

MANAGEMENT COMMITTEE
REPORT TO COUNCIL (20/12/06)



Meeting of the Management Committee held on **Wednesday 20th December 2006** at the National Office, Matlock commencing at **11:10**

Council is asked to APPROVE:

1. The revised Equality & Inclusion Policy (minute 40).
2. The World Class Programme Review (minutes 58 ff).

Council is asked to NOTE:

3. MC's decision that non-members of British Orienteering are not eligible to compete at the JK.



Management Committee Minutes (20/12/06)

Meeting of the Management Committee held on **Wednesday 20th December 2006** at the National Office, Matlock commencing at **11:10**

Attendance, apologies and Chairman's opening remarks

Attendance

Neil Cameron (NC)	Chairman
Peter Christopher (PC)	Vice Chairman
Lyn West (LW)	Vice Chairman
Ed Nicholas (EN)	Councillor
Chris James (CJ)	Councillor
Mike Hamilton (MH)	Chief Executive
Amy Sarkies (AS)	Executive Officer Administration

After lunch

Dave Peel (DP)	National Coach
Cathy Hughes (CH)	Sport England contact manager

Apologies

Malcolm Duncan (MD)	Hon Treasurer
John Morris (JM)	Councillor

Chairman's opening remarks

1. The Chairman welcomed everyone to the meeting and thanked Chris James for attending as an observer. The Chairman also thanked MH for all his hard work in preparing the excellent papers for the meeting.
2. The Chairman informed the committee that Cathy Hughes and Dave Peel had been invited to join members for lunch and the after-lunch session.

Declarations of Interest

3. There were no further declarations of interest, although CJ reminded everyone that Dave Peel was his son-in-law.

Minutes of Meeting 20 September 2006

To confirm as a true record

4. The minutes were accepted as a true and accurate record of the meeting.

To identify matters that are omitted from the agenda, and if so, to decide where to deal with them

5. No matters were identified as arising that were not included on the agenda.

Notification of any other business

6. EN asked that he could discuss competition structure and to discuss possible dates for a Councillors meeting.
7. The Chairman asked for both of these to be dealt with under AOB.

Reports from Committees

Development Committee (27/09/06)

8. NC reported that a more formal grant process for the development fund was being put in place which would include timing cycles for applications. There will also be a panel set up to consider each application. Management Committee approved the process and panel proposed.
9. NC also reported that a volunteer work group was proposed and such a group is being looked into including drafting terms of reference. The next meeting of Development Committee will look at issues that the committee should be considering. This is likely to include issues that fall between committees (e.g. Publicity, Marketing), issues that fall across several committees and issues that are perhaps beyond the scope or time of committees. NC has written to Committee Chairmen requesting that they provide input that can be used at the meeting regarding their committee/group terms' of reference and typical scopes of work.

Event Operations Committee (14/10/06)

10. LW reported that the meeting was mostly spent discussing the details of current operations as opposed to structures. There was also a lengthy discussion regarding the committee's terms of reference.

International Committee (04/11/06)

11. NC reported back that an item to note related to future international event hosting with the UK. This important issue should also be considered in other forums and not just be the responsibility of International Committee as they currently have been meeting only once a year and other important aspects of any decision would fall outside International's remit.

Coaching Committee (11/11/06)

12. PC reported that the coaching award scheme and coaches' licence to practice are to be reviewed. PC commented that chasing up of coaching qualifications by regional coaching representatives will be a major task for the reps and for Vicky Thornton, but needs to be done.
13. NC commented that the Code of Conduct referred to within the minutes should include the word 'Coaches' in the title everywhere it was used, for

clarity. NC also commented that appendix 4 to the minutes – known Incentives Scheme – would be a useful addition on the British Orienteering website.

Action: AS to look into adding known 'Incentives Scheme' paper onto the British Orienteering website (AS, end of January)

14. PC commented that the Harvester in 2007 is no longer being hosted by WCH as mentioned within the minutes. AS confirmed to the meeting that KERNO had agreed to host the event and that Fixtures Group were aware. This may mean rearranging the Council meeting scheduled for June 2nd if members of Council are wishing to compete in the Harvester.

