

Board of Directors

Wednesday 18 September 2013, 11.00 – 17:00

Meeting

Held at the National Office, Darley Dale



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)

Minute taker: MH

Apologies received: All present

1. Meeting Administration

Independent directors to the Board

MW updated the Board on progress with the recruitment of independent directors. The advertisement was placed in May with the application deadline set towards the end of June. The recruitment panel was to include the Chair, an Association Chair (rotating annually), and a third person who was independent. The SOA Chair, Roger Scrutton, agreed to join the panel and the SRA (Sport & Recreation Alliance) agreed to provide the third person. After some communication delays Amanda Bennett of the SRA, who has recently joined them as Governance Advisor, agreed to join the panel.

Trying to find slots during July and August for Roger, Amanda and MW to undertake the interviews was delayed due to holidays. There were sufficient good-quality applicants for the two posts, and MW kept in contact with them to explain the delay in arranging interviews. Thankfully, all remained available.

Some interviews have taken place, and the panel is pleased with the quality of the applicants. The remaining interviews are scheduled for next week, so offers will be able to be made to candidates by the end of next week. As reported previously the quality of the applicants is encouraging, and MW is confident that there will be at least two with the range and level of expertise that is being sought.

Unfortunately this meant that the two independent directors were not appointed in time to attend the September board meeting, as originally intended.

Concern was expressed that the new directors' first meeting with Board members may be at a Conference Call and a preferred option is for any existing directors available to meet them at an induction day. Members agreed that there will be benefits to meeting them informally prior to a formal Board meeting or a conference call meeting.

MH agreed to communicate to Directors the date of the induction day for appointed Independent Directors so that elected directors can attend if they are available.¹

It was also noted that recruitment of the 3rd Independent Director to take up post at the AGM 2014 should commence as soon as possible. MW to action by end October.²

Sign off the minutes of the 22 July Conference Call

MH apologised that the Minutes of the meeting had not been published after the meeting. They had been prepared and confirmed with the Chair but not published. MH thanked DM for drawing this matter to his attention and the minutes have now been published.

Actions from the Conference Call

Actions from previous Board meetings:

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) - *Agenda item*

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) - *Agenda item*

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) - *Agenda item*

Action 5: 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. - *Agenda item*

Action 6: 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. - *Action to contact Rod regarding a sport that has an action plan.*

Action 7: 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) - *Agenda item*

Action 8: LM to remove the Selection Policy schedules from the overall policy document and publish on the website. (LM, ASAP) - *Completed*

Action 9: 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 10: MH to recirculate updated strategic plan to Board members for review (MH, ASAP) - *To be completed – carried forward*

Action 11: MH to include major event and WOC medal targets in performance monitoring document. (MH, next Board meeting) - *Agenda item*

Action 12: DM to draft letter to BUCS and circulate to the Board for review. (DM, ASAP) - *Completed, BUCS believed to be reassessing the situation re orienteering. The Board thanked DM for writing the communication.*

Action 13: Jannette Blunden to provide Board members with a list of authorised account holders as per the modified procedures (JB, ASAP) - *Completed – circulate again*

Action 14: MW to discuss issues raised at the Board meeting regarding E&CC committee with E&CC chair. (MW, ASAP) - *Completed and the outcomes of the E&CC meeting held on 14 Sept included in the meeting agenda*

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) – *Draft to be circulated before the next conference call, to give the newly appointed Independent Directors a chance to input (SC, Nov conference call)*

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 to post holders (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 and circulated.*

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

Action 20: Increasing Participation: Board to be notified when the modifications to the delivery of RunChallenge is finalised (MH, Sept) - *Agenda item, several pilot schemes currently being run with a review of progress in November.*

Notification of items for Any Other Business

- Director liaison with associations
- CPRE, should British Orienteering try to develop links with them?
- Head cams and filming at orienteering events

Declarations of interest in addition to those held on the register

No declarations of interest were made in addition to those previously added to the register of interests.

