

## Board of Directors – Meeting Minutes

Saturday, 17 September 2016

Meeting held at the National Office



**Board attendees:** Bob Dredge (BD); John Flook (JF); Mike Hamilton (MH); Judith Holt (JH); David Maliphant (DM); Elizabeth Pariag (EP); Martin Ward (MW); Julie Webster (JW)

**Invited attendees:** Jackie Newton (Talent & Performance Manager – Item 2); Roger Scrutton (SOA President – Observer)

**Minute taker:** MH

**Apologies received:** Philip Baxter (PB); David Camm (DC – recently appointed Independent Director)

### 1. Meeting Administration

The Chair reiterated the news circulated recently to Board members that a 3<sup>rd</sup> Independent Director has been appointed. David Camm is an experienced management consultant who will bring a wide set of competencies and knowledge to the Board. David unfortunately had a prior engagement on the day of this Board meeting but has already spent a day in the National Office being inducted and meeting staff. David is now looking forward to playing a full part in Board activities.

#### Notification of items for Any Other Business

Updates regarding the WMOC (World Masters Orienteering Championships) and WUOC (World University Orienteering Championships) to be added under AOB.

#### Declarations of interest in addition to those held on the register

MH explained that in future the register will be available at each meeting and DM agreed as Vice-Chair to familiarise himself with the contents prior to Board meetings.

No additional declarations of interest were made.

#### Actions from the June meeting

1. Longer term financial plan: MH/BD were asked to draft a longer term financial plan, setting out the way in which income to British Orienteering can be gradually increased; the plan to be communicated to the membership as soon as is feasible.  
*Agenda item*
2. Disciplinary Procedures: The disciplinary procedures are to be reviewed during 2016 and the review should ensure that our procedures are robust and in line with good practice; action MH.  
*Delayed until the December Board meeting*
3. Association Liaison: Discussions with Association Chairs will shape the future discussion about liaison (BD/JH/MH).  
*Agenda item*
4. O-Safe: Membership to be asked to accept and abide by the British Orienteering Safeguarding Policy and Procedures and that they are deemed to have read, understood and assented to the British Orienteering Code of Ethics and Conduct ("Code") and as such recognise and adhere to the principles and responsibilities embodied in the Code. Check that the member renewal statement contains an appropriate clause.  
*Work to deliver this is on-going*
5. 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.  
*On-going*
6. 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 is to be brought to the attention of clubs; a new definition of activities and the reasons for it will be publicised.*

7. Companies House Return: MH to make changes to the Return based on the minor changes to personal information of directors brought to his attention.  
*All notified changes made with Companies House.*
8. Safeguarding: MH to circulate information to Board members about the eLearning safeguarding module which will be used to develop a baseline of knowledge.  
*Yet to be actioned; and will follow by November.*

## 2. Talent & Performance Programme Report

Jackie Newton (JN), Talent & Performance Manager, joined the meeting for this item.

JN had circulated a review document prior to the meeting for Board members to familiarise themselves with. During the meeting JN led members through each section of the review and addressed queries and comments within each section. The key points highlighted by JN were:

### a) Achievements:

- Junior World Championship podium positions achieved for the past three years
- 2016 was the best European Youth Championships ever with 8/10 athletes achieving top twenties – best positions 4<sup>th</sup> and 5<sup>th</sup>
- 2016 was the best World University Championships ever - 2 X gold medals + 8 top twenties
- Quality at the top - Podium positions at JWOC - 2014- Zoe Harding; 2015 – Aidan Smith; 2016 – Megan Carter Davies
- Quantity at the top - Achieved top twenty targets every year, in the past funding cycle, apart from 2016 (one short)
- Quality of the pathway – provided more diverse input and more coaching hours from more experts; have been able to access this via MMU contract and new working with TASS as well as recruiting other experts.

