

# Board of Directors

## Minutes of the Conference Call held on

Monday 22 July 2013, 18:00 – 19:00



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**Board attendees:** Martin Ward (MW); Philip Baxter (PB); Scott Collier (SC); Bob Dredge (BD); Mike Hamilton (MH); Judith Holt (JH); David Maliphant (DM); John Woodall (JW)

### Apologies received: Full attendance

#### 1. Welcome & Meeting Administration

The Minutes of the June Board meeting were agreed to be a true record of the meeting.

An update on the Actions from the June meeting:

**Action 1:** MH to instigate the recruitment process for a 'Sponsorship Manager' to be employed by British Orienteering. (MH, ASAP)

*Recruitment now underway with interviews in early September – agenda item.*

**Action 2:** BD and MW to look at the possibility of salary increases for staff in relation to budget as a whole. (BD, MW, September Board meeting)

*In progress*

**Action 3:** Sarah Hague, Performance Manager to produce a paper outlining the level of programme possible for the level of funding currently allocated from British Orienteering (Sarah Hague, September Board meeting)

*In progress*

**Action 4:** LM to produce an action plan of the Volunteer Needs Work Group (VNWG) recommendations and circulate to Board prior to next Board meeting (LM, ASAP)

*In progress*

**Action 5:** LM to publish the VNWG report and recommendation on the British Orienteering website ASAP. (LM, ASAP)

*Completed*

**Coaching Needs Work Group Action:** MH to finalise the draft report and recommendations leaving the report clear where there is or is not agreement across the work group. Final version to be emailed to Board members for consideration and agreement prior to publication.

*In progress*

**Action 6:** LM to email a reminder to those applicants expressing an interest in the role of independent director. (LM, ASAP)

*Completed*

**Action 7:** Rod Findlay (Sport England Relationship Manager) agreed to speak to the Women in Sport and Fitness Foundation (WSFF) and his other Sport England Relationship Manager colleagues to see if any other sports had any examples of good practice regarding fair gender representation on the Board.

*RF has spoken to WSFF and is awaiting a response*

**Action 8:** JH was tasked with pulling together information regarding gender balance within British Orienteering, including the Board. RF to assist with information regarding gender balances within other sports. (JH, next Board meeting)

*In progress*

**Action 9:** LM to remove the Selection Policy schedules from the overall policy document and publish on the website. (LM, ASAP)

*In progress*

**Action 10:** LM to develop draft programme for the Association and Club conference and circulate to Board members for review. (LM, ASAP)

*Completed*

**Action 11:** RF and MH to review the Rugby Football League documents and process, gathering learning and make any necessary amends to British Orienteering risk register. (RF, MH, ASAP)

*Meeting has taken place; report to be made to the Board*

**Action 12:** MH to recirculate updated strategic plan to Board members for review (MH, ASAP)

*In progress*

**Action 13:** MH to include major event and WOC medal targets in performance monitoring document. (MH, next Board meeting)

*In progress*

**Action 14:** DM to draft letter to BUCS and circulate to the Board for review. (DM, ASAP)

*In progress*

**Action 15:** Jannette Blunden to provide Board members with a list of authorised account holders as per the modified procedures (JB, ASAP)

*In progress*

**Action 16:** MW to discuss issues raised at the Board meeting regarding ECC committee with ECC chair. (MW, ASAP)

*In progress and likely to continue to the E&C meeting in September*

#### **Declarations of Interest**

There were no additional declarations of interest.

### **Decisions**

#### **2. Management Accounts – June 2013**

The management Accounts to June 2013 had been circulated to the Board members prior to the meeting.

MH was asked to briefly highlight significant aspects of the accounts.

The income bottom line indicated a less than budgeted income of £23,168 of which grant funding of £18,488 is still to be received. Expenditure is overspent against budget by £40,377 giving a total variance on budget of £63,545.

The notes circulated have changed little since the discussion at the Board meeting in June.

In summary the key issues are: early spend of £18,000 on the increasing participation project to resource and prepare for the Xplorer/RunChallenge roll out; £8,063 Multi-day fund expenditure which is expected but will end the year as an overspend to claw it back from reserves (where it was placed at the end of 2012); levy income is down £20,126 against budget; income from BOC Middle is awaited (£10,000 received since the June accounts); Grant funding from Sport NI has to be spent upfront and then claimed back.

