

Board of Directors

Wednesday, 22 February 2017, 11.00 – 17:00

Meeting held in the Tansley Village Hall



Board attendees: Philip Baxter (PB); David Camm (DC); Bob Dredge (BD); Mike Hamilton (MH); Judith Holt (JH); David Maliphant (DM); Elizabeth Pariag (EP); Martin Ward (MW); Julie Webster (JW)

Minute taker: MH

Apologies received: John Flook (JF)

Meeting Administration

JH informed the meeting that JF had resigned with effect from 31 March 2017 from his position as a director due to personal reasons. It was noted that JF had made a significant impact during his time as a director and that JH as Chair should write to John and express our gratitude for the impact he has had.

Notification of items for Any Other Business

Only one item of any other business was raised, a communication from Clive Allen regarding the 50th Celebrations of the forming of British Orienteering. It was decided to deal with this as an AOB item.

Declarations of interest in addition to those held on the register

MW declared that he is now chair of SYO and would like that adding to the register for future meetings.

BD declared that he is now a member of the IOF Ethics Commission.

MH apologised for omitting to bring the register to the meeting.

Actions from the December meeting

1. O-Safe: Online entry services (notably Fabian4 and Si entries) to be asked to include appropriate wording about the sport's photographic policy into their entry systems.
Not yet actioned¹
2. Safeguarding: MH to circulate information to Board members about the eLearning safeguarding module which will be used to develop a knowledge baseline.
Not yet actioned²
3. Workforce restructure: MH was instructed to implement the British Orienteering funded component of the staffing structure.
Actioned and Agenda item
4. Prudent vs Speculative Strategic Budget: Board to reconsider at Feb 2017 meeting.
Circumstance have moved beyond this action – delayed until later in the year, post SE discussions and contract.
5. Reserves & 'Wind up costs': MH to approach Sport England to determine 'good practice' and what support can be expected in a wind-up situation
New Reserves Policy agreed, Agenda item to confirm this
6. Succession Plan: MH to update Succession Plan for reconsideration at the Feb 2017 Board meeting
To be dealt with as a post meeting item³
7. Disciplinary Policy & Procedures: To be updated for consideration at the Feb 2017 Board meeting (MH)
To be dealt with as a post meeting item⁴
8. Definition of Activities: The definition of activities to be reviewed and more should be done to raise the matter of clubs acting responsibly towards one another in this respect rather than expecting the honest clubs from bearing more than their share of the costs of running British Orienteering.
This matter brought to the attention of clubs; new definition of activities and the reasons for it to be publicised.⁵

Strategic Plan Implementation

a) British Orienteering funded staffing structure: To agree an affordable structure able to implement the Plan.

JH introduced this item by stating that there are two significant documents underpinning the discussion: the priority areas for development in the strategic plan and the 'Core' business of British Orienteering. Both are published on the website and

available to members. JH reminded Board members that it had been agreed that a staff structure should be established which is affordable to British Orienteering and can stand alone regardless of external funding.

JH also pointed out that there is a degree of urgency in taking decisions as staff positions need to be resolved.

MH had produced a set of papers that had been circulated prior to the meeting which outlined the various arguments and options. Also included was a draft organogram and statement of outline roles and responsibilities for the various positions.

The funds available for a workforce structure are identified in the 2017 Budget and Strategic Budget and are currently set at £161,000 growing to £170,000 by 2025. Additionally, there is a plan to gradually develop some additional income to fund a part time person however this is likely to be based on a 'delivery' role for instance, including mapping and training.

The current salary cost to British Orienteering for the 4.6 FTE (full time equivalent) shown in the draft structure is £158,000. This does not include any costs associated with any consultant(s) or part time employees working in the talent and performance programme which will come from programme spend.

MH asked Board members to put to one side the matter of an 'Orienteering Services Officer' for later discussion. The 4.6 staff structure includes: CEO, Business Support & Accounts Manager, Head of Development and 1.6 FTE administrators. MH believed this structure should be able to deliver the work required to meet the core business of British Orienteering however it will make little impression on implementing the Strategic Plan.

In this role, the Head of Development would need to take responsibility for implementing the 'participation continuum' aspects of the Strategic Plan.

