

Board of Directors

Wednesday 3 June 2015, 11.00 – 17:00

Meeting



Held at Sir Richard Arkwright's Masson Mills

Attendees: Martin Ward (MW); Bob Dredge (BD); Elizabeth Dunn (ED); John Flook (JF); Mike Hamilton (MH); Judith Holt (JH); David Maliphant (DM); John Woodall (JW).

Head of Development, Craig Anthony, joined the meeting for item 4.

Apologies received: Philip Baxter (PB); Rosie Williams (RW); for the morning session, Bob Dredge (BD)

Agenda

1. Meeting Administration
2. Vision and Strategic Plan
3. Monitoring Reports
4. Programme Reviews
5. Finance
6. Association Matters
7. Steering Group and Committee Matters
8. IOF matters
9. Any Other Business
10. Future meetings

Minutes

1. Meeting Administration

Appointment of Officers

The 3 Officers of British Orienteering were all prepared to stand for another year and were appointed, that is:

- Chair, Martin Ward, who declared it will be his last year as Chair
- Vice Chair, Judith Holt, on the basis that her standing did not indicate she would be willing to stand as Chair in the future
- Treasurer, Bob Dredge

Notification of items for Any Other Business

No additional items were put forward for consideration.

Declarations of interest in addition to those held on the register

No additional declarations of interest were highlighted and the register of interests remains current.

Actions from the February meeting

1. AGM: BD and MW to draft Proposals and Supporting Statements
Completed
2. AGM: MW to contact President and Vice President regarding Elections
Completed
3. WOC15: MW to liaise with TV team regarding pre-recorded video messages
On-going
4. AGM: MW to consider nominees for Board award
To be implemented for the AGM 2016
5. AGM: CD to invite winners of awards to AGM
All invited - completed
6. Annual Report: MW to notify results to be included in the Roll of Honour
Completed

7. Finance: BD to sign off electronically monthly reconciliations
Complete
 8. Strategic Overview: MH to draft consolidation paper for future funding sustainability options
Agenda item
 9. Board Effectiveness: MW to contact RW regarding commitment to the Board
 10. Committees and Steering Groups: MH to draft targets with input from the Board
Targets drafted –E&C Committee, Development SG delivered; agenda item
 11. WOC15: MH to make decision on staff attendance at WOC15
On-going: staff involvement at WOC will be minimal, JT, SP, PB may be involved but yet to be determined
 12. Welfare & Safeguarding: JH to update plan wording for publishing on the website
Action plan published
 13. IOF Matters: MW and MH to decide on attendance at IOF President's Meeting
MW to attend meeting to represent British Orienteering
 14. Director Appraisals: JH to follow up with MW and commence appraisals
It was agreed that JH will action this item and JH/MW to meet after the meeting.
 15. Communications: MH to write Strategic Plan Consultation to be published on the web
Consultation has commenced; agenda item
 16. Communications: MW and CD Further promotion of the AGM awards
Completed; awards promoted strongly through Focus and web site
- Outstanding actions from previous meetings:
17. Finance: MH to work through the items raised by JF with the current Financial Regulations and liaise with JF to resolve them.
Agenda item
 18. Performance Monitoring: PB to forward list of Northern Ireland Schools to National Office.
On-going

2. Vision and Strategic Plan

Board members had received the raw data collated from survey responses prior to the meeting.

The Chair asked MH to bring Board members up to date and provide a summary of the research and any recommendations. MH expressed disappointment at the level of response but felt that although the survey is statistically insignificant and represents only a minority of members it probably does reflect the wider group of members. It was hoped that there will be a better response once a draft vision is circulated for comment.

There was a considerable discussion about the vision with the following outcomes:

- a) The survey has produced some excellent, thoughtful statements – albeit that many are directly opposed by others and there is some, but not a great deal of consensus! Example was the horror expressed by one person at the thought of using the term 'cool' followed immediately by a person expressing the view that we must focus on making orienteering cool!
- b) There was general agreement on the main 'key' words the vision should contain
- c) The vision should not contain a number of themes such as 'the number 1 ...'
- d) The theme of the vision should be about the competitive sport of orienteering and raising the image of orienteering
- e) There should be a 'vision statement that is reasonably short and snappy possibly followed by a 'definition' of orienteering and a series of points that will strengthen the vision
- f) We should respect the other orienteering disciplines (MTBO, TrailO, SkiO) but the focus for the vision should be about FootO
- g) MH to draft such a statement and then circulate to the Board for comment¹
- h) Once a Board statement is drafted it will be circulated as a draft to the membership for comment – with the realisation that there may well be polarised views expressed by the membership.

