

## Board of Directors

### Minutes of the meeting held on:

Wednesday 26 September 2012, 10:50 – 17:00



### **National Office, Darley Dale**

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**Board attendees:** Lyn West (LW); Martin Ward (MW); Neil Cameron (NC); Scott Collier (SC); Bob Dredge (BD); Mike Hamilton (MH); Judith Holt (JH); David Maliphant (DM); John Woodall (JW)

**Minute taker:** MH

In attendance: Caroline Povey, Sarah Hague

**Apologies received:** Philip Baxter (PB)

### **Agenda items:**

1. Meeting Administration
2. Action List from June Meeting
3. Notification of items for Any Other Business
4. Declarations of interest in addition to those held on the register

#### Strategic decisions

5. Strategic Plan for Orienteering 2012/20
6. Marketing Strategy (CP/MH)
7. Review feedback on the Sport England submission and agree key issues (MH)
8. The Future of the Talent & Performance Programme
9. Options to be presented to Sport England

#### Decisions

10. 2013 AGM Proposals (MH) – Item postponed
11. 2013 Budget
12. Committee re-structuring
13. Association & Club Conference (LW)
14. Risk Management
15. Contingency/Continuity Plan

#### Information

16. Association matters
17. IOF Congress and any other matters
18. Committee minutes (LW)
19. Welfare & Safeguarding of Children & Vulnerable Adults

#### Monitoring performance

20. Increasing participation
21. WOC 2015 (MW)
22. Operation Plan 2012 (MH)
23. 2012 Assurance Statement
24. Rules of Orienteering

#### Closing business

25. Any Other Business
26. Future meeting
27. Action List – September 2012

## 1. Meeting Administration

The Chair welcomed Bob Dredge to his first meeting.

The minutes of the June and July Board meetings were accepted as a true record.

## 2. Action List from June Meeting

**Action 1:** MH to circulate 2011 participation figures to Board members

*The completed figures for Jan-Aug 2012 and the comparable 2011 figures are to be circulated to Board members.*

Action 2: MH to draft a budget based on the percentages agreed and to circulate to the Board for discussion at the September Board meeting.

*Agenda item, papers circulated*

Action 3: MW agreed to put the arguments for supporting the board's WOC performance programme funding decision in a paper and circulate to the rest of the Board.

*On-going*

Action 4: The Chair will discuss director appraisals with Sport & Recreation Alliance.

*Chair had discussed possible options for individual director appraisals with a number of people with experience in this area and researched the Smart Sport section of the Sport and Recreation Alliance website which contains various resources and guidance.*

*At this stage, informal one to one reviews appear to be the most appropriate way forward. LW intends to carry these out with each Director, either in a face to face meeting or if this is impractical, by telephone commencing mid-October with completion by the end of the year. Whilst each meeting will be similarly structured no formal document for completion will be circulated ahead of the discussions. The emphasis of the meetings will be on how each Director sees the effectiveness of the Board, their contribution and issues they consider affect the performance of the Board. The aim is to highlight areas for improvement and how these improvements might be achieved.*

*In the case of the appraisal of the Chair, Neil Cameron has agreed to act as the "Senior" Director and previous Chairman. LW to report to the February Board meeting with recommendations as to how board effectiveness can be improved.*

Action 5: The Chair to arrange appraisals with board members.

*Chair to schedule meetings with directors*

Action 6: Position as director with responsibility as Treasurer; LW, MW and MH to discuss application with the preferred candidate.

*Completed and Bob Dredge appointed.*

Action 7: MH to clarify a number of sections of the Limelight proposals with Limelight and feedback to the board.

*Verbal feedback was given to the Board*

Action 8: The Board agreed that the Limelight project be continued.

*The project is now on-going; to be completed by end September*

Action 9: A Marketing Strategy/Plan to be drafted for the Board September meeting.

*Agenda item*

Action 10: LW is to look at the minutes of all committees to check activity of the committee against their terms of reference.

*The Chair has completed this action and will report back to the Board; agenda item.*

Action 11: All board members to pass on comments and questions on the policies and procedures document to MH by the end of July.

*No comments were received; working copy has now been published.*

Action 12: SC to provide LW and MW a complete breakdown of feedback from the 'WOC in the future' survey with athletes and coaches.

*The breakdown of feedback was completed and presented to LW/MW prior to the IOF General Assembly*

Action 13: LW to review the suitability of PB as board liaison for the coaching committee.