Actions: NC to ask whether Council members would like the Council meeting in June to be changed to another date in June due to greater distance now to the Harvester relays (NC, 27 January)

15. MH said that he was impressed with the members that sat on the Coaching Committee meeting. MH also commented that their terms of reference need reviewing as there is currently not a big enough differentiation between coaching and international. NC agreed that there needs to be a sharp clarity regarding the responsibilities of each committee in order to give each Committee clear direction, and this was intended to form part of the Development Committee's review referred to earlier.

Updates

Action List

16. NC reported that in addition to the action report, action 6 was on the agenda and action 10 on evidence of junior membership increase is being carried forward.
17. All other actions had either been completed, appeared on this meeting's agenda or were ongoing.
18. The meeting considered a paper informing members what is currently on the British Orienteering website with regard to the Federation's Environmental Policy, together with NC's suggestions and comments. Copies of the environment leaflet were also passed round for information. NC commented that once the new website has been launched, the environmental policy needs to be re-promoted so that everyone knows it exists and can use the new web site to find it easily.

Action: AS to ensure Environmental Policy is transferred to new website (AS, end of March)

19. NC asked whether the environmental audits referred to as good practice are being completed or not. It was suggested that this should be something that the Event Operations Committee look at. The lack of an Environment Officer was noted.

Action: LW to take issue of environmental audits being completed to the next Event Operations Committee (LW, 10 Feb)

20. Further to the last meeting, NC had produced a paper on the handling of Appeals. MH had gathered information. However the review is still a work in progress which is being carried forward and a set of recommendations will be prepared for the next meeting.

Action: *NC to continue work on the handling of Appeals and to prepare a set of recommendations for the next meeting (NC, 21 February)*

Chief Executive's Report

21. NC commented that the report was excellent and approved of MH's new format. MH commented that he had amended the way he structured his report to coincide with work programmes.

22. MH confirmed orally current membership figures and made comparison with a similar date in the previous year.

23. MH commented that it would be interesting to see what procedures clubs use at events in early 2007 in order to implement the new membership scheme and what difficulties if any were being experienced. NC requested all members of Management Committee attending orienteering events in early 2007 to monitor what is happening at event registration.

24. MH thanked AS and Nicole McKenna for all their hard work involved in implementing the new membership scheme.

25. MH informed the committee that UK Sport will be conducting a compliance audit in January to ensure that grant money had been applied appropriately. This was a normal action from time to time.

26. Staffing issues: three staff members had agreed to increase their hours in order to cope with increased workloads, however there will still be the saving of the equivalent of 1 full time member of staff going into 2007. MH reported that four RDO's had been appointed last week and will be in post in early January. The only regions that still needed to appoint an RDO are northern East Anglia and the North East: Hilary Palmer will be looking into this in the New Year.

27. EN asked about the changes in international and coaching. MH replied that DA will be spending most of his time working on the increasingly demanding international programme and spending a lot less time on the coaching programme. Vicky Thornton, current Coaching Manager, will be running the day-to-day management of the coaching programme and will look into making some parts of her current workload administrative so that they can be passed on to other staff members. Keith Marsden will oversee the work involved in developing the UKCC so that Vicky can deliver it in 2008.

28. Point 28 of the CE's Report referred to a decision made at an AGM in 2002 where it was decided that non-members of British Orienteering were able to compete at the JK but would have to pay an extra £5. The meeting decided that the decision made at the 2006 AGM to implement the new membership scheme superseded this decision and that non-members of British Orienteering are not allowed to compete at the JK, although people

who are members of a national orienteering federation of another country would be eligible to compete.