In order to hit our timescales of having a strategic plan for orienteering in place at least in draft form for the December Board meeting there is an urgency about producing a draft vision.

The Board was unanimous in agreeing that the vision and strategy is for orienteering and should not take into account any government themes as expressed by the sports councils. Where such themes fit with the orienteering vision that will be beneficial, hopefully through funding support, but these themes should not influence the vision.

3. Monitoring Reports

A number of papers had been circulated providing the information required by the Board to effectively monitor progress.

a) Key Performance Indicators

MH was asked to highlight matters which he wished to bring to the attention of the Board:

1. The period since the last Board meeting has been incredibly busy, major events packed together, establishing new Xplorer contracts, meeting with our new Sport England Relationship Manager, etc. There have been significant

resource used to firefight such matters as insurance, major event related problems, staff contracts and handbook and general enquiries.

2. Staffing: The turnover in staff over the last 2 years has had a major impact on 'team cohesion'; there is no doubt that whilst we have a competent and committed staff we do not currently have staff that act together as a team. Workloads for *some* staff during the last 4 months have been severe.
3. Development: Funding targets for 2015/16 look challenging to achieve. The need to identify sectors where participation can be increased over and above those we already work in a priority.
4. Talent & Performance: WOC 2015 is a great opportunity but must not lessen the work of the talent programme that we receive significant funding for. Our Performance Manager, Jackie, is faced with a multitude of problems and needs time to settle into the role – time that is under pressure in such a hectic year. A number of issues are being raised that will need to be addressed before 2016, these include: programme funding; reducing expectation of the programme on athletes, staff and members; increasing athlete contribution.
5. Marketing: Jennie Taylor's knowledge of orienteering and how the organisation works is growing. Currently large amounts of Jennie's time is used to support the funded programmes and we will need to find ways to rebalance this moving forward.
6. Commercial: Discussion later in the Board agenda but we are now in June when the Board agreed it would review the programme.
7. Major Events: Recognition that the role of Major Events Manager has been frustrating in 2015 with the events being close together and some of the matters Sally has had to deal with. There is a need to be clear about what the Board wishes her to achieve and the benefits/impact of the role.
8. Business Support: Currently working well
9. Vision & Strategic Plan: More than ever we need a vision and strategic plan for the sport that has high aspirations but is also able to match our circumstances which are:
 - a. The 'core operation' that is British Orienteering has to be funded by the annual income of around £260,000; or there needs to be plans to increase income.
 - b. Grant funding needs to deliver programmes that are more independent of 'core operation'. Recent updates from Sport England relating to the probable loss in 2017 of funding to support the 'core operation' need to be noted and a transition to this position planned as soon as possible.

MH also noted that work had been commenced to move to a more automated set of performance monitoring criteria which will save staff time. JH welcomed the draft proposal.

b) **Risk Register**

The updated Risk Register had been circulated prior to the meeting.

MH noted that the significant changes to the Register that the Board should note include:

- 1.5 REMAINING A PRIORITY: The need to re-establish the vision, values and Strategic Plan remains urgent, funding requirement continues to be a priority.
- 2.4 REMAINING A PRIORITY: Partnership events are not yet sufficiently managed by the MEM to be confident that they will be delivered to the standards required nor generate the income budgeted.
- 4.1 The risk inherent in meeting the targets for continued funding in 2016/17 has increased; primarily caused by more challenging targets.
- 4.6 Business Continuity situation has improved due to improved use of the web enabling more access to information and the ability to work remotely.
- 5.2 Staffing: our ability to continue to deliver administrative functions has decreased due to the news of CD's departure
- 5.9 WOC 2015: Risk has decreased slightly as the financial situation looks as though it will improve due to the S6D entry being high.
- 5.11 WOC 2015: Risk to British Orienteering has increased considerably due to matters related to accommodation.
- 5.12 WOC 2015: It is not feasible to take out event insurance to cover 5.11 nor to provide cover associated with event cancellation etc. Risks have been mitigated to some extent but there remains a risk to British Orienteering.

There was considerable discussion regarding the risk associated with providing accommodation and the Board agreed that action be taken to reduce this risk. MH was tasked to communicate this to the Event Director².

c) **WOC 2015**

Papers circulated prior to the meeting included: current budget forecast, updated project plan and the updated Risk Register.

The Board noted that the financial projection had improved and, with the exception of the insurance matter, the risks to British Orienteering had improved.

The Chair expressed his view that the Event Director and members of the Organising Committee had done and were continuing to do an excellent job.

4. Programme Reviews

Documents relating to each of the programmes reviewed had been circulated prior to the meeting.

