



Board Operating Procedures

Ver. 1.1

CHANGE SHEET			
TITLE: Board Operating Procedures			
DESCRIPTION OF CHANGE			
ISSUE	DATE	SECTION	DESCRIPTION
1.0	30/9/2017	All	Original Issue that combines the various individual procedures into a single document; all procedures reviewed and updated
1.1	01/08/2018		Add Board Liaison Duties

Board Operating Procedures

The Articles of Association require there to be Board Operating Procedures. This is a working document and as procedures are developed they will be added.

Contents

Board Schedule of Business.....	4
Appointment of Independent Non-Executive Directors & Officers	5
Selection of the Constituent Association Chair for the Appointments Panel	7
Example Timetable	7
Director's Agreement	10
Director's Code of Conduct	15
Director's Induction.....	18
Directors Induction Programme - Date	22
Board Portfolio Holders 2018.....	23

Board Schedule of Business

[Yr]	Board Major Items	Monitoring, Audit & Risk
Feb	AGM Proposals Annual Report Review Board effectiveness Review Board Operating Procedures Strategic Plan & Budget	Audit Committee report & recommendations Audit Key Issues Memorandum & response Annual Accounts to be signed off
Mar		
Apr	March/April AGM Induction for new Directors	
May	Confirmation of Officers Review of Succession Plan & Action List Review AGM Review Membership scheme	Quarter 1 Accounts
Jun	Association & Club Conference Review Competitions & Events Review development programme Review Governance & any Action Plan Review Policies & Procedures Sport England Annual Review	Management Accounts to May Full Declarations of Interest Company House Annual Return
Jul		Quarter 2 Accounts
Sep	AGM preparation Budget – next year budget agreed Stakeholder consultation report & recommendations Review performance programme Review Rules & Competition Rules	Management Accounts to August Self-assurance return to be signed off
Oct	Club & Association Conference	
Nov		Quarter 3 Accounts Sport England 6-month review
Dec	AGM preparation Operation Plan 2017 Review Board & Committee ToFR Review insurance Review Financial Regulation & Standing Orders Review Vision & Strategic Plan/Budget	Audit Committee report & recommendations Management Accounts to October CE Appraisal confirmed Director skills review Performance monitoring

Standing Items for full meetings

	<ul style="list-style-type: none"> • Additional declarations of interest • Performance Monitoring Report • Significant matters Report • Risk Management review 	<ul style="list-style-type: none"> • Steering Group/Committee matters • Association matters • Welfare & Safeguarding • IOF matters
--	--	--

Appointment of Independent Non-Executive Directors & Officers

Following the decision at the 2013 AGM to appoint Independent Directors to the Board of British Orienteering, several key decisions are required from the Board before the appointments process can commence. This paper aims to set out these issues, and is informed in part by the guidance on board recruitment issued by the SRA.

1. To determine the criteria to be used to recruit

The Board needs to decide whether to recruit for general Independent Non-Executive Directors (INED) or Officer positions, whether to recruit for INEDs generally but specifying “preferred” skills to address existing gaps, or whether to target recruitment more directly at addressing gaps (e.g. by advertising for a “Non-Executive Director of Marketing” etc.).

Each of these approaches has advantages and drawbacks. The more general the advert, the larger the potential pool of applicants; however, a more general advert risks being overlooked by individuals with a specific skill that they are seeking to offer.

Individuals with (for instance) specialist marketing experience that they wish to use will be more likely to respond to an advert for a “Non-Executive Director of Marketing”, with a person specification tailored accordingly, than one for a generic “Non-Executive Director” position. On the other hand, it is important not to narrow the field too far by making the recruitment unduly specific. Any specification must still give a realistic pool of potential candidates.

There is no need to make a general policy decision on this; the Board can decide on a year-by-year basis how specific or generic to make the INED or Officer recruitment campaign for that year, depending on the existing skills balance of the Board.

To help inform this decision, the annual Board ‘Skills Audit’ can be used to identify gaps in skills across the Board.

