



British Orienteering Policies

Ver. 1.4

CHANGE SHEET			
TITLE: British Orienteering Policies			
DESCRIPTION OF CHANGE			
ISSUE	DATE	SECTION	DESCRIPTION
1.0	23/6/2012	All	Original Issue that combines the various individual policies into a single document; all policies reviewed and updated
1.1	10/6/2013	Fraud	Fraud-addition of 'Prevention of fraud and Bribery Act 2010' text
		Consultation Policy	Addition of consultation policy page 12
		GBR Selection policy	Addition of GBR Selection Policy page 35
		All relevant	References to Criminal Records Bureau (CRB) changed to Disclosure Barring Service (DBS)
1.2	3/12/2013	Transgender	Addition of Policy page 55
		Online & Social Media Policy and Guidance	Addition of Policy page 85
1.3	21/6/2014	GBR Selection policy	Policy withdrawn and replaced with Selection Criteria statements specific to an event
1.4	1/11/2015	Transgender Policy	Updated in line with current good practice & re-titled 'Transsexual People Participating in Orienteering Competitions'
		Safeguarding Children & Vulnerable Adults	Updated in line with good practice & the review of O-Safe; re-titled 'Safeguarding Children & At-risk Adults'
		Privacy Policy	General review and updated inc to address use of cookies in the website

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Anti-Doping Rules and Procedures

The Board of British Orienteering agreed that the anti-doping rules of British Orienteering shall, as and from the 19 September 2015, be:

“The anti-doping rules of British Orienteering are the UK Anti-Doping Rules published by UK Anti-Doping Limited (or its successor), as amended from time to time. Such rules shall take effect and be construed as rules of British Orienteering.”

Anti-doping Officer

The Anti-Doping Officer for British Orienteering is the Chief Executive.

For information the current and updated UK Anti-Doping Rules can be found at the following website:

<http://www.ukad.org.uk/documents/uk-anti-doping-rules/>

For more information, visit:

www.ukad.org.uk – This is the UKAD website, which is aimed at UK athletes. It has links to the WADA and Global DRO websites, along with education for athletes including the UK Anti-Doping Rules, the UK Anti-Doping Policy, the process for obtaining a TUE and other information. We encourage UK athletes to use this as their primary source when researching anti-doping.

[Athlete Zone \[www.100percentme.co.uk\]](http://www.100percentme.co.uk) – 100% me; supporting athletes to be Clean: 100% me is UK Anti-Doping’s education programme for athletes – designed to provide information resources, education sessions and general advice to athletes throughout their sporting careers.

www.wada-ama.org – The WADA website will give athletes general information needed in relation to doping and includes the World Anti-Doping Code and the Prohibited List.

www.globaldro.com – This is a website which allows athletes to search medication in order to check if there are any substances contained within the medication that is included in WADA’s Prohibited List. The website is now optimised for smartphones enabling athletes to check their medications on the go.

[Report doping in Sport](#) – A 24-hour confidential phone line to support the fight against doping in sport. Hosted by Crimestoppers, the phone line provides a strictly confidential service to athletes, support personal and concerned family and friends to securely pass on information to UK Anti-Doping.

Appeals

The purpose of this appeals procedure is to enable disputes with members and participants to be dealt with fairly, expeditiously and affordably, within British Orienteering, without recourse to external legal procedures.

Definitions

These terms will have these meanings in this procedure:

- (a) *Days* - will mean total days, counting weekends or holidays;
- (b) *Member* - refers to all categories of members of British Orienteering, as well as to all individuals engaged in activities with or employed by British Orienteering, including, but not limited to, athletes, coaches, officials, volunteers, directors, officers, team managers, team captains, medical and paramedical personnel, administrators and employees (including contract personnel);
- (c) *Appellant* - refers to the Member appealing a decision; and
- (d) *Respondent* - refers to the body whose decision is being appealed
- (e) *The Official* - refers to the Chair of the Appeal Committee who is appointed by the Chief Executive of British Orienteering

Scope of Appeal

Any Member of British Orienteering who is affected by a decision of the Board, of any Committee of the Board, or of any body or individual who has been delegated authority to make decisions on behalf of the Board, will have the right to appeal that decision, provided there are sufficient grounds for the appeal as set out in Section 5.1 of this Policy.

