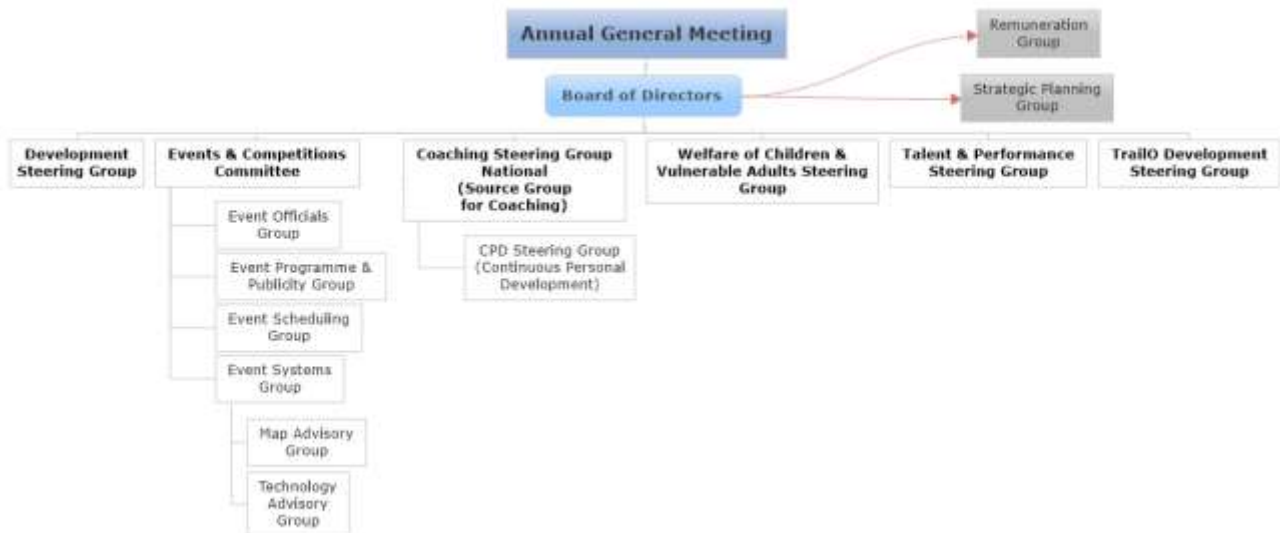


Steering Group & Committee Structure (1st April 2013)



The purpose of the Terms of Reference that follow is to provide the umbrella framework within which the Board and the committees and groups the Board delegates business to operate.

The following terms of reference are adopted and published:

- [Board](#) (April 2008) and the sub-groups inc Remuneration (April 2008), Strategic Planning Group*
- [Coaching Steering Group](#) also known as the National Source Group for Coaching*
- [Development Steering Group](#)*
- [Events & Competitions Committee](#) (2011) and the sub-groups
- [Talent & Performance Steering Group](#)*
- [TrailO Development Steering Group](#) (April 2008)
- [Welfare of Children & Vulnerable Adults Steering Group](#) (May 2007)

* These groups have draft terms of reference adopted as working versions; the initial meetings of these groups will consider the draft terms of reference and make recommendations to the Board for any modifications prior to them being finally adopted.

Also included are the [British Orienteering Meeting Guidelines](#).

Board of Directors

Approved April 2008

Authority

The Board of Directors is the highest level authority in British Orienteering with powers and procedures to exercise those powers laid down in the Federation's Articles of Association.

Composition and Membership

The Board shall consist of:

- 6 Directors of British Orienteering Federation Ltd elected by the members
- 3 Directors of British Orienteering Federation Ltd appointed as Independent Directors by a selection panel (decision taken at 2013 AGM)
- Chief Executive of British Orienteering

Non-voting members:

- Secretary, a staff member as determined by the Chief Executive and agreed by the Chair

The Board has the right to invite further attendees that shall be non-voting.

Responsibilities

The Board is responsible for:

- Setting the vision for British Orienteering and the sport of orienteering and its disciplines in the UK (with due consultation); the vision will be reviewed and updated if necessary annually (at the Jan/Feb meeting)
- Setting the strategy for British Orienteering and the sport of orienteering and its disciplines in the UK (with due consultation); delegating to the staff and senior volunteers the implementation of the agreed strategy. The strategy for the subsequent year will be reviewed and updated annually (at the spring meeting); the annual budget supporting the strategy will be finalised by the autumn meeting of the Board for the subsequent year.
- Setting the values and behaviour of British Orienteering by developing and disseminating throughout the sport a clear values statement.
- Overseeing the production of a five year Strategic Plan and an annual Operational Plan with targets and responsibilities for implementation.
- Identifying and formulating new policies in consultation with the membership and overseeing the implementation of all policy agreed by the Board or a General Meeting.
- Ensuring that key performance indicators (KPIs) are set in all areas and that performance is monitored.
- Overseeing the day to day running of the Federation
- Ensuring appropriate compliance procedures are in place:
 - Internal and external audit procedures
 - Appropriate conflicts of interest policies and procedures for all directors, volunteers and staff
 - Monthly management accounts produced by the executive together with corrective action measures if necessary
 - Regular meetings of the Board, with agendas and papers prepared well in advance
 - Written reports for Board meetings prepared and presented by the executive which provide an update on operational performance
 - Approval of the annual budget
 - Approval of any staff appointments not included in the annual budget
 - Approval of all expenditure above predetermined levels
- Ensuring that all tangible and intangible assets are safeguarded including:
 - Maintenance of a full asset register and that procedures are in place to ensure that such assets are protected
 - Protection and development of intangible assets – the brand, reputation and other intellectual property of British Orienteering Federation Ltd
- Ensuring the Risk Register is maintained and that risk is managed

- Establishing in consultation with other Committees a 15 year programme, reviewed every 3 years, of major international events that the UK will bid to host (this will exclude World Ranking Events)

Reporting Structure

The Chair of the Board reports to the membership annually at the AGM. All minutes of meetings will be circulated to all Committees and Groups and published on the British Orienteering website.

Members with special responsibility (as determined by the Board) shall report directly to respective Committees and Staff.

Meetings

Meetings are held in accordance with the British Orienteering Meeting Guidelines and shall be held a minimum of 5 times per year.

Remuneration Group

Approved April 2008

Authority:

Authority is delegated to the Remuneration Group by the Board for all matters related to the remuneration of the Chief Executive.

Composition:

- Chair of the British Orienteering Board of directors
- Vice-Chair of the Board British Orienteering Board of directors
- Treasurer of British Orienteering
- Independent Director

Responsibilities:

1. Keeping the remuneration of the Chief Executive under review
2. Deciding whether it would be appropriate to have a comparison or benchmark pay scale for the Chief Executive's salary, and monitoring that pay scale as input to its main responsibility, which is:
3. Deciding the remuneration for the Chief Executive at least annually and reporting the relevant details to the Board

The Remuneration Group will ensure, in assessing the performance of the Chief Executive, that due notice is taken of his or her latest appraisal.

Reporting Structure:

The Chairman will report directly to the Board and will inform the Board of the details of the Group decision on the Chief Executive's salary. Because of the personal nature of much of the work of Remuneration Group, discussions and any minutes will remain confidential and will not be published beyond the Group itself. The Chairman will determine if the Chief Executive should be required to leave the meeting for the duration of this item.

Meetings: Will normally be conducted by phone or e-mail.

Coaching Steering Group (also known as National Source Group for Coaching)

Approved December 2013

The National Source Group for Coaching (NSGC) consisting of experts meeting annually to inform, support and monitor delivery of the coaching aspects of the British Orienteering Strategic and Operational Plans. NSGC will also provide a forum for the views and needs of the national associations to be expressed as is required by various government and qualifications agencies.

Authority

Authority is delegated to the group by the Board of British Orienteering to coordinate, support, oversee and monitor the delivery and development of coaching in orienteering on a UK wide basis. The group will ensure that the British Orienteering programmes and Coaching Framework are aligned with the vision, values and strategic objectives as determined by the Board and that, where possible, there is alignment between the British Orienteering programmes and similar programmes being delivered by the national associations.

Composition and Membership

The group is required to be representative of the sport across the UK and shall consist of:

- Group Chair, appointed by the Board
- 3 experts each able to share ideas and represent the views and needs of their national associations (NIOA, SOA, WOA)
- An expert nominated by the Board to share their views and represent the views and needs of England and the England Associations; this expert to act as a contact point for members within England
- Talent & Performance Manager or delegate
- National Development Manager or delegate
- Invited technical and or coaching experts as required, maximum number 2 (currently Pat Mee)
- scUK Relationship Manager
- A Director appointed by the Board to liaise between the Board and the group
- The Chair and Chief Executive of British Orienteering have the right to attend

Responsibilities

The National Source Group for Coaching is responsible for:

1. Advising the Board on the strategic development of coaching; this will support the Board in establishing a vision for orienteering and a strategic plan for the development of orienteering in the UK.
2. Ensuring that the needs and coaching requirements of partners are met, where possible, in the plan for the development of coaching. Partners include: orienteering clubs, regional and Home Country Associations, sports coach UK, UKCC Endorsement Agencies, Awarding organisations and funding agencies.
3. Approving the required service level agreements and submissions between British Orienteering and the qualification agencies and awarding organisations.
4. Reporting progress in delivering the coaching plan and any issues arising to the Board
5. Agreeing the development of sports specific criteria for the coaching qualifications and ensuring that the resources are suitable for the delivery staff and the trainee coaches.
6. Monitoring and evaluating the implementation of the coaching development plan across the Home Countries / regional associations.