The Board may also decide to explicitly encourage applications from men or women for any INED or Officer positions, to attempt to redress and gender under-representation on the Board. To do so, wording such as the following (based on Equalities Commission guidance) could be included in the advert:

“British Orienteering is an equal opportunities employer. Applications are welcome applications from all suitably qualified persons. However, men/women are currently under-represented on the British Orienteering Board of Directors, and applications from men/women are therefore particularly welcome. All appointments will be made on merit.”

2. Advertising

It is important, particularly when reaching out to potential candidates from outside the sport, that any advertising makes the position at British Orienteering sound as attractive as possible. Adverts should be supported by a formal job description and person specification, but the text of the advert should also make the positions being advertised sound like exciting opportunities rather than onerous chores, perhaps emphasising what an exciting time this is for orienteering in the UK: we’re a sport which is actively seeking to grow, and has been given grant money to enable us to do so; we’re looking to develop a new, more commercial approach to some of our core activities; and we’re seeking to hold major international events in the future.

The adverts will need to make it clear that the positions are unpaid (except for expenses) and be realistic about the time commitment required. The SRA guidance also suggests making clear the personal liability position of Directors from an early stage in the recruitment process, and providing a clear point of contact for individuals wishing to discuss the positions before any application. It will, of course, be important not to assume any prior knowledge of orienteering.

British Orienteering's Officer positions are open to members as well as non-members, and there may well be strong candidates from within the membership. To attempt to reach these candidates, the positions should be advertised on the British Orienteering website and by emails to club and association chairs, perhaps providing a brief advert which could be included directly in club/association websites and newsletters.

Reaching candidates outside orienteering may be trickier, but Sport England have provided a list of suggestions of potential advertising channels. Of these, it seems reasonable that, as a minimum, board positions should be advertised on:

- Home Country Sports Councils' websites: www.sportengland.org, www.sportscotland.org.uk, www.sportwales.org.uk, www.sportni.net
- UK Sport website: www.uksport.gov.uk
- Sport and Recreation Alliance website: www.sportandrecreation.org.uk
- Sporting Equals website: www.sportingequals.org.uk

If the Board are looking to attract candidates from outside the world of sport, there are a range of additional websites that Sport England have suggested. On the assumption that it is preferable to maximise the pool of potential candidates, Officer positions should be advertised in as many of these as is appropriate and feasible, bearing in mind any cost implications:

- Institute of Directors (IoD) website (via Total Execs): www.iod.com
- Open University (OU) website: www.open.ac.uk
- Linked In network: www.linkedin.com
- Regional/local Chamber of Commerce (eg. via their website or newsletter): www.britishchambers.org.uk
- Financial Times Non-Executive Directors Club website: www.non-execs.com
- The Non-Executive Directorship Exchange: www.nedexchange.co.uk
- Institute of Chartered Secretaries: www.icsa.org.uk
- Non-Executives Unlimited: www.nonexecutives-unlimited.co.uk
- The Whitehall Industry Group: www.wig.co.uk
- Global Sports Jobs: www.globalsportsjobs.com
- Third Sector: www.thirdsector.co.uk
- Volunteering England: www.volunteering.org.uk
- Do-it: www.do-it.org.uk
- Professional Careers Review: www.professionalcareersreview.co.uk
- Guardian Jobs: www.jobs.guardian.co.uk

3. Appointments Process

As far as possible, the process for appointing people to positions on the Board should follow the standard British Orienteering Recruitment & Selection Policy, sticking within the timeframe specified within the Articles.

The area of this process where a policy is required to ensure consistency and fairness is the composition of the Appointments Panel.