The biggest concern is the lower than expected income from levy which is to the end of June down on budget by £20,000. There followed a brief discussion on this matter with concern being expressed about the inability of the Board to make changes to the levy for 2014. It was agreed that the concern at the levy situation should be notified to clubs and associations in the autumn.

MH also confirmed that there are sufficient funds in easy access accounts to meet the anticipated outgoings to the end of July.

When queried MH confirmed there is no sponsorship income currently showing in the accounts although several deals are currently being negotiated which may result in a combination of in-kind and direct funding.

### **Information**

#### **3. Recruitment & appointment of Independent Directors**

MW reported that there had been 5 applications for the 2 independent director positions, all of which looked to be good and likely to meet the skill-set requirements identified by the Board.

The Appointment Panel will be MW as Chair, Roger Scrutton as President of an association (SOA) and an independent person from the Sport & Recreation Alliance.

MW will confirm the process to the applicants as soon as possible and phone interviews will be used to minimise cost, possibly followed by face-to-face meetings; it remains the intention to appoint in August.

JH queried the gender balance of the applicants; MW stated that there are 2 women and 3 men. PB queried if the applicants were truly independent or if some were orienteers; MW stated that although some had orienteered previously none were members.

SC confirmed that he will be documenting the procedures used to recruit and appoint the independent directors. SC also confirmed that the SEOA Chair has agreed to be a member of the Appointments Panel in 2014. This follows the wish of the Board that one member of the Appointments Panel should be an Association Chair and that the invitation to join the Panel will rotate around the associations.

#### **4. Recruitment & appointment of a Commercial Manager**

This appointment has been progressed as quickly as is possible in line with the wishes of the Board. A job description has been developed and recruitment has commenced. The closing date for applications is Wednesday 7 August and interviews will take place on Thursday 5 September.

Four Communications have support staff in this work and will provide up to two days of support in working with the successful candidate to update them on the commercial consultancy work that Four Communications have been engaged in on behalf of British Orienteering.

The job description and person specification can be found on the web site at:

<http://www.britishorienteering.org.uk/images/uploaded/downloads/British%20Orienteering%20Commercial%20Manager%20Role.pdf>

When queried MH confirmed there has already been a great deal of interest with 8 applications having been received to date.

## 5. Association & Club Conference

A draft agenda has been agreed to circulate to associations and clubs for feedback. A venue in Stratford upon Avon has also been identified as a part of a package which includes the use of a conference facility, food and drinks. This offer makes it feasible to help attendees with transport arrangements from Birmingham. Stratford upon Avon is a relatively central venue, access by car will be good for many, car parking is plentiful on site, public transport to Birmingham is good and Staff will communicate with associations and clubs to make sure that travel to the centre is as smooth as possible. It is recognised that it may not be as convenient for some as Sheffield or central Birmingham however the financial savings should make it worthwhile.

MH confirmed that a communication is ready to go out to clubs and associations immediately the Board confirm the arrangements.

## 6. IOF Matters

MW attended the IOF Presidents' Conference 2013 during WOC. Significant matters include:

