

## Board of Directors

Saturday 14 February 2015, 11.00 – 17:00

National Office, Scholes Mill, Tansley



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**Board attendees:** Martin Ward (MW); Philip Baxter (PB); Elizabeth Dunn (ED); John Flook (JF); Mike Hamilton (MH); Judith Holt (JH); David Maliphant (DM); John Woodall (JW)

**Minute taker:** Cerianne Dengate (CD)

**Apologies received:** Bob Dredge (BD); Rosie Williams (RW)

### 1. Meeting Administration

The Chair welcomed members to the meeting.

### 2. Notification of items for Any Other Business

MW to report on his meeting with the Chair of Sport England.

### 3. Declarations of interest

Declarations of Interest for 2015 circulated for completion, electronic copy also to be e-mailed.

### 4. Actions from the December meeting

- 1) Commercial Activity: PB to draft and circulate a guidance document for Peter Buckley.  
*Guidance circulated and now a working document*
- 2) Commercial Activity: JW requests that the Trademark position of Xplorer is reviewed; MH to action.  
*Post meeting: The trademark is Class 41: Education; providing of training; entertainment; sporting and cultural activities.*
- 3) UKS Consultation: MH to draft & circulate a response to the consultation by the end of the week.  
*Completed and submitted*
- 4) UKS Consultation: CD to post a news item on the website inviting members to take part in the UK Sport public consultation process.  
*Completed and submitted*
- 5) Budget: BD to continue to produce a summary and annual summary of the accounts.  
*Produced and circulated; Annual report statement also completed*
- 6) Finance: MH to work through the items raised by JF with the current Financial Regulations and liaise with JF to resolve them.  
*On-going*
- 7) AGM: BD asked to draft a proposal to increase the levy fee.  
*On-going*
- 8) AGM Volunteer Awards: CD to post request for nominations of volunteers for awards on the website  
*News items etc. published*

- 9) AGM: CD was asked to contact Lancaster University direct to book a room for the AGM.  
*Completed, room yet to be assigned*
- 10) Strategic Planning: Document to be circulated for discussion before the Strategic Planning meeting.  
*Completed and circulated*
- 11) Strategic Planning: CD asked to circulate a Doodle Poll to decide a suitable date for the meeting in January.  
*Completed*
- 12) Operational Plan: Marketing/PR; MH to discuss with Jennie Taylor the feasibility of obtaining reports from events.  
*Completed; JT to identify members to produce reports*
- 13) Self-Assurance: MH is asked to update the Board as outstanding items are resolved.  
*Agenda item – Monitoring report*
- 14) Performance Monitoring: PB to forward list of Northern Ireland Schools to National Office.  
*On-going*
- 15) Operational Plan: MH to circulate updated Operational Plan when it is available.  
*Agenda item*
- 16) Steering Groups: MW to write and thank Terry Smith and David Olivant publicly for their work.  
*MW to action (possible public thanks at AGM 2015)*
- 17) IOF: CD is asked to amend previous minutes to remove a sentence regarding the IOF.  
*Completed*
- 18) AOB, Policy Booklet: MH to update the relevant DBS sentence that states there will be no cost to volunteers.  
*Completed*

## 5. Annual General Meeting Matters (MW)

### a) Proposals and supporting statements

The board discusses the AGM booklet and suggests changes to the support statement of Proposal 2 regarding election of Auditors. As recommended at the previous Board Meeting, Proposal 3 Membership and Levy Fees will contain an increase to Levy fees from £1.10 to £1.25 from 1<sup>st</sup> Jan 2016. BD suggests in his notes that the supporting statement should remind members of the 3:1 ratio of juniors to seniors in levy calculations. The Board also outlines the explanation of the increase in levy fees to be included in the supporting statement, in that they wish to reduce the dependence on funding from the government, the levy would be imposed on all participants not just the membership which spreads the impact across the participation base.

BD and MW to draft Proposals and Supporting Statements<sup>1</sup>.

No further submissions for proposals have been received from the membership. It is recommended that a short discussion takes place after the AGM regarding raising further income to increase sustainability if government funding were to be reduced or removed.

## 6. Elections

MW to contact President and Vice President of British Orienteering for confirmation that they are happy to be nominated and continue in their roles<sup>2</sup>. A discussion follows regarding the need for the presence and involvement of the President and Vice President at WOC 2015. JH and PB suggest a pre-recorded video message from the President/Vice-President could be displayed each day at WOC.

