

Board of Directors - MINUTES



Date: Wednesday, 30 September 2026 09:00

Venue: Online

Board attendees: Rob Woods (Chair); Alison Howe (VC); Peter Brooke (CEO); Rob Lines; Zac Randell; Andy Robinson (Tres); David Rosen; Pauline Tryner; Keith Willdig; Justine Albert

Invited guests: Joe Fermor-Worrell

Apologies: None

Minute taker: Joe Fermor-Worrell

Item		Lead	Board Outcome
1	Meeting Administration		
1.1	Welcome & note the recording of the meeting No objections to the recording raised.	Chair	AGREED
1.2	Declarations of interest None recorded.	Chair	
1.3	Any other business Three items were requested: • A request to update the PPSG terms of reference. • An update on the implementation of the Trans policy. • An update on adding relay results to the BOF database.	Chair	
1.4	The Chair noted decisions made in the meeting should consider safety, welfare and environmental factors.	Chair	NOTED
1.5	Trail O European success The Board congratulated The Trail O team on their success and pass on their thanks to the volunteers and coaches for their support. MTBO World Championships The Board thanked Keith Dawson and the volunteers in delivering a successful MTBO World Championships.	CEO	NOTED
2	Minutes & Actions		
2.1	Minutes of 13 July 2026 meeting The minutes were approved without any changes.	Chair	APPROVED
2.2	Review of outstanding actions Highlighted actions: • Data dashboard	CEO	NOTED/ACTION REQUIRED

	Now live and clubs are able to view their data. Clubs have highlighted a wish to see regional and national data. The intension is to allow this once we are happy the system is working as intended. Additional updates will be made in due course as the system beds in. There was a brief discussion on its future usage and making sure the information is utilised to its fullest within the central team. • Director skills audit The CEO thanked all the directors for completing the audit. The results are being compiled and will be reported in December's Board meeting. • President update Contact has been made with Steve Cram's representative. Steve has highlighted that he feels he may not be able to commit to the role as required given his upcoming busy schedule and would understand if the Board considered that a replacement would be appropriate. The Board discussed whether the expectations of the role could be reduced to enable Steve to continue. Given his high profile, the Board felt his value lies primarily as a visible ambassador, such as offering occasional name checks or collaborating on social media posts, which would require minimal time and could be managed largely by his back office. The Board agreed to clarify the true requirements and strategic benefits of the role before deciding whether to make a change. Action: RW and PB to create a list of expectations for a BO president, to share with Steve Cram to better outline the Board and organisation's requirements for a president. • Membership auto renewals Meetings have taken place with SI and ZYGO and the project will commence with ZYGO due to a number of factors including cost and the IT infrastructure/ integration required. The Board noted the internal and external frustration with wet signature requirements for Direct Debits and questioned whether using a different financial provider could offer a potential solution. The CEO highlighted a desire to have this active for this renewal period. DR suggested adding a discount for signing up for direct debit or card autorenewals. This is to be considered. Action: The renewal process to be actioned ASAP. • Shadow Board The shadow board is set to be included as part of the Youth Voice role responsibilities. PB to provide an update on the application process from Jeanette in the coming weeks. Jeanette will join the December meeting online to provide a fuller update on the Youth Voices project and their first meetings.		
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3	Governance		
3.1	Independent Director recruitment No applications were received and the post is to be readvertised. All Directors are to support in distributing the role advert within their networks. Action: the CEO is to readvertise the role.	CEO	NOTED & Action required
3.2	Sport England transition funding One year transition funding has been offered from Sport England. All documents have been completed and sent in on time. This is a rollover of the award for the current year of funding. A confirmation of the award is due in early October. Consultation for the funding award from April 2028 is underway and current aims are for this to be a four year award. PT requested to explore funding through UK Sport. This is unlikely due to not being an Olympic sport, but an enquiry will be made into the possibility.	CEO	NOTED
3.3	Anti-doping update JFW (Anti-Doping Lead) provided an update on the successful UKAD framework submission, and further training for Anti-Doping Lead and elite athletes for the upcoming year.	JFW	NOTED
3.4	Staff Update & Recruitment A recruitment process has been undertaken to replace Pippa Archer as Performance Pathway Manager, and Graham Gristwood has been appointed. The CEO noted the support of the PPSG, Ruth Beale and Grace Molloy in the recruitment and interview process. A replacement for Rachael has recently been advertised. The Board thanked Pippa and Rachael for their service and wished Graham all the best in his new role.	CEO	NOTED
3.5	Policy approvals - Equality & Diversity policy - Whistle Blowing policy - Bullying & Harassment policy The above policies were approved. The Chair asked to ensure these changes are communicated to members and clubs. AH requested to include tracked change versions in the future.	CEO	APPROVED
3.6	2027 Board meeting & AGM dates The Dates for 2027 were agreed as follows: (daytime & in person unless stated) Board meetings: Monday 8th February,	CEO	AGREED