The Board will determine the membership of the Appointments Panel in accordance with the following criteria:

- a) Appointment of an Independent Non-Executive Director
The Panel will consist of:

- The Chair of British Orienteering who will chair the Panel
 - An independent director
 - The Chair of a Constituent Association
- b) Appointment of the Chair
The Panel will consist of:
- Two independent directors, one of whom will chair the Panel
 - The Chair of a Constituent Association
- c) Appointment of other officers, i.e. Vice-Chair and Treasurer
If required, the Panel will consist of:
- The Chair of British Orienteering who will chair the Panel
 - An independent director
 - The Chair of a Constituent Association

Selection of the Constituent Association Chair for the Appointments Panel

The Board has agreed that the Constituent Association Chair be chosen based on an annual rotation. This is to avoid the danger of the Board being accused of picking “sympathetic” Association Chairs. This produces a 13-year rotation which should reduce the load on Association Chairs. If an Association Chair is unable to join the Panel the rota moves to the next Association in the rota.

The rota currently agreed by the Board is:

1	SOA	8	NEOA
2	SEOA	9	WMOA
3	NWOA	10	NIOA
4	EMOA	11	SWOA
5	WOA	12	YHOA
6	SCOA	13	EAOA
7	BSOA		

The Board can modify this rota and is free to determine the way the Constituent Association Chair is selected provided it does this prior to the formation of an Appointments Panel.

Example Timetable

This is an example timetable only, a detailed schedule will need to be developed each year.

By 30 April	Board to agree final details of process and appointments panel by email (if required)
By 15 May	Adverts placed
By 31 May	Members of Appointments Panel identified
26 June	Applications close
By 14 July	Shortlist produced
By 31 July	Interviews complete, preferred candidate list produced and candidates contacted

Board Operating Procedures

7 August	Preferred candidate endorsed by the Board
By 21 August	Induction for successful candidates completed, they confirm they wish to take up a position on the Board
31 August	Appointments finalised and news item published

Director's Agreement

Name of Director: [Name]

Role:

- Elected, Non-Executive Director
- Appointed, Non-Executive Independent Director
- Co-opted, Elected, Non-Executive Director

Commencement date: [Date]

Name of responsible person: [Chair], Chair British Orienteering

Director's Agreement

THIS AGREEMENT is made the [Date]

BETWEEN:

- (1) British Orienteering Federation ("the Company") and
- (2) [Name of Director] ("the Director")

IT IS HEREBY AGREED as follows:

This sets out the main terms of appointment for a non-executive director of the Company. It is agreed between us that this is a contract for services and is not a contract of employment.

1 **Appointment and Term**

- 1.1 Following your appointment by the Board on [Date] your appointment shall cease at the AGM [Year] (subject to the terms of this Agreement and the Articles of association of the Company) subject to the provisions of clause 9 below.

2 **Duties and Responsibilities**

- 2.1 As a Director you have a general legal responsibility to the Company and shall be required to take decisions in the best interests of the Company. The Board as a whole is collectively responsible for evaluating the most cost-effective means of delivering organisational objectives and for continuing to monitor the situation.
- 2.2 The Board's role is to:
 - 2.2.1 carry out the policies of the Company as determined by the members from time to time and to manage the day-to-day business of the Company
- 2.3 In your role as a Director, you shall also be required to:
 - 2.3.1 constructively challenge and contribute to the development of strategy;
 - 2.3.2 scrutinise the performance of management in meeting agreed goals and

- objectives and monitor the reporting of performance;
 - 2.3.3 satisfy yourself that financial information is accurate, and that financial controls and systems of risk management are robust and defensible;
 - 2.3.4 apply specialist skills and experience to such areas as the Board may require;
 - 2.3.5 serve on any committees of the Board as required from time to time and attend meetings of any such committees;
 - 2.3.6 at all times comply with the Memorandum and Articles of association of the Company;
 - 2.3.7 abide by your fiduciary duties as a director of the Company;
 - 2.3.8 diligently perform your duties and use your best endeavours to promote, protect, develop and extend the business of the Company;
 - 2.3.9 immediately report your own wrongdoing or the wrongdoing or proposed wrongdoing of any other employee or director of the Company of which you become aware to the Chairman; and
 - 2.3.10 comply with any codes of practice and terms of business issued or adopted by the Company from time to time.
- 2.4 You shall be entitled to request all relevant information about the Company's affairs as is reasonably necessary to enable you to discharge your duties.

