
Board of Directors

Minutes

Thursday, 8 December 2022 @ 11:00

Bird & Bird LLP, 12 New Fetter Lane, London, EC4A 1JP



Board Attendees: Ruth Beale; Darren Bernstein; Duncan Birtwistle; Scott Collier; Peter Hart; Lauren Pagé; Andy Robinson; David Rosen; Pauline Tryner; Drew Vanbeck.

Guests: Peter Brooke; Bernie Dietzig; Tom Bray, Howard Blackman and Natalie Weir.

Apologies: Laura Kaye Tomlinson

Minute taker: Peter Hart

1. Meeting Administration

1.1. Welcome and introduction

The Chair welcomed the Board members and guests to the meeting.

The Chair thanked Lauren Page and Bird & Bird for hosting the meeting.

The Chair informed the meeting that a recording of the meeting would be held on the Chief Executive's computer on a personal drive and would be deleted when the minutes were approved. It was agreed for the meeting to be recorded.

The Chair informed the meeting that earlier in the week Peter Maliphant had recently been awarded the Talent Development Coach of the Year by UK Coaching. It was the first time that we were aware that an orienteer had been recognised in this way. The Board sent their congratulations.

1.2. Apologies:

Laura Kaye Tomlinson sent in her apologies.

1.3. Declarations of interest

No additional declarations of interest were made

1.4. Any other business

The following additional items were raised:

- i. WOC Make a difference.
- ii. Insurance for activities.
- iii. Engagement with Scottish Orienteering.
- iv. Board reporting on the strategic plan.

2. Reports

2.1. Performance Pathway Programme Report

The Chair welcomed Bernie Dietzig, Performance Pathway Director, and Tom Bray, Performance Development Manager, to the meeting.

Tom and Bernie gave an overview of the Performance Pathway Programme including an overview of the results during the year. They highlighted the outstanding successes at the World Championships in Denmark, and lessons learned during the year, including the need to have careful preparation for the major targeted competitions.

Tom Bray delivered an overview of the budget submitted to the Chief Executive for consideration and highlighted the financial contributions made by the athletes.

Bernie and Tom, as well as the wider team, recognised the need to increase the engagement with the membership as they recognised that going forward that they would be seeking increased resources to support the Performance Pathway.

Bernie highlighted the support from Jon Cross and Rachel Handley. He informed the Board that Jon was standing down from his role after 11 years supporting the senior athletes and was being replaced by Andy Kitchin who will be looking after the level 5 athletes..

There were some questions from the board regarding the team's preparation for the 2024 season.

The board on behalf of British Orienteering congratulated the whole team on the extraordinary performance at the World Championships this year and wished them well for the forthcoming season.

The Chair concluded by thanking the team for their presentation and Jon Cross for his long-term contribution to the senior athletes over the last 11 years and he wished him well with his new role as part of the organising committee for the World Championships in 2024.

Tom and Bernie left the Meeting.

2.2. Changing Perception Survey

The Chair welcomed Natalie Weir, Change Manager to the board meeting.

Natalie Weir went on to inform the board that British Orienteering had commissioned a survey and focus groups to understand non-members' perceptions and barriers to participating in the sport.

The key outcomes were:

- Non-members generally believed that they had a good general awareness of orienteering.
- Knowledge of entry routes into the sport could be improved
- The sport could improve how it welcomes and supports new members from the targeted age groups.

Natalie explained that we had only recently received the report and that the team would review the recommendations and develop an action plan to incorporate into the Operational Plan around the theme of Changing Perceptions.

Following the presentation, the board had a wide discussion regarding different communications and marketing approaches. Darren Bernstein and Duncan Birtwistle offered their services to support any working group.

Natalie informed the board that it is the intention to carry out an annual survey of the perception of orienteering to evidence the impact of any marketing.

The Chair thanked Natalie for her presentation and the report.

2.3. Club benchmarking survey.

The Chair welcomed Howard Blackmun to the board meeting.

Howard went on to explain the purpose of the Club Benchmarking survey which was to have a better understanding of our clubs, and their needs and help us shape the operational plan to enable us to better support the clubs. He informed the board that it was also to understand and set criteria for what is a thriving club.