2. Restructuring the workforce

To receive an overview of progress in meeting contractual targets

The new Sport England funding cycle, 2013/17, has commenced and 5 months into the cycle there is significant doubt regarding our ability to achieve some of the agreed targets for 2013/14. Significant points highlighted include:

- a) The poor start to the year across orienteering events and activities with a deficit of around 30,000 participant runs during January to March against participation in 2012. Sport England recognises that this is a trend across outdoor activities.
- b) A review of the increasing participation project highlighted the success of the Xplorer programme but raised serious questions regarding the delivery of the RunChallenge programme. It is likely that the Xplorer programme will achieve target but that RunChallenge programme will fail to hit its target set for the April 2013 to March 2014 period. Several pilots are now in progress to resolve this problem with a review in November. The review will consolidate the evidence and enable a decision to be made about the future of RunChallenge and how it is delivered.
- c) The review has also raised queries regarding the effectiveness of using local authority staff from some authorities as deliverers of both the Xplorer and RunChallenge initiatives. Obtaining evidence of participation has been particularly challenging.
- d) The threat to 20% of our increasing participation funding and the knock-on impact on our funding for 'core' is significant.

- e) The fall in income generated through event levies, currently running at £20,000 below budget, although some of this may be offset as the year progresses.

In summary the funds available to deliver some services and programmes has been reduced and may be reduced further. Concurrently there are doubts as to the effectiveness and cost-effectiveness of delivery of one of the programmes.

To receive recommendations regarding the forthcoming restructure

Much of this discussion was confidential due to the impact on staff and employment. However the following points can be included:

- a) The functional needs of British Orienteering were considered and the following agreed:
- The vision and strategic objective were confirmed as being appropriate
 - Volunteer support: Board members agreed that a single staff member dealing with volunteering in an integrated manner is the preferred approach. It was recognised that this is not affordable at this time. However the delivery of training, support and motivation to volunteers could be approached in a more coordinated departmental way which will be an improvement on the current situation. The Board were unanimous in agreeing that more must be done to support volunteers even within the current constraints.
 - Development: Whilst 'Increasing participation' is the significant work programme in development, currently almost the entirety focus of staff work programmes, British Orienteering should be delivering a wider package of work to develop the wider sport. This may include developing school orienteering, volunteers, clubs, etc. The Board were unanimous in agreeing that work programmes should include volunteer support and club development and some British Orienteering funding should be included in the 2014 budget to fund this work.

It was noted that although Sport England is funding an increase in participation the target is across all orienteering activities i.e. events, activities, Xplorer and RunChallenge, etc. The target is almost 265,000 for April 2013 to March 2014 and this target is for 14 year olds and older.

The Board agreed:

- a) The development programme should be part funded by British Orienteering and should include volunteer development and some support for clubs
- b) Volunteer support will be delivered in a coordinated way through department work programmes and a mixture of key volunteers and staff
- c) MH to implement the changes to the staffing structure as discussed³

MH updated the Board on the Commercial Manager position and the parameters within which he had authority to negotiate an agreement. MH was asked to re-consider other options to increase sponsorship and commercial income if necessity should dictate.⁴

3. Rules of Orienteering

To ratify the final draft of the Rules of Orienteering 2014 and associated documents

JH stated that she had been pleasantly surprised with the simplicity and ease of reading of the Rules. Board members congratulated HE (Helen Errington) and the people she had consulted with for the work that had been completed. The Board ratified the Rules 2014⁵.

To agree the process for publication of the remaining Competition Rules 2014

It was agreed that the Competition Rules with the recent changes agreed by Events & Competitions Committee should be completed.

The presentation format recommended to the Board was agreed. HE to complete the re-write of the Competition Rules as soon as possible⁶. It was reinforced that the re-write is primarily about presentation and not rule changes.

To agree the process for review and updating of the Rules

The Board asked HE to update the 'process of review' table including in the Board paper to clearly show the transitional process for 2014 and then the normal process that will be adopted after the transition⁷.

The process was agreed in principle and once the table had been updated the paper should be published so the membership can see the amount of work and consultation that has gone into the newly formatted Rules and Competition Rules.