PB raised the need for there to be an 'orienteer' leading on some of this work, perhaps as a 'sport lead'. Whilst there was some sympathy for this BD made the point that we welcome applications from orienteers and value the specific orienteering knowledge they can bring there is however a need for them to have the skills and knowledge for such a position and to be prepared to deliver what is asked of them and work to a plan.

It was agreed that if British Orienteering had the funds to support another role the priority would be to appoint a position able to support volunteers, clubs and members to deliver orienteering events and activities.

During this discussion, it was agreed that:

- The core workforce should be able to service the core services of the NGB without additional external funding
- There is/should be some capacity to implement the strategic plan – albeit slowly
- If additional funds can be made available a position of Orienteering Services Officer is the priority; not necessarily under that role title
- The Head of Development should oversee the development of the 'participation continuum' a decision that will be reviewed in the future if the role proves too big for one person to deliver

b) SE Funded Staff Structure: To consider the staff structure required to deliver the 'Core' externally funded programmes

MH reminded Board members that the aim of this programmes is to enhance the implementation of the Strategic Plan in the areas of:

- Recruitment and the retention of frequent participants and members
- Recruitment and the retention of volunteers
- Sales of British Orienteering products (Xplorer, Recognised Centre, Mapping, POCs)

And that British Orienteering will influence recruitment and retention in the following ways, through:

- Delivery Bodies (including clubs, outdoor centres, schools and Xplorer deliverers) – developing targets, formats, training, resources and influencing strategies through promotional campaigns, website, newsletters, social media
- Delivery Individuals (including event officials, coaches, teachers, outdoor instructors, volunteers and Xplorer deliverers) – via Delivery Bodies and through training, resources and influential communications

The staff structure being implemented includes four England development officers responsible for liaising with and supporting clubs on matters relating to the recruitment and retention of participants and volunteers whilst also dealing with other local partners and the sales of British Orienteering products. These officers and the NI Active Clubs Coordinator are the primary deliverers of the programmes working closely with clubs and partners that are motivated to work with programme staff.

There are two other officers working at national level a Communications Officer and an Orienteering Services Officer.

MH explained that the priority for the Communications Officer will be to develop systems, processes and tools that enable other staff to communicate effectively with members, participants and partners including the media. At the end of the 4-year period all such systems should have been tested and have become familiar to staff members so that effective communications can remain a realistic objective even if funding and the position cease.

It was recognised that if additional British Orienteering funds were available the position of Orienteering Services would be funded internally rather than using external funds. If this is not currently feasible, the position should be supported by Sport England funding. If, however, funds can be made available British Orienteering would look to employ a part time person and segregate responsibilities so there was clear separation between the roles.

It is an aim that over the next 4-year period British Orienteering increases income to enable the employment of a full time, or almost full time Orienteering Services position.

After discussion, there was agreement that the use of reserves should be considered regarding the role of Orienteering Services.

MH explained that he had received advice about the restructure and the best way to move to a position where the differing business needs, created by the changing direction of the Sport England strategy and funding, are met. There was discussion at this point which has been omitted from the minutes.

Although there were some differing opinions regarding what is feasible when restructuring the workforce, it was agreed that the advice offered as good practice by our HR consultants be followed.

c) Strategic Budget & the use of reserves: To consider the ways in which income can be increased either by increased commercial activity and/or by using reserves

MH explained that the reduction in funding creates a situation where the level of reserves is significantly higher than required by the updated Reserves Policy. The reserves currently stand at £511,971 and the new Reserves Policy requires £333,665; this means that approximately £175,000 is available if the Board wishes to use it. Points of note:

- It has taken considerable time to build the reserves to the current level and, realistically, the reduction in funding from Sport England means it will take even longer to replace reserves that are used.
- The Board agreed that the funding and economic environment is becoming increasingly volatile and uncertain.
- Recognition that there will be pressure from sections of the membership to see the reserves used to offset any further increases in income generation from membership fee and event levy.

After discussion, it was concluded that the reserves above those required be split, nominally, into three equal components. One third retained and not committed until there is more certainty about the underlying financial position and how the long-term future of British Orienteering can be protected and secured.