### b) Strategy revisited:

#### Talent:

- Reduced funding will impact on the future and what has been feasible may not be in the near future.
- The level of support for talent athletes should not be diluted
- The talent programme should stay prestigious, aspirational and motivational for both those in the programme and those aiming for this support.
- The Talent Programme should aim to support between 12 – 20 athletes per annum.
- The Talent Programme will develop each athlete across both sprint and forest events but enable athletes to move towards specialisation at the end of their junior career if it is evident that it is in the interest of the athlete and the programme

#### Performance:

- Conversion of podium places to medals in sprint, sprint relay and forest relay
- A squad of focussed athletes with no 'passengers'
- The squad is prestigious, aspirational and motivational for both those in the programme and those aiming for it.
- The programme adds value to individual athletes' training and development
- A forward looking programme that capitalises on the opportunities presented by a split WOC

### c) Looking forwards

- Raising skill and fitness levels through widely understood and used performance standards
- Restructuring the programme to work even more closely with the JROS
- 'Hothousing' talent
- Focusing on the transitioning of talented athletes through to performance athletes
- Focusing available resources on the areas likely to have the most impact on performance
- Developing a communications strategy to promote the benefits of the programme to members

BD suggested that JN had presented a somewhat optimistic picture of the overall team performance. Whilst there had certainly been some outstanding results from a few athletes the overall trend in results, especially in forest disciplines appeared to have declined. He also asked why the emphasis should be on sprint over forest orienteering and suggested that such a move would need to be explained carefully to the broader membership.

It was agreed that the programme should focus on delivering podium places rather than spreading resources more thinly on all types of races. The purpose of the programme was agreed to be to raise the profile of orienteering through achieving

podium success – and there was understanding that this might more easily be achieved converting podium success in sprint, sprint relay and forest relay disciplines into medal success.

JN was asked to articulate what resources would be required to bring about improved success across all international elite formats.<sup>1</sup>

JN was also asked to consider how performance athletes can be supported to gain individual funding.

The matter of transfer of talent from running sports across to orienteering was discussed and the viability of it queried.

BD stressed that the likely reduction in funding/resourcing of the talent and performance programmes will have significant impact on the programmes and this may create the need to re-think how the programmes are structured.

JN was thanked for her time and input.

### 3. Strategic Plan, Budget & Funding (to continue after lunch)

MH explained that after discussions with JH it had been decided to deal with these three items together as there is strong linkage between them and the discussion will inevitably swing across the three items.

#### a) To receive an update on progress in developing the Strategic Plan for Orienteering

The Deloitte team had produced an interim report which was tabled for Directors to read. After reading the report the Board had a discussion about the strategic plan and associated matters. Generally, the Board is happy with the progress being made.

Key Observations:

- Fully agree with the statement regarding connecting/inter-linking the 3 main focus programmes.
- Consistency of approach: Comfortable that all should be dealt with in a consistent way whilst recognising that a focus programme may have more depth/detail than an 'underpinning' programme.
- Focus programme: Participation – Agreement that we've caused the problem about the differential between participation and competition when the reality is that there is a continuum or 'participation pathway' on which competition sits, as does leisure/recreational orienteering. The Plan probably needs to focus on the continuum rather than trying to convert 'participants' into 'competitors'. All are valuable to us and competitors are also participants. A degree of uncomfortableness in defining 'competition' exists although in orienteering terms competition is generally defined as those taking part in registered events.
- Focus programme: Competition – Same issue the other way around; competitors sit on the participation pathway.
- Focus programme: Podium Success – It was queried where the 'Should focus on all elite competitions' came from and what it means? MH was asked to query the meaning behind this point.
- Financial Sustainability: Has clearly grown in importance over the last few months as a consequence of discussions with funding partners and the Strategic Budget.

Board members were comfortable with the rest of the interim report. MH asked to feedback this information to the Deloitte team.<sup>2</sup>

#### b) To consider the strategic budget; assumptions and implications

MH explained that preparing the Strategic Budget for the period has been a reality check and is a significant challenge. Over the last 20 years, the organisation has grown to depend on government funding and has been able to use it advantageously. This has resulted in:

- A level of expectation from members both in terms of the services they receive and the value for money they obtain.
- Members becoming used to a low cost of membership as compared to similar membership organisations.
- Participants being used to a cost of entry to national and major orienteering events that is often lower than the cost of entry into similar events in other sports and in commercial events such as 'Tough Mudder'.
- A level of expectation of the costs involved in running a national governing body of sport that is often unrealistic; this is associated with a confusion relating to what work is 'core' to a governing body, what should be paid for by the sport, and what is additional work funded by government agencies.

Orienteering across the UK has benefited significantly from the funding provided by Sport England; this is often unappreciated; for instance, the recent Sport Northern Ireland funding submission was prepared and written by our Head of Development with the help of other staff who are fully funded by Sport England.