Action: *MH to inform the 2007 JK organisers that non-members of British Orienteering are not eligible to compete at the JK (MH asap).*

29. MH commented about the ongoing issue with the Special Rules for WOC07. Further to the change in the rules which meant that less athletes would be able to go, MH wrote a letter to the IOF expressing his concern about the late changes in the rules. The rules have been republished and they are different again, now apparently allowing 9 UK athletes again.
30. MH confirmed that the new website is moving forward at considerable pace with the aim of a launch date in spring 2007.
31. MH referred to point 48 of his report which details how British Orienteering has not yet submitted the Preliminary Standard Portfolio for Equality and Inclusion by the deadline set by Sport England. This means that the Federation is in breach of its contract with Sport England.
32. MH is moving this forward as quickly as possible so that the standards are met and the portfolio is submitted. Staff training is involved together with surveys so it cannot be completed immediately.
33. MH has a meeting scheduled with Sport England for January to discuss the deadline with regard to Equality and Inclusion and also to discuss the way forward with the rest of their Key Performance Indicators.

BSOA/British Orienteering Meeting

34. NC reported that there was a meeting on 1st November between BSOA and British Orienteering. He commented that it was a good meeting where a lot of key issues were discussed. Minutes are still to be finished and circulated. It was decided at the meeting that there needs to be a formal agreement drawn up between BSOA and British Orienteering. A draft agreement has been prepared and is going to be discussed at the BSOA meeting in January.

Action: *MH to circulate BSOA/British Orienteering meeting minutes to Management Committee once completed (MH, asap)*

Child Protection

35. MH produced a paper confirming the current situation. MH informed the meeting that he had now received enough interest to set up the Child Welfare Steering Group and Peter Christopher had agreed to Chair the group. Unfortunately there has not been as much interest expressed in helping with the Child Welfare Case Management Group: he has received offers from two people so far to sit on the group and he is now particularly looking for people with legal expertise and for an appropriate Chair.
36. MH reported that AS had clarified the procedures for obtaining a disclosure in each of the four home nations.
37. MH produced a paper on Protocol for Information Sharing and recommended that British Orienteering sign up to the protocol. Management Committee endorsed the protocol.

38. The meeting also decided that all members of Management Committee and the Child Welfare Steering Group should have an up-to-date disclosure completed.

Action: *AS to communicate with all members of Management Committee and the newly established Child Welfare Steering Group to ensure each member has an up-to-date disclosure completed (AS, asap)*

Equality & Inclusion

39. CH confirmed that a decision had not yet been made as to what would be done regarding sports not meeting the standard and that there is Sport England a meeting scheduled for early January to discuss this. Answering a query, she stated that 12 out of 31 sports had not yet achieved the required standard.

40. MH produced a paper outlining a revision of the current British Orienteering Equality and Inclusion policy. The meeting agreed to recommend the implementation of this policy to Council and CJ commented that there is a need to emphasise the policy's importance, bearing in mind the contractual obligations British Orienteering has with Sport England.

Honours policy

41. A paper recommending what the policy of British Orienteering should be regarding nominating people for honours was reviewed.

42. It was thought that applications should be treated on a case by case basis and that it was important the British Orienteering are involved with nominations from the sport. CH commented that applications could be made via Sport England which would give the candidate double recognition. PC commented that he felt it was important the British Orienteering should support applications made by other people outside of British Orienteering.

Action: *Policy for nominating people for honours to be recommended to Council (NC, 27 Jan).*

Governance Review

43. A paper had been produced stating what the Governance Work Group (GWG) had covered so far.

44. The GWG is agreed that British Orienteering's current governance is significantly at variance with best practice. . MH emphasised that the paper only outlines ideas at this stage. Having made observations on the paper, the Committee agreed to the GWG's plan to present their ideas to Council at its next meeting.

Action: *NC to prepare a presentation on the Governance Work Group's ideas for the next Council meeting for discussion (NC, 27 January)*

Celebrating the 40th Anniversary

45. EN has found three venues in Sheffield that might be appropriate and is looking into costs.

Action: EN to prepare a paper with definite costs, location, dates etc for a 40th Anniversary celebration in 2007 and to circulate to Management Committee (EN, asap)

2007 AGM

The format of the Annual Report 2006

46. MH produced a paper with details of an improved Annual Report for 2007, improving what has been the AGM Agenda and report. The Report will be distributed with the Spring 2007 edition of Focus. It is proposed that the report will consist of 16 pages and will be an A4 colour document. MH confirmed that with modern technology and printing, the new improved Report will not come at any significant extra cost to the membership and will be of considerable use when reporting to Sports Councils and other external bodies, and as a marketing tool. The meeting agreed to the new format.