One third held for potential use over the next funding cycle on projects that are aimed at achieving the ambitions detailed in the Strategic Plan. These funds to be released as and when projects or initiatives are agreed.

The final third to be used to supplement current funding with a view to either generating substantive and sustainable new revenues or to allow otherwise unfunded initiatives and plans to be implemented. This use of reserves will include responding to the needs of members and to enhance the services offered to members.

It was also agreed that any draw-down of reserves should be supported by a simple business case that demonstrates the income return. The replenishment of the reserve should be a target so that the total amount of seed capital is not diminish over time.

Bearing this in mind, the Board agreed that a maximum of £15k of reserves is used for each of two years, 2017/2018 to employ a person as an 'Orienteering Services Officer'. The aim of this role is to provide support to event organisers and other event officials, to update various rules and regulations and to update resources and training materials. The position will be a 'point of contact' for members and volunteers. If this role is one that meets member needs and is appreciated, the position will need to be funded from additional income rather than from reserves by the end of the specified period of 2 years if it is to be continued.

There was further discussion about how this position and the position funded by Sport England will be differentiated. MH was asked to ensure the following:

- Differentiation in the roles is clear and can be easily explained
- The role funded by British Orienteering is National Office based and readily contactable and accessible by members
- The position funded by British Orienteering is promoted strongly to members as a role that will be reviewed in 2 years with a view to the role being funded through additional income

In summary, it was agreed that up to £15,000 of reserves can be used for each of two years 2017/2018 to employ a part time Orienteering Services Office. ⁶

d) Podium success: To agree the strategic direction of the programme.

After discussion it was confirmed that the purpose of the programme is to promote orienteering through sustainable, medal success.

Board members recognised the challenges faced by the Talent & Performance programme brought on by the change to funding. Over recent years the Talent Programme has benefited from Sport England funding of more than £700,000 for the 2013/17 cycle and the Performance Programme has benefited from funding from British Orienteering of around £20,000 per year in recent years. Athletes have also self-funded aspects of the programmes to varying degrees, often supported by parents, clubs and associations.

It was recognised that the performance programme needs to move to a position of self-funding by athletes. It was also recognised that to thoroughly prepare for WOC, athletes need to race at selection races and World Cup races, to gain ranking points, and attend training camps and competition in terrain appropriate to WOC. This leads to the contradiction that if our top athletes work full time to provide the funds to attend these opportunities, they compromise their training and recovery strategies. If they choose to work part time so they can train and recover optimally, they have limited funds to pay for the essential travel and competition fees.

It was agreed that at performance level, funding should be focused on the disciplines and athletes that have enjoyed, or are likely to enjoy WOC medal success. It was also recognised that this approach will increase the likelihood of achieving medal success and inspiring those younger athletes following in their wake.

At talent level, there was agreement that funding should be focussed on the young talented athletes and support them to develop good habits that will stand them in good stead as they grow older and gain experience. The clear intention is to help them become more self-reliant.

In summary, the following were agreed:

- The purpose of the T&P programme is to promote orienteering through sustainable, medal success.
- At performance level, funding will be focused on the disciplines and athletes that have enjoyed, or are likely to enjoy WOC medal success.
- Sport England funding will be focussed on developing good habits in young athletes primarily school aged athletes.
- The remainder of the programme will be largely self-funding.

e) Podium success: To agree the way in which the workforce will be engaged; how to most effectively use the British Orienteering and Sport England funds.

The discussion moved to the most effective way to deliver support to the athletes and what staff structure is affordable and feasible. MH pointed out that the work is not regular or frequent for much of the year and is focused on the camps and competitions schedule. Advice is that this is work that should be completed by consultants and volunteers and is not 'employment' unless we consider 'zero-hours' or multiple short term employment contracts. The administrative overhead associated with short term contracts and zero hour contracts is considerable, consequently the advice for a small organisation such as British Orienteering is that services should be procured from consultants or volunteers. There was some discussion about the services required. MH confirmed that schedules will need to be drafted annually and budgets agreed; once these are in place consultants or volunteers can be identified to deliver the services required.

MH explained that there remains a need for oversight of the programme and ideally this responsibility should lie with a person who is available for staff meetings and can represent the needs and progress of the programme. A possible solution to this was discussed although MH confirmed that further staff consultations are required.