Board appreciated that British Orienteering is now having to deal with the realistic new funding scenario where future government funding will be ring-fenced to a programme – funding partners have made it clear that funding will no longer be available to support the core functions of the governing body.

The draft Strategic Budget produces a loss of £20,000 in 2018 which gradually decreases for 4 years until it flattens out to a breakeven position and remains at that level for the subsequent 4 years. BD fully supported and welcomed

the approach taken by the CEO as it reflects the reality of our financial position. This draft was discussed in detail and the following points made:

**Income:**

- Will need to be increased just to 'stand still'; directors were reluctant to commit to a steady increase in income from membership and levy as circumstances change. There was agreement that if the current 2017 increases are agreed there should only be a small or zero increase in 2018. MH explained that he thought a 2% increase in membership and levy year on year will meet increasing cost that are expected, such as pensions. It was agreed that members will be informed that the Board are anticipating no large increases will be made to membership & levy fees in the next few years assuming the EGM proposal is adopted but that smaller increases will be necessary. It was pointed out that this approach to minimal future increases will, other things being equal, mean that over time the British Orienteering reserves will fall.
- Commercial income is shown in the budget to be growing. MH explained that he felt this is reasonable provided that British Orienteering and its members accept commercial activity across both external organisations and internally to members. This is normal commercial activity across many sports. If we are not accepting of this activity, then it is unlikely that commercial income will grow to the extent shown in the budget. The reality is that 'commercial sponsorship' is very difficult to attain and is probably an unrealistic aim for a small sport with no TV coverage etc. 'Benefactor sponsorship' may be feasible but is also extremely challenging to achieve.
- British Orienteering is faced with a 'stand still' strategic budget which will require increased income coming from membership, levy, major events and/or commercial activity; the alternative is to cut cost even more which will lead to further reductions in staff. Members should recognise that the choices are, further cuts to staffing, increasing income from membership & levy or accepting a more commercial approach across the sport.

**Expenditure:**

- The single biggest cost is staffing, on-costs and expenses. The Board confirmed the decision taken previously that these costs should be limited in 2017 to £210,000 in total (pro rata for three quarters of the year).
- The strategic budget contains no funding to support the performance programme.
- IOF affiliation fees will increase from 8,000 euros to 14,000 euros which has a double impact as not only are the fees increasing but the rate of exchange has also decreased.
- A full audit is costed within the strategic budget and, if members were to agree, this could be reduced as legally British Orienteering is not required to undertake a full audit. The Board agreed this should remain in the budget at this stage as both members and partners expect a full audit to be undertaken.
- The budget also removes the costs associated with the in-house magazine, Focus, although there will need to be further discussions about this. BD and others expressed reservations about the loss of Focus and the impact it might have.
- Other costs have been reduced significantly over the last 2 years and it is difficult to see further savings being made.

The Board noted that the Strategic Budget discussed was a 'prudent' budget but was not a 'worst case' budget, neither is it a budget that will enable the Strategic Plan to be implemented, it is in effect a 'stand-still' budget. MH was asked to produce an updated 'stand-still' budget where income remains flat ie staff costs will need to be cut; and a budget that will enable the Strategic Plan to be delivered ie where additional income will need to be generated.

MH was also asked to produce a staff model that will best fit the assumptions around the two strategic budgets requested.<sup>3</sup>

- c) To receive a report on progress with Sport England & Sport Northern Ireland funding submissions and raise any queries or comments

Board members had received a detailed paper prior to the board meeting that was discussed.

MH explained the progress that has been made and that the 'scoping' exercise has resulted in 7 areas where Sport England will be prepared to consider offering funding. These areas are:

1. Building the resilience of the volunteers and growing the workforce both within the membership and outside.
2. Review and modernise the competition structures especially addressing the identified issues associated with women and older people.
3. Improving the ability of clubs to improve stickiness (retention) for those who have been involved in the sport for less than 5 years.
4. Using Xplorer as an intervention to attract and retain women and families in orienteering.
5. Interventions to retain and address the drop off in teenagers who orienteer.

6. Modernisation of the core offer of the sport including alternative forms of orienteering that will be attractive to target audiences.
7. Developing those orienteers who are recognised to be talented and progressing their development to a point where they can contend for selection to WOC.

Over the next few weeks a business plan to submit for funding consideration will be prepared. Board members agreed that staff can make this submission based on the overview discussed which includes a funded staffing model that will work closely with clubs and other partners to deliver on the areas outlined above.