The notification of the Annual Accounts to members

47. MH confirmed that at the 2003 EGM the decision was made that the annual accounts do not need to be included within the report, although relevant financial information will be provided to the membership within the report.

Proposals to be recommended to Council

48. No proposals were made.

Finance

Profit and Loss

49. MH commented that there has been a significant under spend in two areas, staffing and international programmes. The staffing under spend is due to the loss of various staff during the year. The international programme under spend may not be so large as there are still some items to come in.

Budget vs actual with variance explanations

50. Noted. No questions.

Cash flow forecast – not yet available

51. MH commented that a monthly cash flow report will be initiated in January so will be available for the next meeting.

Balance Sheet

52. Noted. No questions.

Debtor and creditor reports

53. It was noted that the debt discussed at the previous meeting had been cleared.

Strategic Budget 2007/9 – to note that the review of the 2007/9 Strategic Plan is awaited

54. Noted. No questions.

Insurance

55. AS had produced a paper outlining the current situation with regard to who, what, when is covered under the current British Orienteering insurance policies. The paper also highlighted issues with the current policy and recommendations for resolving these issues.
56. There was a lengthy discussion about the various insurance issues, the main one being that the current policy is on a 'claims made basis' which means that the policy needs to be in place when a claim is made which can be anything up to 3 years after the incident. With the policy being on this basis, British Orienteering is unable to have 'day membership' for non-members who wish to benefit from the insurance. AS recommended that the policy is changed to a 'claims occurred basis' which allows for day membership.
57. NC asked whether non-members could simply be included within the policy so that they are automatically covered instead of clubs having to administer day membership fees and forms.

Action: *AS to contact insurers to find out whether non-members could be included within the current insurance policy and to report back to Management Committee (AS, asap)*

World Class Programme Review

58. The Chairman welcomed CH and DP to the meeting. DP was attending in Derek Allison's place as Derek was unable to attend the meeting due to being on holiday.
59. MH introduced that the World Class Programme Review was a UK Sport requirement and the deadline was by the end of the summer. The Federation had been unable to get an external person to complete the review. On this occasion the review was completed internally by MH. However next time it would be better to get an external person to complete the review. DP commented that as MH has only been with the Federation for less than a year and has considerable experience with the performance element of other sports then it was almost like having an external person completing the review this time.
60. MH commented that he organised a survey of athlete feedback as a tool as one major input to the review. He confirmed that he received 46 responses from athletes and coaches out of the 63 it was sent to. MH confirmed that he will collate the responses into a document ready for circulation.
- Action:** *MH to collate responses from athlete survey into one document for circulation (MH end of January)*
61. MH, DA and DP also gave athletes the opportunity at the inaugural weekend in November to discuss and raise issues.
62. In order to complete the review MH collated all information he collected through observations, the survey, discussions with DP and DA, and World Class files which included team reports, performance plans etc. The survey was therefore mainly a desk-based review apart from the inaugural weekend and discussions with DA and DP.