MW to liaise with TV team to ascertain if this is feasible<sup>3</sup>.

No nominations for elected directors have been received from the membership beyond those directors currently elected to the Board.

It is suggested that for 2016, Roger Scrutton may be interested in a position on the Board. It is noted that RW needs to be added to the Director Profiles, and updates to the profiles are requested from all Board Directors. It is also decided that it is suggested to the membership that JW offers to be elected for a 1 year term leaving PB and DM to be elected to the 3 years terms positions. It is also confirmed that MW will communicate with the Appointments Panel regarding the re-appointment of ED for another full 3 year term.

### b) Awards

All winners of Awards are to be invited personally to the AGM and the Board will consider presenting a specific award as Recognition for Services to Orienteering. This award to be at the Board's discretion.

MW to consider nominees for the award<sup>4</sup>. Once winners are decided for all awards, CD to send invites<sup>5</sup>.

The Board receives the Annual Report containing Officer and staff reports and any comments are required by Monday 23<sup>rd</sup> February. MW comments on the inclusion of World Masters Results and MTBO World Cup Results. MW to notify CD of the results to be included<sup>6</sup>.

## 7. Finance (BD/MH)

### a) Audited Annual Accounts

The Board adopts the final accounts with thanks from BD to Jannette Blunden, Accounts Manager and MH for the considerable effort and time dedicated to the completion of the year-end accounts and work with the auditors.

MH mentions that members may query the increase in creditors and debtors as a consequence of WOC 2015 as that is a significant change in position from the 2013 Accounts.

### b) Audit Findings

The Audit Findings presented by the auditors to the Board are discussed and MH explains that we are now able to complete membership and levy reconciliations from the database. There is also a note regarding fraud which is a requirement of the audit in response to an accidental miss-post between levy and membership fees which has now been rectified. The reconciliations should avoid this situation in the future.

JF notes the point on segregation of accounting roles, but notes that unfortunately this will always be challenging in a small team.

Further to the confirmation requested by the auditors, the Board of Directors confirms that they are not aware of any fraudulent activity.

It was also highlighted that the Auditors were concerned by no director, other than MH in the executive role as CE, being present at the final audit meeting and at the lack of process surrounding this. JF volunteers to stand-in in future. The auditors also suggested that Monthly Reconciliations should be officially signed off more formally by a directors. This used to happen when a directors came into the office to sign off a paper copy, however as reconciliations are now sent electronically there is no official sign off, but going forward an electronic signature will be acceptable.

BD to sign off monthly reconciliations in the future<sup>7</sup>.

#### c) The reforecast of the 2015 Budget

Due to BD being unable to attend the meeting, MH had telephone conversation and summarises BD's Budget Reforecast and comments.

There is still considerable financial risk revolving around WOC15 which is unlikely to be mitigated until late in the delivery process.

Although Levy has been increased 10% to £1.10 in 2015 this may not have a significant effect on the budget due to S6D Levy Share being allocated to WOC 2015. There may also be an issue regarding a decrease in levy income due to a possible decrease in events being registered.

Athlete contributions may be dealt with differently in the future following conversations between MH and Sport England and therefore able to be represented more clearly in the budget.

Sponsorship income has not been included in the budget as there remains concerns over being able to accurately forecast the income.

National Office cost will reduce although currently two spaces are being leased; there will be a more significant reduction in cost in 2016 onwards.

JF queries whether there is a procedure in place for the Budget going off track, currently there is not however it has only happened once before on 2005. MH and the Accounts Manager monitor the budget position monthly.

It is noted that accruals are performed where possible; however there is little point or necessity in estimating accruals, an approach which the auditors endorse.

PB comments that he thinks it would be beneficial to increase the budget for support of IOF post holders and therefore should actively seek funds for this. There is agreement in principle with this but an acceptance of the reality of the current budget position.

JF raises concern over the predicted loss of £74,000 and that a 3 year forward budget would be useful as currently there is no way of clawing that back from reserves without an increase to membership and levy fees. Currently, JF feels there is only room for minor further cost reduction in what is an already 'thin' executive function for a sport with 10, 000 members. The board debates the possibility of increasing membership and levy fees and JF considers this is vital to develop the sport, support club and national objectives, and given the likelihood of diminishing Sport England funding

It is agreed that communication of the current budget position is needed with the membership, but that there should be a clear strategy or options in place or outlined first.