Once again HE was thanked for her work in drafting the recommendations for the review and updating process.

4. Financial matters

To receive the Management Accounts to August 2013 (8 months) in a new format

BD explained the background to the newly formatted summary sheet for the management accounts and stressed he was trying to prepare a summary that would enable Board members to have an overview of the financial position. The more detailed management accounts will still be circulated for those Board members wishing to look in more detail at the accounts.

The followed some discussion on the presentation of the summary and particular attention was drawn to the possible need for more detail in the summary of the 'membership' income and expenditure to distinguish membership income

collected on behalf of clubs and associations from income and expenditure associated directly with membership of British Orienteering. This will be monitored and revisited at the next Board meeting.

To note that the draft 2014 Budget normally dealt with at this meeting will be circulated by the end of October.

It was noted that due to the on-going staff restructure the 2014 budget had not yet been presented to the Board. The 2014 Budget will be prepared as quickly as possible after the Board discussion and should be circulated prior to the end of October for Board consideration at the next meeting⁸.

BD/MW to make recommendations to the Board regarding salaries.

BD spoke to the recommendations that had been circulated.

There was some discussion about the issue of Sport Northern Ireland funded positions and the Sport England funded positions. BD/MH agreed to discuss this issue and report back to the Board⁹.

MW reinforced that whilst there was agreement in principle regarding the wish to be able to agree a small salary increase it would only be practical to agree such a change once it was clear the 2014 Budget could bear the cost.

If an increase in salary budget is to be implemented it was agreed that MH would have discretion over how such an increase would be distributed. PB noted that salary increases had been included in the Sport Northern Ireland funding agreements.

5. Governance matters

a. To agree the draft terms of reference for the Steering Groups; circulated previously

The terms of reference were agreed in principle as being working drafts that can be published¹⁰. It was agreed that the Steering Groups would be asked to consider the terms of reference and make any recommendation for change back to the Board for discussion.

The balance between volunteers and staff on the groups was discussed and this will be monitored.

It was agreed that the inclusion of one of the independent Directors on the Remuneration Group would be a good idea and it was agreed that the membership of the group should be the Chair, Treasurer and an Independent Director¹¹.

There was discussion regarding the appointment by the Board of the Chairs of the Steering Groups and it was agreed that expressions of interest from members will be sought to take on these roles. MH noted that Steering Group meeting are being scheduled for the November/December period and that seeking expressions of interest and appointing Chairs may not be feasible in this time scale. The Board agreed that Interim Chairs be asked to stand in for this first round of meetings if necessary. MH is to converse with the Board regarding suitable candidates.¹²

b. To ratify the Volunteer Needs Workgroup Action Plan

It was agreed that the plan should be edited to reflect the previous discussion about the staff structure and how volunteer support is dealt with.

A pragmatic approach to prioritising action plan is to be used. JH offered to help with this work and will call on a small group to do guide the work or it may be feasible to use the Club & Association Conference which is focussing on volunteering.

MH to forward a word copy of the Action Plan to JH.

It was noted that after the previous discussion on the staff structure it is likely that the coordinating of volunteer support is likely to be within the development department and work programme.

SC noted that there is an urgent need to address some of the issues around volunteering, the staff structure and work programmes, the Volunteer Needs Workgroup report and recommendations etc prior to the Conference; this was agreed.

c. To receive the final report and recommendations of the Coaching Needs Workgroup

MH apologised for not having completed this work, work priorities and the need to consult with some people had delayed the finalising of the report and recommendations. There remains a need for the updated report and recommendations to be circulated to the Working Group members for their consideration.

The report should be finalised over the next few weeks and returned to the Board for final agreement during October.¹³

d. Gender balance in British Orienteering and across other sports (JH)

JH was thanked for her work in preparing a paper for discussion. There was agreement with the conclusions of the paper which included:

- The position of women in the governance of British Orienteering is not atypical of sports NGBs.
- There is a problem in generating interests amongst men as well as women orienteers in standing for election to the Board.
- The lack of women in governance is apparent throughout the organisational structure.
- A minimum of three women Board members would reflect the overall proportion of women who orienteer. However, involvement in governance tends to be greatest amongst orienteers over age 55. Since the proportion of women orienteers drops at this age the relative size of the pool of women from whom directors are drawn may be smaller than that for men.
- Women's motivation to participate in orienteering events may be less about the competition than is normal for men. Many of the principles for attracting new participants to orienteering recently promoted by British Orienteering do address meeting needs other than competition. Clubs need to be encouraged to continue to think about these.

