

Board of Directors

Wednesday 3 December 2014, 11:00 – 17:00

National Office, Darley Dale



Board attendees: Martin Ward (MW); Philip Baxter (PB); Bob Dredge (BD); 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: Rosie Williams (RW), Tom Baynton-Williams (Sport England: Senior Partnerships Manager)

Meeting Administration

1. Minutes of 27th October Conference Call are approved
2. Notification of items for Any Other Business
MH would like authorisation to re-word the policy on DBS checks for Volunteers.
3. Declarations of Interest
No additional Declarations of Interest are declared
4. Actions from previous Board meetings:
 - 1) Strategic Plan: Focus group to be established from members for the Strategic Steering Group to consult with (Steering Group)
Agenda item
 - 2) Audit: Mike Forest's name be removed from the list of signatories on one of the savings accounts
Matter almost resolved!
 - 3) 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
 - 4) Financial Regulation: Review and if appropriate update the Financial Regulations (Dec 2014, JF)
Agenda item
 - 5) Board Succession Plan: Comments to MH before end July (All)
Ongoing; MH reworking based on this feedback
 - 6) President and Vice President: Availability to support British Orienteering during WOC 2015 to be determined (MW)
 - 7) Performance Steering Group: Develop criterion to be used to select the most appropriate person to represent England on the group (asap, BD/MH)
Nev Myers has accepted the role of England Expert; he is the current Chair of the Junior Regional Orienteering Squads meeting

Actions from the September meeting:

- 8) AGM: Confirm exact meeting room and requirements (Dec, Cerianne Dengate)
On-going – resolution of this is not for the want of trying!
- 9) AGM: Draft proposals for membership and levy structure (Dec, Board)
Agenda item

- 10) Management Accounts: Produce summary sheet containing notes and explanations (Dec, BD)
Summary sheet attached for October Accounts
- 11) 2015 Budget: Outsource Auto Enrolment procedures (Dec, MH & Janette Blunden)
On-going
- 12) Talent & Performance Programme Review: Produce a strategic plan (Dec 2015, Performance Manager)
On-going and will need to fit within the Strategic Plan
- 13) WOC 2015: Board to receive an updated project plan (Dec, Paul McGreal, WOC 15 Event Director)
Agenda item
- 14) Staffing update: Self-assurance statement to be circulated (Oct, MGH)
Completed, submission made
- 15) Association and Club Conference: Finalised Agenda to be published (Oct, Cerianne Dengate)
Completed, Conference has taken place
- 16) Association Matters: Develop solution for the registration of Trail O events (Dec, JW and Cerianne Dengate)
On-going
- 17) Steering Group and Committee Matters: Schedule of meetings for 2015 to be produced (Dec, MH)
Agenda item

Commercial Activity

MH explains that British Orienteering's Sport England Relationship Manager recommended Tom Baynton-Williams, Sport England Partnership Manager regarding the subject of all Sports needing to become more self-supporting in the future.

Unfortunately Tom is unable to attend however Tom had a telephone conversation with MH to express Sport England views. Tom mentioned that sponsorship as it initially existed is no longer a reality; sponsorship now works on mutual benefit to the partners involved. He believes that Peter Buckley is doing the right things for Orienteering based on previous conversations with Peter. For example Peter has mentioned that a company wants to be involved with mass participation and that British Orienteering may be able to help them achieve that.

Tom also stated that unless considerable amounts of money are to be exchanged there is a preference for all parties involved to stay away from contracts using service agreements, heads of agreements or written correspondence instead.

Tom has expressed that he's happy to meet with the Board or individuals and also highlighted the section of the Sport England website devoted to Sponsorship and Licensing which should be made use of, however this is not available to the public.

JH elaborates on her conversations with Peter; JH believes that the Board needs to understand more about the processes and benefits of sponsorship. JH thinks that the Board should set parameters in which they are happy for Peter to explore and source extra income and then MH as Chief Executive and line manager has authorisation to act appropriately on the Board's behalf. And within the parameters agreed.

To summarise, JH feels it has been a long uncomfortable journey, however it has been productive and the journey is not yet finished. The board should set objectives and restrictions to enable Peter to continue his work.

BD comments that Peter is not paying for himself and although has a lot of good intentions these are not yet signed and sealed agreements, but agrees with JH that the Board should trust him and let him continue to work towards agreements whatever form they take.

JH queries whether the Board should work more on the Strategic plan and have a discussion to agree what the Board wants Commercial engagement for, is it cash or participation?

MW is excited by the prospects but says that the Board still needs to set dos and don'ts for Peter to work within.

The Board agrees to develop parameters and to review the position again before WOC 2015¹.

The Board also expresses concern over the British Orienteering App and associated data policies.

JW asked that the type of Trademark covering Xplorer be checked².

UK Sport Consultation (MH)

MH has not yet completed the consultation submission as the deadline is Wednesday 10th December, however, after a lot of thought believes two aspects, the first political and the second Orienteering, should be included in the response³. MH hopes that UK Sport will appreciate that only a small amount of funding could make a considerable difference to the Performance programme and podium success.