63. MH commented that the survey results were a lot more positive than any he has seen from the other three sports he has been involved with in the past.
64. MH also commented that reviews that are written looking forwards can often come across negatively but that this is not always the case. MH pointed out that there is a staggering improvement in the results being achieved today when compared to those achieved in the 1990's.
65. DP responded to MH's comments saying that he valued the whole process. DP commented that it is easy to be defensive although he was pleasantly pleased with the results. DP confirmed that it was nice to hear what they are doing is right and useful to know what areas need attention. DP also commented that he valued being invited to the meeting and saw it as a positive sign that British Orienteering saw the importance of the World Class Programme.
66. NC commented that in the past there has been too much of a separation between members and the elite athletes of British Orienteering and that he wants to encourage more dialogue and synergy between the two.
- Action:** *Consider athletes meeting Council to encourage more of a dialogue between British Orienteering and the athletes (MH & NC, January)*
67. EN asked whether these kinds of reviews would be completed on a regular basis. DP replied that there is already a review process in place and that this is not a new thing, just one completed in a different way.
68. EN commented that British Orienteering athletes not having access to the Sports Institutes for support was disappointing. MH commented that UK Sport currently fund two non-Olympic sports of which orienteering is one and we therefore deserve to be supported in the same way. MH confirmed that he will continue to contact UK Sport about this issue.
- Action:** *MH to contact UK Sport to try to get our athletes access to the various institutes (MH, end of January)*
69. EN asked what drove the recent appointment of a coach for the female athletes. DP replied that they have tried to alter the current programme to try to ensure it encompasses all athletes and Heather Monro's recent appointment is the first step in addressing this.
70. MH commented that orienteering wants to be 'fair', however being fair can be different at the top/elite level. Elite sport is about performance at all costs and is not necessarily always fair in the sense of equal support for all. In order to make the British Orienteering World Class Programme the best in the world, performance at all costs needs to be the way it's driven as opposed to always being fair in the way that some people use that term.
71. CJ commented that the programme is there in order to get medals and not to just get teams to the major world championships as was the way when the British Squad was first set up three decades ago. The orienteering culture needs to catch up to this thinking.

72. DP commented that in order to show support for the World Class programme he felt that the British Orienteering vision should include an element of competitiveness and World Class medal aims.
73. The meeting agreed that the World Class Programme Review should go to Council to sign off before it is submitted to UK Sport.

Action: *MH to prepare the World Class Programme Review to go to the next Council meeting for approval (MH, 27 January)*

Strategic Plan 2005 – 2009

74. MH commented that he committed to review the strategic plan for 2007, but once started he found that a lot of it was out of date and realised that things were in there that should be in the operational plan so he therefore decided to rewrite the strategic plan in order to bring it up-to-date and streamline it with the operational plan. MH also thought it very important to include all the UK Sport and Sport England Key Performance Indicators within both the plans. MH commented that it was an even more difficult task as the vision is yet to be finalised. The Strategic Plan is still a work in progress and that it would include some items that will not change in what we're doing but still need to be included.
75. MH commented that the Operational Plan is a continuation of the Strategic Plan but includes the details of how the Federation will progress the aims of the Strategic Plan in 2007.
76. There was discussion as to whether quantity is better than quality when it comes to orienteering events and it was decided that quality and quantity sit side by side and are both just as important as each other. Quality of events at the top level, i.e. JK and BOC is imperative; however quantity of local events in order to get new people involved within the sport is also crucial, although all of these local events need to meet certain minimum standards. In order to increase participation you need to increase the accessibility of the sport which means holding events more frequently and more easily accessible to many.
77. There was discussion about what makes an orienteering event an orienteering event and it was commented that some current members feel that 'real orienteering' has to be held in a good technical forest. Maybe we have to look at getting newer versions of our sport which are more indicative of our times to be classed as 'real orienteering' such as park or urban racing. Should a national event always be made up of what is now termed a 'classis race' or would classifying events such as the York Park Race as national events start to modernise orienteering? This may attract a whole new breed of member and volunteer. Deciding on these various considerations would be left to Council.
78. NC thanked MH for the excellent work he has put into the Strategic Plan so far. NC commented that giving the plan a hierarchical structure gives a lot clearer picture.
79. It was decided that the meeting would be happy for MH to amend the current document in light of Management Committee's comments and for the amended draft version to go to Council for agreement.

Actions: *MH to amend Strategic Plan in light of Management Committee's comments and to send to Council for their next meeting (MH, 27 January)*

2007 Operational Plan

80. MH commented that it is difficult to bring the Operational Plan together until the Strategic Plan has been agreed. Some areas of the Operational Plan have KPI's and some do not, due to some staff not yet having had time to review their area, so the plan is still very much a working document.
81. MH commented that at this stage he is looking for agreement on structures of the plan as opposed to the finer details as a lot of the KPI's are still to be included. The meeting gave its agreement to the structure of the plan.
82. MH requested that Management Committee read through the document in more detail and provide feedback to him as in some areas such as Events, the KPI's could just as easily be agreed by members of Management Committee.
83. CH commented that it is important that all targets are SMART to ensure that they are realistic and achievable. CH also commented that it will make it easier to report to Sports Councils if the plan has SMART targets in order to prove that the Federation has achieved what it is being asked.