Reporting Structure

The group will report to the Board annually and where appropriate at other times. Minutes of meetings will be published on the British Orienteering website.

Any member of the group with special responsibility will report directly to the group.

Meetings

Meetings are held in accordance with the British Orienteering Meeting Guidelines and at least one meeting per year will take place.

Development Steering Group

Draft Terms of Reference (June 2013)

The Development Steering Group (DSG) consists of experts meeting annually to inform, support and monitor delivery of the programmes to increase and retain participation based on the objectives specified in the British Orienteering Strategic and Operational Plans. DSG also provides a forum to discuss the development views and needs of the national associations.

Authority

Authority is delegated to the group by the Board of British Orienteering to coordinate, support, oversee and monitor the programmes to increase and retain participation in orienteering on a UK wide basis. The group will ensure that the British Orienteering programmes are aligned with the vision, values and strategic objectives as determined by the Board and that, where possible, there is alignment between the British Orienteering programmes and similar programmes being delivered by the national associations.

Composition and Membership

The group is required to be representative of the sport across the UK and shall consist of:

- Group Chair, appointed by the Board
- National Development Manager
- 3 development experts each able to share ideas and represent the views and needs of their national associations (NIOA, SOA, WOA)
- An expert nominated by the Board to share their views and represent the views and needs of England and the England Associations; this expert to act as a contact point for members within England
- Invited development experts as required, maximum number 2
- A Director appointed by the Board to liaise between the Board and the group
- Chief Executive and Chair of British Orienteering have a right to attend meetings

Responsibilities

The Development Steering Group is responsible for:

1. Advise the Board on strategy regarding the development of orienteering; this will support the Board in establishing a vision for orienteering and a strategic plan for the development of orienteering in the UK
2. Support the development of key performance indicators and an implementation plan to meet the objectives which are embodied in the British Orienteering Strategic Plan
3. Challenge the plan to ensure the needs of partners are being met; partners include where appropriate; national associations, funding agencies, Sports Councils
4. Support the coordination of service level agreements between British Orienteering, Funding Agencies and other partner agencies
5. Ensure the plans to increase and retain participation and the views of the national associations are considered and that there is alignment between the British Orienteering plan and the national association plans if possible
6. Support the key delivery personnel to obtain the resources required to deliver the plan and, if necessary, support them to modify the plan to match the resources allocated
7. Monitor the delivery of the British Orienteering programme and implementation plan; where appropriate discussing with the Board or Chief Executive the delegation of responsibility for the delivery of sections of the plan to other bodies including workgroups, staff or volunteers.
8. Monitoring delivery of the implementation plan and the achievement of key performance indicators and milestone targets, where necessary supporting key deliverers to respond to issues which may arise
9. Ensure quality assurance within the programme is being monitored and reviewed
10. Monitor communication and reporting pathways and advise on their effectiveness
11. Alert the Board to significant achievements or issues that may arise

Reporting Structure

The group will report to the Board annually and where appropriate at other times. Minutes of meetings will be published on the British Orienteering website.

Any member of the group with special responsibility will report directly to the group.

Meetings

Meetings are held in accordance with the British Orienteering Meeting Guidelines and at least one meeting per year will take place.

Events & Competitions Committee

Approved June 2011

Authority

Authority is delegated to the Committee by the Board of British Orienteering to coordinate, oversee and monitor orienteering events and competitions; the Committee will ensure that events and competition structures are aligned with the vision, values and strategic objectives as determined by the Board.

Composition and Membership

The Committee shall consist of:

- Chair, appointed by the Board
- British Orienteering Major Events Manager
- 4 members nominated by associations; appointment will be by the Board and based on the skills set determined by the Board
- Director of British Orienteering appointed by the Board
- 2 members nominated independently (by for instance, members, directors, committee chair, staff); appointment will be by the Board and based on any gap in skills prior to the appointment

Non-voting members:

- Secretary, a staff member as determined by the Chief Executive and agreed by the Chair
- Chair and Chief Executive of British Orienteering have a right to attend as non-voting members

The Committee has the right to invite experts for specific agenda items; such attendees shall be non-voting.