- Participation in orienteering events may be gender integrated but orienteering club life reflects common gender divisions. An effective strategy to change the gender balance in the governance of orienteering would address the culture of orienteering clubs. Such a culture change could only come from the clubs themselves requiring incremental change over a period of time.
- The tendency for Board Members to identify themselves in terms of their involvement with technical aspects of orienteering (e.g. planning and controlling) and the relative lack of women in these roles may be reducing the number of women who might see themselves as 'Director Material'.
- Women as club members: Within Orienteering Club Committees the volunteer roles taken on by women appear to conform closely to gender stereotypes with women predominating in 'caring' and 'educational' roles and men in the 'rule enforcing and technical' roles. (Thanks to D Nevell of DVO for analysis of club web site information.)

Role	% held by women
Welfare Officer	70
Social Secretary	63
Membership Secretary	60
Chair	17
SI	14
Vice Chair	14
Website	11
Mapping	2

- Women involved in sport particularly value personal contact, therefore opportunities for face to face discussion about becoming a board member should be sought.

There was also agreement for the Action Plan and the need to focus on increasing female involvement in governance across the wider structure.

MH to contact Rod Findley, our Sport England Relationship Manager, to ascertain if any other sporting organisation has developed an action plan to increase gender balance in the wider governance structure.¹⁴

e. To review and ratify the 'Online & Social Media Policies & Guidance'

It was noted that the policy is relatively short and that the majority of the paper is guidance. There was general support for the Policy & Guidance and it was adopted as a working document.

f. To review and ratify the 'Transgender Policy'

MH explained that the Policy had been updated to reflect discussions regarding the Policy at previous Board meeting and particularly the issue of volunteering rather than competing.

BD raised his concern at the potential cost to British Orienteering of identifying and using medical expertise. This was agreed as a valid concern and MH was tasked to determine whether or not this can be passed on to applicants directly. JW added that it may be possible to take out insurance to cover the costs/appeals. MH will also determine if this is possible and at what cost.

Who makes the final decision was raised and it was agreed it should be the specialist medical group. MH was also tasked to communicate with the IOF and determine how they are dealing with the matter of Transgender.¹⁵

It was also agreed that the wording regarding the Specialist medical group should be changed to 'acceptable to' or 'agreed by', British Orienteering.¹⁶

g. To receive an update on the staging of the Association & Club Conference

The Board was updated on arrangements for the Conference.

There was discussion regarding the request from Chris James, Chair of Events & Competition Committee, to make a presentation to the Conference about the 'the Draft Delivery Plan'. The Board was supportive of the work however decided it was not appropriate at this Conference; there were a number of contributory factors:

- The Agenda is already under time pressure with items focused on Volunteering, the theme for the Conference which has been widely advertised
- The participants have been recruited on the basis of the conference being focused on volunteering
- There are some poor experiences of trying to add things to a focused agenda – usually it is not productive and puts the agenda items under even more pressure and diverts the Conference from the set Agenda, often frustrating participants
- It is not clear that the work on the framework has yet progressed to a point at which it is useful to promote it more widely

The Board did wish to stress that it is supportive of the work Chris and his Committee are engaged in and is very happy to promote the work when appropriate and possibly consider having a Conference in 2015 that can focus on events as the Conference theme.

h. To review progress in updating the Risk Register and Risk Management process

MH updated the Board on the outcomes to his meeting with Rod Findley following the June Board meeting. During the meeting the Risk Registers from Rugby League and other examples were considered and compared with the British Orienteering version. Key points from the meeting were:

- There were many similarities between the Risk Registers
- Using financial parameters to consider risk is normal practice and values the 'image' of British Orienteering
- The most significant point that arose was the need for more documented action planning to strengthen the explanation as to how risks are being mitigated
- Agreement that staff need to produce the risk register and that the Board challenges and interrogates the register; the Board 'owns' the register and through challenge should be content that the register reflects the risks the Board recognises
- The risk register needs to become an integral part of the Senior Management Group meetings at least twice a year
- Updated Risk register with action plans need to be normal Board business at least twice a year

Staff are working to update the register with additional action planning to mitigate the risks, this should be available for consideration at the December Board meeting.

