



## Club & Association Conference 2012

The draft agenda for the Conference was circulated some time ago, this has now been confirmed:

### Agenda

Club proposed agenda item:

1. Communications between British Orienteering and Clubs & Associations

The Board would like to place the following items on the agenda:

2. Independent Directors
3. Committee Structure
4. Funding of British Orienteering Programmes
5. Role of Associations

### Communications Between British Orienteering and Clubs/Associations

A club has asked us to place this on the agenda. The rationale being that it had been one of the most recurring issues over recent years.

Communication between British Orienteering and clubs and associations has certainly been a matter that we have spent considerable time trying to improve. However the club raising the matter believes it can be improved further and as staff we would certainly agree with this.

We believe that discussing this matter can establish expectation and then all parties will have more clarity over what is expected and desired.

The club raising the matter has been given opportunity to help shape this agenda item.

In general the Board and staff would like to understand any issues and what expectations are from clubs and associations. If clubs and associations can discuss this and brief their representatives prior to the Conference it will help to facilitate some clear outcomes from the Conference regarding this item.

This agenda item is likely to move directly into discussion groups.

## Independent Directors – Governance Action Plan

The Board is committed to good governance and believes that our members are keen for British Orienteering to be governed effectively and efficiently. The benefits of Independent Directors have been discussed by the Board over the last year since the Sport & Recreation Alliance published the Voluntary Code of Good Governance, available at <http://www.sportandrecreation.org.uk/smart-sport/voluntary-code>.

British Orienteering has received from Sport England a 'Preliminary Understanding' document which sets out the key criteria for effective governance and where British Orienteering is placed against these criteria. These criteria form the governance element of the investment principles for 2013-17 funding. The criteria draw together and build upon the minimum standards that have been set through the UK Sport and Sport England self-assurance and on-site audit processes. Any governing body not meeting the criteria will be unable to receive an offer of funding for 2013-17.

The Sport England 'Preliminary Understanding' Document has been discussed by the Board who generally agreed with the principles and assessment as set out by Sport England.

The points highlighted in the 'Preliminary Understanding' Document for British Orienteering are:

- Recruitment & appointment process for directors must be open and transparent
- In our case a third of the elected directors must be 'Independent Directors'; definition of 'independent directors' to be agreed
- The recruitment & appointment of Independent Directors must make it feasible for non-members of British Orienteering to be recruited and appointed
- At least 25% of the Board must be male and at least 25% female
- There must be clear role separation between President, Chair, CEO
- Director succession planning is required
- There must be annual individual director appraisals
- The restructuring of the committees needs to be completed
- There must be openness and transparency of the Sport England targets and achievements to date on the web site
- A statistical summary of formal complaints and grievances must be published annually

The Board agreed the following:

- a. British Orienteering should recommend to Sport England that the definition of an Independent Director be a person who has not been involved in the national governance structure including the Board, or any national committee or group. If Sport England accepts the recommendation a proposal should be drafted to put before the membership at the AGM in 2013.
- b. Proposals are drafted to put before members for there to be 6 elected directors, elected by the membership and for 3 independent directors appointed by an Appointment Panel. The Board make up would require 2 elected directors and 1 independent director to be appointed each year.
- c. A proposal is drafted to accommodate the requirement that at least 25% of directors will be male and 25% female.
- d. A succession plan for directors is required to be developed – by Dec 2012.
- e. Director appraisals are to be planned for the Oct-Dec period of 2012. The Chair will contact Sport & Recreation Alliance to seek guidance on the format of such appraisals.
- f. The committee restructuring is to be completed by Dec 2012 with implementation from Jan 2013.

- g. Plans should be put in place to publish on the web site the Sport England targets and achievements against them.

The Board expressed their concerns that some of the principles, whilst ideal, may be impractical, for instance the need for 25% male/female directors. The Board was grateful and appreciative that the position regarding independence of directors has been clarified and that it is acceptable for members of British Orienteering to be independent directors provided the criteria can be agreed with Sport England.

Bearing in mind that Sport England and UK Sport are being dictated to by Government regarding the matter of good governance and independent directors specifically there is little or no chance of changing the position of the funding bodies.

Therefore the Board is not asking for views on the requirements that are placed on British Orienteering, the choice is stark – meet the requirements or no funding will be agreed. British Orienteering can say ‘no’ but the consequence is that there will be no funding and that will change the nature of British Orienteering considerably as has been highlighted in recent editions of Focus.

The Board is asking the Club & Association Conference to consider the matter of independent directors and the male/female minimum quota of 25% of Board members. The Board would like attendees at the Conference to consider and feedback the views of the clubs and associations they represent on the Board’s recommendations that:

- a. The definition of an Independent Director is ‘a person who has not been involved in the national governance structure including the Board, or any national committee or sub-committee (group)’.
- b. There are 6 elected directors, elected by the membership and 3 independent directors appointed by an Appointment Panel. The Board make up will require 2 elected directors and 1 independent director to be appointed each year. The normal terms of election should continue to apply, that is 3 years appointment and no more than 3 consecutive terms.
- c. At least 25% of directors will be male and 25% female.
- d. A succession plan for directors will be developed by December 2012. The Board will appreciate the views of clubs and association on what this should contain.

Early drafts of the changes to the Articles that will be required to deliver these recommendations will be available prior to the Conference for consideration.

This agenda item will be a short keynote presentation followed by discussion groups.