Responsibilities

The Committee is responsible for:

1. Advising the Board on the strategic development of the delegated area(s) of work; this will support the Board in establishing a vision for orienteering and a strategic plan for the development of orienteering in the UK.
2. Presenting to the Board an implementation plan that will deliver the vision and strategic objectives of British Orienteering in the delegated area(s) of work.
3. Discussing and agreeing with the Board the key performance indicators and milestones contained in the implementation plan.
4. Negotiating with the Board the resources required to implement the plan and, if necessary, modifying the plan to match the resources allocated.
5. Overseeing the delivery of the implementation plan; where appropriate discussing with the Board or Chief Executive the delegating of responsibility for the delivery of sections of the plan to other bodies including workgroups, staff or volunteers.
6. Monitoring delivery of the implementation plan and the achievement of key performance indicators and milestone targets, where necessary responding to issues which may arise.
7. Alerting the Board to significant achievements or issues that arise.
8. Ensuring that the outcomes of committee business are effectively communicated to other bodies within British Orienteering and to the members of British Orienteering when appropriate.

Reporting Structure

The group will report to the Board annually and at other times as appropriate. Minutes of meetings will be published on the British Orienteering website.

Any member of the group with special responsibility will report directly to the group.

Meetings

Meetings are held in accordance with the British Orienteering Meeting Guidelines and at least one meeting per year will take place.

Event Systems Group

Composition:

- Chair (ideally not a member of Events & Competitions Committee)
- Events & Competitions Committee representative
- 2 to 5 additional members to cover any gaps in the required skills and knowledge
- Event Manager

Responsibilities

1. Operate within the budget and resources allocated by E&CC.
2. Advise E&CC on all matters relating to event systems.
3. Input into Rules review process on all matters relating to event systems – mapping, map printing, electronic punching systems, timing systems, results systems, competitor tracking systems, seeding and selection, etc.
4. Research into new developments in event systems and make recommendations to E&CC.
5. Liaise with the relevant British Orienteering Committees/Groups and make recommendations on information and training requirements relating to event systems.
6. Establish a system for communicating with event officials on all matters relating to event systems and technology and ensure new changes and developments are communicated in a timely manner.
7. Monitor and review systems to ensure that the correct seeding, selection and start time allocations take place for Major Events and recommend changes as appropriate.
8. Monitor and review results schemes for UK Orienteering League and UK Relay League and recommend changes as appropriate.
9. Monitor and review the specifications for all disciplines and recommend changes as appropriate.
10. Consult with other British Orienteering Committees/Groups/members on matters relating to event systems.
11. Liaise with Event Manager on relevant aspects of the content, delivery and review of the annual Event Officials Conference.

Reports to: Events & Competitions Committee

Face-to-Face Meeting Schedule: Once or twice per year, to tie in with the Events & Competitions Committee schedule.

Map Advisory Group

Composition:

- Chair (a member of Event Systems Group)
- Events & Competitions Committee representative
- 3 to 5 experts in mapping
- Major Events Manager (not usually in attendance)

Responsibilities

1. Operate within the budget and resources allocated by E&CC.
2. Advise Event Systems Group on suitable resolutions to all mapping issues relating to the Rules.
3. Liaise with other relevant British Orienteering Committees/Groups to ensure that all matters relating to mapping are communicated to accredited mappers.
4. Liaise with IOF Map Commission to ensure that British mapping standards are in line with international developments.
5. Manage the Annual Mapping Awards process.

6. Provide technical advice, guidance and support on all mapping matters.
7. Monitor and review the relevant technical elements of the mapper training and accreditation scheme and recommend changes as appropriate.
8. Monitor and review the Map Advising scheme and recommend changes as appropriate.

Reports to: Event Systems Group

Face-to-Face Meeting Schedule: None

Technology Advisory Group

Composition:

- Chair (a member of Event Systems Group)
- Events & Competitions Committee representative
- 3 to 5 experts in technological systems for orienteering events
- Event Manager (not usually in attendance)

Responsibilities:

9. Operate within the budget and resources allocated by E&CC.
10. Advise Event Systems Group on suitable resolutions to all technology issues relating to the Rules.
11. Liaise with other relevant British Orienteering Committees/Groups to ensure that all matters relating to technology are communicated to Event Officials.
12. Provide advice, guidance and training on all technology matters to be communicated to event officials.
13. Research systems and recommend ways that technological advances can be used to enhance orienteering events and support event officials.