*This action is on-going.*

Action 14: All Board members to feedback comments on the Event & Competitions updated terms of reference for groups and event programme by Monday 2nd July.

*Those comments received considered and where feasible modifications were made.*

Action 15: SC agreed to feedback this decision to the committee and JK 2013 organiser.

*Completed*

Action 16: MH will produce a synopsis of matters to be communicated to members, committee, clubs and associations.

*The synopsis was published on the website and emailed to clubs and associations.*

### **Action List from July conference call**

Action 1: MH was requested to include more details regarding the levy situation in future management accounts.

*To be actioned in future management accounts.*

Action 2: LW agreed to write an explanation regarding the use of multi-day levy and to notify the affected associations.

*Written and circulated to the Associations that are affected. The British Orienteering half of the multi-day levy will be used for development but within the budget rather than as a fund that associations and clubs can apply to.*

Action 3: MH to update the draft budget and notes for redistribution.

*Updated version of the budget have been circulated to Board members for the meeting; agenda item.*

Action 4: NC agreed to continue to develop the Consultation Standards paper.

*On-going; an update will be available for December meeting.*

### **3. Notification of items for Any Other Business**

The FCC issue and the matter of entry fees for the SkiO World Orienteering Championships were raised.

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

Board members were provided with a register of interests for each director.

No additional declarations were made.

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## **Strategic decisions**

### **5. Strategic Plan for Orienteering 2012/20**

- To agree the overall plan to develop orienteering across the UK

Copies of the updated draft plan were tabled and discussed in outline. MH stressed that whilst the Sport England funding submission is a significant part of the Strategic Plan it is only one part of it and covers only England. MH was not requiring a decision on any aspect of the plan but would like comments on the working draft. During the discussion the following key points were raised:

- It was recognised that there had been many changes since the original plan published in 2007. Reviewing where orienteering was in 2007 highlighted the progress that could be evidenced – a lot has changed.
- There remain a number of matters to be considered and strengthened in the plan:
  - The need to reflect Home Nation issues and priorities regarding the development of orienteering in their country.
  - The need to recognise and deal with the development of the orienteering disciplines of Trail O, MBO, Ski O
  - Some targets have yet to be drafted and agreed.
  - The British Orienteering strategic budgets for the next 4 year period remain absent.
- There is a need to progress the resourcing issues required to deliver the plan before the draft plan is put out for wider consultation; this will probably mean that the next version of the draft will not be prepared until the February Board meeting.

It was agreed that work on the plan should continue and that information should be sought from the home nations regarding their plan to develop the sport with a view to incorporating such input wherever feasible. MH explained the difficulties with different funding cycles across the sports councils which makes collating plans challenging.

Board members agreed that the document was not yet in a fit state to publish but that the intention should be to take a reasonable draft to the 2013 AGM.

### **6. Marketing Strategy (CP/MH)**

- To receive an oral report on progress developing a Marketing Strategy
- To confirm the way forward and the reporting process to the Board

CP was thanked for all her hard work in preparing the Commercial Consultation submission that was presented to Sport England and that we have since had a positive response to.

CP provided a background to marketing orienteering and in particular the problems of marketing and promoting a 'Sport for All'. Successful marketing is normally associated with a target group and marketing to all is a mass of contradictions. CP outlined how she supports the work of the programmes and that there is a limited resource both in her time and in the funds available to develop marketing materials.

An example of marketing at work was presented with Board members being talked through and shown the marketing of the Xplorer scheme in preparation for a roll out from April 2013. The piloting of the scheme had commenced and was already showing how successful it could be with over 100 participants taking part all of whom fell within the target group of families with young children. Board members congratulated CP on the work to date.

The Board have tentatively allocated a budget of £4,000 for marketing in 2013. CP asked Board members what their priorities for this allocation are. The Board response was that the allocation should be used in the way in which CP felt could be most influential in supporting the strategic objectives.

CP went on to describe the changes that have been made to the Print Portal recently and provided examples of the more interactive approach to supporting clubs with their promotion of events and activities. The response of clubs had been very positive and was evidenced by the high usage of the site. It was suggested that a demonstration of the site and the output could be promoted at the Association & Club Conference.

CP highlighted that she is not employed currently to deliver public relations and we have very little resource to invest in this area of work.

A draft Communication Strategy was circulated for comment by Board members with the intention to bring a final draft back to the December Board meeting after input from associations and clubs is sought at the October Conference.