	- Monday 26th April (eve, online), AGM prep, - Monday 10th May, - Monday 12th July, - Thursday 23rd September (am, online), - Monday 6th December. AGM: - Monday 21st June (eve, online), The Board requested reviewing the voting structure due to delays during the 2026 AGM. Action: The CEO is to review the voting process ahead of the next AGM.		
3.7	IT Services Tender support The CEO provided an update on the process so far and the timelines. The IT Services Tender for BO went live 21st September, with 8 companies being shared information, and two that already registered intention to submit a tender. RL and ZR to review tender submissions and support the process.	CEO	AGREED
3.8	JK & Major Events IT Services Tender proposal The CEO presented an initial proposal to consider combining all major events entries through one provider. This would also include the IT support for the JK as is currently in place. The current JK IT Contract expires after JK27, and the proposal is to include all Major Events for three years from 2028 within this tender. This aims to provide consistency in entry providers for major events and crucially, create a central volunteer registration to reduce organiser workload. The in-person support from the IT prover for the JK would remain. Before any final proposal/ tender is written, there would be discussion with organisers of major events to ensure the appropriate considerations are included. The Board discussed the tender proposal to ensure it meets the needs of the events and organising clubs. The Board recommended further research into the organisations' specific requirements, and consultation. Action: The CEO to research and develop the proposal further. Consultation with major events volunteers is to take place.	CEO	Action required
4	Finance		
4.1	Management Accounts – August 2026 The Board requested the accounts include further information in the management accounts pre-meeting briefing to mitigate some of the Board questions which arise in this section of the meeting. It was noted that there was significant deficit currently. The CEO noted that there was a forecast deficit for 2026 and that lower participation at the JK, the costs of the independent complaint, project spend from the reserves and lower than forecast participation within a couple of months has added to the initial deficit.	Treasurer	Action required

	Action: The CEO to review and set up a plan for additional notes and discussions between the treasurer and finance manager.		
4.2	Mileage rates The Board considered a paper to increase staff and volunteer mileage rate in response to increased advised rates from HMRC. The Chair highlighted that this is a dynamic issue with rising fuel costs, and that regardless of outcome a further review may take place at a later date. The Board supported the proposed increase in staff and volunteer mileage rates. Staff rate to rise from 45p to 50p per mile and volunteer rate to increase from 25p to 35p per mile. The price of fuel is to be monitored and if there needs to be a further increase in line with HMRC guidance. The Board approved this increase to take effect on October 1st.	CEO	APPROVED
4.3	Financial Regulations Approved by the Board.	CEO	APPROVED
5	Matters of Significance		
5.1	Complaint update The Chair provided an update into the ongoing complaint and is awaiting external parties to conclude the investigation. The Chair will issue an update to the Board when possible, and this may require an extra Board Meeting.	Chair	NOTED
5.2	JK 2028 The Chair and CEO provided an update on the status of JK28, with the successes and difficulties currently being faced in the organisation of the event. Day 1 is planned for Keele University, Days 2&3 at Cannock Chase and Day 4 at RAF Cosford. Permissions are almost complete for days 1 to 3 and officials will be in place shortly. The Board agreed that the work was going in a positive direction, and they are supportive of the team continuing that work. It was flagged that getting day organisers in place should be a priority as well as planners.	CEO	NOTED
6	Strategic Plan		
6.1	Areas for consultation The Board discussed areas to explore in greater depth through consultation, to ensure member buy in to the overall strategic plan. They noted the diagnosis discussed and minuted at the previous Board meeting was a good starting place for any consultation and stressed the desire not to include questions so broad as to solicit unfocused and vague responses. After a discussion, it was agreed that a paper of questions should be written which would be sent to all clubs to gain their feedback. It will aim to understand what the biggest challenges facing clubs are and understand what opportunities and direction are important for British Orienteering to investigate further and focus on in the future.	Chair	AGREED

	The Board requested that the survey and questions are shared with all the directors for feedback before distribution to clubs. Action: The Chair and CEO will discuss further, develop the survey and report back to the Board (offline) with proposed questions for consultation.		
6.2	Timelines for consultation The survey is to take place before the end of the year and allow for further specific focus groups early in the new year.	Chair	AGREED
7	Welfare, Safeguarding & Safety		
7.1	NSPCC (Sport) Safeguarding Assessment The assessment is underway, with no areas of concern ahead of the review to note to the Board. The outcome is to be reported at December Board meeting.	CEO	NOTED
7.2	Safeguarding regulations Approved by the Board.	CEO	APPROVED
7.3	JROS Tour safety The Board reviewed a paper covering JROS tour safety and welfare which highlighted a couple issues which would require additional work. PT highlighted that she felt the Board paper was not a fair reflection and did not cover all the positive progress made to improve safeguarding during the year and flagged some communication delays between JROS and the LSO. The Stockholm tour accommodation safety concerns were discussed specifically, and it was agreed that JROS will be asked to review the accommodation and identify future recommendations. The Chair discussed the requirement for more candid expectations between young athletes and JROS staff to ensure future trips continue to provide excellent experiences. PT is to share the JROS Code of Conduct for athletes. LSO to support JROS in the review of these documents. JROS Tours Risk Assessments from this year to continue to be improved and standardised. It was highlighted that General Event Risk Assessments were being updated to include safeguarding by the safety advisory groups (SAG) and that Trips Away Risk Assessments are on the agenda for future review. JFW will discuss this agenda item with them. An update on progress is to be provided at the December Board meeting. The Board noted their appreciation of the work JROS do for juniors and encouraged a joint approach to review the issues highlighted. Action: PB/ LSO to contact JROS secretary to discuss the Stockholm accommodation and risk assessment work as well as how to work more collaboratively going forward. JFW to discuss trips away risk assessments with SAG.	CEO	DISCUSSED / AGREED