ED requests a paper for discussion which includes the options going forward. The theme of this will be more income needed or less support will be available from the National Office.

MH to draft consultation paper<sup>8</sup>.

The Board also suggests this becomes an item for discussion at the Association & Club Conference.

The Board concludes by ratifying the budget but that the budget reforecast will be reviewed in June.

Updating the Financial Regulations and Standing Orders is on-going.

## 8. Board Effectiveness

The Board used group work to consider how the effectiveness of the Board might be improved.

The following areas were highlighted:

### Pros:

Diversity (skills mix, age, gender, background)

All Board members share equal passion

### Cons:

Time spent on key issues

Leadership vs Democracy (wanting to please members)

Objectivity – too close to operational

Need to be more strategic

No specific targets for committees and groups

Commitment vs. good delegation

### Possible improvements:

Restructured agenda (decision items, mandatory items, discussion items, information items)

Be more prepared before arriving at meeting

None repetition of discussions

Meetings in London

More meetings, shorter agendas

### Effective Board:

Clear strategy, values, targets, and monitors

Clear communications with stakeholders

Challenging and Self-Reflecting

Open and Transparent

MW to contact RW regarding her availability and commitment to the Board<sup>9</sup>.

## 9. Steering Groups & Committees

a) To review the Steering Group Structure

The Board believes another separate meeting or at least dedicated time within a Board meeting is needed to consider any changes to the current structure. However a few suggestions were made

including that some 'sub-groups' might work more effectively as a lead individual with responsibilities but who can ask advice of a specialist group of people.

It was agreed that the steering groups and committees be set targets/milestones for 2015.

E&CC Chair to be contacted to recommend that targets are set targets for the sub-groups by the Chair and E&CC.

The request from the Talent & Performance Steering Group that a JROS rep should be specifically added to the group was agreed.

TrailO Steering Group should be included in the exercise; for example a target could be how to integrate TrailO into mainstream Foot Orienteering.

Welfare & Safeguarding Steering Group are currently acting as a point of reference and as such are already using an annual action plan.

MH to draft the targets with input from the Board<sup>10</sup>.

## 10. Vision and Strategic Overview

PB comments that that the document needs a date and JF believes the document should be renamed to Strategic Overview instead of Strategic Plan., the latter implying clear objectives, actions and timetable for delivery. MH agrees it is an overview with a plan to be developed.

MW believes that the principles are correct; however re-wording is needed.

PB requests that "coaching" is added into the "underpinned by" section of the overview under the heading "Valued and Competent Staff and Volunteers". This is discussed and it is agreed that coaching should be specifically included in the wording.

ED requests clarification on the mixed delivery, and it is agreed this should be expressed more clearly. Mixed Delivery means that the sport is not necessarily just delivered by staff and volunteers but also by commercial partners.

MH highlights the need to consider the timescale of completing the strategic overview and plan as it will be required for submission to the sport councils in October.

## Performance Monitoring

### 11. Review progress in delivering the Sport England outcomes (MH)

- a. To note the Quarter 3 Sport England Review statement circulated previously  
MH informs the Board that a new Sport England relationship manager is to be appointed due to a change in circumstances of our current relationship manager.  
Currently Development believe it is unlikely they can hit the 14-26 age group targets set with Sport England to increase participation, however further to previous conversations between MH and Sport England, it may be possible to move some of the numbers into the 26+ age category, as Sport England recognises the work we do and broad age range Orienteering attracts.
- b. To receive an update on future delivery of the 2013/17 programme  
Xplorer is a well received and popular product however engaging 20,000 participants runs has incurred a cost of approximately £90,000 in 2014 which equates to £4.50 per run. AS Head of Development Craig Anthony will be working on turning around the programme, reducing costs and focusing on the 14-25 age category but there will not be an easy fix. When compared to the

work with national partners to increase participation where approximately 110,000 participant runs are accomplished at a cost of approximately £50,000 there is a significant difference.

Sport England is happy with the way Talent and Performance are operating and the targets being met, but are challenging the way in which their funding is being spent and whether or not it can be invested in a more beneficial manner for the English and England based athletes.