In summary, the following was agreed:

- A staff member will be responsible for the programme and provide coordination and oversight
- The delivery of the programme will be through the procuring of services from a mixture of consultants and volunteers.

AGM Matters & Annual Report

AGM Booklet

a) AGM Proposals: To agree any proposals to be placed before members

- 2016 Accounts: It was agreed that the accounts are to be recommended to members.
- Auditors: It was agreed that Grant Thornton the current auditors be recommended to deliver the 2017 audit at the 2018 AGM.
- Membership Fees & Event Levy 2018: The decision taken at the December meeting of the Board was confirmed and members will be asked to agree that the membership fees and event levy remain static; the same as in 2017. This was decided on the basis that a significant increase to the fees and levy for 2017 had been agreed at the EGM held in October 2016. It was noted that the EMOA had suggested that membership fees be increased for 2018.

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- Elections: There was a discussion about the lack of nominations from the membership for the positions of elected directors. Board members were disappointed that no nominations had been received although recognised that there is another day for nominations to be made. It was agreed that ways in which members can be encouraged to put themselves forward for election are considered. In the meantime, if there are no nominations, the Board may have to co-opt a member to the board.
- b) Annual Report: Draft copies of the Annual Report 2016 were tabled for board members to comment on. JH introduced the draft to board members and stated that any typos or simple alterations should be forwarded directly to the Marketing Manager, Jennie Taylor.
- The board complimented Jennie on the look and feel of the draft.
- DM commented on the ordering of the articles in the report, this was supported by MW. DM agreed to consider the report and let MH have an order and any significant changes he spotted as soon as possible. ⁷

Finance

- a) Yearend Accounts: BD informed the board that the audit had been particularly clean this year and that he was very grateful to our Accounts Manager, Jannette Blunden, for her diligence and hard work.
- BD explained that whilst a surplus was shown as the outcome to the year there were factors including not replacing staff that had led to this position and it cannot be construed as an indication of future yearend positions.
- After a brief discussion, the board agreed that the accounts be signed-off.
- b) Key Audit Findings: The findings were discussed in detail item by item and the following points made:
1. Fixed Asset Registers
Recommendation: The auditors recommend that British Orienteering keep two Registers, one showing capitalised assets which relate to the Property, Plant and Equipment balance in the financial statements, and the second register showing all assets which have been fully written off in the first year.
 - Management recognised this recommendation and agreed that it will be carried out in future years. ⁸
 2. Segregation of duties
The auditors recognised, as in prior years, that reliance is placed upon Jannette Blunden for accounting procedures. They understand our limited resources but recommend that the situation is reviewed.
 - The Board agreed whilst accepting that the limited resources and capacity available to British Orienteering to resolve this are a significant factor. MH to approach auditors for their solution to this finding. ⁹
 3. WOC 2015 income and expenditure
The auditors noted that if major events are delivered, such as the WOC 2015, then British Orienteering must perform regular reconciliations between income and expenditure that is being recorded, and what proportion clearly relates to British Orienteering.
 - MH explained that this point had been taken on board during the preparation work undertaken for the World Masters Orienteering Championships 2020. MH went on to note that this same issue remains with the British Orienteering major events and there is still a need to find a solution to the JK and BOC that meets the auditors and governance requirements.
- c) 2017 Budget: It was noted that it has not yet been feasible to update the 2017 Budget – clarity on Sport England funding is required before a reforecast is viable.
- d) Reserves Policy: The Reserves Policy had been reviewed and updated considering the good governance requirements associated with Sport England and future funding.
- MH explained that the Board has a responsibility to ensure that British Orienteering has sufficient reserves to meet its operational needs. This includes maintaining a level of reserves which would enable it to continue to meet its obligations even when there are significant changes to its circumstances. This is particularly important in the current climate of uncertainty about government and lottery funding.
- The recent governance audit by Moore Stephen on behalf of Sport England has recommended that ‘wind down’ costs are considered for inclusion.
- The current Reserves Policy states that the level of reserves that British Orienteering (the Company) should maintain are:
- Reserves should be maintained at a level which ensures that three months of the Company's normal activity (a full programme as is currently being implemented) and a further three months of core activity (meeting its commitments to the membership) could continue during a period of unforeseen difficulty. A proportion of reserves will be maintained in a readily realisable form. For this purpose, the reserves that the Company carries excludes fixed assets.*

At the end of 2015, the requirement of funds to meet the reserves policy was £397,206 and the actual reserves amounted to £473,168.

