

# Minutes of the Board Meeting

Held on Saturday 21 June 2014

Venue: The National Office, Darley Dale



**Board attendees:** Martin Ward (MW); Bob Dredge (BD); John Flook (JF); Mike Hamilton (MH); Judith Holt (JH); David Maliphant (DM); Rosie Williams (RW)

Invited for all or part of the meeting: Rod Findlay (Sport England relationship Manager); Peter Buckley (Commercial Manager); Sally Pygott (Major Events Manager)

**Apologies received:** Elizabeth Dunn (ED); Philip Baxter (PB); John Woodall (JW)

## 1. Meeting Administration

The Chair, Martin Ward, welcomed Rosie Williams to her first meeting of the Board and Rod Findlay as an observer.

The Minutes of the previous meeting, the Teleconference on the 6<sup>th</sup> May were agreed to be a true record.

No additional items of Any Other Business were raised.

Board members were reminded of the need to complete the declaration of interest forms recently circulated by Cerianne Dengate. BD highlighted that he is now Chair of the Talent & Performance Steering Group and confirmed that he had travelled as a part of the EYOC team as a staff member at his own expense. DM reiterated his declaration of interest regarding an athlete involved in the Talent programme. No further declarations of interest were made.

The action list from the Teleconference were updated:

1. Strategic Plan: Strategic Steering Group to consider:
  - the vision for orienteering
  - the podiums aspect of the vision
  - the criteria used to reflect British Orienteering's position
  - what British Orienteering and orienteering might look like in 2020*On-going, Steering Group to meet in June*
2. Strategic Plan: Focus group to be established from members for the Strategic Steering Group to consult with (Steering Group)  
*To be discussed at the meeting*
3. Strategic Plan: The Board to nominate an England representative to liaise with the English associations (SC)  
*On-going; DM to pick up this action from SC<sup>1</sup>*
4. Risk Register: Philip Baxter to determine the strategic risk and circulate to the Board for consideration (PB)  
*On-going*
5. Publish information regarding the changes envisaged by the National Source Group for Coaching (MH)  
*Completed*
6. 2014 Budget: Explanation of the Budget to be prepared for membership/public release (MH)  
*Completed – to be published prior to the meeting*
7. Audit: Mike Forest's name be removed from the list of signatories on one of the savings accounts  
*On-going – formal letter sent to Barclays Bank in the absence of this situation being resolved by the bank.*
8. Major Events: Comments from Board members on the three policies prepared by the Major Events Manager raised by Friday 14 March (All)  
*Completed; no comments received, policies published*
9. Staffing: MH to communicate with SOA regarding their staff and whether or not they might wish them to be included within the British Orienteering organogram  
*On-going*
10. IOF: MH to circulate papers for the General Congress as soon as they are received (MH)  
*Completed; papers circulated*

The remaining items from the action list are being dealt with as agenda items.

## 2. Commercial Programme – Update & review (PB)

The Commercial Manager, Peter Buckley, joined the meeting for this agenda item.

PB went through the commercial activity he has been involved in since joining British Orienteering. He invited Board members to raise queries during presentation. PB covered what has been achieved, what can be achieved and what cannot be achieved.

PB expects to cover the cost of the position during the year and has already generated a large part of the costs.

It is inappropriate to include the detail of the points raised by PB as it remains commercially sensitive.

No large sponsor has yet been attracted to British Orienteering, such deals take time to conclude.

There was considerable discussion between the Board and Commercial Manager and he was asked to produce a regular update for Board meetings.<sup>2</sup>

PB reminded the Board that he was appointed for an initial 15 month period which will conclude at the end of the year. He will appreciate understanding whether the position will be continued as soon as possible.<sup>3</sup>

The Board asked PB to produce a strategy for the Board to discuss to include a statement about how much income can be generated from external sources rather than from members and participants.<sup>4</sup>

The Board thanked PB for his report and his time on a weekend. PB left the meeting.