CP raised the issue of social media and how British Orienteering is to engage with members and participants through this means. Some Governing Bodies of Sport have full time employee (or even departments) dealing with this one issue alone. There was agreement that British Orienteering should start to move towards a greater use of social media and CP agreed to investigate how the move towards using social media more effectively could be made.

The issue of sponsorship was raised and CP confirmed the difficulties associated with gaining sponsorship at this time. CP also stressed the importance of being able to manage a sponsorship agreement and manage the product that was being sponsored. Examples of the difficulties of doing this were given. The Board agreed that the Commercial Consultation that is being commenced may provide some inroads into developing a plan to gain sponsorship agreements and that if such agreements can be reached there must be a commitment and means to deliver on any agreements made. It was pointed out that often volunteers working to stage major events were not aware of the commitments or thought of them as low priority. CP stressed that staff must be able to manage such situations and that good sponsorship and commercial agreements were usually developed where trust and confidence are established over a period of time. Many agreements grow from small initial sponsorship and services into larger ones as trust and confidence grows. It is important to deliver on the small agreements as larger ones can grow from them.

The Board asked what CP needs of the Board? CP responded by stating that support for the targeted approach is critical and that she spends a great deal of time (around 1 day per week) on supporting events. It is important that Board members continue to stress the importance of the image of the events and particularly major events – this is more about out of forest image than in forest.

There followed a discussion on the benefits of publishing Focus. It was recognised that whilst it is an expense it is the one publication that goes to members and is used extensively with partners to communicate messages about the sport. There were a number of issues raised as to how Focus might be improved or the costs lowered and CP agreed to consider these. CP explained that there will be a need to move from a printed Focus towards some other form but that until such an alternative had been planned carefully and promoted to the membership the importance of publishing Focus remained.

## **7. [Review feedback on the Sport England submission and agree key issues \(MH\)](#)**

- To review feedback on the submission
- To ensure Directors have a good understanding of the feedback and issues
- To agree the key issues that are required to be addressed or raised

The feedback from Sport England raised the following key issues:

1. We have proposed a realistic level of growth for the sport, with a recognition that it is as important to retain participants as it is to focus on acquisition. However, it is unclear what participants needs are in terms of frequency and whether programmes are actually better suited to monthly rather than weekly participation.
2. Although talent measures provided cover the key areas we feel that some more work is required to make them more challenging and meaningful. Some of the targets appear static over the four year cycle for a number of measures, which implies they are either not priority areas for you or are not challenging enough.

And for the presentation Sport England would also like the following covered:

3. Present an updated delivery plan with proposed targets, based on the investment figure provided, which demonstrates that appropriate relationships and delivery channels are in place.
4. Include an outline of how we intend to develop and pilot the Virtual Orienteering programme. We should also provide a timetable for delivery and further detail on potential targets that this programme could achieve.
5. In order to ensure that Sport England is not funding elite infrastructure or delivery, we are asked to provide further detail as to how the talent programme costs have been calculated.

The Board agreed that the key issues to be addressed are:

- a) The measurement of the increasing participation programme; is orienteering a once a month or once a week activity? Sport England understands and accepts our internal 'footfall' measures.
- b) Developing meaningful targets for the talent pathway and the balance of quantitative vs qualitative measures
- c) To modify the plan and budgets to fit the funding figure provided.
- d) To demonstrate that our roll out programme is practical and achievable.
- e) To develop targets for virtual orienteering and to explain the roll out of the pilot/first year.
- f) To explain the funding for the talent programme and assure Sport England there is no overlap of what was UK Sport funding. This raises the following key questions:
  - Is there appreciation and understanding that a single talent/performance pathway is critical?
  - How will leadership for the programme be provided?
  - How to fund the WOC squad adequately?
- g) How can we assure Sport England we have the ability to remain focused on the programmes and targets? Similarly how do we assure Sport England we have the capacity to deliver?
- h) For British Orienteering: how will we resource and deal with areas of work that are not funded?

Having agreed the above, answering the many other questions was postponed until after the next agenda item.

## 8. The Future of the Talent & Performance Programme

- To receive an oral report on the programme and to review progress in delivering the programme
- To consider the impact of the Sport England feedback on the future funding of the programme
- To consider the future of the Talent and Performance programmes; targets, funding, structure, staffing and to determine the preferred options

Sarah Hague explained that she would review what had gone well during the year and what could have been improved on before looking at the way forward for the programme.