The questionnaire was an in-depth one covering seven areas. We recognised that it took a reasonable length of time for clubs to complete. However, approximately 36% of our clubs

responded. He informed the board that we were looking at investing in a different survey platform with greater functionality to help support the volunteers in completing future questionnaires as well as giving feedback to them.

Howard went on to explain that it's still early days understanding the data but initial thoughts are to look at developing a thriving club accreditation process.

There were some questions regarding the time taken to complete the questionnaire and a discussion about how the thriving club accreditation may work. It was agreed, that the thriving club accreditation process should be supportive and not a tick-box exercise or unduly onerous for clubs to complete.

The Chair thanked Howard for his presentation and report.

Natalie and Howard. Left the meeting.

3. Minutes of Board meetings 24 September 2022 and Action Points

3.1. Minutes of the Board meeting on 24 September 2022

One change was accepted, Pauline Tryner sent in her apologies.

The minutes of the meetings of 24 September 2022 were adopted without any further amendments.

3.2. Actions from the last meeting

3.2.1. Strategy for hosting Major Events & IOF Representation

No further action.

3.2.2. Diversity Action Plan

The Chief Executive informed the meeting that Sport England was behind in their timetable to appoint consultants to support this piece of work and therefore the deadline had slipped to after Spring 2023. However, independently we intend to start work on this in the New Year.

3.2.3. Membership Review

Timetabled to be started in the New Year.

4. Governance/Operations

4.1. Insurance

The Chief Executive referred to the previously circulated paper regarding the annual insurance review and renewal premium.

He explained that the current policy was identical to previous years' policies. He went on to explain that the brokers (Howdens) were keen to enter into a three-year agreement to help stabilize future premiums. However, he was aware that we have not put out the insurance to tender for many years.

Following a discussion, the board accepted and approved the renewal terms and agreed to accept entering into a longer-term agreement and not currently look to putting short-term future renewals out to tender.

There was a discussion regarding non-member insurance for activities. The board requested that the Chief Executive communicate this requirement to clubs and enter into discussions with the brokers to see if we can extend the number of sessions that non-members can be covered by third-party liability insurance when participating in activities without exposing ourselves to a significant increase in the overall premium.

Scott Collier asked for confirmation of whether we were going to seek Cyber Insurance. The Chief Executive informed the board that this would be done but it is a separate discussion with Howdens.

4.2. Trans Policy update.

The Chief Executive updated the board on the work of the working group and referred to the report from the consultation with members on the Trans Policy. The report highlighted the wide range of views among the membership, and the Chief Executive suggested that the final Policy will cause some distress to sections of the membership no matter what the decision.

David Rosen updated the board on the consultation by the IOF including the timescales that the IOF hoped to publish their own revised policy.

Chief Executive informed the board that it was the working group's intention to wait until the IOF had published their new policy before formalising their recommendations to the board.

Lauren Pagé offered the support of a colleague at the next Working Group to help them understand the policies adopted by other comparable sporting bodies.

The Chair thanked Lauren for the generous offer and confirmed that the working group would be keen to accept this assistance.

4.3. Committee structure

The Chair informed the board that as part of the new strategy we had to have an active committee structure that aligned with and supported the strategic plan. The board recognised the contribution made by the current committees and members.

Following a discussion, it was agreed that Duncan Birtwistle would circulate a paper to the board suggesting how the structure could look for further discussion.

4.4. Access Update

The Chief Executive referred to the paper prepared by Emma Monkman, the Access and Environment Officer, on access. The paper outlined the current risks to obtaining access as well as the potential impact of future legislation.

Emma outlined some work that she was doing with the JK organisers in developing a habitat risk assessment on the impact of the event as in all likelihood clubs will have to develop habitat risk assessments going forward for many of their events.

The board thanked Emma for the paper and recognised the importance of continuing to build constructive networks with landowners and environmental agencies.

4.5. International Travel (EYOC/JWOC 2021)

The Chief Executive referred to the previously submitted report from the survey held with a number of European Federations to understand the background behind their decisions to send teams to EYOC and JWOC in 2021 during the COVID pandemic and travel-related restrictions.

