & Coach Programme: A concise resume of the submission, offer, condition, targets and benefits to the involved Associations and Clubs to be distributed
(NC/MH, asap)
- Action 4: Club & Coach: Chairmen of the 3 successful Associations to be contacted by phone and the situation explained to them
(NC, asap)
- Action 5: Club & Coach: The 3 successful Associations and their clubs to be contacted for a meeting with MH to discuss the programme
(MH, asap)
- Action 6: Club & Coach: Council to be provided with as much detail as possible on 2 June
(MH, End May)
- Action 7: Building Capacity: Job description be drafted to fit the requirements of the programme & discussed with Sport England
(MH, asap)
- Action 8: Building Capacity: Background to the programme and job description to be presented to Council in June
(NC, asap)
- Action 9: Funding 2009/13: Paper prepared to highlight the implications of Regionalisation of Funding for discussion at the next Management Committee
(NC, next meeting)
- Action 10: Funding 2009/13: Council to be made aware of the timescale for the development of the funding submission to be made by late November 2007
(NC, 2 June)
- Action 11: AGM 2008: A paper to be brought to the next Management meeting outlining the anticipated schedule
(MH, June 07)
- Action 12: Accounts 2008: A process for the appointment of new auditors to be developed
(JP/MH, next meeting)
- Action 13: Budget 2007: The changes to the budget be brought to the attention of Council
(JP, asap)
- Action 14: Management Accounts: Notes be prepared to accompany the accounts highlighting significant variances and concerns
(JP, next meeting)
- Action 15: Management Accounts: Distribute the debtors and creditors report with the minutes
(MH, with minutes)
- Action 16: Strategic Budget: A discussion paper considering the issue of use of Multi day development funds be prepared for the next Council meeting
(MH, 2 June)
- Action 17: Strategic Budget: Best and worse case strategic budgets be developed for April 2009 onwards
(MH/JP, 2 June)
- Action 18: Strategic Budget: An Action Plan for the development of other income streams be developed
(MH, next meeting)
- Action 19: Strategic Budget: Council to be made aware of the recommendations and discussion points raised at Management and asked to agree the way forward
(MH, 2 June)
- Action 20: Strategic Plan: The final version of the updated version to be presented to Council for ratification
(NC, 2 June)

- Action 21: Development Committee Review: Management Committee to produce a supporting statement to accompany the review when it is presented to Council (NC, 2 June)
- Action 22: BSOA/BOF Agreement: Management Committee support the Agreement being recommended to Council (NC, 2 June)
- Action 23: Correspondence with SOA: The Chairmen to respond to the membership issues raised by Ken Daly on behalf of SOA (NC, asap)
- Action 24: Risk Register: Members provide feedback on the updated Register to MH (All, 9 May)
- Action 25: Risk Register: The updated Register be presented to Council for noting (MH, 2 June)
- Action 26: Visibility of Council/Management Members: A paper is prepared to consider how visibility can be improved (EN, next meeting)
- Action 27: Environment & Access: A paper is prepared for consideration as to how the issues can best be handled within British Orienteering (NC, next meeting)
- Action 28: WOC76 Special Fund: Terms of the agreement be re-confirmed and, providing all is in order, payment made to the Woodland Trust (MH, report next meeting)
- Action 29: Companies House: British Orienteering sign up to use the web filing system (MH, asap)

ACTIONS from previous meetings

Arising or continuing from previous meetings of Management Committee.

3 June 06	MH to work with NC to identify needs and to recruit members with the appropriate skills and knowledge to sit on CCPR committees	MH/NC	→
29 06/04	Redraft Environmental Aims document and production of good practice guides	NC	→
3 Sept 06	Produce and implement a policy together with procedures for the appointment of staff	MH	→
7 Sept 06	Governance Work Group to consider the UK Sport requirement of having performance athletes represented within the governance structure while reviewing the Governance Structure	GWG	→
8 Sept 06	MH and AS to identify means to address Health & Safety issues and will make recommendations to Management Committee members electronically	MH/AS	2 May
1 Dec 06	AS to look into adding known 'Incentives Scheme' paper onto the British Orienteering website	AS	End of March
5 Dec 06	NC to continue work on the handling of Appeals and to prepare a set of recommendations for the next meeting	NC	2 May
9 Dec 06	Policy for nominating people for honours to be recommended to Council	NC	2 May
11 Dec 06	EN to prepare a paper with definite costs, location, dates etc for a 40 th Anniversary celebration in 2007 and to circulate to Management Committee	EN	asap
14 Dec 06	Consider elite squad athletes meeting Council to encourage more of a dialogue between British Orienteering and the elite squad athletes.	MH & NC	To be invited to Council 6 Oct
15 Dec 06	MH to contact UK Sport to try to get our elite squad athletes access to the various institutes.	MH	End of April

Updates		
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1. NC to amend Environmental Policy to remove environmental audits as standard practice	NC	End of March
2. JM to complete a one page summary of the Safeguarding Vulnerable Groups Act	JM	2 May
Insurance		
3. AS to put together a communication and guidelines regarding non-members obtaining British Orienteering insurance at events.	AS	9 March
Any Other Business		
4. AS to amend Silva Award nomination form to make it clear that the judging panel (Management Committee) members were not to be asked to support applications.	AS	?