Board discussion followed around the process to update the Risk Register and the Board agreed that the Risk Register that is reported to the Board should primarily be the strategic risks rather than the wider risks currently on the register. MH was asked to copy the current register to PB who will have a look at it and suggest risks that should be included in the strategic risks as circulated to the Board.¹⁷

i. To raise any queries regarding the Governance Self-Assurance Report

MH explained that work on the assurance report had not yet progressed to a point where it could be circulated. MH has to complete the work by Friday, 27 September, and will circulate a copy of the report as soon as it is drafted.¹⁸

Performance Monitoring

6. Review of the Talent & Performance programme

Sarah Hague joined the meeting for this agenda item.

a. To note the successes and achievements of the programme in 2013

Results of the analysed research highlighted that British Orienteering is on course to achieve the targets set by their Funding Partners, British Orienteering and Sport England. These are:

- Number of Top-10 and Top-20 results at the World Orienteering Championships per year (British Orienteering)
- Number of Top-20 results at the Junior World Orienteering Championships per year (Sport England)
- Number of athletes per year selected to the Talent Development tier of the Talent and Performance programme
- Number of athletes achieving the required standards to progress into the Elite Development tier of the Talent and Performance programme
- Number of coaching/ contact hours delivered per athlete

Actual performances that are notable and impacted on the targets include:

Medal winning, Top-10 and Top-20 Results at WOC 2013

- One silver medal - Scott Fraser in the Sprint distance.
- One podium (5th position) - Tessa Hill in the Sprint distance.
- Two further Top-10's - Murray Strain (9th) in the Sprint distance and Catherine Taylor (10th) in the Long Distance.
- Three Top-20's - Kris Jones (16th) and Sarah Rollins (20th) in the Sprint distance, Ralph Street (20th) in the Long Distance.

Top-10 and Top-20 Results at JWOC 2013

- One Top-10 – Jonathan Crickmore (7th) in the Sprint Distance.
- Four Top-20's – Charlotte Watson (12th), Peter Bray (17th) and Lucy Butt (18th) in the Long Distance and Lucy Butt (19th) in the Middle Distance.

The performance targets have been achieved as have the talent targets. The targets set for identifying and developing athletes in the talent programme continues to be based on performance-based protocols that enable British Orienteering to quantitatively assess an athlete's stage of development. The adoption of a performance culture has made significant difference although the ability to increase coaching hours is still of concern in so much that a mechanism for collecting this data needs to be developed. The re-write of the selection policy has also made a significant difference in that it now supports the work of the programme with a greater emphasis on the balance of performance and development of the selection. Other changes include the right to exclude athlete who do not meet minimum standards of competence and fitness and the timings of selection races which now give athletes greater time to prepare.

b. To receive an update on the delivery of the 2013/17 talent programme

Whilst it is clear that progress has been made towards the Talent and Performance programme achieving their targets, there are still some major areas that require improvement and where remedial action is required. Recommendations include:

- Staffing: Identifying solutions to fill the vacancy resulting from Steve Vernon's departure, primarily to continue the work of developing and establishing a 'Performance Culture'.
- Athlete profiles: The need to re-visit and develop a comprehensive set of athlete profiles, together with the associated Gold Standards, for each recognised controllable area, at each selected level of the Talent and Performance pathway.
- Athlete needs: Further understanding participant needs in order to place the development of coaching for 'Long Term Athlete Development' alongside the contact time with athletes.
- Programme Activity Funding: Sport England will only fund English athletes associated with the Talent tiers of the pathway; they expressly state they will not fund any activities associated with the Performance tier of the pathway. This continues to leave two gaps in the funding of Programme Activities which are funding Talent and Elite Development athletes from non-England countries, and funding Performance athletes for all GB & NI.
- Coaching: The programme remains unable to deliver sufficient high quality coaching to the athletes across all levels.
- Improving communication: Work has started to update athlete information on the Talent and Performance programme website pages. Jackie Newton produced fortnightly 'Community of Practice' newsletters for the personal coaches of the athletes on the Talent Development tier of the pathway from mid Jun-2012 through to early Feb-2013; this is now on hold whilst the effectiveness of communications are reviewed.

c. To receive recommendations regarding the options to fund the performance programme 2014; paper to be tabled

A paper was tabled for Board members to consider. SH explained the rationale behind the costing and stated that the paper outlined the options that the Board had and the 'menu' approach enabled the Board to see how different levels of funding from British Orienteering towards the performance programme would result in different levels of service.

The Board discussed the option and agreed that it was a clear statement of the options available and as the 2014 budget was developed it would provide a clear rationale for the level of funding able to be made.

SH was thanked for presenting a clear statement of the options.

d. Opportunity to query and challenge SH regarding the programme

BD queried the 'financial fairness' of selections for WOC athletes particularly in respect to the travel costs; SH explained that she had sympathy with the athletes involved and was considering the issue and the options available. WOC was a one off and the same system of athlete contribution was not used for other tours.

The attendance of athletes on programme activity was queried and SH explained that 2/3rd attendance is an improvement on past years although she is considering ways to improve attendance; other pressures in the autumn period often impact on availability.

JH asked if the selection policy will be revisited and how it had settled down. SH stated that the policy will continue to be improved to ensure it meets the needs of the programme and athletes but it was unlikely that the principles of the policy will be changed.

JW queried the reasons for some athletes choosing not to attend the tour in the Cairngorms; SH responded by providing background on the tour and querying if JW was able to provide further information on the athletes concerned. JW was not able to do this at this time.

The decision not to select a full team for JEC was queried. SH explained that the selection panel had considered the situation carefully and came to a decision that the athletes selected were at the correct stage of their development to benefit from selection for JEC. Developing talented performers is about reaching a balance between building physical ability, technical competence, knowledge and mental capability whilst providing appropriate competitive experience. If

inappropriate competition and experience is given at the wrong times it can hinder rather than support the overall development of the athlete. Places were not filled in the belief that athletes had not met the criteria for inclusion or it was not in the best interests of the athletes to be selected.

SH stated that the purpose of the talent programme is to develop athletes and the selection group made the decision that it was not in the development interests of athletes to attend – more than that, selecting orienteers that do not meet the criteria would reward athletes in a way that would be negative to their development. It is clear that one of the biggest problems the talent/performance programme has to address is the belief that just competing in orienteering or adding to athletes' experience will improve them – it may by small amounts but it is clearly far more important to have a personal development programme built around knowledge, physical preparedness, technical skills development/delivery, experience and this is unlikely to be delivered effectively through competition. Learning to train and training to perform are critical components of performance sport.

Once again SH was thanked for her presentation and responses; SH left the meeting.

7. Performance Monitoring Report

To query and challenge the monitoring report

MH presented the monitoring report and highlighted that there remain several areas of work where monitoring indicators are not yet developed.

Disability orienteering was queried and MH stated that these are part of the Sport England targets and that discussions with Sport England are continuing to agree the form that targets should take. It is likely that this discussion will continue until the end of 2013. SC asked if TrailO will count towards any Sport England targets; MH responded that they almost certainly will. It was also noted that there are a considerable number of orienteers who have a disability using national criteria, for example those with vision or hearing deficiencies, but who do not consider themselves to have a disability. It was also noted that we have no mechanism for measuring their participation.