What went well:

- 2 female top 9 results at the JWOC in 2 different disciplines – Middle and Long
- Witnessing a '3 Year Cycle' with junior performances at JWOC
- 5 top 12 results at the WOC in the Sprint discipline
- Witnessing downward trends in terms of athletes 'time behind the winner' at WOC
- Developed robust performance standards to allow us to quantitatively assess an athlete's stage of development
- More athletes have achieved the required 'Talent Pathway' standards
- The performances of the athletes within the Talent Development Squad are improving. It is expected that this is linked to
  - o Improved communication of performance standards
  - o Athlete buy-in
  - o Increased number of coaching hours
  - o Coaching delivered is about creating learning opportunities

Areas for improvement:

- We still haven't been able to deliver enough high quality coaching to the athletes across all levels
- There is a gap in performance between the existing elite women and the next group of potential athletes
- We need to re-visit the athlete profiles (Orienteering Development Pathway)
- We need to further develop and promote the Talent ID curriculums
- Communication, how to improve – blogs, podcasts, website

Looking forward over the next 4 years; there is a need to make more robust what has been implemented over the last 4 years. There should be a complete, single programme in which each athlete knows where they are in the pathway, and what is required to progress either onto the world stage or to a level that reaches their potential. Interventions should be well thought out and delivered at each stage of the pathway and athletes should know what they are doing, why, and how the work fits into their personal development plan. Athletes should be clear of the expectation placed on them. SH stressed the need to be clear how development fits across the pathway and programme and at what point athletes would be expected to perform in major competition. Evidence across sport shows that focus on development will improve the results in major competitions.

In order to deliver the programme, there are a number of inter-related issues concerning the organisation and funding of British Orienteering where input from the Board is required to determine policy. These inter-related issues include:

- Whether British Orienteering has one Talent Pathway programme, with 4 inter-connected tiers?

- Where the leadership of the programme will come from?
- The funding position of the programme and particularly the elite performance aspects of the programme?
- How the funding situation applies to the Home Nations situation and the implications of this?

The 4 tiers of the programme/pathway are: Talent ID, Talent Development, Elite Development and World Class Performance. It appears likely that Sport England will fund the England parts of the first 3 part of the pathway and that British Orienteering will be required to fund where necessary the involvement of other Home Nations athletes in the programmes and all of the World Class Performance programme.

SH presented a number of options for the Board to consider:

- British Orienteering supports and manages a single talent pathway across GBR in which case appropriate resources will need to be put in place.
- Sport England funds will hopefully be in place to resource parts of the talent pathway and British Orienteering resources can be used to support the activities of non-English athletes on the GBR Talent and Elite Development programmes – but with the consequences that the World Class Performance programme will be largely self-funded.
- The British Orienteering resources available can be focussed on the World Class Performance programme and some aspects of the GBR Talent pathway become self-funded.
- A final suggestion is to split the British Orienteering resource provision across both ‘gaps’. This could result in fewer and potential poorer quality activities at both levels, which could only be improved by requiring more self-funding support or acquiring sponsorship.

The Board recognised that these are important issues of strategy and without additional funding challenging to deal with.

The Board thanked SH for presenting the challenges and options for them to consider and agreed that solutions will only be determined after further negotiations with Sport England. SH left the meeting.

#### 9. [Options to be presented to Sport England](#)

- To agree the responses to the key issues raised by Sport England
- To agree the options that will be presented to Sport England
- Realignment of staff structure and Job Descriptions based on the acceptance of the submission (presented at the meeting)

Having agreed the key issues to be addressed and having heard from SH regarding the performance programme the Board went through the issues one by one:

1. Participant frequency: MH explained that there is evidence available to construct an appropriate response.  
 New participants and recreational orienteers: Market insight demonstrates that 55% of new participants wish to orienteer weekly or more frequently but are reliant on local, frequent opportunities.  
 Experienced participants: Market insight demonstrates that 63% would like to orienteer or train more frequently but require opportunity other than at weekends. 46% of orienteers currently orienteer once a month but 80% would like to orienteer more frequently.  
 Although this demonstrates what the market needs are it does not necessarily inform Sport England that it is appropriate to measure orienteering through Active People as a once a week or once a month activity. MH will converse with Sport England on this matter.
2. Talent measures: In the submission we indicated our interest in working with the talent team at Sport England to develop an effective set of targets and monitoring tools to assess progress. That remains our wish; however over the summer we have developed our thinking on this issue and would like to offer some ideas to the team at Sport England.  
 The talent programme is a balance between increasing the number of athletes that the programme is available to and the wish to improve the performance of the athletes in the programme through the quality of the training. The number of athletes in the talent programme is determined largely by two factors, a) the number of athletes with potential talent and b) the amount of resource/funding available to deliver the programme. Realistically the resource is likely to be restrictive and we believe improvements in performance for those athletes within the programme will bring about more cost effective benefits than trying to increase the number of athletes in the programme.  
 We suggest that a key performance indicator for athletes in the programme is related to improving the time between the finishing time of the athlete and that of the winner across a range of identified competitions. We have considerable experience of this measure as a KPI and believe the data can be used over the four years of the funding period to demonstrate the improvement in the training provided to athletes in the programme. Improving this KPI will be down to quality of coaching, increased contact time and better planning of training vs competing.  
 This was a wide ranging discussion and it was agreed that SH produce a selection policy that will reflect the need to balance development and performance for the Board to consider during the October Conference call.

3. To modify the plan and budgets to fit the funding figure provided.  
 MH explained that the staff had spent considerable time in discussing the options both as a group and with Sport England.  
 The plan and options (not included in these minutes for reasons of confidentiality and employment law) were discussed and accepted although the challenge of reducing the plan by almost £800,000 across the 4 years was recognised. It was also accepted that many of the decisions would be hard and although necessary would not be preferred options.  
 MH explained that the targets in the submission will change to absorb these reductions but this will have to be done in partnership with Sport England.
  
4. To develop targets for virtual orienteering and to explain the roll out of the pilot/first year.  
 MH stated that a development, piloting and roll out project plan will be produced but that it would be very difficult to find a way to identify realistic participation targets. It was suggested that other projects could be researched to identify how they have approached this exercise; MH agreed and would investigate. Our likely approach is to be transparent and explain the situation to Sport England.
  
5. To explain the funding for the talent programme and assure Sport England there is no 'pick up' of what was UK Sport funding.  
 The budgeting of the programme has been clarified and the explanatory notes demonstrate the clarity of our approach and that no Sport England funding is being used to replace UK Sport funding.  
 It was agreed that British Orienteering will have a single talent/performance pathway and that leadership across the pathway and programmes should be a single person. This is important as Sport England recognises the need for a nationally managed talent pathway that leads from talent into performance and that it must be seen to be one continuous pathway.  
 It was agreed that the matter of funding the leadership of the programme be discussed with Sport England and that ideally British Orienteering would like to see SH lead the programme in its entirety. Sport England will be asked if funding can be used to cover the cost of leadership of the performance part of the programme.  
 Regarding the additional funding that needs to be found there are no easy answers and the ability to generate sponsorship is a key part of the resolution to this problem.
  
6. How can we assure Sport England we have the ability to remain focused on the programmes and targets? Similarly how do we assure Sport England we have the capacity to deliver?  
 A clear statement will need to be made of: staff member to target/priorities to role description. This work will form the basis of the new Job Description and of the 2013 Operational Plan.  
 MH raised with the Board the need for a restructuring of the staff structure to ensure it is fit for purpose and affordable. Further details were discussed but for employment reasons remain confidential.  
 MH was tasked to progress this work as a matter of urgency and that the Board supported the need to inform staff of changes as soon as it is feasible. It was agreed that this is the fairest way forward.  
 MH explained it was inevitable that with Sport England monitoring the use of funds to ensure delivery is focused and cost effective there will be areas of work that will no longer be deliverable by staff employed using Sport England funds. This provides opportunity to strengthen the use of volunteers and groups to cover specific tasks and aspects of our programmes. However to ensure such work is monitored it should become a part of the overall operational plan. This was agreed and should be reflected in the discussions in agenda item 'Committee Re-structuring'.

After consideration of the options open to us the Board agreed to leave the matter of who should attend the presentation meeting with Sport England to LW/MH.

## Decisions

### 10. 2013 AGM Proposals (MH) – Item postponed

- To review and confirm the outline proposals including modifications to the Articles

This item was postponed until work on the Articles had been progressed.

### 11. [2013 Budget](#)

- To agree the 2013 budget and the process of reforecasting once the funding situation becomes clear

It was noted that Board members had previously considered 2013 budget principles and drafts and come to various decisions. The budget presented was based on the knowledge that a reforecast will be required either at the year-end or early in the New Year when funding decisions may be known.