## Committee Structure

There is little doubt that there have been problems during the modernisation of the Events Committee and its groups over the last 2 years. The process has taken too long and information about the on-going changes has also taken too long to be communicated to members, clubs and associations.

As stated previously the Board is committed to improving the effectiveness and cost effectiveness of the committee structure and is now starting to review the remaining committees, that is, the Coaching Committee, Development Committee and Performance Committee.

The Board would like to hear the views of clubs and associations including:

- What committees are required? Currently the committee structure consists of: Coaching, Development, Events & Competitions, Performance, TrailO.
- What improvements do clubs and associations feel could be made to the structure?
- What is good about the way in which each of the Coaching, Development and Performance committees currently operates?
- What could be improved about the way in which each of these committees currently operates?
- How can the costs of operating the committees be kept at an appropriate level and what amount of the British Orienteering funds (£250,000) should be being used to operate the committees? As an indication, in the 2012 Budget £10,000 is being allocated to the committees and in the Draft 2013 Budget £7,000 has currently been allocated.

The Board is committed to completing the review and making any modifications that are agreed at the December Board meeting. Implementation of any modifications agreed will be commenced at the beginning of 2013.

This agenda item will be a short keynote presentation followed by discussion groups.

## Funding of British Orienteering Programmes

The Board has agreed the vision and objectives for British Orienteering, the budget should reflect these.

**Vision:** 'more people, more places, more podiums' or, longer term, 'To be the world's leading nation in all aspects of orienteering.'

### Objectives:

- A. To retain members and participants by delivering orienteering that meets their needs
- B. To increase participation through delivering orienteering to local communities on a regular weekly basis
- C. To manage a talent pathway capable of delivering sustainable medal success on the world stage
- D. To govern the sport of orienteering effectively and in line with current good practice and the values of the organisation

There remains a question regarding how much should be invested in the disciplines that British Orienteering has responsibility for, MBO, SkiO, TrailO. The Board recognised that there needs to be a clear cost/value analysis if members' funds are to be spent on these disciplines.

### Programmes (which can be reduced or not funded), the objectives are related to the above

1. Objective A: Events & competitions, developing, servicing & supporting
2. Objective A: Major Events owned by British Orienteering ie JK, BOCs, staging of, trophies, part of the Events Manager, JK Coordinator
3. Objective C + promotion: WOC 2015 and major international events
4. Objective B: Increasing participation and membership
5. Objective A, B, C, D: Club development and support
6. Objective A, B, C, D: Volunteers, servicing & support inc. coaches, event officials, club administrators, volunteer manager, Coaching Conference, Events Conference, etc
7. Objective C: Talent pathway, development & support
8. Objective C: Performance, preparing for & competing at World and European level; seniors and juniors
9. Objective B: Promoting the sport
10. Objective B: Home country liaison & support, seed funding for other funding
11. Objective D: International influence with IOF including post holders
12. Objective A, D: Communication, with members, clubs, associations, committees, etc.
13. Objective B, C: Communication, with external partners

### Back Office, underpinning all objectives

14. Salaries: can only be costed and structured after the programmes and operational needs are determined
15. Expenses
16. Board
17. Committee structure

### Operating Costs, essential but may be able to be reduced

18. Objectives A, B, C, D: National Office, rent, services
19. Objective D: General Meetings, direct company business, Annual Report, AGM
20. Objectives A, B, C, D: Service the membership, communicating

- 21. Objective D but underpins all: Finance, audit, accounts
- 22. Objectives A, B, C, D: Legal and HR
- 23. Objectives A, B, C, D: IT infrastructure
- 24. Objective D: Affiliation and supporting the IOF

Assumptions

- a) If Sport England funding is made available a proportion of the funding *may* be able to be used to support the Back Office and operating costs including salaries and National Office.
- b) Sports Council funding, if awarded, may release British Orienteering funds for reallocation in which case the amount of British Orienteering funds available to allocate to the programmes may change.

Question 1: Are there other programmes to be added or programmes to modify or delete?

Question 2: If funding were removed, what percentage of the British Orienteering income would you see being allocated to each programme? The costs of back office and operating costs are flexible to meet the needs and affordability.

The following table may help you consider the programmes – there is 100% to allocate against the following programmes, however you should feel free to adapt this to reflect your discussion and views.

Programme	%
1. Events & competitions, developing, servicing & supporting	
2. Major Events owned by British Orienteering i.e. JK, BOCs, staging of, trophies, part of the Events Manager, JK Coordinator	
3. WOC 2015 and major international events	
4. Increasing participation and membership	
5. Club development and support	
6. Volunteers, servicing & support including coaches, event officials, club administrators, volunteer manager, Coaching Conference, Events Conference, etc.	
7. Talent pathway, development & support	
8. Performance, preparing for & competing at World and European level; seniors and juniors	
9. Promoting the sport	
10. Home country liaison & support, seed funding for other funding – these are committed and therefore unlikely to be negotiated in 2013	-
11. International influence with IOF including post holders	
12. Communication, with members, clubs, associations, committees, etc.	
13. Communication, with external partners	

This agenda item is likely to move directly into discussion groups.

## **Role of Associations**

The matter of the role of associations has now been raised a number of times by members, during the Roadshows and at the two most recent AGMs.

The Board has no agenda in this matter but is interested in the views of both associations and clubs. The Board also recognises that there is and will be quite differing roles between associations, some are national associations, NIOA, SOA and WOA whilst others are regional associations. The sharing of role, good practice, etc. at the Conference could help understanding across the governing body.

This agenda item will be through discussion groups and a reporting back process.