## 3. Finance

**a) Management Accounts** had been circulated prior to the meeting and the following points were highlighted:

1. 5 Months into 2014 and we are currently on budget with a few timing issues but overall in good shape.
2. Membership income (51010): we are £5,982 down on our expected position for this time of the year but when combined with the reduced returns to associations and clubs of £4,936 that leaves us approximately £1,000 down when netted off.
3. Levy income (51050): is £5,198 down on anticipated income but in a very similar position to last year when we made up the variance later in the year.
4. Income from major events is yet to be finalised although the JK looks as though it will achieve the income target set.
5. Trading – resources (56040): income variance of £20,512 is as a direct consequence of development sales to a partner valued at over £17,000.
6. IOF affiliation (62550): variance of £1,102 below budgeted expenditure will be a final variance for the year.
7. Talent & Performance (63510 & 63520): variance is due to timing issues and will be on target by the end of the summer.
8. Salaries expenditure (64010): variance savings on expenditure of £7,496 is a combination of saving on two positions; as funded programmes these savings will be returned to the associated programme.
9. Expenses expenditure (65010): Awaiting expense submissions from a number of people; additionally awaiting reimbursement from Sport Northern Ireland.
10. National Office, IT support (65565): variance saving of £2,476 which will be spent as we bring a new back up and antivirus system on line with our new IT support.

Closing the activity associated with JK and BOC is key to understanding our current financial position unfortunately it will probably be several months before we are confident about the position.

It is worth noting that we have recently changed our IT Support from a small local company to Microtrading the Sport & Recreation Alliance recommended provider. Microtrading have made a number of recommendations to provide us with a robust backup solution, security software and gateway security. Whilst this will be expensive in the short term it will provide the security we have been seeking.

**b) Budget 2015:** MH asked the Board to agree the underpinning principles on which the budget will be developed.

The Objectives for the budget were agreed to be:

- To retain members and participants by supporting the delivery of orienteering that meets their needs
- To increase participation and membership through the delivery of orienteering to local communities on a regular weekly basis
- To achieve sustainable medal success on the world stage
- To govern the sport of orienteering effectively and in line with current good practice and the values of the organisation

The framework for the budget should be:

- a) A breakeven budget should be developed unless the case is made for additional expenditure and is agreed by the Board
- b) Reserves to be recalculated and any monies above the level of reserves required can be considered to support achieving the objectives

- c) Budget will be split into 4 cost centres, BOF, SE, SNI, OTH with departments of Business Support, Development, Events, Talent & Performance
  - d) Contractual obligation of funding are in place and must be respected
  - e) National Office allocation (approx. £50k) is now calculated as agreed with Sport England, that is British Orienteering bear 40% of the costs whilst Sport England bear the remaining 60%.
  - f) A decision regarding salary increases for 2015 was agreed by the Board as was the inclusion of the required pension contributions which will come into effect in August 2015.
  - g) The Board will make a decision regarding the Commercial programme in September.
- On this basis the Board tasked MH to produce a draft budget for consideration at the September Board meeting.<sup>5</sup>

**c) WOC 2015 Performance Budget:** MH raised the matter of the home Championships in 2015 which are important to all of us and particularly to the athletes, staff and programme. There is a need for a budget to be agreed in order for a draft performance programme to be in place for September prior to the next Board meeting. MH explained that a realistic programme will need to include:

- a) 2 camps for the athletes likely to be included
- b) Test races in Scotland
- c) Some athlete personal award component which will enable the athletes to pay for physio treatment etc
- d) WOC 2015 itself
- e) Staff to input into the programme, manage the team, physio, etc

On this basis the Board agreed that it will make £35,000 available in 2015 but that this should not be taken as an indication of a similar level of financial support in future years.

JF offered to review the Financial Regulations for considerations at the December Board meeting. His offer was greatly accepted by the Treasurer (BD) and the Board.<sup>6</sup>

#### 4. National Office & Staffing Update

**National Office Relocation:** The Board had been provided with a copy of the Solicitor's statement regarding the lease agreement prior to the Board meeting. MH provided Board members with an oral update as progress has been made in the few days prior to the Board meeting.