Reports to: Event Systems Group

Face-to-Face Meeting Schedule: None

Event Officials Group

Composition:

- Chair (ideally not a member of Events & Competitions Committee)
- Events & Competitions Committee representative
- 2 to 5 additional members to cover any gaps in the required skills and knowledge
- Major Events Manager

Responsibilities

1. Operate within the budget and resources allocated by E&CC.
2. Ensure that suitable officials and advisers are appointed for all Major Events, Level A events and, where appropriate, UK Orienteering League events in sufficient time in advance of the events to adequately address all eventualities which may arise in connection with each event.
3. Review and monitor training and development programmes to support officials appointed for all Major Events, Level A events and UK Orienteering League events.
4. Review and monitor the training, accreditation and renewal schemes for controllers, mappers, organisers and planners, and recommend changes as appropriate.
5. Monitor the register of suitably qualified officials and ensure systems are in place to support and encourage suitable individuals to develop in ways that enable them to join the register.
6. Manage the appointment process for Grade A controllers.
7. Manage the appointment process for IOF Event Advisers.
8. Ensure that suitable mechanisms are in place to ensure the availability of a pool of suitably qualified and experienced event officials to support the programme of Major Events, Level A events and UK Orienteering League events.

9. Review and develop documentation to support officials at Major Events, Level A events, UK Orienteering League events and all other levels of events, including the dissemination of best practice to all event officials.
10. Review relevant communications between event officials, British Orienteering Committees/Groups, the British Orienteering staff and the general membership of British Orienteering, and recommend improvements where appropriate.
11. Liaise with Major Events Manager about the content, delivery and review of the annual Event Officials conference.

Reports to: Events & Competitions Committee

Face-to-Face Meeting Schedule: Once or twice per year, to tie in with the Events & Competitions Committee schedule.

Event Programme & Publicity Group

Composition

- Chair (not a member of Events & Competitions Committee)
- Events & Competitions Committee representative
- 2 to 5 additional members to cover any gaps in the required skills and knowledge
- Marketing Manager
- Major Events Manager

Responsibilities

1. Operate within the budget and resources allocated by E&CC.
2. Advise E&CC on a strategy for the development and promotion of Major Events, Level A events and the UK Orienteering League.
3. Coordinate scheduling of Major Events, Level A events and the UK Orienteering League, and manage the bidding process for Major Events. Monitor the progress of these events in relation to an agreed timetable.
4. Make recommendations on which events should be nominated for World Ranking Event status.
5. Oversee any other special events as agreed with Events & Competitions Committee.
6. Input into the development of the Fixtures and Results Database in line with the strategic programme outlined by E&CC.
7. Oversee general competition and event co-ordination, and monitor the work of the Event Scheduling Group.
8. Develop a publicity strategy for Major Events, Level A events and the UK Orienteering League, and ensure that the strategy is delivered.
9. Develop a programme of commercial sponsorship for Major Events and national competitions, and work with British Orienteering staff to ensure that the programme is implemented.
10. Develop programmes of publicity for specific competitions and orienteering series as required and facilitate the delivery of those programmes.
11. Monitor standards and quality of Major Events, Level A events and UK Orienteering League events, including monitoring progress prior to each event against an agreed timetable and recommending interventions and support where judged necessary, and reviewing lessons learnt after such events and making any recommendations that may benefit future events
12. Monitor all other levels of events (B, C & D) including, where appropriate, multi-day competitions and linked events, highlight examples of good practice and make recommendations for improvements at a general level.
13. Consult with other British Orienteering Committees/Groups/members on matters relating to the Events Programme and to publicity.
14. Liaise with the Major Events Manager on relevant aspects of the content, delivery and review of the annual Event Officials Conference.

Reports to: Events & Competitions Committee

Face-to-Face Meeting Schedule: Once or twice per year, to tie in with the Events & Competitions Committee schedule.

Event Scheduling Group

Composition:

- Chair (a member of Event Programme & Publicity Group)
- Events & Competitions Committee representative
- 12 Association Representatives (appointed by Associations)
- Major Events Manager

Responsibilities:

1. To coordinate the scheduling of all A and B events following strategies agreed by Events & Competitions Committee and Event Programme & Publicity Group.
2. Working with Event Programme & Publicity Group and the Major Events Manager:
 - a. to schedule the JK, the British Championships, the 3 English Area Championships, and the Scottish and Welsh Championships.
 - b. to produce a UKOL programme from these Major Events including the A events where possible and adding any others as necessary.
3. To schedule the following level B events working with groups responsible for them as appropriate – YBT Final, Harvester, PPJTR, JIRCs, BSSC, BSOC, Home Internationals, CSC Heats and Final.
4. To coordinate the scheduling of all other B events as requested by clubs and associations.
5. To provide advice and guidance to associations and clubs as necessary as they schedule level C & D events especially those that have a wider significance e.g. Yvette Baker Trophy Regional Heats
6. To provide advice about event scheduling to Event Programme & Publicity Group and Events & Competitions Committee.
7. To act as a line of communication from associations and clubs to the national committees (Event Programme and Publicity and Events & Competitions Committee) in order that views regarding the scheduling of events and competitions can be made known at national level. To communicate information in the other direction via Association Fixtures Secretaries and the Club Fixtures Secretary newsletter.
8. To provide advice on the maintenance and updating of the fixtures database structure on the British Orienteering website and to oversee the registering of events and the data added to the database by clubs and associations.
9. To work within the budget set by Events and Competitions Committee.

Reports to: To work with Event Programme & Publicity Group and report to Events and Competitions Committee

Face to face meeting schedule: Twice a year in March and October

Talent & Performance Steering Group

Approved draft June 2013

The Talent & Performance Steering Group (TPSG) consists of experts meeting annually to inform, support and monitor delivery of the talent and performance aspects of the British Orienteering Strategic and Operational Plans. TPSG will also provide a forum for the views and needs of the national associations to be expressed.

Authority

Authority is delegated to the group by the Board of British Orienteering to coordinate, support, oversee and monitor the talent and performance programmes in orienteering on a UK wide basis. The group will ensure that the British Orienteering programmes are aligned with the vision, values and strategic objectives as determined by the Board and that, where possible, there is alignment between the British Orienteering programmes and similar programmes being delivered by the national associations.

Composition and Membership

The group is required to be representative of the sport across the UK and shall consist of:

- Group Chair, appointed by the Board
- Talent & Performance Manager
- 3 talent/performance experts each able to share ideas and represent the views and needs of their national associations (NIOA, SOA, WOA)
- An expert nominated by the Board to share their views and represent the views and needs of England and the England Associations; this expert to act as a contact point for members within England
- Invited technical, talent or performance experts as required, maximum number 2
- An athlete in the performance programme currently or during the last two years
- An athlete currently in the talent programme
- A Director appointed by the Board to liaise between the Board and the group
- Chief Executive and Chair of British Orienteering have a right to attend meetings

Responsibilities

The Talent and Performance Steering Group is responsible for:

1. Advising the Board on the strategic development of talent and performance; this will support the Board in establishing a vision for orienteering and a strategic plan for the development of orienteering in the UK
2. Support the development of key performance indicators and an implementation plan to meet the objectives which are embodied in the British Orienteering Strategic Plan
3. Ensure the needs of partners are met by the implementation plan, challenging the plan if appropriate; partners include where appropriate; national associations, funding agencies, UK Sport, IOF
4. Support the coordination of service level agreements between British Orienteering, Funding Agencies and other partner agencies
5. Ensure the talent & performance plans and views of national associations are considered and that there is alignment between the GBR plan and national association plans if possible
6. Support the key delivery personnel to obtain the resources required to deliver the plan and, if necessary, support them to modify the plan to match the resources allocated
7. Monitor the delivery of the GBR programme and implementation plan; where appropriate discussing with the Board or Chief Executive the delegation of responsibility for the delivery of sections of the plan to other bodies including workgroups, staff or volunteers
8. Monitoring delivery of the implementation plan and the achievement of key performance indicators and milestone targets, where necessary supporting key deliverers to respond to issues which may arise
9. Ensure quality assurance within the programme is being monitored and reviewed
10. Monitor communication and reporting pathways and advise on their effectiveness
11. Alert the Board to significant achievements or issues that may arise

Reporting Structure

The group will report to the Board annually and where appropriate at other times. Minutes of meetings will be published on the British Orienteering website.

Any member of the group with special responsibility will report directly to the group.

Meetings

Meetings are held in accordance with the British Orienteering Meeting Guidelines and at least one meeting per year will take place.

TrailO Development Steering Group

Approved April 2008

Authority

Authority is delegated to the Committee by the Board of British Orienteering to monitor the development and delivery of a strategy to increase and improve the opportunities available to people (and especially those with disabilities) to be involved in Trail Orienteering activities; the Committee will ensure work is aligned to the vision, values and strategic objectives as determined by the Board.

Composition and Membership

Trail Orienteering Committee shall consist of:

- Chairman, a designated Director of British Orienteering or a person proposed by the Committee and approved by the Board
- Director of British Orienteering, if the Chairman is not a Director
- 6 members that are Trail-Orienteering specialists from the 13 Constituent Associations, each member appointed by the Board; Associations not represented have the right to elect a correspondent member

Non-voting members:

- Chief Executive and Chairman of British Orienteering have a right to attend as non-voting members
- The Committee has the right to invite further attendees that shall be non-voting. A Committee member or a person invited to attend will act as Secretary to the committee.