MH stated that orienteers are able to respond to the consultation through the UKS public consultation process⁴.

JF mentions that the consultation will be a good opportunity for Elite Sport to respond robustly on the need for funding distribution to cover all elite sports where there are international and world championships, and not only Olympic and Paralympic sport. JF stated that there are many non-Olympic mass participation sports where UK has huge potential to medal and where the public gain (mental and Physical health) would be significant. JF considers that too much resource is focussed on low participation, high cost of entry sports.

Finance (BD/MH)

- a) The management accounts are discussed and it is noted that the JK and Levy income contribute to improved financial situation.

It was agreed that BD will continue producing a summary and an annual summary⁵.

- b) The 2015 Budget is then discussed and the following points are raised:

- British Orienteering is still seeking external support for pensions
- Major Event's budgets may pose a problem due to the budgets being so tight and therefore may not meet the £25k income target.
- Concern over the high figure of predicted loss in the 2015 Budget.
- The levy generated from the Scottish6Days in 2015 will be placed in the WOC 2015 Budget.

PB queries whether it is possible to develop an incentive to over-perform when hosting major events, could this be possible and in place for 2016?

BD also notes the issue over regional levies on Major Events and that the Events and Competitions Committee has agreed that in future the partnership agreement should be made with the Association instead of the Club.

- c) The Board noted JF suggestions on amendments to Financial Regulations. MH to redraft and present to next Board meeting. MH is asked to work through the points raised and liaise with JF to resolve the points⁶.

Insurance (MH)

MH explains that there will be a few changes to the insurance next year, and the outcome of these should be available by Wednesday.

It is intended that the insurance and associated cover note is in place well before the yearend due to several events needing to provide evidence of insurance cover to landowners early in the New Year.

Annual General Meeting Matters (MW)

The topic of increasing membership fees is discussed however it is felt that, due to the pledge made at the 2012 AGM to make membership fees less and simpler, it is too soon to think about an increase to the membership fee. However it may be worthwhile trying to make the membership aware of the increased running costs at the AGM 2015 and the non-change in membership fees needs to be emphasized. Board members query whether it is possible to generate income from other places as there will need to be a change in the future due to the potential need for British Orienteering to be more self-funded.

The discussion therefore turns to raising Levy and it is decided that an increase to £1.25 is needed, however all proposals must be drafted before March Board meeting to meet the articles of association requirements. BD is asked to draft a proposal to increase the levy fee⁷.

The Volunteer awards are also discussed and it is agreed that British Orienteering should start to push for nominations earlier this year and for there to be more emphasis made on them at the AGM awards ceremony. An incentive for the

club of the year award will be to rollover the prize money not won in 2014. CD to post request for nominations of volunteers for awards on the website⁸.

After discussion regarding the logistics of the AGM, CD was asked to contact Lancaster University direct to book a room for the AGM⁹.

Vision and Strategy

JH and DM feel a whole day should be devoted to strategic planning and therefore an extra meeting held in January. PB adds that a discussion should be held prior to the meeting regarding "What should be in the strategic plan, versus what delivery mechanism is used to deliver the strategic plan?" MW agrees and believes thought should also be had around "What is orienteering going to look like in 10 years?"¹⁰.

CD is asked to circulate a Doodle Poll to be used to decide a suitable date for the meeting in January¹¹.

Operational Plan 2015 (MH)

JF considers that if a strategy planning meeting is to be held, a strategic budget should also be devised alongside it. This is agreed.

DM remarks that the Marketing Operational Plan is lengthy and queries if it is achievable? MH responds that he is uncertain at this time due to Jennie Taylor being employed full-time unlike her predecessor who was part-time.

A point is also brought to the meeting on the subject of lack of news reports covering large events. MH responds that when reports are sent to the office they are published, but it is challenging to publish news items without a report from a person present at the event¹².

Self-Assurance Statement: Action List

The actions outstanding as of November 2015 are:

1. Financial Regulations (2.5, 7.1): updated and to be ratified by the Board
2. Standing Orders (2.5): updated and to be ratified by the Board; removing any conflicts and doubling up with the Financial Regulations
3. Chair and CEO Roles (2.11): To confirm the roles and publish roles on the web site
4. Strategic Plan (4.1, 4.2): Work updating the plan to be completed and ratified by the Board
5. Financial Manual/Handbook (7.1): updating to be completed and approved by the board
6. Budgets & Expenses 2013 - Staff Handbook Section 39 (7.1): to be updated
7. Director Appraisals (10.1): new process to complete appraisals to be agreed and implemented
8. CEO Appraisal (10.2): Performance appraisal to be completed by end of December 2014
9. Equality Action Plan (11.3): requires updating and approving by the Board
10. Business Continuity Plan (12.4): requires updating post office relocation and then approving by the Board

MH is asked to update the Board as these points are resolved¹³.

Performance Monitoring Report inc WOC 2015 (MH)

The 2014 Performance targets are reviewed and PB asks whether the number of Schools registered with British Orienteering includes Northern Ireland Schools, CD replies that possibly a few as the facility to register is available on the website but if NIOA can supply a list it will be useful¹⁴.