The final draft is based on the assumptions previously agreed:

- a) The Board agreed that the 2013 budget should be a balanced budget and that no contingency should be included on the basis that the reserves can be used for contingency purposes if necessary. This was in line with the Membership & Levy proposal agreed at the AGM.
- b) Grants currently contracted to 31 March 2013 have been included.

- c) Grants currently unknown for the period from 1 April 2013 have been omitted except in the context of 'back office' and 'operating costs', this includes salaries and National Office costs. This funding reduces the cost of 'office' salaries and the National Office operating costs to a realistic level. If Sport England funding is not received staff provision will have to be considerably reduced and the National Office reduced in size.
- d) The income from multi-day events (events of 4 or more days) has been recalculated based on the new levy model and included. British Orienteering currently returns 50% of the levy payable for the event to the association staging the event; this will continue leaving 50% which can now be allocated. The levy from multi-day events will continue to be used to support the development of the sport, as was agreed at the 2002 AGM.
- e) Major events: the income and expenditure on major events is net and therefore only the British Orienteering share of the profit is currently shown within the budget.
- f) The income remaining after non-discretionary expenditure has been allocated against the percentages agreed for the discretionary items at the June Board meeting.
- g) Committee and group expenses for meetings etc has been recalculated and reduced to £7,000.

The budget was agreed although it was recognised that there will need to be a re-forecast at a later stage when the Sport England funding situation was confirmed. This should be feasible within 3 weeks of the Sport England decision being made received.

It was also agreed that the process used to develop the budget should be reviewed for the February 2013 Board meeting.

## 12. Committee re-structuring

- To agree the next stages in the re-structuring:
  - Coaching Committee
  - Development Committee
  - Performance Committee
- To review progress in establishing E&C Committee support infrastructure

It was agreed that the process for establishing the E&C Committee and Groups could have been better and could certainly have been turned around more speedily. There is a need to assure the membership that lessons have been learnt.

LW informed the meeting of her findings whilst auditing the work of the committees. In general the Committees are undertaking tasks but focus very little on strategy or delivering our strategic plan, although this is a major part of the Terms of Reference. This is not entirely the fault of the Committees as the Board has failed to give direction in this area and this has led to frustration amongst Committee members.

The exercise has led LW to question the role of a committee and to do some research on committee structures. This research was made available to Board members and was discussed during the meeting. The Board recognise that the committee/group structure is a sensitive issue and that it is a Board responsibility to ensure it operates effectively.

The Board agreed that LW/MH should meet and agree specific tasks that can be given to the existing committees and groups that will focus their work and hopefully provide resolutions to some of the most important matters that are currently outstanding. This should provide some of the clarity that committees and groups are requesting from the Board.

Board members recognised the need to use members' expertise and knowledge and wished to find a way to do this effectively. The Board also recognised the strong linkage between effective communication and valuing members input.

There will be a valuable opportunity to progress the matter of the restructuring at the Conference in October and once that has taken place it is important that the restructuring is progressed speedily.

## 13. Association & Club Conference (LW)

- To confirm the agenda and agree director/Board involvement

The agenda for the conference was discussed and it was agreed that several items could be most effectively dealt with as information giving sessions. The agenda is now confirmed as containing:

- a) Independent directors and the appointment process (MH to organise)
- b) Committee restructuring and communications between British Orienteering clubs and associations (LW to organise)
- c) Information session: Forestry Commission Agreement update; WOC 2015; Funding of British Orienteering and the Budget 2013
- d) Requirements for the training of Event Officials
- e) Training to ensure quality of events
- f) Role of associations (John Woodall to organise)

MH was tasked to communicate with the clubs that had raised items d and e to ascertain the context behind the requests to include them on the agenda.

MH agreed that final details will be circulated as soon as possible.

#### 14. Risk Management

- To review any updates to the Risk Register

Comments from Board members to be sent to MH and then dealt with at the October conference call.

#### 15. Contingency/Continuity Plan

- To review the modified plan

Comments from Board members to be sent to MH and then dealt with at the October conference call.

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### Information

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#### 16. Association matters

- To receive reports from directors liaising with associations since the Conference Call meeting

To be circulated and dealt with at the October Conference call.