MH reported that the prospective landlord has responded to the points raised by our solicitor. In essence the significant points have been addressed with changes to the lease and it is likely that we will be in a position to sign the lease in the next few weeks. The most significant matter is that office leases are usually signed once the office space is ready to be occupied. In this instance the landlord does not wish to finalise preparedness of the office space until he is able to confirm he has a tenant. We will get around this problem by using a letter of agreement stating we will take on the lease once the office is prepared and fit for purpose.

It looks likely that we will relocate to the new office in August with a view to functioning out of the office from the beginning of September.

**Staffing:** MH provided an update on the staffing situation to the Board.

Sarah Hague will be leaving at the beginning of August and Caroline Povey at the end of August. RW asked for confirmation that exit interviews had taken place to be confident that we understand the reasons for their departures. MH explained that interviews have taken place and had been thorough.

Both departing staff members will be hard to replace and MH asked that recruitment start at the earliest opportunity. MH agreed to circulate draft roles to the Board for agreement. MH also highlighted that since the Talent & Performance Manager role is funded entirely from Sport England funding then Sport England will need to agree the role and be fully involved in the recruitment process. Rod Findlay confirmed this will be the case.

There was discussion regarding the T&P Manager role and agreement that it should be renamed 'Performance Manager', it will oversee the entirety of the talent and performance pathway including the line management of any staff involved in the high performance programme (the senior programme focused on WOC success) but will not deliver directly into the high performance programme.

It was also agreed that a full time role should be considered for a Communications & Marketing position which will be modified to focus on communications internally, with members and partners and the marketing/promotion of orienteering.

MH agreed to draft both job description and circulate to the Board and Sport England in the case of the Performance Manager.<sup>7</sup>

MH also noted that the employment of an administrative assistant on an apprenticeship scheme is being considered with a view to enhancing the role that Cerianne has. This was supported by the Board.

MH was also asked to consider who will stand in for him if the situation arises where it is necessary, Caroline Povey has been filling this role during the last few years. MH to update the Board when it is appropriate to resolve the situation, probably late in August prior to Caroline departing.<sup>8</sup>

## 5. Risk Management

An updated risk register was circulated to the Board. The significant risks noted are:

- 2.4 Partnership events are not yet sufficiently managed by the MEM to be confident that they will generate the income budgeted; introducing changes to our major events has also introduced an element of antagonism with some members
- 3.1 & 5.2 The current strategic plan (rather than the Sport England plan) is not funded / resource sufficiently to deliver
- 3.2 There remains the risk that funding targets are not achieved resulting in funding cuts – risk now for 2015/16
- 3.3 Generation of commercial income is not yet at a level to cover the position; potential conflict between commercial income vs participation
- 4.8 IT Server Backup situation currently being upgraded to increase our ability to protect data
- 4.9 IT Security system currently being upgraded to increase gateway security
- 5.6 Failure to engage with and communicate effectively with members puts at risk the changes currently being introduced in both funded programmes
- 5.8, 5.9, 5.10, 5.11 Delivery of a high quality WOC in 2015 remains at risk due to: inadequate funds, not fulfilling stakeholder expectations & insufficient human resource.

MH also raised the risk associated with staff moral as a consequence of the news related to Sarah and Caroline. There was further discussion about this risk and MH was asked to monitor the situation closely.

## 6. Talent & Performance Programme

MH provided an update on the programme to the Board.