3 **Time Commitment**

- 3.1 You will be expected to attend and participate in Board meetings, the AGM/EGMs and attend other meetings or events as required. In addition, you will be expected to devote appropriate preparation time ahead of each meeting and be available to deal with matters in advance of and following such meetings, if needed. By accepting this appointment, you confirm that you can allocate sufficient time to meet the expectations of your role.
- 3.2 The Company will confirm the specific dates and times for Board meetings in due course. Generally, you will receive an agenda, together with relevant supporting papers, at least seven days before each Board meeting. However, from time to time, it may be necessary to hold meetings at short notice.

4. **Fees**

- 4.1 The Company shall reimburse you for all reasonable and properly documented expenses that you incur in performing the duties of your office, in accordance with the Company's expenses policy from time to time.

5. **Review**

- 5.1 You may be subject to a review process each year, conducted by the Chairman. If there are any

matters regarding your role which cause you concern in the interim, these should be discussed with the Chairman.

6. **Independent Professional Advice**

6.1 In some circumstances you may consider that you need professional advice in the furtherance of your duties as a director and it may be appropriate for you to seek advice from independent advisors at the Company's expense. A copy of the Board's agreed procedure under which directors may obtain such independent advice is available from the Company Secretary. The Company shall reimburse the full cost of expenditure incurred in accordance with its policy subject to any prior approval of the Chairman.

7. **Conflicts of Interest**

7.1 You must declare any relevant interests and corporate gifts and benefits to the Company by notifying the Company Secretary in accordance with the company's conflict of interest policy. You agree that information from the register may appear in the Company's Annual Reports. You confirm that you have declared any conflicts that are apparent at present and that you will declare potential conflicts of interest as soon as apparent.

8. **Confidential Information**

8.1 During the course of your appointment, you are likely to obtain knowledge of trade secrets and other confidential information with regard to the business and financial affairs of the Company and its subsidiary undertakings (from time to time) and their respective customers and suppliers details of which are not in the public domain ("Confidential Information") including but not limited to, the register and information about registrars and accordingly you undertake to covenant with the Company that:

8.1.1 you shall not at any time after termination of your appointment (by whatever mean) use or procure the use of the name of the Company or of its subsidiary undertakings whether or not in connection with your own or any other name in any way calculated to suggest that you continue to be connected with the business of the Company or of any of its subsidiary undertakings or in any way hold yourself out as having such connection; and

8.1.2 you shall not at any time after the date of this agreement (save by compulsion of law) use any Confidential Information (other than in the interests of the Company or of any of its subsidiary undertakings) or disclose or divulge any Confidential Information to any person (other than to officers or employees of the Company or of any of its subsidiary undertakings whose province it is to know the same) and that you shall use your best endeavours to prevent such use or publication or disclosure of any Confidential Information by any other person.

9. **Retirement and Termination**

- 9.1 You may resign from the Company at any time by giving written notice to the Chairman.
- 9.3 The company reserves the right to terminate your appointment with immediate effect and without payment of compensation by written notice if you accept a position with or acquire interests in another company, without prior Board approval, which, in the Board's reasonable opinion, is likely to give rise to a material conflict of interest with your position as a director of the Company. If any conflict with your duties as a director does arise, you should consult the Chairman immediately.
- 9.4 The Company may terminate your appointment with immediate effect if you have:
- 9.4.1 committed any serious or repeated breach or non-observance of your obligations to the Company (which includes an obligation not to breach your fiduciary duties); or
 - 9.4.2 been guilty of any fraud or dishonesty or acted in any manner which, in the opinion of the Company, brings or is likely to bring you or the Company into disrepute or is materially adverse to the interests of the Company; or
 - 9.4.3 been declared bankrupt or have made an arrangement with or for the benefit of your creditors, or if you have a county court administration order made against you under the County Court Act 1984 or equivalent legislation; or
 - 9.4.4 been disqualified from acting as a director.
- 9.5 On termination of the appointment, you shall only be entitled to reimbursement of any expenses properly incurred prior to that date.