7.4	Safety Advisory Group (SAG) update The Board noted the work SAG have undertaken across past year, thanked the group for the positive contributions, and offered their support going forward.	CEO	NOTED
7.5	Defibrillators The current approach in the first aid guidance had been noted and approved by the Board.	CEO	AGREED
7.6	Club Safety Liaison Officer (SLO) request The Board approved the three year plan to require clubs to have a Safety Liaison Officer upon affiliation. The Chair spoke passionately about the positive impact this could have.	CEO	AGREED
7.7	Event safety training renewal The Board considered a proposal to mandate a three year renewal process for the event safety course for all event officials. PT offered her objections to the proposal, citing the volume of course requirements for volunteers and in particular that this course is a requirement for all event volunteers. This view was supported by the majority of the Board. The Board discussed the potential impact on volunteer recruitment, cost to take the course every three years and felt that the Safety Liaison Officers would be the correct route for having a safety focused approach within clubs. The Board also felt that the introduction of the Club Safety Liaison Officer role provides an opportunity to consider more broadly which roles need specific safety training and at what level. Rather than determine this in isolation, it would be helpful to understand through the consultation how the Club Safety Liaison Officer role will operate and how responsibilities will be distributed between the club and event teams. Ideally, the SLO would be empowered to provide input into the content and updates required for the event safety course, and the SLO would be the one to complete the course. KW highlighted that many clubs would already unofficially have a safety lead. The Board fully support the Safety Liaison Officer role as a priority, with further consultation work planned with clubs. Action: JFW to feedback to the Safety advisory group.	CEO	DISCUSSED
7.8	Guidance on extreme cold The Board considered a request for specific cold related guidance following the work on the IOF heat policy. The Board were broadly in support of creation of guidance on extreme cold but agreed there was no real need for rule changes as stated within the proposal as they are covered by the rules currently. It was understood that there may be some issues with compliance with the equipment requirements given by organisers in dynamic weather conditions. Action: The CEO will send a message to the IOF for their views and JFW will feedback to the Safety advisory group.	CEO	AGREED

8	Groups & Committees <i>(all are not required to provide an update at each meeting)</i>		
8.1	Summary of Groups & Committee communications & structure paper The CEO discussed a paper that had gone to all groups and committees to enhance communication and form a closer working relationship with the Board and staff.	CEO	NOTED
8.2	Coaching Advisory Group – No update due		
8.3	Events & Competitions Committee – No update due		
8.4	Events Officials Group The Board noted the paper by the EOC and are grateful for their efforts. The action request regarding the event safety course was considered in 7.7.		NOTED
8.5	Event Scheduling Group – No update due		
8.6	Home Nations Group – No update due		
8.7	Mapping Group – No update due		
8.8	Performance Pathway Steering Group (PPSG) The Board noted and approved a request to update the Terms of Reference for the group to include the Chair of Selectors.		APPROVED
8.9	Rules Group – No update due		
8.10	Trail O - No update due		
9	International Matters		
9.1	IOF consultations: • Belarus suspension • Heat policy (see also 2.2 Actions points) The CEO thanked the directors for their feedback on the Belarus suspension consultation. British Orienteering registered its objection to lifting the suspension with the IOF. It was noted that the IOF have since retained the suspension. The CEO and Board also thanked the Safety Advisory Group for their extensive feedback provided to the IOF on the IOF Heat Policy.	CEO	NOTED
9.2	IOF commission nominations The Board noted that Scott Collier, Keith Dawson, Ben Kyd and David Rosen have been approached to ask if they wish to be renominated for Foot-O, MTBO, Trail Orienteering, and Rules Group respectively. An open invite for other members to register their interest with the CEO will be published and any members registering an interest will be considered prior to nominating to the IOF.	CEO	NOTED
10	Closing Business		

10.1	Any Other Business Three items were highlighted: • A request to update the PPSG terms of reference. Discussed and approved in 8.8. • An update on the implementation of the Trans policy. The policy was live and database updates are active. A message will be included within member renewals for members to update their records appropriately. • An update on adding relay results to the BOF database. This has been followed up with ZYGO and should be in place for the start of 2027.	Chair/ CEO	
10.2	Review of decisions and actions No further actions to note.	Chair/ CEO	AGREED
10.3	Future meetings • Monday 7th December 2026 – London <i>Further conference calls to be organised as required.</i>	Chair	NOTED
Meeting closed 12:30			