Head of Development, Craig Anthony (CA), joined the meeting for this item.

a) Development

CA spoke to his report with the key items being.

Issues identified on his arrival in mid-2014:

- Understanding and appreciation of Sport England targets
- Review of programmes demonstrated Xplorer had potential whilst Run Challenge demonstrated areas of significant concern
- Work with outdoor centres showed promise to deliver significant participation
- Lack of engagement with clubs
- Profile of the sport

Changes implemented:

- Xplorer streamlined to increase potential to scale and make sustainable whilst improving data capture
- Run Challenge reviewed and assessed in a variety of ways
- Xplorer closer linked to clubs and sporadic staff engagement with clubs including presence at major events
- Development of Recognised Centre scheme to improve orienteering delivery in outdoor centres and capture participation in a sustainable way
- Work with partners including Red Bull, Hoseasons and Forestry Commission to increase delivery and profile of the sport

Current Position:

- Achieved 2014/15 targets
- Launched Recognised Centre scheme
- Xplorer expanding significantly

Current Issues

- Achieving targets in 2015/16 and 2016/17 when the targets increase significantly
- Demonstrating the increasing participation in the 14-25 age group
- Profile of the sport

Next 18 months

- Delivery of 2013/17 Whole Sport Plan targets
- Generating evidence base for 2017/21 funding round
- Specific focus on health agenda, disability including life limiting conditions
- Continuation and sustainability of Xplorer
- Increase profile of the sport and encourage a mixed economy of event delivery

The Board were updated on the Recognised Centre Scheme; it has been developed in consultation with the industry including PGL and traditional Local Education Authority staff. The scheme is being well received with three centres signed up already including Plas y Brenin. The scheme was launched quietly in April 2015 and offers outdoor centres the opportunity to demonstrate they deliver high quality orienteering experiences through British Orienteering recognition. It is hoped that all PGL centres (17) will sign up before the summer and there are ongoing negotiation with a number of other major providers.

Xplorer is expanding significantly with 60 delivery partners already secured and an offer out nationally for an additional 50 Friends of Park groups with 20 responses after one week. This should provide over 50,000 runs of which approximately half will be in the Sport England target age groups.

Board members queried CA including on the following topics:

- JH expressed pleasure that Plas y Brenin has joined the Recognised Centre Scheme
- JW asked if there are other providers like PGL with large number of participants experiencing orienteering. CA stated we are trying to identify them.
- BD raised the continuing issue of developing and sustaining orienteering in universities; CA explained a number of ways have been tried but as yet it is proving challenging. 'We all recognise the potential' but other sports are also finding this challenging. BD also asked about the potential for supporting and promoting schools leagues (and adding to participation

numbers through this) and CA agreed that there is great potential in principle but it falls predominantly outside the grant funded programme due to the age categorisation.

- JW noted the work with the RAF and asked if similar work was ongoing with the other services. CA stated that we are trying to build links with the other services and other significant groups.
- MW raised the matter of the National Trust and asked if progress is being made. CA reported that we are trying but the nature of the NT is that local managers are given autonomy making building relationships challenging. NT is using POCs and these seem to meet their needs well. Data collection is the challenge with POCs.
- JF asked it is acceptable to extrapolate data for use with POCs and CA explained that this is feasible/allowable in some circumstances but not in others depending on the quality of the data used. Consideration is being given to a national repository and system for POCs which would enable clubs to make more income if they desired whilst capturing better data overall.
- BD commented that Gruffalo as a National Trust product has been very popular with families and felt this development was very encouraging. CA explained that a new Gruffalo web site is launched today and that the scheme continues to be extremely successful.

Volunteer Organiser Training Project (VOT)

CA also provide Board members with some background to the project which is grant funded. The project is being jointly overseen and managed by the Major Event Manager and Head of Development.

The project has come out of the recommendations of the Volunteer Needs Working Group (VNWG), set up by the Board in Nov 2012 and which completed its work with recommendations being agreed by the Board and published in Jun 2013.

The objectives of the project are:

- A bespoke training package for British Orienteering selected tutors to train volunteers to deliver high quality events at all levels;
- Focus organisers on the 'participant experience' from event promotion, on the day and post event; and
- Provide organisers and new organisers with clear understanding of the role, responsibilities and develop confidence in their ability to deliver the events.

The output of the project is to deliver 5x bespoke training events each containing 3x half-day training sessions of Train-the-Trainer or Organiser 'End User' training.