Standing Items

8. Association Matters

To consider any Association matters raised since the last Board meeting; items brought up:

SOA: MW attended Board meeting; concern was raised about a drop in membership during 2013

WOA: BD going to attend the WOA AGM in Anglesey next week

EAOA: Concerned about the burden placed on volunteers by home international competitions and the limited guidance available on what is required. DM made EAOA aware that this is not a competition British Orienteering has direct control over. EAOA intend to raise the issue at the Association & Club Conference

SCOA: SC unable to attend last meeting, but the minutes indicated that SCOA would raise an issue directly with MH regarding insurance and the Rules of Orienteering

SEOA: Asked about the feasibility of a British bid to host the World Masters Orienteering Championships

NWOA: Volunteer fatigue is the biggest concern

EMOA: Now has a full committee which is excellent news

SWOA: Has lost some committee members and not been able to recruit; concern that event courses for 70+ participants are too physical and is putting some off from competing; concern at E&CC and it not functioning

WMOA: Concern at the 2014 BOC Middle event and the need to find a venue that will support the BOC Sprint at Keele University; if a venue cannot be identified it may threaten the Sprint race

9. Committee or Group Matters

To consider any committee or group matters raised since the last Board meeting that have not been dealt with elsewhere in the agenda including:

a. E&CC: any outcomes from the meeting held on Saturday, 14 Sept

The Board share the SWOA concern at the functioning of E&CC; however things had progressed significantly in recent weeks with the meeting last Saturday of the Committee which MW, MH and SC had attended. MW and SC reported that the session had gone well with considerable time being spent on the issues of i) a framework for major events and ii) the structure of the committee and groups. The committee is starting to function more effectively and members had left the meeting feeling more positive about the progress being made.

b. Schedule of meeting for groups planned for Autumn/Winter

MH explained that a meeting for the Coaching Source Group has been scheduled for Saturday, 23 November and that meetings of the Performance Steering Group and the Strategic Steering Group are currently being scheduled for November/December.

10. IOF matters

MW reported that no matters had arisen since the last Board meeting.

11. WOC 2015

MW reported that the Steering Group had met and has the next meeting in October. The Organising Committee has also met and a further meeting is scheduled for Thursday 26 September.

There were positive comments about the Launch Day held at the Scottish 6-Days and the Event Director's input.

The Board's concern at the need for an agreed/baselined WOC 2015 Budget was discussed and moving to a position where there is an agreed budget is seen as high priority and a matter of urgency.¹⁹

It was noted that there is a SOA/BOF agreement in place for WOC 2015, and that the S6D/British Orienteering agreement can be signed as soon as the budget position is resolved.

Closing business

12. Any Other Business

Filming at orienteering events

MW brought to the Board's attention some issues related to filming taking place on orienteering courses that had arisen at and after recent events. After discussion it was agreed that this is dealt with in O-Safe and within the Rules and that organisers have the authority to resolve such issues.

Liaison Directors

DM is moving to the NW and as such is unlikely to be able to liaise with and support EAOA. It was agreed that JW will speak with the NW Chair regarding possibility of JW handing NWOA liaison responsibilities over to DM whilst DM should do likewise with EAOA with a view to JW taking over liaison responsibilities with EAOA.²⁰

Campaign to Protect Rural England (CPRE)

JW raised a query regarding CPRE and whether British Orienteering should try to develop links with them. After discussion it was agreed that there was unlikely to be a benefit in forming any specific alliance with them.

Auditors and Legal Advice 2014

The Board agreed that procurement for audit services will be commenced with a view to appointing auditors for the British Orienteering financial years 2014/19. It was noted that Grant Thornton our current auditors will be able to tender, if they desire, on the basis that a different partner would oversee the audit.²¹

It was also agreed that the current practice of using local solicitors, Cottons & Co or Chesterfield, to provide general contract advice will continue and that specialist legal advice be sought either through the Sport England/SRA Legal Panel Firms Scheme.

13. Communications: messages to be given

It was agreed that a summary is not required if the Minutes to the meeting can be published quickly.