FRS102 indicate that the two leases we hold, the National Office and the copier, should be included. Other advice is that sufficient reserves to cover staff redundancies are held.

Staff redundancies are difficult to quantify as they often change frequently within a year. In the case of 'wholly' funded positions, past practice of both Sport England and UK Sport has been that funding can be used to cover redundancies of funded staff. Sport England have been asked to provide assurance of this position in writing; this has not yet been forthcoming despite repeated requests.

Based on the parameters agreed at the December 2016 Board meeting the updated draft Reserves Policy states:

Reserves should be maintained at a level which ensures that six months of normal activity can continue during a period of unforeseen difficulty. This normal activity will include core activities and back office facilities as are currently being implemented but not include programmes funded through National Lottery or Exchequer funding awards.

Additionally, the reserves should maintain sufficient funds to cover wind-down costs that British Orienteering might require including:

- *The cost of any leases that British Orienteering is contractually obliged to meet as indicated in FRS102.*
- *Any costs associated with staff redundancy at the end of the 6-month period. To be clear, this will include all staff employed on 1 January of the year. Costs associated with the redundancy of staff employed to work solely on funded programmes (National Lottery and Exchequer) will be omitted from the reserves calculation provided written confirmation is received from the funding partner confirming that the funding awarded is available and can be used to cover such redundancy costs.*

A proportion of reserves will be maintained in a readily realisable form. For this purpose, the reserves that British Orienteering carries excludes fixed assets.

The impact of this is that at the end of 2016, the requirement for funds to meet the reserves policy and in line with the revised going concern policy and "wind-down costs" is £333,665; the actual reserves amount to £511,971. This compares to the 2015 reserves policy which required a minimum of £397,206 to be held in reserves.

The Board agreed the adoption of the updated Reserves Policy.

Monitoring Reports

MH apologised that the monitoring reports were incomplete within the Board papers circulated, this was due to the staff restructuring work which had to be given a high priority. The reports that are omitted will be circulated to Board members as soon as possible after the meeting. JH agreed that the restructure had to be given priority and informed Board members that she had met with MH on multiple occasions during the period since the funding position had become known.

a) Matters of Significance: The following matters were brought to the attention of the Board:

1. Sport England funding for the period 2017/21 has been confirmed by phone and in press articles: but, as yet, no correspondence has yet been received and no agreement reached on programmes or targets.
2. Active Lives: the first survey results have been published and the Board should note the positive response of 38,000 people having orienteered twice in the 28 day period of the survey.
3. Staff have coped well with the 6-months hiatus regarding their employment situation – frustrations are now becoming evident.
4. HR consultants, Peninsula, are working hard; risk continues to increase whilst staffing matters are being dealt with.
5. Safeguarding: No significant safeguarding matters have been raised since the last meeting.
6. Anti-doping: The IOF posted a nil return against British athletes at the yearend.
7. Complaints & grievances: No complaints have been received during this period.
8. Insurance: Cover is in place and no significant matters regarding insurance have been raised. MH reported that there are typically between 3 and 5 insurance related queries per week.
9. 50th Celebrations: 2017 marks the 50th anniversary of the formation of the British Orienteering Federation. The inaugural meeting was held at 7.30 p.m. on 17 June 1967 in Barnard Castle, with the first British Orienteering Championships held in Hamsterley Forest, Co. Durham the following day. Jennie Taylor was able to report to the Board that to celebrate this 50 year milestone, various activities have been planned to roll out during 2017. Board members may have already seen the 50 years' celebration banner on the homepage of the British Orienteering website. There is also a special anniversary edition of Focus which will mark the occasion and progression of the sport over the 50 years. A short, low cost film has been commissioned and will be focusing on the past, present and future of the sport. This film will be launched on the website on 17 June 2017 which is the actual 50th anniversary date. There will also be a celebratory

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cake for members attending the Annual General Meeting on 14 April at Brunel University and a display at the 2017 British Orienteering Championships on 6 and 7 May in Cumbria.