- c. Opportunity to raise any queries regarding the programme

No queries are raised by the Board on the report.

## 12. Performance Monitoring Report (MH)

### WOC 2015

- a) WOC 2015 Budget

Entries are currently around 3,300 people after the first deadline, which is very positive considering the event normally attracts a total of around 3,200 participants.

Stephen Round, WOC15 Treasurer is finding the budget challenging due to unforeseen expenditure, currently there is predicted loss £3,500 but this could go either way and is too early to tell.

- b) Project plan

Circulated separately

- c) Risk Assessment

The Risk assessment is due for a review as MH believes it was carried out in September. The risk assessment also references the Referendum which has now taken place.

The Board discusses the involvement of Board members and staff at WOC 2015. There is agreement that there should be a 'British Orienteering' presence. The Board believes neither Board members nor staff need to be there for the entirety of the competition. MH explains that costs have been looked into and it is estimated that it will cost £1,000 per staff member to attend WOC 2015 for the week. Unfortunately a rota system would not save costs due to travel expenses being a high portion of the cost. MW confirms it is not viable to send staff for the whole week, but queries the possibility of attendance at 2 or 3 days of the event.

JW comments that the Board Directors could be involved, but MW highlights the ineffectiveness of previous attendance by Board members at events.

PB recommends a "Meet the British Team" tent which could be good for advertising.

JH and JF agree that attendance at WOC and a British Orienteering tent is an opportunity for publicity and promotion of British Orienteering.

MH confirms that both Sally Pygott and Peter Buckley will need to attend due to their involvement with events and commercial partners.

DM proposes contacting Linda Cairns, WOC15 Volunteer Manager, as Linda could possibly coordinate volunteers to help out with the tent and promotion of British Orienteering to save staff costs.

The Board agrees to leave the decision with MH as to which staff need and should attend<sup>11</sup>.

## 13. Operational Plan 2014 Update (MH)

MH confirms that in future the full Operational Plan will not be presented but changes to the plan and monitoring reports will.

JF expresses his feeling that the commercial programme needs more substance to be added. MH clarifies that he has had conversations with Peter regarding targets for the Commercial Programme and that more detail can be added.

The Board has no further comments.

## Standing Items

### 14. Risk Management (MH)

MH explains that British Orienteering is struggling to manage the major events despite the best efforts of Sally Pygott, Major Event Manager. There are many issues surrounding the way in which some major events are being delivered leaving British Orienteering in a high risk situation. Major problems are waiting to happen and it will be at a cost to British Orienteering either financial or reputational. Insurance is a real concern and unless we are able to meet the expectation and requirements of the insurers in regards to delivery of an event a situation could occur at which insurance cover is withdrawn at late notice.

#### Confidential note

Points from the confidential discussion:

- a) Evidencing risk assessments in an on-going way during the preparation to stage a major event is required
- b) Evidence of access agreements need to be gathered
- c) More explicit guidance on preparing risk assessments should be developed
- d) British Orienteering should develop an access agreement which can be used if the landowner is able to be persuaded
- e) British Orienteering must be in a position to more closely manage the financial position of a major event
- f) There is agreement that British Orienteering needs to review the way in which major events are delivered

JF expresses the view that the Board needs to change the Framework used as there is too much time and effort spent trying to deal with problems created by the framework.

### 15. Association Matters (JW)

PB mentions the Coaching Conference and how well it was run. It was simple and low key with a lot of input from the local club. PB believes the conference should continue to take place every 2 years in this format.

PB also comments on the overwhelming support of Hilary Palmer and Pat Mee, National Steering Group for Coaching Advisers and Kris Jones' great performance.

PB makes the Board aware that NIOA will be hosting the Irish Championships in 2015, as NI are one of the 4 provinces they take it in turns.

JW mentions a query over Xplorer Maps; however this has been resolved with conversations with Craig Anthony, Head of Development. JW quotes that the associations complained over the short deadline for the Clubmark consultation and there were concerns expressed over the coaching

requirements. MH confirms that queries were raised over the coaching requirements and Clubmark has taken this into consideration and reduced the sessions to 12 over a 1 year period.

MH states on BD's behalf that there is an issue with the photography rule and one association has decided to ignore the rule. MH clarified that the photography policy is currently being reviewed with the Child Protection Sports Unit (CPSU).