The Chief Executive informed the Board that the responses were mixed with the Federations making decisions based on different national restrictions and operating environments.

The Chair thanked the Chief Executive for the report and suggested that it would have been useful if this had been carried out closer to the decision not to send a team to EYOC.

4.6. Recruitment & Staffing

The Chief Executive referred to the paper on staffing and recruitment. He explained that this item had been added to the agenda at the request of the Treasurer. He informed the board that the staffing structure reflected the budget that was approved by the board in May 2022 although he informed the board that there had been some slippage in the recruitment timetables.

He informed the board that two positions were out for recruitment at the moment and that we hoped to be in a position to appoint after interviews in the New Year.

In respect of the Financial Manager, this position has been recruited and the new person, Kelly Perryman would be starting in January. He informed the board that the outgoing Financial Manager has agreed to support the transition process.

4.7. Members with a BT Internet e-mail address

Peter Brooke, Operations Manager informed the board that we were aware that some members with BT Internet addresses were not receiving some of the automated emails such as Ranking Points.

Following an investigation, it appears that for some members the emails are being blocked by the recipients' email provider as spam.

There were some discussions about potential routes to circumnavigate the problem for example sending out emails in smaller batches to avoid the e-mail being seen as spam. Peter Brooke agreed that we would carry out further investigations to see if we can find ways of resolving the problem.

5. Financial matters.

5.1. Management accounts.

The Treasurer referred to the circulated management accounts.

He highlighted that as in previous meetings that the income from Membership and levy is down on the forecast at the beginning of the year. However, this was partially offset by the increase in net income from the major events.

On the expenditure side, staffing costs were very slightly higher than forecasted, although some of the additional costs had been offset by delayed recruitment, but some of the cost of this had been offset by delayed recruitment. Performance costs were much higher than forecasted but have been largely offset against athlete contributions which were higher than planned.

5.2. 2023-25 Budget

The Chair informed the board that following a discussion with the Chief Executive regarding the impact of the cost of living and the current budget forecast for 2023-25, it had been agreed that the Chair, Treasurer and Chief Executive would review the forecast and present a new one to the board at the February meeting which would allow greater flexibility in salary reviews.

Following a discussion, it was agreed that any salary increases would be back-dated to the 1st of January 2023 and that the staff should be informed of this discussion.

The Board approved this approach and looked forward to reviewing the budget in February.

5.3. Bank Mandate

The Chief Executive referred to the amended Bank Mandate. He informed the board that this has been presented for approval to take into account the new Financial Manager, Kelly Perryman, starting in January. The new Bank Mandate was approved.

5.4. Confidential

6. Welfare and Safeguarding

6.1. Incidents

Peter Brooke, Lead Safeguarding Officer informed the Board that there were no new incidents to report to the Board.

6.2. CPSU Update & Annual Review

Peter Brooke, Lead Safeguarding Officer informed the board that Laura Kaye Tomlinson, Peter Hart and himself had met with the CPSU as part of the annual review. He informed the board that British Orienteering had met the standards required.

The CPSU thanked the board for their time during the board training in September.

6.3. Safeguarding Action Plan

Peter Brooke referred to the paper previously submitted to the Board.

Peter Brooke requested guidance on how the board would want this document reported at future board meetings. It was agreed that a simplified “traffic light” type system would be sufficient providing it alerted the board of any areas that were of concern or slipping in terms of delivery.

Peter Brooke informed the board that it already started discussions with some regional associations to understand how safeguarding is embedded in their operations.

Scott Collier asked if we had sufficient resources to deliver the action plan. Peter Brooke informed the Board that he is still scoping out the situation and he will return to the board if additional resources are required.

7. Matters of significance.

The CEO informed the board that there were several matters of significance that were required to be raised with the Board.

7.1. Matters of significance.

7.1.1. Brian Pilling, Southern Navigators

The Chief Executive regretted informing the board of the passing away of Brian Pilling at an orienteering event in October. The board recognised that Brian was a long-standing orienteer and volunteer and they sent their condolences to his family and thanked the volunteers who sympathetically dealt with a very difficult and distressing situation.