Interim feedback from Sport England has indicated that they will expect the submission to demonstrate a tapering down of staff costs towards the end of the 4-year funding period as they expect this to be off-set against income from increased commercial activity. This may be challenging to deal with.

A funding application has also been made to Sport Northern Ireland against its 'Sporting Clubs' initiative. The submission is based around the strategic plan overview, with targets to increase the number of members, coaches and officials. The focus will be an increase in membership driven by recruitment activities and retention.

d) Summary

Assumptions that were accepted and agreed:

1. British Orienteering should be able to meet the needs of the members and the sport in general; where the government strategy for sport is aligned to the vision and strategic plan for orienteering, British Orienteering will attempt to access funding to support work towards the government strategy.
2. British Orienteering will be sustainable and self-funding in delivering the core role and functions of a governing body of sport – it was agreed this needs explaining and promoting more strongly to members.
3. Once the Strategic Plan is finalised, British Orienteering will restructure the organisation and staff to align them with the Plan.
4. Any government funded programmes will be ring-fenced

Decisions and recommendations that were agreed:

1. The Board confirmed the decision to operate British Orienteering as a sustainable, self-financing organisation.
2. The Board will discuss further the implications of an on-going increase in income generated by commercial activity.
3. The Board agreed the salary, on-costs and expenses of member funded staff be limited to £210,000 per year with a small inflationary rise.
4. The Board agreed it is better to have a small, competent workforce; potentially may be costlier per person to employ a person with the appropriate skill set.
5. The Board agreed further work is required on the restructuring of the staffing model.
6. The Board agreed the discussions with Sport England regarding future funding should continue and that a funding submission will be made during October on the basis outlined at the meeting.
7. The Board agreed and supported the thrust of the SNI funding submission.
8. The Board agreed that if the tapering of funding proves to be necessary further discussion about the feasibility of increasing commercial activity and income will be required which may result in the staff model being requested as a part of the submission being reduced across the funding period.
9. MH to draft two Strategic Budgets, a 'stand-still' prudent budget and the second a budget capable of delivering the Strategic Plan.<sup>4</sup>

#### 4. EGM/AGM Matters

- a) EGM Arrangements: MH explained that the venue had been changed through necessity for the EGM to be held on Saturday 29 October 2016. A schedule of member communications regarding the EGM was made available.
- b) Membership Fee & Levy for 2017: Board members had been circulated with a detailed report including all the comments and feedback received from the membership & levy consultation process that has run across the period June to September. This includes feedback from association chairs, feedback from and on behalf of some clubs, individual feedback from some members and the results of the member survey.

The Board agreed that the key findings should be made available to members.

Feedback was varied and, in some instances, polarised. For instance, there was a preference for Option 2 (Membership: Senior £7.50, Junior £2.50, Levy £1.75) from the associations chairs but a strong feeling from members that Option 3 (Membership: Senior £10, Junior £3, Levy £1.60) was preferable.

The Board recognised that a considerable number of members noted the developmental and participation impact of increasing levy significantly, particularly at local events.

The Board also noted that a considerable number of members think that increasing sponsorship income is the answer to our income problems – as previously discussed, without a benefactor, this is neither realistic nor feasible in the present climate and is a problem across sport.

There are a number of ideas that have arisen either during Board discussions or during the consultation period which the Board are keen to investigate including:

- Taxing clubs based on their membership
- Having a differential levy at Local level
- Finding a way of fairly asking clubs/associations to make payments to British Orienteering whilst giving them the freedom to decide how to collect it themselves.

It will take a while to investigate these and potentially longer still to implement; in this circumstance the Board agreed the current proposal should continue to be developed and taken to the EGM.<sup>5</sup>

It was agreed that the basis for the EGM proposal will contain two options being put before members<sup>6</sup>. The options being:

Option 1: Membership, Senior £10, Junior £3.30, Levy £1.50

This reduces the overall increase and means the levy will be increased less than in the options consulted on. The overall increase in income based on the 2015 data will be around £68,700 with the usual provisos about membership and participation at events being the same as in 2015.

Option 2: Membership, Senior £7.50, Junior £2.50, Levy £1.70

This also reduces the levy slightly from the option consulted on and the overall increase in income will be almost the same as for option 1 at £68,500.