- a) Sarah will be leaving as of 3 August; she has holiday and TOIL to take into account and will therefore be working 2 days a week until her leave date. MH has agreed her work programme with Sarah through to her departure.
  - b) Sarah has put in place the logistics, staff, athletes, etc for the competitions over the summer including JWOC and WOC 2014; the few minor matters remaining she is continuing to deal with.
  - c) Eurometing: the decision was taken late last year that a GBR team will not be entered, based on finance and pressure on athletes. After consulting with a number of people including some athletes MH has agreed that a team will be entered on a self-funding basis. Expressions of interest from athletes wishing to compete are to be sought.
  - d) Junior Regional Orienteering Squads (JROS); MH has picked up an action to meet with Bill Stevenson and will do so, in Edinburgh, when the WOC 2015 Steering Group takes place. It is clear that the JROS should be a part of the wider talent pathway and the meeting will look at what this means and how we might make it happen.
  - e) Selection: It is clear that a Selection Policy should reflect a strategic plan to develop the talented and performance athletes. Such a review of strategy will take time to ensure wide consultation is practical. It is also clear that we are only 1 year into a 4 year funding cycle and are meeting both the targets set and in delivering the programme agreed. Consequently staff anticipate continuing to deliver the agreed talent programme. In parallel to that we should commence a wide review of the talent/performance programmes with a view to reporting and making recommendations to the Board towards the end of 2015. This will be well timed to enable the review to help shape the next 4 year cycle with a submission being made in 2016 for commencement from April 2017. Consequently the recommendation is that the current Selection Policy is withdrawn and in its place a series of 'Selection Criteria' established which will inform the athletes and others about the competition and criteria to be used. MH had circulated a draft of such a statement for consideration.
  - f) Strategic Plan: A review should be commenced and, taking Roger Scrutton's suggestion, should be the responsibility of the person appointed as Performance Manager.
  - g) Performance Manager: the recruitment and appointment process should be commenced as quickly as possible.
- There was discussion related to the 'Selection Criteria' statement for JEC 2014 and MH was asked to make a number of changes to the statement.

The Board agreed the two requested actions:

- A review of the programme will be commenced in preparation for 2017<sup>9</sup>
- The Selection Policy to be withdrawn with immediate effect and replaced with a statement regarding specific selection criteria for forthcoming 2014 and early 2015 selections.<sup>10</sup>

## 7. WOC 2015

MW provided an oral update for the meeting including:

- a) Report & recommendations from the IOF Event Advising Team after their recent visit
- b) Project plan has been updated and is now a working document
- c) Status of the partnership contracts:  
MW asked the Board to agree the tabled agreement between British Orienteering and the Scottish 6 Day Company; this was agreed.
- d) Marketing support was now in place after a recruitment process.

MH raised a further matter regarding the delivery of WOC 2015 and it was agreed that MH should communicate the outcome of the discussion to the Event Director.<sup>11</sup>

## 8. World Master Orienteering Championship 2018 (MW)

There was a brief discussion regarding the proposed bid by South London Orienteers, an outline of which had been circulated prior to the meeting.

It was agreed that the submission should be supported by British Orienteering and that MW will continue to act as liaison director to the bid.

MW is to respond to the club and confirm the support of British Orienteering but that there will need to be clarity about the risk/benefit position of British Orienteering prior to the submission being finally endorsed.<sup>12</sup>

## 9. Governance & Self Assurance Statement (MH)

- a) Board Succession Plan: A draft Board Succession Plan had been circulated to the Board prior to the meeting for consideration. MH requested that any concerns, views or modifications be sent to him after the meeting and before the end of July.<sup>13</sup>
- b) Succession plan for President and Vice President: It was agreed that the Chair contact the President and Vice President to determine their availability during WOC 2015.<sup>14</sup>
- c) Self-Assurance: Papers from Sport England had been circulated to Board members prior to the meeting explaining how the process of self-assurance will work during 2014.

The key changes are:

- a less administratively time-consuming off-line self-assurance process;
- the introduction in 2013/14 of no requirement to undertake self-assurance in the same year as an onsite audit; and
- a number of tailored onsite audits, building on an approach used in the previous two years.