Responsibilities

Trail Orienteering Committee is responsible for:

1. Advising the Board on the strategic development of the Trail Orienteering programme
2. Delivering the relevant objectives as agreed by the Board in the Strategic Plan and where appropriate supporting other Committees and groups in delivering strategic objectives
3. Agreeing Key Performance Indicators with the Board to monitor assess, and report on performance
4. Monitoring and reviewing all Trail Orienteering activities and programmes:
 - The production of programmes required to deliver sustainable international success and capable of supporting athletes to achieve the annual targets; and the reviewing of the programmes on an annual basis
5. Supporting:
 - Volunteers and staff in the delivery of the programmes
 - The international team by ensuring it is given opportunity to achieve the agreed goals and medal performances
6. Until the responsibility is allocated elsewhere, advising the Board on disability awareness and other matters concerned with the involvement of disabled people in orienteering activities
7. Any other responsibilities as decided by the Committee and agreed by the Board

Reporting Structure

Minutes shall be considered at Board meetings and the Chairman will report directly to the Board. Minutes will be circulated to the Board, all Committees and Groups, and published on the British Orienteering website.

Meetings

Meetings are held in accordance with the British Orienteering Meeting Guidelines and shall be held a minimum of 2 times per year.

Welfare of Children & Vulnerable Adults Steering Group

Approved May 2007

Authority

The Steering Group is authorised by the Council of British Orienteering to conduct their business in accordance with the Terms of Reference hereby determined. The Steering Group has right of access to Council and all Committees and working groups and may, if appropriate, seek external input for support, advice or to seek examples of good practice.

Composition and Membership

The Steering Group shall consist of a Chair, representatives of the relevant work sectors of British Orienteering and the Lead Child Protection Officer of British Orienteering. Advertisements for the position of Chair and other representative members of the Steering Group will be placed on the British Orienteering web site; after consideration appointments will be made by Management Committee. In the absence of the Chair at meetings, he/she should appoint a deputy. The Chair of the Steering Group has the right to co-opt further members and the authority to call on expert advice.

Key representative will be identified from:

- People working in a welfare capacity at lower levels i.e. County/Regional/Club Welfare Officer
- Event officials
- Coaching
- World Class Programme
- Education/training programme
- Parents
- External child protection 'advisor/practitioner'
- Young people (with appropriate support)

Responsibilities

The Steering Group is responsible for:

1. Developing, monitoring and reviewing British Orienteering's approach and plans to safeguard children and young people in line with the 'Standards for Safeguarding and Protecting Children in Sport' CPSU 2006 and with reference to all current legislation
2. ensuring ownership of the plan to safeguarding children and young people throughout British Orienteering

In conjunction with Board the following tasks will be delivered:

3. Ensure that British Orienteering has a child welfare/protection policy and procedures in place which are reviewed annually and revised as necessary
4. Ensure all necessary related policies and procedures are in place and implemented throughout the organisation inc:
 - Complaints, grievance and appeals
 - Whistle blowing
 - Disciplinary
 - Health & Safety policy and procedures
 - Recording and data storage
 - Recruitment and selection
 - Codes of Conduct, ethics and good practice
 - Images of children – photography/web etc.
 - Managing the media
5. Development, monitoring and review of all education/training strategies
6. Ensure that guidelines and procedures are established to provide training, support and supervision for children, individuals, clubs and any person against whom allegations are made
7. Advise/act on the safeguarding and welfare of children and vulnerable adults implications of any organisational projects or developments

Reporting Structure

The Steering Group shall report through its Chair to the Management Committee of British Orienteering. All minutes of meetings, statements and recommendations of the Steering Group will be made public through the British Orienteering web site. The Steering group has the right to maintain the confidentiality of any materials or information that might be of a sensitive nature.

Meetings

The Steering Group shall meet as needs require.

British Orienteering Meeting Guidelines

Adopted June 2008

These Guidelines are now operational however they are not 'tried and tested'. Please, as you use these Guidelines, can you feedback to the Chief Executive any issues you identify and any improvements you consider appropriate. The Guidelines are intended to apply across all 'Work Units' as defined below; if there are specific issues that relate to your 'work unit' but not to others please let the Chief Executive know.

Terminology and Applicability

The term "Work Unit" is used to denote Board, Committee, Group or Working Party as appropriate.

The term "member" is used to denote someone who has been elected or appointed to a Work Unit. The Secretary of a Work Unit is not counted as a member of the Work Unit unless a member in his/her own right.