The project leader will be meeting with the key volunteers inc the appropriate members of E&CC.

b) Sport England

Prior to the meeting MH had circulated notes from a meeting with Jennie Price, Chief Exec of Sport England. MH highlighted the following key points which will impact on British Orienteering:

1. Exchequer funding to SE (amounts to 30% of Sport England funding) which is distributed for use by organisation primarily to support 'core business' of organisations such as British Orienteering is to be cut from 1 April 2017. The impact will be that core funding support to NGBs will almost certainly be significantly reduced or cut completely. It is not allowable to use Lottery funding to replace this due to the lottery statutes.
2. Triennial Review of SE/UKS is still awaited although some key messages are known, women in sport and disability sport/sport for the disabled. Far broader definition of 'disabilities' related to health and well-being. Other outcomes will be associated with: collaboration re talent, efficiency savings by acting collaboratively across bodies, major events and their impact.
3. Sport England insight states that over 33% of the population will be over 65 during 2016. And 26% of all adults over 16 do not do sport or active leisure.
4. Health and well-being will be foremost on the Governments agenda – and for Sport England. Funding will be related to this agenda and increasing the activity of the nation foremost ie increasing participation will remain at the heart of grant funding.
5. The Outdoor Activities Report due to be launched on Tuesday 9 June will shape Sport England's work with outdoor activity providers inc NGBs. Primary message will be the need to cater for people participating/competing in multiple events across multiple types of activity. That is a typical person may canoe, climb, orienteer, triathlon.
6. As a consequence of the cut/reduction in funding for 'core business', NGBs may need to 'retrench'!
7. Good Governance will be required by government if bodies are to receive funding. Jennie stated that the government is being and will be very 'hard-nosed' about this.
8. Regionalisation, the impact is likely to be low to negligible.
9. Competition will not be funded and Lottery funds can only be used to enhance, pilot or kick start ie not used for 'revenue' purposes.

Board members saw these changes in funding as providing opportunity for orienteering although recognised the threat to our 'core business'.

There was also recognition of the opportunities facing orienteering to align recreational orienteering with other funding streams such as health.

c) Membership Scheme

The process of membership renewal reminders and 2014/15 rollover was more efficient than in previous years. Although one slight error involving juniors becoming seniors became evident. This affected around 1% of the renewing members. The numerous error of previous years appear to have been fixed and the process made more automated. This is partly as a consequence of Cerianne having full control and sole responsibility on the renewal process in 2014/15 as she was in a good position to spot all errors and fix them herself.

It was noted that the collection cost are around the 6% mark and involve transaction fees of various types.

It was also noted that British Orienteering stands the costs of banking and processing membership fees for clubs and those associations that collect fees through membership.

d) Governance

The updated Action Plan was included within the Performance Monitoring Report.

Additional points raised:

- Jennie Price, CEO Sport England, highlighted strongly that funding from 2017 will be intrinsically linked to 'good governance' and that those organisation that do not meet the standards outlined by Sport England and incorporated in the Self Assurance Statement will not be considered for funding. This has been decreed by the Cabinet Office.
MH noted that this means that British Orienteering must put our house in order during 2015 and by the end of September, including Board Effectiveness, director appraisals etc.
- Safeguarding work needs to be strengthened and embedded more deeply within orienteering.
- How we deal with the 'disciplines' of TrailO, MTBO and SkiO needs to be agreed and incorporated into our strategic plan and work programmes.

e) Policies & procedures

MH explained that work on these has continued when time has allowed, in summary:

- The British Orienteering Staff Handbook has been completely re-written and updated by our new HR providers, Peninsula.
- The British Orienteering Policy Booklet is being updated and will be circulated for Board adoption.
- O Safe the safeguarding reference 'bible' has been completely updated and simplified. CPSU have provided some help with this and the updated booklet should be available shortly for Board approval.
- The Transgender Policy has been ratified and updated.

f) Rules of Orienteering & Competition Rules

These are being updated for the September Board meeting.

With more people now on fast internet connections the format of the Rules will also be updated to wrap the Rules of Orienteering and Appendices together which should make addressing some duplication and variation in presentation easier to deal with.

E&CC will be dealing with any changes to the rules at their meeting on Saturday.

5. Finance (BD/MH)

a) Management Accounts to April

BD summarised the position for Board members, by stating that the accounts are difficult to interpret in their current form as they contain cash but not all liabilities, especially due to the timing of major events (income in but not all expenses) and WOC. He suggested that if we make the assumptions based upon our current detailed knowledge of each event that WOC will now break even and major events will make a net contribution of £10,000 the position is clear and he believes we are on budget. However

- WOC 2015 remains a risk, albeit a reducing risk, and we are currently holding considerable grant funds against the event.
- Major Events, we remain in a position where we have most of the income now within the accounts but are waiting on invoices to be received to cover the outstanding commitments.

b) To consider cost saving opportunities for 2015 and beyond

A paper detailing potential cost savings that can be made in 2015 had been circulated prior to the meeting.