✓ Completed

→ On-going

A Agenda item

1. Appendix A: Orienteering Key Performance Indicators for 2007 - 2009

	Baseline as 1 April 2005	Target 2005/06	Actual 2005/06	Target 2006/07	Actual 2006/7	Targets 2007/08	Targets 2008/09	Comment
KPI 1 Participation	1.1m provisional	To implement reliable system by 1/4/06	Contractor will deliver this project to BOF early 2006	TBC	183,000 individual runs	190,000 individual runs	200,000 individual runs	
KPI 2 Membership	8500	To implement a new expanded membership scheme	The EGM rejected the motion so a new scheme will be proposed April '06	To have the new scheme implemented with effect from 1/4/07	7,	New scheme implemented: 10,000 by year end	10,750 Could be increased dependent on involvement in various Sport England initiatives	Sport England initiatives may impact significantly on this
KPI 3 Accredited Clubs	5	8	8	10		16 (25% of all English open clubs)	24 (37.5% of all English open clubs)	There are currently 65 clubs in England, all of which cover large areas
KPI 4 Coaches	6692 (MORI)	New data base to cover actual coaching activity	Contractor will deliver this project to BOF early 2006	TBC	Level 5: 16 Level 4: 48 Level 3: 175 Level 2: 418 Level 1: ?? unknown but includes many teachers; certificated but not accredited	Level 5: 18 Level 4: 53 Level 3: 185 Level 2: 433 Level 1: ?? We are training far more than are accredited due to the requirements of the award	Level 5: 20 Level 4: 58 Level 3: 190 Level 2: 468 Level 1: ?? UKCC to be implemented & may affect the numbers – there may be a reduction of those already qualified but an increase in new coaches	Sport England initiatives may impact significantly on this May be more appropriate to use newly qualified rather than totals?
KPI 5 Volunteers	N/A	To develop a Volunteer Strategy	Working up proposal with SE to use consultancy to assist Strategy	TBC	Controllers Level 1 (highest level): 73 Controllers	Controllers Level 1 (highest level): increase of 5 Controllers	Controllers Level 1 (highest level): increase of 5 Controllers	Sport England initiatives may impact significantly on this

			Development		Level 2 175 Controllers Level 3: 407 Map Advisors: 20 National Map Advisors: 20	Level 2: increase of 10 Controllers Level 3: increase of 20 Map Advisors: increase of 5 National Map Advisors: increase of 5	Level 2: increase of 10 Controllers Level 3: increase of 25 Map Advisors: increase of 10 National Map Advisors: increase of 5	May be more appropriate to use newly qualified rather than totals?
KPI 6 No. English athletes	TBC	To annually report to Sport England the % of English athletes representing GB at agreed International level	TBC	BOF will report the figure annually - there is not to be quantitative target	Eng to Scot	80%	80%	Due to several factors this figure is almost meaningless in Orienteering
KPI 7 Results in key competition		Detailed Senior and Junior targets in WSP Funding agreement	At Senior World Champs 1 x Ind Bronze medal exceeded target – ditto number of Top 20 places	TBC subject to high performance funding status	M - F Medal: 1 - 0 3-10: 1 - 1 11-20: 4 - 3	M - F Medal: 1 - 0 3-10: 3 - 2 11-20: 3 - 3	M - F Medal: 1 - 1 3-10: 3 - 3 11-20: 4 - 4	

Notes:

1. With the exception of KPIs 6 & 7 these have been through British Orienteering Council and Management Committee.
2. The involvement of British Orienteering in some key funding initiatives will significantly affect KPIs 1, 2, 4, 5; the targets could be considerably higher if funding support is made available.
3. KPI 6 is almost entirely meaningless in the context of orienteering as athletes can move countries depending on university placing and clubs.
4. With the change in format of World Orienteering Championships the suggested KPIs for results in key competition (KPI 7) are different from pre-2007; there may need to be a fuller discussion regarding the KPIs used to reflect success in the championships.

Appendix B:

Review of 2007 AGM & 40th anniversary

Content and purpose of paper

1. This paper summarises what in the Chairman's opinion was good and what not so good about the above. It also identifies some issues that need to be resolved for the 2008 AGM. It is in bullet point form for easy reference.
2. The Committee is invited to comment on whether they agree with this assessment and to voice any additional good and bad points to create a consolidated list that can be used to try and improve the 2008 AGM.

2007 AGM preparation and papers

Good

- a. The new style Annual Report
- b. That MC reviewed the final draft AGM order paper

Not so good

- c. The AGM location was not advertised early enough
- d. The financial report was issued very late to the members
- e. The proposal on Dave Gittus was omitted from the agenda
- f. One check-in PC didn't work (changed password?)
- g. Need more people to help set up or start earlier

2007 AGM meeting

Good

- h. The room size and the atmosphere generated by the limited seating being just sufficient for the attendance
- i. The audibility of speakers
- j. The length of time taken was about right
- k. The awards ceremony was reasonably crisp

Not so good

- l. The Chairman failed to follow the order paper exactly and also did not take a poll on the membership fees proposal [apologies!]
- m. The meeting's formality does not lend itself to significant interaction and discussion that would encourage those who attended to do so again

Governance presentation and comments

Good

- n. Not too long
- o. Some interaction and interest shown by audience

Not so good

- p. Clarity of screen and slides
- q. Others must comment!

40th anniversary celebrations**Good**

- r. John Disley's speech
- s. The general set-up
- t. The dancing arrangements

Not so good

- u. The overall length of the speeches
- v. Birthday cake cutting and serving not planned
- w. Late food and quality of food
- x. Need for a 'Master of Ceremonies'

2008 issues

- y. AGM is on Saturday 22 March, actually theoretically the earliest date it can ever be. This gives considerable difficulty in completing the audit and getting all paperwork out to members in time. A schedule for this and the MC meeting needs to be planned carefully.

Neil Cameron
21 April 2007