Appeals against selection decisions for international events may be considered from athletes; such appeals may well need to be considered on a shorter timescale than other appeals. In such cases the procedures established will continue to operate but within the timescales indicated in brackets [].

This policy will not apply to decisions relating to:

- (a) Matters of employment;
- (b) Infractions for doping offences, which are dealt with pursuant to the *Anti-Doping Regulations*.
- (c) The competition rules of orienteering which are dealt with under British Orienteering's Rules & Guidelines.
- (d) Discipline matters arising during events sanctioned by entities other than British Orienteering, which are dealt with pursuant to the by-laws, policies or procedures of those other entities; and
- (e) Any decisions made under Sections 4.2 and 6.2 of this policy.

Timing of Appeal

Members who wish to appeal a decision will have 21 days from the date on which the decision is made public [3 days from first announcement of the selection in the case of international selection appeals], to submit in writing notice of the intention to appeal, grounds for the appeal and a summary of the evidence that supports these grounds, to the Chair of the Appeal Committee (hereafter referred to as "the Official").

Any party wishing to initiate an appeal beyond the 21 day [3 day for international selection appeals] period must provide a written request stating reasons for an exemption to the requirement of Section 4.1. The decision to allow, or not allow an appeal outside the 21 day [3 day for international selection appeals] period will be at the sole discretion of the Official, and may not be appealed.

Grounds for Appeal

Not every decision may be appealed. Decisions may only be appealed, and appeals may be heard, on procedural grounds. Procedural grounds are strictly limited to the Respondent:

- (a) Making a decision for which it did not have authority or jurisdiction as set out in British Orienteering's governing documents;
- (b) Failing to follow procedures as laid out in the approved policies of British Orienteering;
- (c) Making a decision that was influenced by bias; or
- (d) Failing to take into account when making the decision information that has bearing on the decision and is in the public domain.

Screening of Appeal

Within 14 days [2 working days for international selection appeals] of receiving the notice and grounds of an appeal, the Official will determine whether there are appropriate grounds for the appeal to proceed as set out in Section 5.1. In the absence of the Official, a designate will perform this function.

If the appeal is denied on the basis of insufficient grounds, the Appellant will be notified of this decision in writing, giving reasons. This decision is at the discretion of the Official, or designate, and may not be appealed.

Appeals Panel

If the Official, or designate, is satisfied that there are sufficient grounds for an appeal, within 21 days [3 days for international selections appeals] of having received the original notice of appeal the Official will establish an Appeals Panel (thereafter referred to as the "Panel") as follows:

- (a) The Panel will comprise three individuals who will have no significant relationship with the affected parties, will have had no involvement with the decision being appealed, and will be free from any other actual or perceived bias or conflict; and
- (b) The Official may designate one of the Panel members to serve as Chair of the Panel. In the event the Official does not designate a Chair, the members of the Panel will select from themselves a Chair.

Preliminary Conference

The Panel may determine that the circumstances of the appeal warrant a preliminary conference. The matters that may be considered at a preliminary conference include:

- (a) Format of the appeal (hearing by documentary evidence, oral hearing or a combination of both);
- (b) Timelines for exchange of documents;
- (c) Clarification of issues in dispute;
- (d) Clarification of evidence to be presented to the Panel; order and procedure of hearing;
- (e) Location of hearing, where the hearing is an oral hearing;
- (f) Identification of witnesses; and
- (g) Any other procedural matter that may assist in expediting the appeal proceedings.