Background is that British Orienteering has a budgeted deficit of £74,000 for 2015 and there are risks to several other aspects of the budget namely WOC 2015 and major events. The projected total deficit for 2015 will lie between £74,000 possibly £120,000 although close monitoring and implementing a robust cost saving exercise will hopefully keep the deficit at the lower end of this range.

With this in mind the Board discussed opportunities to make savings against the budget.

Much of the discussion must remain confidential at this stage however the following points can be recorded in the public minutes of the meeting:

- Grant funded programme should not be included within any cost saving exercise
- Options are very limited to make savings in 2015
- British Orienteering should move to a position of self-sufficiency for 'core business' as soon as possible particularly bearing in mind the probable removal of grant funding for core business from April 2017
- If significant changes are expected from April 2017 what changes should be brought about in 2016 to ease the transition process?

MH was asked to prepare recommendations for the Board to consider as soon as possible and will work with various staff to develop options for the funding of core business and ways in which core business can be delivered as effectively and efficiently as possible. This work to be completed in time for a draft 2016 budget to be brought to the board at the September meeting³.

c) Financial Regulations: to receive and ratify the updated regulations

The draft regulations were discussed and MH agreed to resolve the difficulties with BD/JF outside of the meeting before producing a further agreed draft for Board consideration⁴.

6. Association Matters

JW reported that no new Association matters have been raised as a consequence of director liaison work since the last Board meeting. It was noted that some business had been sorted out through emails or phone calls during this period.

7. Steering Group and Committee Matters

Matters raised since the last Board meeting that have not been dealt with elsewhere in the agenda included:

- a. E&CC: The Chair of E&CC, Chris James, had raised a number of matters and it was agreed that MW should respond to the most significant matter that of how E&CC members can support British Orienteering in both developing the vision and then in bringing the vision about.
It was noted that DM is to attend the meeting, other directors were apologetic about not being able to attend the meeting.
MH has also arranged to speak with Chris on Friday prior to the meeting.
- b. Welfare & Safeguarding: Members noted the updated Safeguarding Action Plan and endorsed its delivery. JH also noted the guidelines about Including & Safeguarding People with Disability in Orienteering.
- c. Coaching: JH brought the contents of an email from the Chair of Coaching, Hilary Palmer, to the attention of members of the Board. In brief the points raised were:
 - There is likely to be two UKCC Level 2 Coach qualifications in the near future through our awarding body 1st4Sport; a Level 2 Session Coach (which is thought to be similar to our present Level 1) and a Level 2 Club Coach (similar to our present Level 2).
 - There is ongoing delay for governing bodies to change their current coaching qualifications as Ofqual is still undertaking consultations about changing the way qualifications are regulated.
 - Our 'expert' Steering Group member, Pat Mee, states that it is unlikely that information about the new qualifications will be released to governing bodies until the Ofqual situation is settled but it is hoped to have more information by the autumn, after which it will be worthwhile to call a NSGC meeting later in the year.
 - Whilst these arrangements are unresolved it is not worthwhile British Orienteering spending time getting the new L2 Session Coach underway until we know for sure exactly what criteria and content will be included.
 - In light of this both UKCC L1 and L2 coach qualifications will continue to be offered.
- d. Talent & Performance Steering Group: MW questioned if the minutes to the last meeting had been published. MH was tasked to look into this⁵.

8. IOF matters

MW noted the restructuring of the IOF and that this may impact on the IOF operation at WOC. He also noted the papers for the President's conference and the proposed extraordinary meeting have not been received. When they are available they will be circulated to Board members⁶.

Closing business

9. Any Other Business

No other significant, pertinent business was raised by Board members.

10. Communications: messages to be given

It was agreed that if the minutes can be produced quickly there is no need for any special communication to be made.

11. Future meetings

Saturday 19th September, National Office

Thursday 3rd December

Conference calls, it is likely that a conference call will be arranged to confirm the vision during July.

Meeting close at 5pm

¹ Vision: MH to draft a vision statement based on the Board discussion and circulate to Board members for comment.

² WOC accommodation: MH was tasked to communicate the position of the Board on accommodation for WOC to the Event Director.

³ Budget 2016: MH to prepare a draft Budget for the Board to consider at the September meeting.

⁴ Financial regulations: MH to work with BD/JF to redraft the regulation for the Board to consider.

⁵ T&P Steering Group: MH to ensure the minutes to the last meeting are published.

⁶ IOF EGM: Staff to circulate proposals and rationale to Board members when they become available.