10. **Data Protection**

- 10.1 By signing this Agreement you consent to the Company holding and processing information about you for legal, personnel, administrative and management purposes and in particular to the processing of any sensitive personal data (as defined in the Data Protection Act 1998).

11. **Third Party Rights**

- 11.1 The Contracts (Rights of Third Parties) Act 1999 shall not apply to this letter. No person other than you and the Company shall have any rights under this letter and the terms of this letter shall not be enforceable by any person other than you and the company.

12. **Insurance**

- 12.1 The Company currently maintains directors', and officers' liability insurance and will arrange for you to be included in such cover with immediate effect.

Director's Agreement

AS WITNESS the hands of the parties or their duly authorised representative the day and year first before written

SIGNED by CEO

Name [Name of CEO]

and

Chairman

Name [Name of Chair]

duly authorised on behalf of organisation **BRITISH ORIENTEERING FEDERATION Ltd**

SIGNED by

Name [Name of Chair]

Director's Code of Conduct

The Directors of the Board of British Orienteering acknowledge and accept the scope and extent of my duties as Director. I have a responsibility to carry out my duties in an honest and business-like manner and within the scope of my authority, as set forth in the Companies Act (2006) and in the Articles of Association of the British Orienteering Federation (BOF).

I am entrusted with and responsible for the oversight of the assets and business affairs of British Orienteering in an honest, fair, diligent and ethical manner. As a Director, I must act within the bounds of the authority conferred upon me and with the duty to make and enact informed decisions and policies in the best interests of British Orienteering and its members. I understand that the role of the Board is to provide leadership for British Orienteering within a framework of prudent and effective controls, which enables risk to be assessed and managed. The Board will set British Orienteering's strategic aims.

The Board of Directors has adopted the following Code of Conduct for Directors and I am required to adhere to the standards of loyalty, good faith, and the avoidance of conflict of interest that follow.

As a Board Member I will:

- Act in the best interests of British Orienteering and adhere to its values and this Code of Conduct
- Act honestly, fairly, ethically and with integrity
- Conduct myself in a professional, courteous and respectful manner so as to reflect positively on British Orienteering, and be an ambassador of British Orienteering
- Respect others and treat them with dignity and fairness and seek to ensure that no one is unlawfully discriminated against
- Promote equal opportunities, social inclusion and the safeguarding of the vulnerable
- Comply with all applicable laws, rules and regulations
- Act in good faith, responsibly, with due care, competence and diligence, without allowing my independent judgment to be subordinated
- Accept the majority vote of the board and work on a principle of collective responsibility, whereby all decisions of the Board properly reached shall be deemed to be British Orienteering policy and must be defended outside the Board even if not adopted unanimously
- Act in a manner to maintain and enhance the reputation of British Orienteering
- Disclose potential conflicts of interest I may have regarding any matters that could come before the Board, and abstain from discussion and voting on any matter in which I have or may have a conflict of interest involved in preparatory discussions
- Make available to fellow Directors information as may be appropriate to ensure the proper conduct and sound operation of British Orienteering and its Board of Directors
- Respect the confidentiality of information relating to the affairs of British Orienteering acquired in the course of my service as a Director, except when authorised or legally required to disclose such information
- Not use confidential information acquired in the course of my service as a Director for my personal advantage both as a Director and after retirement from the Board
- Recognise the differing roles of the Chair, Chief Executive, and other Directors; the Board's role is to set British Orienteering's values, standards, strategic aims, ensure that the necessary financial and human resources are in place in order to meet its objectives, and review management performance.

If I have concerns regarding compliance with this Code I should raise those concerns with the Chair of the Board, who will determine what action to take to deal with the concern. In the extremely unlikely event that a waiver of this Code for a Director would be in the best interests of British Orienteering, the Chair of the Board must approve it in writing in advance. In the event that a Director has concerns regarding the compliance with this Code by the Chair, the concern will be raised with the Company Secretary who may call a meeting of the three longest standing Directors, excepting the Chair, to determine what action shall be taken to deal with the concern.

Compliance

As a member of the Board I will satisfy myself that the actions of the Board and its Directors in conducting Board business fully reflect the values, general principles and provisions in this Code and, as far as is reasonably practicable, that concerns expressed by staff or members are fully investigated and acted upon.