UK Sport and Sport England recognise the very significant developments in the governance, finance and control frameworks of the vast majority of the organisations they fund, and intend to roll out the off-line self-assurance process. Feedback on the benefits of the off-line process was extremely positive in particular because:

- The off-line process does not require any uploading or submission of supporting documentation other than your most recent signed annual report and accounts. It is therefore less administratively burdensome.
- The advantage of the off-line process is that it will enable the Board to scrutinise and collectively focus on key areas of good governance, finance and internal control without the need to provide all of the evidence and supporting documentation that the online process requires.
- The process continues to be an internal governance, finance and control tool for British Orienteering to own and it encourages the Board to take ownership of the assurance submission. Off-line submissions are not independently audited and, as above, no evidence is required other than the most recent signed annual report and accounts.

The independently audited on-line self-assurance process will continue to exist and be useful for organisations that are still developing, other organisations are encouraged to undertake the off-line self-assurance process as their governance, finance and control processes mature.

The deadline for all self-assurance submissions is Friday 31st October 2014, consequently the Board will need to review and sign off the audit at the September Board meeting.

## Performance Monitoring

### 10. Sport England Annual Targets

The Board were asked to note our Sport England Orienteering Strategic Targets to March 2014.

Participation 14-25			
	95,288 *	Year 1 target: (13/14)	75,497

Number of Participant Runs:		Year 4 target: (16/17)	272,897
<b>Participation 26 +</b>			
Number of Participant Runs:	<b>186,980 *</b>	Year 1 target: (13/14)	188,030
		Year 4 target: (16/17)	259,580
* Current confirmed data to 31 March 2014, there remain some known additional participant runs where it remains challenging to resolve the age categorisation.			
<b>Participation Disability</b>			
Number of Participant Runs:	<b>1,818</b>	Year 1 target: (13/14)	1,186
		Year 4 target: (16/17)	2,396
<b>Talent</b>			
<b>Outcome</b>	<b>Actual</b>	<b>Year 1 target: (13/14)</b>	<b>Year 4 target: (16/17)</b>
Number of top 20 results at the Junior World Orienteering Championships per year	<b>5</b>	5-6	5-6
Number of athletes per year selected for the Talent Development Squad	<b>33</b>	28 - 36	54 - 60
Number of athletes achieving the required standards to progress into the Elite Development Squad	<b>2</b>	2 – 6 athletes	2 – 6 athletes
Number of coaching/ contact hours delivered per athlete	<b>Approx 850 (need for improved tracking)</b>	850-875	910-935

There was some discussion with Rod Findlay about the counting of none age categorised data in the participation figures otherwise no queries were raised.

### 11. Operations Plan

The updated Operational Plan had been circulated prior to the meeting. MH explained the document had been updated and reviewed and explained the significant changes. The document will continue to be improved in preparation for the drafting of the 2015 plan.

### 12. Performance Monitoring Report

The report had been circulated prior to the meeting.

Board members raised a number of queries and asked that the lead staff member be updated to reflect recent changes. In summary the monitoring report demonstrates that the targets for 2014 remain achievable.

### 13. Major Events

Sally Pygott (SP) joined the meeting and took the Board members through her points. The significant points raised were:

1. Major Event Profits: Currently British Orienteering ask for a budgeted Major Events surplus to British Orienteering of £25k consisting of JK-£16.5K, British Long & Relay Champs-£4k, British Sprint & Middle Champs-£4k. The British Night Champs is now considered a Levy event.
2. There is an additional budget for major events of £5k consisting of £1,000 for equipment store and £4,000 to subsidise the Major Events Conference

SP queried whether the profits from major events should be raised for 2016 as the total cost of her position is greater than this and the profit has remained as a budgeted figure of £25k per year for the last 6 years or more as she understands it.

SP also raised several ways in which profit from major events could be reinvested to enhance the programme:

1. Reinstate Major Events Conference which will cost in the region of £5,000-£13,000 plus VAT for Venue/Accommodation/Meals etc. This is seen to be the priority for reinvestment. Board members thought

that associations could be approached to share the costs of the conference as it is clearly difficult to envisage increasing the profit on the major events to bear this cost.