The Panel may delegate to its Chair the authority to deal with these preliminary matters on behalf of the Panel.

Procedure for the Hearing

Where the Panel has determined that the appeal will be held by way of oral hearing, the Panel will govern the hearing by such procedures as it deems appropriate, provided that:

- (a) The hearing will be held within 60 days of the Panel's appointment [5 days for international selections];
- (b) The Appellant and Respondent will be given 10 days [3 days for international selection appeal] written notice of the date, time and place of the hearing;
- (c) A quorum will be all three Panel members. Decisions will be by majority vote, where the Chair carries a vote;

- (d) If the decision of the Panel may affect another party to the extent that the other party would have recourse to an appeal in their own right under this policy, that party will become a party to the appeal in question and will be bound by its outcome;
- (e) Any of the parties may be accompanied by a representative or advisor, including a legal advisor; and
- (f) The Panel may direct that any other person participates in the appeal.

The Panel may conduct the appeal by means of a telephone conference.

Procedure for Documentary Appeal

Where the Panel has determined that the appeal will be held by way of documentary submissions, it will govern the appeal by such procedures as it deems appropriate provided that:

- (a) All parties are given a reasonable opportunity to provide written submissions to the Panel, to review written submissions of the other parties, and to provide written rebuttal and argument; and
- (b) The applicable principles and timelines set out in Section 8.2 are respected.

Appeal Decision

Within 14 days of concluding the appeal [3 days in the case of international selection appeals], the Panel will issue its written decision, with reasons. In making its decision, the Panel will have no greater authority than that of the original decision-maker. The Panel may decide:

- (a) To reject the appeal and confirm the decision being appealed; or
- (b) To uphold the appeal and refer the matter back to the initial decision-maker for a new decision; or
- (a) To uphold the appeal and vary the decision but only where it is found that an error occurred and such an error cannot be corrected by the original decision-maker for reason of lack of clear procedure, lack of time, or lack of neutrality;
[In the case of an international selection appeal, to reject or uphold the appeal on an interim basis (in which case, reasons for the decision shall be given), which decision shall be binding until a full appeal is held at a later date after the event for which the selection applies has been held, provided the appellant still wishes the appeal to be heard.]
- (c) To determine how costs of the appeal, excluding legal fees and legal disbursements of any of the parties, will be allocated, if at all; and
- (d) To return the appeal fee.

A copy of this decision will be provided to each of the parties and to the Official.

In extraordinary circumstances, the Panel may issue a verbal decision or a summary written decision, with reasons to follow, provided the written decision with reasons is rendered within the timelines specified in above.

Timelines

If the circumstances of the dispute are such that this policy will not allow a timely appeal, or if the circumstances of the disputes are such that the appeal cannot be concluded within the timelines dictated in this policy, the Panel may direct that these timelines be revised.

Location

The appeal will take place in the location designated by the Official, unless the Panel decides the appeal is to be held by way of telephone conference, or unless, at the specific request of a party, a different location is mandated by the Panel as a preliminary matter.

Final and Binding Decision

The decision of the Panel will be final and binding on the parties and on all members of British Orienteering, subject only to an appeal to Sport Resolution¹.

The appeal fee as determined annually by the Board of British Orienteering shall accompany an appeal. The said fee must be received within the 21 days as set out previously [3 days for international selection appeals].

¹ [Sport Resolutions](#) is the independent dispute resolution service for sport in the United Kingdom, offering [arbitration](#), [mediation](#), tribunal appointments and administration services. Sport Resolutions is the independent provider of the [National Anti-Doping Panel](#) and Tribunal Service for sport in the United Kingdom.

Bullying & Harassment

Orienteering is committed to providing a caring, friendly and safe environment for all members and participants so they can orienteer in a relaxed environment. Bullying of any kind is unacceptable. If bullying does occur, all orienteers or parents should be able to tell and know that incidents will be dealt with promptly and effectively. This means that anyone who knows that bullying is happening is expected to tell the Club Welfare Officer or report it to British Orienteering.