As a director I will, on appointment, subscribe to this Code of Conduct.

Declaration:

I, _____ (Print name) agree to abide by the Board of Directors'

Code of Conduct of British Orienteering as currently adopted or as may be properly amended from time to time. I accept any sanctions that may be taken as a consequence of any infringement of the Code of Conduct by me as a Director. I agree to the publication of my name as a Director and for my agreement to this Code of Conduct.

Signature: _____ Date: _____



Director's Induction

Name of Director: [Name]

Commencement date: [Date]

Name of responsible person: [Chair], Chair British Orienteering

Director's Induction

Guidance Notes

The responsible person named on the first page of this document may delegate the role of inducting new directors to another person however the responsibility for inducting new directors remains with the responsible person.

The person inducting new directors should use this checklist within the first few days or weeks, and certainly within the first month of a person commencing a new role. Health and Safety items should be identified immediately. The new director should be asked to tick each topic as he/she has been informed about it, and sign the end of the form.

The responsible person then ensures that a copy is added to the personnel file that is maintained by Chief Executive and the Board will note that induction has taken place.

The Role of Director

New directors will need to understand:

1. Role of a Director
2. Differences between executive and non-executive directors
3. Responsibilities of a director

New directors may have specific induction needs:

1. No prior knowledge and experience of acting as a director
2. The skills required to be an effective director
3. Disabilities; does the director have any special needs relating to disabilities, or any concerns regarding the environment they will be operating in
4. No knowledge of British Orienteering and orienteering

Items to cover with a person commencing the role of director

The Role and Work of a Director

1. Introduction to staff and existing directors
2. The role of director, legally and within British Orienteering
3. Board effectiveness and performance monitoring
4. Support and questions
5. The role of British Orienteering staff and National Office in supporting directors
6. The National Office layout - entrances and exits, telephone system, emergency procedures etc

Health and Safety, Security, Fire

1. Health and safety information relevant to the role
2. Fire instructions and procedure at the National Office
3. Security of department/building
4. Arrangement for entry to the office
5. Major Incident procedures

Conduct

1. Directors Code of Conduct
2. Confidentiality
3. Acceptance of gifts
4. Statements to the Press/media
5. Use of private telephones, computers, internet, etc

Education, Training, Promotion

1. Training opportunities for directors
2. Appraisal, performance review system

Communication

1. Communication arrangements
2. Information sources
3. Handling of any grievances you may have

Items Specific to the Role

1. Payment of expenses
2. Resignation from the role
3. Inability to meet the role requirements including sickness
4. Poor performance procedure

Issues Specific to the Role of Director

- A. Board**
 - 1. Members and terms of office
 - 2. Terms of reference
 - 3. Schedule of matters
 - 4. Vision and values
 - 5. British Orienteering Strategic Plan
 - 6. British Orienteering Operational Plan
- B. Annual Reports**
 - 1. Annual Report, most recent
- C. Code of Conduct**
 - 1. British Orienteering Directors Code of Conduct
- D. Finance**
 - 1. Audited Accounts, most recent
 - 2. Budget, current year
 - 3. Financial Procedures
 - 4. Cheque signing mandates
 - 5. British Orienteering budget procedures
- E. Governance**
 - 1. Articles of Association
 - 2. Terms of reference of committees/groups + Business Calendar
 - 3. British Orienteering Assurance Statement + Actions, most recent
 - 4. Terms of reference for the welfare of children and vulnerable adults steering group
 - 5. British Orienteering and BSOA agreement
 - 6. The Orienteering Foundation
- F. Insurance**
 - 1. Insurance Policy inc Directors & Officers
- G. National Office**
 - 1. National Office Lease agreement
 - 2. National Office Contingency Plan
- H. Policies and Procedures**
 - 1. British Orienteering Policies & Procedures Booklet
 - 2. Anti-doping Policy
 - 3. Risk Management & Register
 - 4. O-Safe - Safeguarding Children and Vulnerable Adults
 - i. CRB disclosure information
 - ii. CPSU Standards
 - 5. Training and Development + Training Map
 - 6. International Influence Strategy
- I. Reviews**
 - 1. Review of Development 2016
 - 2. Review of Performance Programme 2017
 - 3. Communications Report-Executive Summary
 - 4. Equality Review and Action Plan 2012 rev 2017?
 - 5. UKCC & Coaching update
 - 6. Whole Sport Plan into the Strategic Plan
- J. Staff Structure & Staff Handbook**
 - 1. Staff Structure/Organogram
 - 2. Staff Handbook
- K. Structure**
 - 1. Structure of British Orienteering
 - 2. Contact list