- b) Management Accounts: Board members were asked to note that management accounts for January have yet to be finalised. This is in line with normal practice which is to prepare the first set of management accounts for the January/February period.
- c) Performance Indicators: MH noted that this will be circulated as soon as possible but that membership is at around 8,000 and continues to rise.
- d) Risk Register: MH apologised and the risk register with comments will be circulated as soon as possible. MH pointed out that the biggest risks now are associated with restructuring.

Association Matters

Matters raised for Board consideration by associations since the last Board meeting included:

- EMOA: Reported strong support for an increase in membership fees. It was reported that they had also authored a good paper about the activities of the association in the context of the recently published Strategic Plan.
- WMOA: BD reported that there had not been a meeting recently.
- SCOA: Had not met since the last Board meeting.
- NWOA: DM reported that there had not been a meeting recently.
- WOA: BD reported that WOA had been quiet apart from the involvement of WOA in preparing the WMOC 2020 submission.
- NIOA: PB reported that there had been concern about the increase in levy
- SEOA & SWOA: Dates have now been set for meetings.

Governance & Leadership

- a) Governance Action Plan: MH introduced this topic and confirmed to Board members the need to agree an action plan that will meet the requirements of the New Governance Code. This is a requirement of funding in both England and Northern Ireland.

The points for inclusion in the action plan had been circulated prior to the meeting and include:

- Safeguarding – The need for a policy and procedures to cover ‘at-risk-adults’ is stressed
 - Anti-doping – Organisations are required to ensure that training and education obligations with their athletes and athlete support personnel, as described at clause 4.3 are met.
 - Governance – Compliance with the New Code for Sports Governance is mandatory and includes the requirement that all organisations have a Governance Action Plan in place.
 - Data Collection – Data must be collected in a standardised manner and shared more widely with both Sport England and across the sector, in line with a more general consumer market trend of open data.
 - Dispute Resolution – A dispute resolution process must be in place within the organisation.
- b) Succession Planning: MH apologised and stated that an updated Succession Planning Policy will be circulated electronically post meeting. ¹⁰
 - c) Appraisals: JH noted that Director/CEO appraisals are in progress and that the findings and any recommendations will be reported to the June Board meeting. ¹¹
 - d) Board Effectiveness: Similarly, JH reported that the findings and any recommendations will be prepared for the June Board meeting. ¹²
 - e) Disciplinary Policy & Procedures: MH stated that an updated Discipline Policy will be circulated electronically post meeting. (See Action 4)

Steering Group and Committee Matters

The Board were asked to consider any committee or group matters raised since the last Board meeting and agree the resolution of any decisions that have been requested of the Board:

- a) E&CC: The next meeting is to take place on Saturday 25 February. MH and DM are due to attend.
- b) Coaching: Although no meeting had taken place since the last Board meeting the Board were informed that there had been considerable activity. It was noted that the Coaching Conference had been a great success delivered entirely by volunteers although staff members had been involved in leading sessions. The Board congratulated the organisers and deliverers of sessions on providing a successful conference which had been much appreciated by attendees.
In a separate point, JH noted that there had been a discussion around the nature of coaching across the Home Nations and

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it was agreed that the Coaching Steering Group should continue to recognise and coordinate the work across the UK whilst accepting there may be differing needs in the individual Home Countries.

- c) Talent & Performance: BD reported that a positive decision had been taken not to hold a T&P Steering Group meeting during this period until the staffing position resulting from the funding cuts is resolved. BD noted in a response to MW that the selection criteria for 2017 have been published on the website.
- d) Development: The Steering Group had met on 14 December and a junior development conference is being held on 11 March 2017. PB queried whether a NI representative had been invited. MH to raise this matter with our Head of Development, Craig Anthony.¹³
- e) TrailO: No meeting has taken place since the last Board meeting.

Welfare & Safeguarding

MH confirmed a date/time and venue for the annual review has been scheduled.