What Is Bullying?

Bullying is the use of aggression with the intention of hurting another person. Bullying results in pain and distress to the victim.

Bullying can be:

- Emotional being unfriendly, excluding (emotionally and physically) sending hurtful text messages, tormenting, (e.g. threatening gestures)
- Physical pushing, kicking, hitting, punching or any use of violence
- Racist racial taunts, graffiti, gestures
- Sexual unwanted physical contact or sexually abusive comments
- Homophobic because of, or focussing on the issue of sexuality
- Verbal name-calling, sarcasm, spreading rumours, teasing

Why is it Important to Respond to Bullying?

Bullying hurts. No one deserves to be a victim of bullying. Everybody has the right to be treated with respect. Orienteers who are bullying need to learn different ways of behaving.

Members of British Orienteering and people taking part in orienteering activities have a responsibility to respond promptly and effectively to issues of bullying.

Objectives of this Policy

- All committee members, coaches and teachers, orienteers and parents should have an understanding of what bullying is
- All committee members, teaching and coaching staff should know what the policy is on bullying, and follow it when bullying is reported
- All orienteers and parents should know what the policy is on bullying, and what they should do if bullying arises
- Bullying is taken seriously; orienteers and parents should be assured that they will be supported when bullying is reported
- Bullying will not be tolerated

Signs and Symptoms

A child may indicate by signs or behaviour that he or she is being bullied. Adults should be aware of these possible signs and that they should investigate if a child:

- Says he or she is being bullied
- is unwilling to go to training or events
- becomes withdrawn anxious, or lacking in confidence
- feels ill before training sessions or events
- comes home with clothes torn

- has possessions go "missing"
- asks for money or starts stealing money (to pay bully)
- has unexplained cuts or bruises
- is frightened to say what's wrong
- gives improbable excuses for any of the above

In more extreme cases

- starts stammering
- cries themselves to sleep at night or has nightmares
- becomes aggressive, disruptive or unreasonable
- is bullying other children or siblings
- stops eating
- attempts or threatens suicide or runs away

These signs and behaviours may indicate other problems, but bullying should be considered a possibility and should be investigated

Procedures

1. Report bullying incidents to the club welfare officer or a member of the committee or ring the numbers below
2. In cases of serious bullying, the incidents will be referred to British Orienteering for advice
3. Parents should be informed and will be asked to come in to a meeting to discuss the problem
4. If necessary and appropriate, police will be consulted
5. The bullying behaviour or threats of bullying must be investigated and the bullying stopped quickly
6. An attempt will be made to help the bully (bullies) change their behaviour
7. If mediation fails and the bullying is seen to continue the British Orienteering or the club will initiate disciplinary action.

Recommended club action

If the club decides it is appropriate for them to deal with the situation they should follow the procedure outlined below.

1. Reconciliation by getting the parties together. It may be a genuine apology solves the problem.
2. If this fails or is not appropriate a small panel (made up from Chair, Welfare Officer, Secretary, committee members) should meet with the parent and child alleging bullying to get details of the allegation. Minutes should be taken for clarity, which should be agreed by all as a true account.
3. The same 3 persons should meet with the alleged bully and parent/s and put the incident raised to them to answer and give their view of the allegation. Minutes should again be taken and agreed.
4. If bullying has in their view taken place the person accused of bullying should be warned and put on notice of further action i.e. temporary or permanent suspension if the bullying continues. Consideration should be given as to whether a reconciliation meeting between parties is appropriate at this time.
5. In some cases the parent of the bully or the bullied orienteer can be asked to attend training sessions, if they are able to do so, and if appropriate. The Club Welfare Officer should monitor the situation for a given period to ensure the bullying is not being repeated.
6. All coaches involved with the orienteers should be made aware of the concerns and outcome of the process i.e. the warning.