#### 17. IOF Congress and any other matters

- To note any significant IOF matters that have been raised

It was noted that the relevant matters from the General Assembly, Lausanne 2012 were:

- Brian Porteous was elected President, by a significant majority in the end. Congratulations have been communicated to Brian.
- WOC in the future – the Council proposal was carried. Qualification races removed, sprint relay introduced (mixed gender, 2 + 2). This can have consequences for WOC 2015 but Dave Peel has a contingency for this. It does not come into force until 2017 but earlier organisers have the opportunity to amend their contract with the IOF to incorporate all or parts of the new programme. Italy has declared the intention to use the new programme in 2014. The removal of qualification races is potentially good news.
- IOF pins of honour – Erik Peckett (Bronze) and Clive Allen (Silver); once again congratulations have been communicated to them.

#### 18. Committee minutes (LW)

- To receive the minutes and to consider any points raised by the committees for Board attention

To be dealt with at the October Conference call.

#### 19. Welfare & Safeguarding of Children & Vulnerable Adults

To receive:

- A report of the position of British Orienteering as measured against the Post Standards Framework
- An update on Vetting & Barring and the situation regarding criminal record checks
- A draft action plan to develop Welfare and Safeguarding within British Orienteering

The action plan was welcomed and JH explained that we are waiting on the announcements from government on the work that British Orienteering will need to complete to define supervision in the context of orienteering. Once this is available work can be progressed and members, clubs and associations informed of the changes currently taking place.

Board members were asked to comment directly to JH on the Action plan if they wished to feedback.

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### Monitoring performance

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#### 20. Increasing participation

- To monitor progress made in increasing participation

The Development Manager had produced a report which had been circulated.

- The Community Orienteering programme currently delivers the following number of projects in the following areas North – 30; South - 14; East – 20; West – 20.
- Quarter 2 Participation Returns for activities show the following total footfall in the areas. North – 2007; East – 1685; South – 825; West – 1127.
- The programme continues to move at a pace with a number of examples of good practise being developed by forward thinking project leaders/coaches.
- The programme funding continues until the end of March 2013. Each area has been reviewed and clear objectives in the delivery of Community Orienteering have been detailed to Participation Managers. This will result in reallocating resources to deliver participation over the final seven months. Clubs (through Club Chairs) and coaches involved in Community Orienteering will be communicated to over the coming months regarding the remaining period of the programme. British Orienteering will work with clubs; coaches and partners to maintain this activity level moving

forward up to and beyond March 2013. Note EN is happy to brief individual directors on the status of projects in associations they have responsibility over.

- The Schools programme has been advanced with the completion of the School Games formats. These are of a high standard and we look forward to schools taking competitive schools orienteering forward. An update to the Teaching Orienteering award is linked into this.
- We have a list of 23 Orienteering contacts at Universities and will be working with them this coming academic year to support the development of University Orienteering.

## 21. WOC 2015 (MW)

- To monitor progress in staging the 2015 Championships
- [WTOC 2015](#): To agree the way forward, to stage alongside WOC 2015 or not?

There were no matters to raise regarding WOC 2015 as all is progressing well. Dave Peel will shortly be seeking the next round of volunteers to help with the organising of the event.

Regarding WTOC 2015 and whether or not British Orienteering should offer to host the event there was considerable discussion. The Board were in principle very positive towards staging WTOC 2015 but recognised that the organising committee of WOC 2015, the President of SOA and the Scottish 6 Day Company whilst supportive in principle had significant concerns and had counselled against staging it for two main reasons: a) concerns that the volunteer workforce required to stage WOC and the Scottish 6 Days (S6D) will be challenging to provide without having to worry about the additional requirements of WTOC 2015 and b) a wish to stage the two events WOC and S6D well and in as uncompromising a way as is possible. There were real fears that WTOC would be a step too far and that the other events would suffer.

The Board felt it had no choice but to accept the recommendations of the main parties involved in staging WOC 2015 and MH was tasked to inform the IOF of this decision.

## 22. Operation Plan 2012 (MH)

- To review progress in delivering the 2012 Operational Plan

Any queries to be raised with MH and would be summarised at the October Conference call.

## 23. 2012 Assurance Statement

- To review the statement

Any queries or comments to be raised with MH and would be summarised at the October Conference call.

## 24. Rules of Orienteering

- To review the updating of the structure and formatting

This will be dealt with at the October Conference call.

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## Closing business

## 25. Any Other Business

- To respond to any significant, relevant business raised by Board members

### Future Champions Cup

Dave Peel was invited to join the meeting.