MH had circulated a summary of safeguarding issues that exist prior to the meeting. The paper highlighted areas of weakness in the current safeguarding position and will be communicated as part of the review of safeguarding in sport following the soccer revelations late in 2016. There followed a long and well informed discussion about the safeguarding risks in orienteering and the related problems with the legal framework that impacts on safeguarding work. Board members recognised the innate risks associated with orienteering, particularly the family nature of the sport and the dangers inherent in orienteering on land that is open to the public. Board members supported the work and believed as much as possible is being done to safeguard children and at-risk-adults.

JH commented that this discussion had been well informed and demonstrated the deeper understanding across the Board of safeguarding matters.

IOF matters

BD reported that there were several matters to draw to the attention of Board members:

- a) WMOC 2020: BD noted that the IOF has short listed the GB submission to host the event but thought that the two other submissions shortlisted were also of a high standard. MH added that the formal assessment visit will take place between 30 May and 2 June. The group making the submission on behalf of British Orienteering had worked well together in particular David May, who had led on the orienteering aspects of the submission, and the staff at Swansea University who had produced an excellent submission.
- b) Other matters: BD noted the request for feedback regarding the IOF scheduling proposals. BD/JH raised the matter of IOF post holders enquiring about the availability of funding particularly in the context of Brian Porteous standing down as President which, in their opinion might release some funds. There was a brief discussion and it was agreed to keep this matter under review whilst accepting that unfortunately no funding would be available in 2017. The Board took this decision with reluctance but felt that until funding matters had settled down and priorities became clear it was necessary.

Any Other Business

Only one item was raised, a letter from Clive Allen. After discussion, it was agreed that the idea of recognising a significant individual or individuals that were involved in the formation of British Orienteering should be recognised. The actions coming out of the discussion were:

- JH to ascertain the names of individuals that were involved in the formation of British Orienteering
- JH to contact Clive to provide him with feedback after the Board discussion and to discuss several matters that had arisen.¹⁴

Future meetings

The following meeting schedule to be considered:

Sat, 17th June

Sat, 9th Sept

Thu, 7th Dec

Further Conference calls to be organised as required.

Meeting close

The chair thanked members for their input and closed the meeting at 16:20.

Actions

- ¹ O-Safe: Online entry services (notably Fabian4 and Si entries) to be asked to include appropriate wording about the sport's photographic policy into their entry systems. (MH)
- ² Safeguarding: MH to circulate information to Board members about the eLearning safeguarding module which will be used to develop a knowledge baseline. (MH)
- ³ Succession Plan: MH to update Succession Plan for reconsideration at the Feb 2017 Board meeting. (MH)
- ⁴ Disciplinary Policy & Procedures: Updated Discipline Policy to be circulated electronically post meeting. (MH)
- ⁵ Definition of Activities: The definition of activities to be reviewed and more should be done to raise the matter of clubs acting responsibly towards one another in this respect rather than expecting the honest clubs from bearing more than their share of the costs of running British Orienteering. (MH)
- ⁶ Orienteering Services Officer: A business case to be prepared and presented to the Board. (MH)
- ⁷ Annual Report DM to provide feedback on the ordering of the report to MH. (DM)
- ⁸ Accounts, Fixed Asset Registers: Two Registers to be kept, one showing capitalised assets which relate to the Property, Plant and Equipment balance in the financial statements, and the second register showing all assets which have been fully written off in the first year. (MH/JB)
- ⁹ Accounts, Segregation of duties: MH to approach auditors for their solution to the challenges of the reliance on Jannette Blunden as Accounts Manager. (MH/JB)
- ¹⁰ Succession Planning: MH to circulate an updated Succession Planning Policy electronically post meeting. (MH)
- ¹¹ Appraisals: Director/CEO appraisals are in progress and the findings and any recommendations will be reported to the June Board meeting. (JH)
- ¹² Board Effectiveness: The findings and any recommendations will be prepared for the June Board meeting. (JH)
- ¹³ Development: The junior development conference is being held on 11 March 2017, PB requested that a NI representative be invited. MH to raise this matter with Head of Development, Craig Anthony. (MH/CA)
- ¹⁴ 50th Celebrations: JH to ascertain the names of individuals that were involved in the formation of British Orienteering and to provide Clive Allen with feedback post Board discussion. (JH)