2. Continue to professionalise the events, supporting volunteers to do the parts of the events that they enjoy whilst paying a person part time to cover the coordinator role for the events – much as happened this year with Helen Errington and the JK.
3. Engaging a research study / internship to investigate the marketing and promotion of the major events at a local level and to deliver post event research/survey. The outcomes of such a study would be:
  - the economic benefits to the local area due to British Orienteering Major Events being hosted in the region
  - a better understanding of the participant, spectator, trader, volunteer/organiser level of satisfaction
  - effects of Marketing/Promotional campaigns on raising awareness of orienteering and increasing participation (not regular orienteers) at the Major Events

SP provided the Board with outline costs for each of the above.

After discussion the Board felt they understood the points SP was raising and agreed with the priority being to deliver a Major Events Conference. The Board informed SP that they will consider the other requests for reinvestment she has made as a part of the work to develop a 2015 budget which will need to be agreed in September.<sup>15</sup>

#### 14. Club & Association Conference

The Board discussed the Conference and agreed that the club and association conference be held on Saturday 25<sup>th</sup> October at the NFU Mutual headquarters near Stratford.

The Board agreed the focus of the Conference should be 'Local Events' and that MH should ask clubs and associations if they have topics of mutual interest that could be addressed at the Conference.

It was also agreed that a part of the Conference could be turned across to participants for a question and answer session with Board members and staff if they thought it was a good use of their time.

#### Standing Items

##### 15. Association Matters

The matters raised by Associations during the period since the last Board meeting had been addressed prior to this Board meeting.

The list of association liaison directors was reviewed:

EAOA	John Woodall
EMOA	John Woodall
NEOA	Judith Holt
NIOA	Philip Baxter
NWOA	David Maliphant
SCOA	Bob Dredge
SEOA	Martin Ward
SOA	Martin Ward
SWOA	John Woodall
WMOA	John Woodall
WOA	Bob Dredge
YHOA	Martin Ward
BSOA	Judith Holt

##### 16. Steering Group and Committee Matters

The Board considered a number of issues raised by Steering Groups and Committees.

- a) Directors with portfolio for steering groups and committees: these were reviewed and the following allocated:

Associations	John Woodall
Coaching National Source Group	Philip Baxter
Development Steering Group	Judith Holt
Event & Competitions Committee	David Maliphant
Governance	Judith Holt
Strategic Steering Group	David Maliphant
Talent & Performance Steering Group	Martin Ward
TrailO Steering Group	David Maliphant

- b) E&CC: Several matters had been raised by this committee since the last Board meeting but each had been dealt with directly the matter had been raised.

- c) Talent & Performance: Board members noted that there is a need to appoint a person to represent views expressed in England. There are 3 members that have put themselves forward for this position and the Board agreed to request BD and MH to draft criterion that could be used to help arrive at a preferred person.<sup>16</sup>
- d) Coaching NSG:
- Coaching Conference: it was noted that there is agreement regarding the need to establish both regional and national coaching conferences and that it is anticipated holding the next national coaching conference early in 2015.
  - Licencing scheme: British Orienteering is currently working with SportCoach UK to gain recognition for our Licence to Coach Scheme. As a part of demonstrating we meet the standards we require the Board to ratify the purpose of the scheme.
- The Board confirmed the statement below:

British Orienteering has maintained a list of active coaches throughout the period since the introduction of the coaching awards in the 1980s.

The original rationale for the scheme was three-fold and remains current:

- To help maintain a register of 'active' coaches: 'active' being those coaches that can prove they are practicing or have been during the previous year and maintaining their 'currency' through completing cpd.
- To maintain the standard of coaching required by reviewing copies of coaching session plans, maps etc – this has now been replaced by maintaining currency through cpd.
- To enable British Orienteering to communicate with the active coaches rather than trying to communicate with a wider list of coaches that had gained coaching awards but may well not have practiced for many years.