These guidelines apply to all meetings of Work Units, whether held with everyone physically present, or with one or more members participating using phone or computer where such members can hear what everyone else says and can be heard by everyone when they speak. "Participating" shall mean either of the foregoing methods.

Notice of meetings

Normally, at least 14 days' notice of a meeting (ie date, time and exact location) must be given for the meeting to be valid and to have the authority to take decisions. Less notice than 14 days is permissible however, provided the Chairman of the meeting explains the reason in the calling notice. Meetings at less than 7 days' notice shall only be called for extremely urgent matters that could not reasonably have been anticipated, or where all non-correspondent members of the Work Unit agree to the meeting in advance.

Agenda and supporting papers

The agenda for a meeting should be distributed as soon as is practicable, and normally with any final confirmation of a meeting which has been scheduled for some time. Supporting papers should be distributed with the agenda where possible, but as soon as possible thereafter if not with the agenda. Matters which by their length or complexity require time to study or which require consultation with people who are not members of the meeting should not normally be distributed at the meeting or immediately before it.

Items not on the agenda

Items introduced at the meeting under "Any Other Business" or which arise from discussion of other matters should be treated very carefully, taking into account that some Work Unit members or correspondent members might have had strong opinions on them had they been on the published agenda, and that members present may not have had sufficient time to consider the implications of any proposal made. Decisions on such matters can be taken, but should be done where the next meeting of the Work Unit would be too late to do so; where a decision by polling members by e-mail after the meeting will not be practicable; or when all members are present and give their assent to the decision being taken.

Quorum

A quorum at all Work Unit meetings is the participation of half or more of the number of members of the Work Unit. The quorum is established at the start of the meeting. A quorum must be present then or within 30 minutes of the scheduled start time of the meeting for the meeting to take authorised decisions after a quorum is established. A meeting remains quorate if members cease their participation at that meeting, unless the number of members drops below one third of the number of members.

In calculating the quorum, correspondent members do not count in the number of members. However, if a correspondent member is participating in the meeting, the Work Unit membership is increased by one for each correspondent member participating, and the quorum is calculated using the number of members participating, whether correspondent members or not.

Chairman

The Chairman of the Work Unit will normally act as meeting Chairman. Where the Work Unit has appointed a Vice Chairman, the Vice Chairman will act as Chairman when the Chairman is absent or has a conflict of interest. Where the Chairman (and Vice Chairman if one has been appointed) is/are not present or have a conflict of interest, the members participating in the meeting shall appoint a Chairman.

Voting

Where a vote is taken, all members participating in the meeting may choose to vote for or against a proposal, or to abstain from voting. A majority of votes cast must be in favour of a proposal for it to pass. For avoidance of doubt, a member who abstains from voting does not count as a vote cast. Where there is equality of votes for and against a proposal, the Chairman of the meeting at the time of taking the vote shall have a casting vote.

Correspondent members may vote if participating in the meeting.

No member may cast his vote using a proxy whether another Work Unit member or not.

E-mail discussions and decisions

Initial discussion of matters using e-mail is generally to be encouraged as it often saves members travel time and expense, and enables them to review and respond to the discussion at their own convenience. However, e-mail is not generally a secure form of communication, so care should be taken about what is included in the e-mails unless there is a secure method of exchanging views. Frequently e-mails can help discussion to a point where the Work Unit is ready at a formal meeting to review the various points that have been made and to take a decision. However, it is not always the case that exchanges by e-mail (or on a private bulletin board where one is available) properly allow full discussion and the development of alternative approaches or decisions.

Decisions taken by e-mail should be done by first circulating members about the issue, perhaps including options or recommendations if thinking is already at that stage. Only once members have had a reasonable opportunity to respond and propose solutions or make other points (and occasionally for members to respond to those other points), is it appropriate to take a decision using e-mail.

Finally, the Chairman (or Secretary of the Work Unit at the Chairman's request) should send an e-mail to all members including correspondent members and invite them to vote for or against a proposal or to choose from a set of options. A clear end date and time must be set for replies to be received, and replies received should immediately be acknowledged.

A quorum of the Work Unit (including all members invited to vote) must cast a vote for the decision to be valid, and if there was other than a straight choice (eg For or Against, or Option 1 or Option 2), a majority of votes cast must be in favour of the option selected. If not, the two highest scoring options must be put to the members again for a final decision. As with all votes, the Chairman (or the acting Chairman) of the Work Unit has a casting vote if necessary.

Finally, any decisions taken by e-mail should be recorded in the minutes of the next meeting of the Work Unit.