- Brian Porteous (BP) welcomed everyone, and made a few initial announcements including a 75th member of IOF, being Cameroon.
- BP outlined the ambitions that orienteering has to be part of the Olympic family. He highlighted that to become part of the Summer Games was a very long timescale project, but that getting into the Winter Games may be possible sooner. Some nations commented that they feel this is an unachievable ambition, and that it is unnecessarily diverting resources from other IOF projects.
- Mike Dowling (MD) outlined the position that his WOC in the Future group had got to with regards to WOC qualification places and start order. He had met athlete reps the day before, and would take further comment into consideration before a Council meeting the following day to make final decisions (for the benefit of WOC 2014 organisers who needed to know). [Post meeting notes: the announced format is essentially as previously consulted, but with the difference that for purposes of promotion and relegation within the divisions, 2 years' worth of results would be used breather than one. GBR is Division 1 for Women and Division 2 for Men.]
- MD also outlined proposed changes to the IOF World Ranking Scheme. The most significant change is that bigger races (e.g. WOC) will be weighted and "given more points". E.g. at WOC Long Thierry and Simone scored around 1300 points for their wins in the existing system, but under the adjusted system their scores would be increased to 1600 points, and other runners' scores inflated on a pro-rata basis. David May (a member of the reference group for the review) is very concerned about the new system, and the potential impact it will have on smaller events (e.g. WREs). MW raised his concerns, but other nations appeared unconcerned. The new system will take effect from 1 Jan 2014. There will be a separate ranking list for forest and sprint racing. Ranking lists will be used for start order at WOC (but with randomisation within a "red block" of best runners).
- Consideration is being given to removal of the rule that currently limits the size of WOC teams to 7. Almost all nations would be in favour (based on a quick show of hands).
- BP outlined some possible changes to IOF governance which included a change in the term of Councillors (from 2 to 4 years), and change in the frequency of Congress/GA from 2 to 4 years, and a proposal to disconnect Congress/GA from WOC (i.e. hold it separately, to allow more time for discussions). Nations expressed various views about each of the above.
- There was an update on "IOF Services to Event Organisers". This included TV co-ordination, and Event Administration including entries and results. Potentially some benefit to WOC 2015.
- There was an update on IOF Development goals and progress. Target 55 nations competing at WOC by 2014 (only 45 at WOC 2013).
- There was an update on the IOF Young People into orienteering project. IOF highlighted the good work of some nations in this area, in particular British Orienteering.
- There was an update on the Adventure Racing project (a few nations want to see it introduced as an IOF discipline).
- After the conference IOF announced the award of JWOC 2016 to Switzerland, and WMOC 2016 to Estonia.

MW stated that there had also been a meeting of the European orienteering nations at WOC but that this had mostly involved delegating the European events over the next few years. It was also agreed to include TempO within the European TrailO champs programme.

MH raised the matter of financial support for David May. David has requested funding support as an IOF post holder attending FootO Commission. After discussion it was agreed that whilst the work David does at the commission is valued it is not feasible in the present financial state of British Orienteering for additional funds to be made available. MH to communicate this to David as soon as possible.

## 7. Agreements with Sport Northern Ireland

MH explained that 2 significant contracts with Sport Northern Ireland (SNI) have been circulated to Board members previously and prior to signing. A smaller third agreement has been offered and, to ensure Board members are aware of our agreements and commitments to SNI, MH felt that circulating an overview of the 3 agreements would help. The two pages circulated prior to the meeting is a summary of our agreements with SNI.

PB highlighted an error in the funding as stated in the paper, MH apologised for this and the paper will be corrected and recirculated.

## 8. Steering Groups Update

MH has now received the names of representatives from the three national associations (NIOA, SOA, WOA) to populate the 3 steering groups (Strategic Plan, Development and Performance) and will be communicating with the representatives to organise meetings in the autumn.

MH will circulate to Board members the draft Terms of Reference, membership, etc as soon as possible.

## Monitoring performance

## 9. Increasing Participation

On the surface the roll out has gone extremely well considering the products only existed on paper until the end of 2012 and no partners were signed up until March 2013. A lot has been achieved in a short time. Programme staff have dealt with an overload of work during the first 6 months of 2013 and are deserving of a big 'thank you'. We are now in a good position to continue to roll the programme out although we have yet to capture the data to demonstrate success.

Beneath the surface there are issues to be addressed:

- a) The data does not yet demonstrate that the programme will achieve our targets.
- b) Collecting data is proving very challenging – we have a mixture of good, poor and non-existent data from activities, it very much depends on the attention to detail of the activator running the session and our ability to chase it up. There is also a conflict between minimising the perceived bureaucracy participants have when 'signing in' to the activity versus the data that we and Sport England would like to collect.
- c) The rollout has created considerable pressure and stress for a number of staff. This level of stress is not sustainable over extended periods. Staff capacity is a critical factor in delivering a successful increasing participation programme.
- d) British Orienteering has two good products that are being received well; however some tweaking in the delivery of Xplorer will increase the impact it has and on the data to date the delivery of RunChallenge needs considerable modification if it is to achieve the targets set for it.
- e) It is uncertain what effect the summer holidays will have on the programme.