Inevitably the scheme grew from a qualification system with annual renewal through demonstrating current practice into a 'License to Coach' which became named as such in May 2007. The Spring 2007 edition of Focus highlighted the renaming to 'Licence to Coach'.

Since the resource available to British Orienteering to maintain the licensing scheme is minimal the scheme has been designed to be as simple and easy to administer as possible for both the National Office and the licensed coaches.

- e) Strategic Steering Group: The group is to meet in July.

## 17. IOF matters

The Board discussed the General Congress to be held at WOC 2015. It was agreed that there are no proposals that British Orienteering wish to put before the Congress. It was agreed that MW will vote on proposals at the IOF General Assembly in accordance with British Orienteering's aims and objectives; that is MW has delegated authority to vote on behalf of British Orienteering on IOF matters as he sees fit.

## 18. Any Other Business

The only items raised was to note the formation of a National Governing Bodies of Sport - Chief Executive Forum. MH circulated the terms of reference for the forum prior to the meeting.

The Board agreed that it would be better for this forum to sit within the framework of the Sport & Recreation Alliance rather than as a new, independent body but recognised that this discussion may have been already lost. Concern was expressed at the possibility of the larger sport with more resources being able to shape the discussion of the forum.

## 19. Communications: messages to be given

It was agreed that MH circulate the summary of the Board meeting within the eNews which is circulated to clubs and association before being published on the web site.

## 20. Future meeting

To confirm dates for future Board meetings:

Mon 8 Sep, 19:00-20:00	Conference call
Sat 27 Sep, 11:00-17:00	Meeting National Office
Mon 10 Nov, 19:00-20:00	Conference call
Wed 3 Dec, 11:00-17:00	Meeting National Office
Other dates: Saturday 25 Oct, Club & Association Conference	

Meeting close at 17:15 with the Chair thanking attendees for their input.

## Actions

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- <sup>1</sup> Development Steering Group: An England representative to be recommended to the Board (asap, DM)
- <sup>2</sup> Commercial Programme: Board to receive a regular update on commercial activities (Sept, Peter Buckley)
- <sup>3</sup> Commercial Programme: Board to consider the employment of the Commercial Manager and to ask MH to inform the Commercial Manager of the outcome at the earliest opportunity. (asap, Board)
- <sup>4</sup> Commercial Strategy: Board to receive a draft Commercial Strategy for consideration (Aug, PB)
- <sup>5</sup> 2015 Budget: Draft budget to be prepared and circulated to the Board in time for the September meeting (Sept, MH)
- <sup>6</sup> Financial Regulation: Review and if appropriate update the Financial Regulations (Dec 2014, JF)
- <sup>7</sup> Staffing: Draft job descriptions and person specifications to be draft for the Marketing Manager and Performance Manager and circulated for consideration (asap, MH)
- <sup>8</sup> Staffing: Board to be informed of the cover situation regarding the CEO in September (Sept, MH)
- <sup>9</sup> Performance Programme: A review of the programme will be commenced in preparation for 2017 (Sept 2014, MH)
- <sup>10</sup> Selection: The Selection Policy to be withdrawn with immediate effect and replaced with a statement regarding specific selection criteria for forthcoming 2014 and early 2015 selections (asap, MH)
- <sup>11</sup> WOC 2015: Communicate outcomes of the discussion with the Event Director (asap, MH)
- <sup>12</sup> WMOC 2018: Inform club of the decision to support the bid and work to address the risks and benefits to British Orienteering (MW)
- <sup>13</sup> Board Succession Plan: Comments to MH before end July (All)
- <sup>14</sup> President and Vice President: Availability to support British Orienteering during WOC 2015 to be determined (MW)
- <sup>15</sup> Major Events: Board to consider the requests for reinvestment SP has made as a part of the work to develop a 2015 budget which will need to be agreed in September (Sept, Board)
- <sup>16</sup> Performance Steering Group: Develop criterion to be used to select the most appropriate person to represent England on the group (asap, BD/MH)