The Board have listened to the feedback and these option demonstrate the sympathy the Board has with the development/participation argument made during the consultation. The income generated overall will be less than the Board had set as a target, £80,000 and the Board have agreed that we will use reserves to fill the gap. It was noted that this will be shown as a loss in the accounts.

The Board also confirmed that the budget for 2017 and the strategic budget discussed earlier demonstrate that every effort has and is being made to reduce costs.

The Board asked MH to prepare the proposal and to commence promoting the proposal to members.

- c) Club & Association Conference: It was agreed that a small group containing JH, MH and PB will speak about the agenda for the Club & Association Conference that will follow the EGM.<sup>7</sup>
- d) 2017 AGM: The Board noted that a schedule for the 2017 AGM had been circulated.

## 5. Monitoring Reports

To consider the various monitoring reports:

- a) Finance: Management Accounts  
Board had received the August accounts and had opportunity to raise any queries or comments.  
BD noted that the accounts to August are, overall, close to the position expected; although recognised that there are a number of timing issues that impact on individual account lines.  
There were no additional questions raised.
- a) Performance Indicators  
The information contained in the report was noted and attention was drawn to the apparent fall in participation numbers. MH explained that there is always a 'lag' period but that it looked as though a fall in participation numbers is likely. He noted that 2015 contained the figures from the S6D event which at approximately 30,000 do have a significant impact. Participation figures from Xplorer are on target and it is always late in the year or just into next year before a good picture of the non-club activities becomes clear.
- b) Risk Register  
The Board considered the updated risk register and noted the contents. No additional changes were requested.
- c) Matters of Significance  
No matters of significant were raised for the Board attention. MH noted that the internal governance audit had taken place and the findings and any additional recommendation would be made known to us in the next few weeks. No complaints & grievances or safeguarding matters had occurred since the last Board meeting.

MH noted that the insurance brief for 2017 has not been circulated yet due to workloads but that it remains the intention to go out to the market place during the next few weeks.

## 6. Finance

A draft 2017 Budget had been circulated to directors prior to the meeting. MH explained that the budget is the British Orienteering funded part of the budget and does not contain government funding except where it impacts on the British Orienteering budget in the first quarter. It will still be some time before the government funding position is known however we do know it will not impact on the budget as any funding will be ring fenced.

A number of changes were noted including the increase in IOF Affiliation and the removal of funding support to the WOC performance programme. A small number of changes were asked for which will enable a working version of the British Orienteering 2017 Budget to be established.<sup>8</sup>

## 7. Association Matters

Liaising with Associations: The consultations with Association Chairs, whilst informal, had produced some valuable feedback regarding how associations value their links with the Board of Directors of British Orienteering.

In summary:

- Very appreciative of the face to face visits by Board member but were aware of the time and commitment it takes; in general, they would like 2 visits a year if possible.
- Like having a direct link with a specific director for other communications.
- Several mentioned that they had valued the Board/Association forum meeting earlier this year and would see the value in holding a forum once a year provided there is a specific purpose and agenda.

It was agreed that the visits will continue and a new list of directors responsible for liaising with each association will be drawn up and published.<sup>9</sup>

No other significant matters had been raised at meetings that have taken place since the last Board meeting.

## 8. Steering Group and Committee Matters

The Board noted that few meeting of steering group/committees had taken place since the last Board meeting.

The Board noted that the Major Events Conference was being staged at the same time as the Board meeting is taking place and directors appreciated the work of key volunteers in organising the Conference and of the event volunteers attending.

Chris James will be reducing his workload as Chair of Events & Competitions Committee as he has now passed responsibility for operational matter across to Chris Philips the Co-Chair. The Board recognised the leadership and commitment that Chris has provided E&CC and wished to note their thanks and appreciation of this. Also noted was the valuable support Chris has had from Gill James in producing the minutes for the meetings, Board members recorded their thanks to both Chris and Gill.

The Development sub-group has met twice since the last meeting and is providing a valuable role in enabling good practice to be shared. JH noted that Craig Anthony, Head of Development, is providing the leadership and support to the group and the Board recognised this as a valuable service provided by Craig.

The Talent & Performance Steering Group had met and their issues had been discussed extensive in the performance review part of the agenda.

No other steering Group and Committee meetings have taken place since the last Board meeting.

## 9. Welfare & Safeguarding

The updating of 'O Safe' has been well received, in particular the new approach in dealing with images and image taking. There remains some work to do to ensure members, clubs etc understand their responsibilities and this work will be addressed later this year.