#### 16. Steering Group and Committee Matters (MW)

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 item raised at the meeting held on Saturday 15 November 2014  
The Board agrees that it is not a sustainable position for the committees and workforce as discussed previously in the meeting.
- b. Schedule of meetings of groups planned for Winter/Spring into 2015  
DM is aware of the TrailO Committee and Events & Competitions Committee meeting clash.

As previously discussed, targets to be set for the committees and groups.

JH mentions BSOA conversations and the concern of the Xplorer Schools Product conflicting with Schools Mappers work and income.

#### 17. Welfare & Safeguarding (JH)

The Board notes the target regarding Clubmark for JH and Craig Anthony.

JH to update the wording and for the plan to be published on the website<sup>12</sup>.

#### 18. IOF matters (MW)

MW raises the query of who will be attending the President's Conference. The Board agrees MW and MH can decide who should attend<sup>13</sup>.

### Closing business

#### 19. Any Other Business

##### **SRA CEO Forum State of Play**

MH notices that the number of volunteers reported through the Active People Survey almost exceeds the number of participants taking part in orienteering!

##### **Sport England Meeting with Chairs**

MW summarises his meeting with Nick Bitel, Chair of Sport England. There are considerable concerns regarding the funding position of sports following the General Election. There could be a 40% loss of funding to DCMS which would then be passed on to Sport England. Funding will therefore play a key part in the strategic review.

Feedback was requested following the 'This Girl Can Campaign', as to whether it has increased female participation and if so has it been dealt with. Sport England are also requesting feedback on the research of young people in Sport. It should be recognised that not all young people necessarily love or hate sport, there are many more scenarios such as the young feeling indifferent towards sport or not enjoying it but will go along because their friends do.

##### **Youth Sports Trust Meeting**

MH met with Sue Campbell, Chair of The Youth Sports Trust, and received similar communications, in that if Labour are part of the coalition there will be a reinforcement of sport in schools, if conservatives are voted in there will still be a similar focus but not as significant. MH also reported that the Youth Sports Trust is very impressed with the Xplorer Schools product produced by British Orienteering.

### **JEC 2016**

It has been requested of MW to mention JEC 2016 in that it rotates around 6 countries as hosts. For 2016 Jason Inman from SOA has volunteered to host. The Board were happy to note this.

### **Director Appraisals**

JH has not actioned, but will follow up with MW after the Board Meeting<sup>14</sup>.

### **Communications: messages to be given**

Strategic Plan Consultation to be published on the web<sup>15</sup>.

Further promotion of the AGM awards<sup>16</sup>.

### **Future meetings**

Wednesday 3rd June

Saturday 19th September

Thursday 3rd December

Conference calls TBC.

Other dates: Saturday 10th October Association and Club Conference

British Orienteering Board meeting:

Conference Call to be confirmed

Wednesday, 3 June

## Action List – December 2014

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- <sup>1</sup> AGM: BD and MW to draft Proposals and Supporting Statements.
- <sup>2</sup> AGM: MW to contact President and Vice President regarding Elections.
- <sup>3</sup> WOC15: MW to liaise with TV team regarding pre-recorded video messages
- <sup>4</sup> AGM: MW to consider nominees for Board award
- <sup>5</sup> AGM: CD to invite winners of awards to AGM
- <sup>6</sup> Annual Report: MW to notify results to be included in the Roll of Honour  
**Completed**
- <sup>7</sup> Finance: BD to sign off electronically monthly reconciliations
- <sup>8</sup> Strategic Overview: MH to draft consolation paper for future funding sustainability options
- <sup>9</sup> Board Effectiveness: MW to contact RW regarding commitment to the Board.
- <sup>10</sup> Committees and Steering Groups: MH to draft targets with input from the Board
- <sup>11</sup> WOC15: MH to make decision on staff attendance at WOC15
- <sup>12</sup> Welfare & Safeguarding: JH to update plan wording for publishing on the website
- <sup>13</sup> IOF Matters: MW and MH to decide on attendance at IOF President's Meeting
- <sup>14</sup> Director Appraisals: JH to follow up with MW and commence appraisals
- <sup>15</sup> Communications: MH to write Strategic Plan Consultation to be published on the web
- <sup>16</sup> Communications: MW and CD Further promotion of the AGM awards