It is noted that the Clubmark review commissioned by Sport England is not yet finalised and MH is asked to speak with the Head of Development about contacting those clubs who were due to receive reminders about their Clubmark term coming to an end.

Operational Plan 2014 Update (MH)

The Board adopted the Operational Plan 2015 as a working document and asked MH to circulate the plan when it is updated¹⁵.

Risk Register

The Board agrees that it is challenging to manage some of the risks associated with the partnership major events including the level of profit generated due to significant volunteers wishing to deliver the major event 'their way'.

Insurance cover for 2015 has proved more challenging than normal due to the Scottish6Days and the cover needed for WOC 2015. A response is yet to be received regarding potential 'Event Cancellation' insurance for WOC 2015.

MH states that he has communicated with the S6Ds about insurance cover and that all clubs and associations will be made aware that there is a need to follow the British Orienteering rules, regulations and guidance to ensure that insurance cover is provided.

The risk to the VAT position of British Orienteering brought about through commercial activity and WOC 2015 is being monitored. MH highlighted the increased workload on the administrative staff who are already overloaded if VAT needs to be entered into our accounts. PB expresses a view that if income generation is successful British Orienteering should be able to afford the extra manpower needed to deal with the administration of VAT.

Association Matters (JW)

JW says that he has nothing to report regarding association matters apart from the ongoing concern over insurance cover.

PB explains that the NI Champs are trying to gain World Ranking Event status although having been rejected through BOF they are now trying through IOA. PB also comments that Conor's funding has continued and his main objective is to increase membership.

Steering Group and Committee Matters (MW)

The following points are raised from recent meetings:

- There is a gap in updating of rules and work is being carried out on the strategy for updating rule's errors.
- Clubs are not abiding by the sprint insurance rules regarding under 16s.
- Chris James is campaigning against faceless British Orienteering
- Terry Smith and David Olivant are retiring
- Events and Competitions Committee need new recruits
- Chris James has agreed to a co-chair and the changes to the Events and Competitions Committee Terms of Reference. Chris Phillips will be filling the role of Co-Chair

The Board agrees that declarations of appreciation should be made more public for example via a news item on the British Orienteering website, Focus, AGM, Compass Sport Magazine¹⁶.

IOF Matters (MW)

CD is asked to amend previous minutes to remove a sentence regarding the IOF¹⁷. The IOF has asked for submissions to host a number of events and it was agreed that British Orienteering should not make a bid on any of the upcoming IOF events.

However MW expresses that British Orienteering might be expected to host the Junior European Cup in the next couple of years. PB states that if British Orienteering hosts JEC that it could be tied in with development of Controllers, Planners, Organisers and Coaches.

Any Other Business

The Board authorises MH to change the wording in the DBS policy¹⁸.

Communications: Messages to be given

MH's following e-New will cover all communication messages.

Future Meetings

The following 2015 Board Meeting dates were agreed.

Saturday 14th February
Wednesday 3rd June
Saturday 19th September
Thursday 3rd December

Conference calls TBC.

Action: Association and Club Conference date to be decided (Saturday 10th October or Saturday 17th October).

Action List – December 2014

- ¹ Commercial Activity: PB to draft and circulate a guidance document for Peter Buckley.
- ² Commercial Activity: JW requests that the Trademark position of Xplorer is reviewed; MH to action.
- ³ UKS Consultation: MH to draft & circulate a response to the consultation by the end of the week.
- ⁴ UKS Consultation: CD to post a news item on the website inviting members to take part in the UK Sport public consultation process.
- ⁵ Budget: BD to continue to produce a summary and annual summary of the accounts.
- ⁶ Finance: MH to work through the items raised by JF with the current Financial Regulations and liaise with JF to resolve them.
- ⁷ AGM: BD asked to draft a proposal to increase the levy fee.
- ⁸ AGM Volunteer Awards: CD to post request for nominations of volunteers for awards on the website
- ⁹ AGM: CD was asked to contact Lancaster University direct to book a room for the AGM.
- ¹⁰ Strategic Planning: Document to be circulated for discussion before the Strategic Planning meeting.
- ¹¹ Strategic Planning: CD asked to circulate a Doodle Poll to decide a suitable date for the meeting in January.
- ¹² Operational Plan: Marketing/PR; MH to discuss with Jennie Taylor the feasibility of obtaining reports from events.
- ¹³ Self Assurance: MH is asked to update the Board as outstanding items are resolved.
- ¹⁴ Performance Monitoring: PB to forward list of Northern Ireland Schools to National Office.
- ¹⁵ Operational Plan: MH to circulate updated Operational Plan when it is available.
- ¹⁶ Steering Groups: MW to write and thank Terry Smith and David Olivant publicly for their work.
- ¹⁷ IOF: CD is asked to amend previous minutes to remove a sentence regarding the IOF.
- ¹⁸ AOB, Policy Booklet: MH to update the relevant DBS sentence that states there will be no cost to volunteers.