In the case of adults reported to be bullying orienteers under 18

1. British Orienteering should always be informed and will advise on action to be taken.

2. It is anticipated that in most cases where the allegation is made regarding a teacher or coach, child protection awareness training may be recommended.
3. More serious cases may be referred to the police or social services.

Prevention:

- The club should have a written constitution, which includes what is acceptable and proper behaviour for all members of which the anti-bullying policy is one part.
- All orienteers and parents should sign to accept the constitution upon joining the club.
- The Club Welfare Officer will raise awareness about bullying and why it matters, and if issues of bullying arise in the club, will consider meeting with orienteers to discuss the issue openly and constructively

This policy is based on that provided to schools by KIDSCAPE.

KIDSCAPE is a voluntary organisation committed to help prevent child bullying.

KIDSCAPE can be contacted on 020 8896 3675

Complaints & Grievance

Complaints can be raised by any person, member of British Orienteering or member of the public and the complaint will be considered and if appropriate investigated.

Grievances occur when you have been affected by an action someone has taken in an unfair or unjust way. It is important that if you feel dissatisfied with any matter relating to your membership or work on behalf of orienteering be it paid or unpaid, you should have a means by which such a grievance can be aired and resolved.

This procedure applies to complaints and all members' grievances which arise from their involvement with orienteering in a voluntary or paid capacity or employees' grievances which relate to or arise from the terms of their employment except matters of discipline.

Procedure

The complaint or grievance should, in the first instance, be discussed with the person responsible for the situation; that might be a club Chair, an event organiser or a staff member's Manager. Nothing in this procedure is intended to prevent you from informally raising any matter you may wish to mention. Informal discussion can frequently solve problems without the need for a written record. However, should informal discussion not resolve the complaint or grievance, then it should be made clear that there is a wish for the complaint or grievance to be formally recorded and investigated at the stage when the informal discussion fails to satisfactorily resolve any problem.

If you feel aggrieved at any matter relating to orienteering, your membership or your work (except personal harassment, for which there is separate procedure) paid or unpaid, you should:

- (a) First raise the matter with the person responsible for the matter, which may be a club Chair, event organiser or line manager either verbally or in writing, explaining the nature and extent of your complaint or grievance.
- (b) If the complaint or grievance is not resolved satisfactorily, or if it is not possible due to the nature of the complaint or grievance to approach the responsible person, the matter should in the first instance be notified to the Chief Executive, or, if the person responsible is the Chief Executive, the matter should be discussed with the Chair of British Orienteering.
- (c) The aggrieved person has the right to consult with a person of their choice at any stage of the procedure. They may also choose a representative to be present at any meeting arranged for the purpose of resolving a complaint or grievance to help you to explain the situation more clearly. It is the responsibility of the aggrieved individual to keep their representative fully informed.
- (d) Details of all complaints or grievances raised under this procedure will be fully documented and in the case of employees filed on their personnel file.
- (e) If a satisfactory solution cannot be reached by these discussions, a written statement should be sent to the Chief Executive (or in a case where the complaint or grievance is against the Chief Executive the Chair of British Orienteering) setting out full details of the situation giving rise to the complaint or grievance. The matter shall then be referred to the Appeal Panel, which will make a final decision on the matter. This is the final stage of the complaint and grievance procedure.
- (f) Complaints and grievances will be dealt with as promptly as possible relative to the individual circumstances of each case. Where a complaint or grievance request has been formally recorded, an initial consultation (which may be by phone or interview) will normally be convened within 21 days for members and 3 working days for employees.

Consultation Policy & Procedures

Introduction

The Board agreed, at its July 2012 meeting, to adopt in principle the proposals set out in the below paper on consultation.