## 10. Talent & Performance Programme

In summary achievement against targets for 2013 are:

- Performance Programme Targets  
Target: 2 top 10 places at WOC, achieved 4 top 10 places  
Scott Fraser = Silver Sprint, Tessa Hill = 5<sup>th</sup> Sprint, Murray Strain = 9<sup>th</sup> Sprint, Cat Taylor = 10<sup>th</sup> Long  
Target: 3 places 11-20 at WOC, achieved 3 places 11-20  
Kris Jones = 16<sup>th</sup> Sprint, Sarah Rollins = 20<sup>th</sup> Sprint, Ralph Street = 20<sup>th</sup> Long
- Talent Programme Targets  
Target: 6 top 20 places at JWOC, achieved 5 top 20 places  
Jonny Crickmore = 7<sup>th</sup> Sprint, Charlotte Watson = 12<sup>th</sup> Long, Peter Bray = 17<sup>th</sup> Long, Lucy Butt = 18<sup>th</sup> Middle, Lucy Butt = 19<sup>th</sup> Long, plus we had 1 athlete (Charlotte Watson) who was just outside the Top 20 placed 21<sup>st</sup> in both the Sprint and the Middle

Further information, including individual athlete progress, will be available for the review of the programmes at the September Board meeting.

In terms of the financial assistance from BOF, the WOC programme would have relied entirely on athlete contributions (or club/association support of athletes) if the Board had not made member funds available. SH thanked the Board for making the performance funding available, athletes and staff are most appreciative. SH is in the process of finalising the expenditure from WOC; indications are that both the performance and talent programmes will be close to budget.

The impact of different levels of funding from British Orienteering to the WOC programme will be prepared for the budget discussions at the September Board meeting.

MW congratulated the JWOC and WOC teams on their performances, and the staff that had supported and helped them to achieve these results. The outlook for future high performance is good.

## 11. Membership & Participation

The 2013 Membership Scheme changed considerably from the Scheme used prior to 2013. The change has resulted in many family members not renewing simply because they rarely, if ever, went orienteering and whilst it was possible to put them on a family membership without adding cost the same is not true of the new scheme.

One advantage is that we now appear to have a more active membership consisting of:

Seniors members	7,169
Juniors members	<u>2,664</u>
Total	9,833

The new versus lapsed figures also show 22% of 2012 members have not renewed and that 16% of 2013 members are new.

New members in 2013	1,551	16%	(based on 2013 membership of 9,833)
Lapsed from 2012	2,431	22%	(membership in 2012 was 10,869)

Participation (participant runs) in events and activities started slowly probably due to the poor weather at the start of the year but has now reached the following level. MW commented that Rod Findlay had stated at the previous Board meeting that all outdoor sports, bar mountaineering, had return lower than expected participation figures for the start of the year.

1 Jan to 17 July 2013						
Event Level	Level A	Level B	Level C	Level D	Activities	Total
Number of Events	16	44	142	956	1,739	2,903
Senior Participation	9,998	11,283	13,961	24,905	9,806	69,953
Junior Participation	3,371	3,126	5,004	14,204	11,292	36,997
Total Participation	13,369	14,409	18,965	39,109	21,098	106,950

These figures do not include participation through Xplorer and RunChallenge.

## Actions – July 2013

Actions from the previous Board meeting:

**Action 1:** BD and MW to look at the possibility of salary increases for staff in relation to budget as a whole. (BD, MW, September Board meeting)

**Action 2:** Sarah Hague, Performance Manager to produce a paper outlining the level of programme possible for the level of funding currently allocated from British Orienteering (Sarah Hague, September Board meeting)

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**Action 14:** MW to discuss issues raised at the Board meeting regarding ECC committee with ECC chair. (MW, ASAP)

Actions from the July meeting:

**Action 15:** Independent Directors: procedures used to recruit and appoint the independent directors to be documented for future use (SC, Sept)

**Action 16:** Association & Club Conference: agenda and details to be circulated as soon as possible (LM, asap)

*Completed*

**Action 17:** IOF matters: David May to be informed of the decision regarding financial support (MH, asap)

*Completed*

**Action 18:** Sport Northern Ireland funding Agreements: The summary to be updated to correct the errors identified and re-circulated (MH, asap)

*Completed*

**Action 19:** Steering Groups: Terms of reference, membership etc. to be circulated to Board members (MH, asap)

**Action 20:** Increasing Participation: Board to be notified when the modifications to the delivery of RunChallenge is finalised (MH, Sept)