- L. Current major issues
 - 1. CEO replacement
 - 2. Committee structure of British Orienteering
 - 3. Sustainable funding

I have been informed about and understand the above items.

Signature of Person New to Role: Date:

I confirm that the above Induction Programme has been completed for the above.

Signature of Responsible Person: Date

SAMPLE



Directors Induction Programme - Date

At the National Office and aiming to start at 10:45 and finish by 16:00

Attendees: New Directors

Chair; Treasurer; Chief Executive, Mike Hamilton; Laura Martin, Executive Officer

For parts of the day: Development Manager, Edward Nicholas; Events Manager, Dave Peel; Performance Director, Sarah Hague; Marketing Manager, Caroline Povey; Accounts Manager, Jannette Blunden

The plan for the day is:

- | | |
|-------|---|
| 10:45 | Introduction to staff, welcome (Chair, CEO);
Aims for the day |
| 11:00 | Role and responsibility of the Board and directors (CEO, Chair)
Governance
Future reading, document library |
| 11:45 | Strategic Plan – Whole Sport Plan
Input from programme staff (CEO, Head of Development) |
| 13:00 | Lunch |
| 13:30 | Business support (Accounts Manager) |
| 14:15 | Finance, funding and contracts (Treasurer, CEO, Accounts Manager) |
| 15:00 | Risk Management (CEO) |
| 15:30 | Board effectiveness and review (Chair, CEO) |
| 15:45 | Queries? |

Board Portfolio Holders 2018

The Officers of British Orienteering are Chair, Vice Chair and Treasurer all appointed via the Board Operating Procedures.

Role descriptions exist for Chair, Vice Chair and Treasurer and were approved at the December 2011 Board meeting.

Board members agreed the director liaison with associations and committees would be as follows;

Portfolio

Coaching Steering Group

Development Steering Group

Event and Competitions Committee

Scott Collier / Peter Hart

Talent & Performance Steering Group

Ruth Holmes / Craig Anthony

Welfare & Safeguarding Steering Group

TrailO

Andy Robinson

Development Steering Group

Association Liaison

EAOA

Julie Webster

EMOA

Julie Webster

NEOA

Andy Robinson

NIOA

Peter Hart

NWOA

Andy Robinson

SCOA

Ruth Homes

SEOA

Scott Collier

SOA

Peter Hart

SWOA

Judith Holt / Peter Hart

WMOA

Bob Dredge

WOA

Bob Dredge

YHOA

Judith Holt / Peter Hart

BSOA

Judith Holt

Portfolio Holder, Specific Duties & Responsibilities

The Portfolio holder will not have decision making powers or operational responsibility in relation to the assigned portfolio area – this is the responsibility of the Board or has been delegated by the Board to management under British Orienteering's Articles.

Responsibilities

- Ensure that any decisions are in line with British Orienteering's strategic aims and objectives.
- Holding regular briefings with staff and or committee/working group chairs
- Participate in relevant committees and working groups
- Background research
- Attending training sessions, seminars and conferences in areas relating to the assigned portfolio
- Brief other Board members from time to time on issues relating to the assigned portfolio
- Assist in the investigating issues with clubs and associations when required.

Association Liaison

In addition to general points above:

- To endeavour to attend one Association meeting per year
- To communicate information to Associations and to bring feedback to the Board
- Work with other portfolio holders on consultation with Associations