There was considerable discussion which can be summarised as:

- The enthusiasm and expediency with which this matter had been raised was recognised.
- There is a gap in provision of competition for young elite athletes which it was anticipated would be filled as a later phase in the establishment of the UK Orienteering League.
- The picture painted of the FCC appeared to have come primarily from older people who had competed in the FCC during its prime. There was little evidence of direct input from the young athletes that would be involved in the competition if it were to be reformed.
- There was considerable evidence that the FCC had passed its usefulness.
- Adding more competitions to the fixture list and adding pressure for young athletes to take part was not necessarily in their interest nor did it help to rationalise the fixture list.
- Selection was within the remit of the performance programme (and therefore may not be a part of the competition).

However the Board were very positive about some aspects of what had been presented and particularly responded positively to the enthusiasm of Mark Nixon. The Board therefore asked Dave Peel to contact Mark and see if there was some way in which this initiative can be progressed whilst staying within the parameters that exist. The Board also

recognised that it was perfectly feasible for the competition to be run independently of British Orienteering but that would not be in the interests of the young athletes.

World Ski O Championships

The Board agreed to enter a team in to World Ski O Championships next year subject to a suitable selection process. There would be no money available within the budget to support the team. LW is to inform John Kewley who was prepared to act as the point of contact.

## **26. Future meeting**

To confirm dates for future Board meetings:

Conference calls: week commencing, 15 Oct, 3 Dec all 2012, 22 Jan 6-7pm, 22 Apr 6-7pm, 22 Jul 6-7pm, 28 Oct 6-7pm

Board face to face meetings: 12 Dec 2012, 12 Feb 2013, 22 or 29 Jun, 18 Sep, 14 Dec

Other dates: Saturday 19 Oct 2012 Club & Association Conference, Friday 29 Mar AGM, Saturday 19 Oct 2013 Club & Association Conference

## 27. Action List – September 2012

Action 1: MW agreed to put the arguments for supporting the board's WOC performance programme funding decision in a paper and circulate to the rest of the Board.

Action 2: Director Appraisals; LW to report to the February Board meeting with recommendations as to how board effectiveness can be improved.

Action 3: NC agreed to continue to develop the Consultation Standards paper and the update will be available for December meeting.

Sport England funding submission;

Action 4: MH authorised to finalise the response to Sport England of their feedback on the submission.

Action 5: MH authorised to prepare the funding submission presentation to be given to Sport England in October.

Action 6: After consideration of the options open to us the Board agreed to leave the matter of who should attend the presentation meeting with Sport England to LW/MH.

2013 Budget;

Action 7: The 2013 Budget was agreed and can now be communicated.

Action 8: The 2013 Budget will need to be a re-forecast when the Sport England funding situation is confirmed; this should be feasible within 3 weeks of the Sport England decision being made received.

Action 9: The process used to develop the budget should be reviewed for the February 2013 Board meeting.

Committee Restructuring;

Action 10: It was agreed that the process to establish the Committee and Groups could have been better and could certainly have been turned around more speedily; LW to assure the membership that lessons have been learnt.

Action 11: LW/MH to meet and agree specific tasks that can be given to the existing committees and groups that will focus their work and provide resolutions to some of the most important matters that are currently outstanding.

Action 12: The restructuring will be an agenda item at the Conference in October and once that has taken place LW/MH to ensure the restructuring is progressed speedily.

Action 13: MH to communicate with the clubs that had raised items for the Conference to ascertain the context behind the requests to include them on the agenda.

Action 14: MH to ensure the final details for the Conference are circulated as soon as possible.

Action 15: Risk management; comments from Board members to be sent to MH and then dealt with at the October conference call.

Action 16: Contingency/Continuity Plan; comments from Board members to be sent to MH and then dealt with at the October conference call.

Action 17: Committee Minutes; to be dealt with at the October conference call.

Action 18: Welfare & Safeguarding of Children & Vulnerable Adults; Board members were asked to comment directly to JH on the Action plan.

Action 19: WOC 2015; The Board decision not to stage WTOC 2015 alongside WOC 2015 to be communicated by MH to the IOF asap.

Action 20: Operation Plan 2012; any queries or comments to be raised with MH and then summarised at the October Conference call.

Action 21: Future Champions Cup; the Board asked Dave Peel to contact Mark Nixon as soon as possible and see if there was some way in which this initiative can be progressed whilst staying within the parameters that exist.

Action 22: World Ski O Championships; the Board decision to enter a team in to World Ski O Championships in 2013, subject to a suitable selection process and no financial support, to be communicated by LW to John Kewley.