7.1.2. Member Complaint & Appeal

The Chief Executive informed the board that we had received a request for a formal complaint to be investigated by a member. He informed the board that after initial inquiries the complainant was informed that there was insufficient evidence to conduct a full investigation. The Member has since appealed against this decision and a response is pending.

7.1.3. Matters of significance

The Chief Executive informed the board of a breach of the athlete Code of Conduct at the recent Junior World Championships.

8. Monitoring Reports

8.1. Operational Plan & Performance Indicators:

The Chief Executive reported that the current membership total was 8,917.

- The breakdown of the membership was 7,140 seniors and 1,777 juniors.
- Members between the ages of 16-40 were 1,922 (22%)
- Participation was currently reported at 109,693 with 13% of this figure being non-members.

The Chief Executive reported that it was clear that we would not achieve the forecasted number of members or number of participant runs in 2022 which impacts on our income as previously identified by the Treasurer.

9. Standing Items

9.1. Sub-committee/groups/associations reports

9.1.1. Talent & Performance:

The Chief Executive informed the meeting that the Steering Group had met on two occasions and had recently reviewed last season and plans for the forthcoming season as well as agreeing on selection policies for the seniors and juniors for the 2023 season.

He went on to inform the board that they would be looking at inviting applications for the senior selection panel.

9.1.2. Rules Group

The Rules Group were currently recruiting new members and it is hoped that the group will be in a position to appoint a Chair within the group in the New Year.

9.1.3. TrailO

The Chief Executive informed the board that the TrailO Steering Group had just launched/published a new video on the discipline which was funded by the Orienteering Foundation.

In respect of the trophy in memory of Anne Braggins, we were waiting for confirmation on the name of the Trophy from the TrailO Steering Group.

He informed the board that he recognised that was a requirement to appoint a Chair of the TrailO Selection Panel as the TrailO Steering Group had not been able to recruit anybody within their community.

10. IOF Matters

10.1. IOF Accreditation of a National Governing Body

The Chief Executive informed the Board that the IOF have changed their requirements in respect of the criteria to be recognised as an active National Federation. The IOF had recently included requirements for a National Federation to adopt a sustainability policy and define guidelines for sustainable events.

Following a discussion, it was agreed that British Orienteering should develop a sustainability policy including guidelines for organising sustainable events.

11. Closing business

11.1. Any Other Business

11.1.1. Local Membership

Andy Robinson asked for clarification if a club could have club membership only. It was agreed that this was a matter for individual clubs and not a British Orienteering matter.

11.1.2. Engagement with Scottish Orienteering

David Rosen requested an update on recent engagements with SOA. The Chief Executive informed the board that British Orienteering engaged frequently with SOA and that in his opinion the

relationships were very amicable and professional and that each organisation was supporting each other at all levels.

11.1.3. Compass Sport Magazine

David Rosen suggested that British Orienteering could do more to promote Compass Sport. It was agreed that the magazine was beneficial to the sport and it was recognised that staff were looking at engaging it more.

11.1.4. Reporting Strategic Plan

Duncan Birtwistle presented an approach to reporting the delivery of the strategic plan. It was agreed that we could use this approach at future meetings.

The Chair thanked Duncan for the suggestion.

11.1.5. WOC 24 - Make the Most of the World Championships

The Chief Executive outlined the progress on the project on making the most of the opportunity presented by the World Championships.

He informed the meeting that consultants had been appointed and that they had been tasked to suggest projects to increase regular participation in the UK.

The Chief Executive requested a Director to be part of the review group. Duncan Birtwistle offered his support.

No further matters were raised.

12. Future meetings

Key Dates	Face-to-face / Teams <i>(Teams meetings will be evenings)</i>	Purpose
Monday, 6 February 2023	Teams (evening)	Standard Meeting
Monday, 17 April 2023	Birmingham/hybrid	Standard Meeting
Monday, 22 May 2023	Manchester/hybrid	Standard Meeting Agree on Draft proposals for AGM Agree and Approve Accounts
Monday, 7 August 2023	Teams (evening)	Agree on AGM Handbook
23 August	AGM Handbook to be sent to members	
Saturday, 16 September 2023	AGM	

The meeting closed at 16:20