## 10. IOF matters

BD provided a report from the IOF General Assembly, Stromstad, Sweden, 25-26 August.

BD reported that the IOF have a singular focus on global development to demonstrate extensive geographical activity but with the main aim of gaining Olympic status, TV coverage and commercial (income) development.

BD made the following points:

- Competition programme: the proposed programme was approved with the amendment that the middle distance final competition at WMOC would be added already from the 2018 WMOC in Denmark. It emerged that the IOF has now agreed commercial rights with O Ringen and Swiss CUP for them to organise annually 1 round of the World

Cup leaving 1 to the IOF to allocate The one organised by the Swiss may not be in Switzerland. Some concerns expressed at conflict of timing with O Ringen and WOCs for recovery for athletes.

- Some clarification on the biannual Sprint WC-third race format is looking like it will be a knock-out/head to head final sprint format. Longer urban type format now dismissed.
- The proposal on affiliation fees was carried. The fee is set on the structure decided on at the General Assembly in 2008. Member countries are classified according to three criteria: international activity, domestic activity and the GDP per capita of the country. GBR now rank in the top group of countries (for IOF Fees) along with the Scandinavian countries and Switzerland. Our fee will increase from 8210 euro to 14,770 euro. However, *British Orienteering will be given a 50% staging abatement in 2017 and so pay 11,490 euros next year.*

## 11. Any Other Business

Two matters were raised:

- a) World Masters Orienteering Championships 2020, it was agreed that the Board supported a submission to host the championships in 2020. Other points agreed were:
  - Understanding that British Orienteering will need to cover the submission cost of 2000 Euro – but if the submission is successful this should be refunded to British Orienteering as a part of the budget commitment.
  - Understanding and agreement that some funding may be necessary to cover gaining access agreements over this next few months – with the same proviso, that if the bid is successful any costs incurred will be added to the budget and refunded to British Orienteering at some point.
  - Understanding and agreement that negotiations will take place with Swansea University about the pulling together of a submission and potentially the hosting of the championship if the right to stage the event is won.
  - The Board understand the benefits to British Orienteering will be the increase in profile and the payment of the levy per participant per race. British Orienteering will not be in a position to cover the financial or other risks of WMOC if the right to stage the event is won.
- b) World University Orienteering Championships 2020: Roger Scrutton updated the Board regarding the on-going negotiations to stage the event. It is for BUCs to make the submission to FISU by July 2017. Roger described the size and status of the event and explained the budgeting process. He identified that there is a need to establish a viable budget otherwise there is no point in pursuing the event.

The Board were very positive towards making submissions to host both the WMOC and the WUOC in 2020 as it fits the target groups within the overview of the strategic plan.

## 12. Future meetings

Thursday 8 Dec; Club & Association Conference Saturday 29 Oct

Further Conference calls to be organised as required.

Roger Scrutton asked about future intentions regarding Board meetings and whether or not the invitation to other association or national associations would continue. JH stated that the invite to Roger4 to attend as an observer was a one off situation at the current time and the Board will review the situation in due course.

**The Chair thanked Roger Scrutton for attending the meeting, thanked members for their inputs and closed the meeting at 16:50.**

**Actions**

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- <sup>1</sup> Talent & Performance Review: JN was asked to articulate what resources would be required by the programme to bring about improved success across all international elite formats.
- <sup>2</sup> Interim report on the Strategic Plan: MH asked to feedback information on the interim report to the Deloitte team.
- <sup>3</sup> Staffing Structure: MH was also asked to produce a staff model that will best fit the assumptions around the two strategic budgets requested.
- <sup>4</sup> Strategic Budget: MH to draft two Strategic Budgets, a 'stand-still' prudent budget and the second a budget capable of delivering the Strategic Plan.
- <sup>5</sup> Additional income ideas: Board to investigate the ideas raised during the consultation regarding how additional income can be generated.
- <sup>6</sup> Membership & Levy proposal: to be drafted, agreed by the Board and published for the EGM.
- <sup>7</sup> Club & Association Conference: It was agreed that a small group containing JH, MH and PB will develop the agenda for the Club & Association Conference that will follow the EGM.
- <sup>8</sup> 2017 Budget to be updated and circulated to Board members.
- <sup>9</sup> Association Liaison: It was agreed that visits will continue and a new list of directors responsible for liaising with each association will be drawn up and published.