14. Future meeting

To confirm dates for future Board meetings:

Conference calls: ~~28 Oct 6-7pm~~ moved to 4 Nov 6-7pm

Board face to face meetings: Saturday 14 Dec, 11am

Other dates: Saturday 19 Oct Club & Association Conference

Upcoming agenda (see below)

The Meeting closed at 17:00

**Next British Orienteering Board meeting:
(Conference Call Monday 4 November 2013 – Agenda to be confirmed)
Saturday 14 December 2013**

Provisional Agenda items:

- **Governance, Self-assurance & action plan**
- **Steering Group Terms of Reference, etc.**
- **Review talent & performance programme**
- **Finance: Budget 2014**
- **Finance: Management Accounts**
- **Association & Club Conference**
- **AGM 2014 Preparation**
- **Levy scheme review**
- **Meeting dates for 2014**
- **Additional declarations of interest (Standing item)**
- **Increasing participation report (Standing item)**
- **Performance Monitoring Report (Standing item)**
- **Committee/Group matters (Standing item)**
- **Association matters (Standing item)**
- **IOF matters (Standing item)**

Actions

¹ Independent Directors: MH to communicate to Directors the date of the induction day for appointed Independent Directors in order that elected directors can attend if they are available (asap)

² Independent Directors: Recruitment of the 3rd Independent Director to take up post at the AGM 2014 to commence as soon as possible; MW to action by end October

³ Staffing: MH to draft recommendations for a staffing structure that meets the requirements of the Board; draft to be circulated to the Board asap with a view to implementing the recommendation as soon as possible – *Post meeting recommendations agreed*

⁴ Staffing: MH to re-consider ways other than the employment of a Commercial Manager to increase sponsorship and commercial income if necessity should dictate – *Post meeting agreement reached with preferred candidate*

⁵ Rules: HE to publish the 2014 Rules of Orienteering asap

⁶ Rules: HE to complete the re-write of the Competition Rules as soon as possible and publish as soon as they are finalised

⁷ Rules: HE to update the Rules 'process of review' table including in the Board paper to show the transitional process for 2014 and then the normal process that will be adopted once the transition has been made

⁸ 2014 Budget: To be prepared as quickly as possible and circulated prior to the end of October (MH)

⁹ Salaries: BD/MH agreed to discuss the issue of the Sport Northern Ireland funded positions and the Sport England funded positions in relation to possible salary increases and report back to the Board

¹⁰ Steering Groups: The working drafts of the terms of reference for the Steering Groups to be published asap (MH)

¹¹ Remuneration Group: An independent Director to be included on the Remuneration to support the Chair and Treasurer (MW)

¹² Steering Groups: MH to liaise with the board asap regarding the recruitment and appointment of chairs and members to sit on the Steering Groups

¹³ Coaching Needs Workgroup report and recommendations: to be finalised and returned to the Board for final agreement during October (MH)

¹⁴ Gender balance: MH to contact Rod Findley, our Sport England Relationship Manager, to ascertain if any other sporting organisation has developed an action plan to increase gender balance in the wider governance structure

¹⁵ Transgender Policy: MH to communicate with the IOF and determine how they are dealing with the matter of Transgender

¹⁶ Transgender Policy: MH to consider the matters raised by the Board and as soon as they are addressed and the wording is updated to publish the policy

¹⁷ Risk Register: MH to copy the full register to PB; staff to complete the updating of the register and then the major strategic issues on the register to be taken to the December Board meeting for consideration

¹⁸ Governance assurance Statement: MH to circulate a draft for comment as soon as it is drafted - *Completed*

¹⁹ WOC 2015: The Steering Group should be made aware of the Board's concern at the need for an agreed/baselined WOC 2015 Budget and that agreeing a budget is seen as high priority and a matter of urgency

²⁰ Association Liaison Directors: JW to speak with the NW Chair regarding possibility of JW handing NWOA liaison responsibilities over to DM whilst DM should do likewise with EAOA with a view to JW taking over liaison responsibilities with EAOA (JW/DM). *Post meeting exchange confirmed; DM to NWOA and JW to EAOA*

²¹ Auditors: Procuring audit services to be commenced with a view to appointing auditors for the British Orienteering financial years 2014/19