Action: *Management Committee members to provide any feedback on possible KPI's for the Operational Plan to MH as soon as possible (All, asap)*

Action: *MH to collate staff and Management Committee members feedback on the Operational Plan and to work them into the draft plan (MH, ongoing)*

Any Other Business

84. The meeting ran out of time to cover any other business

Reporting and Actions

To agree which items should be recommended to Council or marked for Council to note

85. For Council to note: Non-members of British Orienteering are not eligible to compete at the JK.
86. For Council to approve: The World Class Programme Review and the revised Equality & Inclusion Policy

Dates and Venues of Meetings

87. All meetings to be held at the National Office in Matlock, commencing at 11:10. Future dates:

February 21, May 2, July 25, October 17, December 12

Chairman's closing remarks

88. Members were thanked for their contributions and the Chairman closed the meeting at 17:35.

Management Committee September 2006

Action List

Reports from Committees		
1. AS to look into adding known 'Incentives Scheme' paper onto the British Orienteering website.	AS	End of Jan
2. NC to ask whether Council members would like the Council meeting in June to be changed to another date in June due to greater distance now to the Harvester relays.	NC	27 Jan
Updates		
3. AS to ensure Environmental Policy is transferred to new website.	AS	End of March
4. LW to take issue of environmental audits being completed to the next Event Operations Committee.	LW	10 Feb
5. NC to continue work on the handling of Appeals and to prepare a set of recommendations for the next meeting.	NC	21 Feb
6. MH to inform the 2007 JK organisers that non-members of British Orienteering are not eligible to compete at the JK.	MH	asap
7. MH to circulate BSOA/British Orienteering meeting minutes to Management Committee once completed.	MH	asap
8. AS to communicate with all members of Management Committee and the newly established Child Welfare Steering Group to ensure each member has an up-to-date disclosure completed.	AS	asap
9. Policy for nominating people for honours to be recommended to Council.	NC	27 Jan
10. NC to prepare a presentation on the Governance Work Group's ideas for the next Council meeting for discussion.	NC	27 Jan
11. 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
Insurance		
12. AS to contact insurers to find out whether non-members could be included within the current insurance policy and to report back to Management Committee.	AS	asap

World Class Programme Review		
13. MH to collate responses from athlete survey into one document for circulation.	MH	End of Jan
14. Consider athletes meeting Council to encourage more of a dialogue between British Orienteering and the athletes.	MH & NC	January
15. MH to contact UK Sport to try to get our athletes access to the various institutes.	MH	End of Jan
16. MH to prepare the World Class Programme Review to go to the next Council meeting for approval.	MH	27 Jan
Strategic Plan 2005 - 2009		
17. MH to amend Strategic Plan in light of Management Committee's comments and to send to Council for their next meeting.	MH	27 Jan
2007 Operational Plan		
18. Management Committee members to provide any feedback on possible KPI's for the Operational Plan to MH as soon as possible.	All	asap
19. MH to collate staff and Management Committee members feedback on the Operational Plan and to work them into the draft plan.	MH	ongoing

ACTIONS

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	•
6. June 06	MH to investigate requirement for juniors to complete a declaration	MH	•
29 06/04	Redraft Environmental Aims document and production of good practice guides.	NC	•
2. Sept 06	Prepare and submit amended terms of reference for the membership of the Event Operations groups in order to reflect who sits on which group with regard to office staff.	MH	•
3. Sept 06	Produce and implement a policy together with procedures for the appointment of staff.	MH	• end of 2006
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 Employment Law and Health & Safety	MH/AS	•

	issues and will make recommendations to Management Committee members electronically.		
14. Sept 06	MH and Staff to review the Risk Register six monthly and bring to Management Committee to approve.	MH	•