Proposals

That the Board adopt the following principles on consultation and follow the principles in any future consultations with Associations, Clubs and/or members:

1. Any consultation seeking responses from the whole membership should have a minimum response period of 4 weeks (explanation required if timescale shorter).
2. Any consultation addressed primarily to clubs and/or Associations should have a minimum response period of 2 months (explanation required if timescale shorter).
3. Consultations should primarily seek input by e-mail or the internet, but where timescales and dates permit will also highlight consultations in hard copy communication with the members (e.g. Focus magazine).
4. All consultation responses received will be acknowledged (usually an auto-generated e-mail, possibly at web survey input time) but will not necessarily be responded to.
5. Consultations should summarise in a few paragraphs why the consultation is being undertaken and what sort of decisions or actions might result from it and when.
6. Consultations should make clear how and by when to make responses, and where pre-response explanatory material can be found. Feedback could be unstructured, have to follow a specific structure, have to answer specific questions, or could require survey-style responses.
7. Whether or not there will be individual replies to consultation responses will be highlighted and could either be “no”, “yes” or “at British Orienteering’s discretion”
8. A consultations section of the web site will be established which will contain details of current (“open”) and recent (“closed”) consultations, and for closed consultations (all details below within 4 months of completion, but details published earlier as soon as known):
 - when and where the consultation was announced
 - what the deadline for responses was
 - a summary of response statistics (which must include total number of responses received by category [e.g. 27 Clubs, 6 Associations, and 873 members])
 - a summary of response content
 - decisions or actions taken following the consultation
9. Other standards the Board may suggest now or in the future.

Disciplinary Procedure

Introduction

The many people involved in orienteering are expected to maintain high standards of behaviour. British Orienteering's aim is to encourage and help all volunteers and paid people to reach the necessary standards of behaviour. If these standards are not attained, it may be necessary for disciplinary action to be taken. The disciplinary procedure has been designed to promote fairness in the treatment of all members, volunteers and workers whether they are unpaid or paid; there is also an appeals process forming part of the procedure.

Where there has been a failure to meet the required standard of behaviour or work, or a breach of rules, or contravention of British Orienteering's Policies and Rules, or a person has been guilty of misconduct, the disciplinary action to be taken will follow the procedure below. These rules and procedures should ensure that:-

- (a) Individuals are fully aware of the standards of behaviour and performance expected of them.
- (b) Disciplinary action, where necessary, is taken speedily and in a fair and consistent manner.
- (c) In particular circumstances the alleged inappropriate behaviour is investigated by a panel that has expertise in this area of activity, examples of this are anti-doping, safeguarding children and vulnerable adults.
- (d) Individuals will only be disciplined after careful investigation of the facts and the opportunity to present their side of the case. On some occasions, temporary suspensions from participation, volunteering or work (for paid people on full pay) may be necessary in order that an uninterrupted investigation can take place. This should not be regarded as disciplinary action or a penalty of any kind.
- (e) Other than for an "off the record" informal reprimand, individuals have the right to representation at all stages of the disciplinary process. An informal reprimand may be given in instances where formal disciplinary action is not appropriate. Informal reprimands will normally be given by a person's manager which could be a Club Chair, a 'line' manager or other person in a position of responsibility. In the case of employees, representation can be by a trade union representative, a fellow employee, solicitor, or any person the individual wishes to nominate. It is the responsibility of the individual to ensure that the representative is kept fully informed.
- (f) For a first breach of discipline, except in the case of gross misconduct, it is unlikely that:
 - an employee will be dismissed,
 - membership of British Orienteering will be revoked.
- (g) If an individual is the subject of a disciplinary process, he or she will be informed of any penalty imposed and will have the right to appeal against the finding and/or the penalty.

Disciplinary Rules

It is not practicable to specify all offences which may result in disciplinary action, as circumstances may vary depending on the nature of the role of the individual. In addition to the specific examples of unsatisfactory conduct, misconduct and gross misconduct given in this procedure, the breach of other conditions, procedures, rules, etc. may result in the disciplinary procedure being invoked to deal with such matters.

The disciplinary policy contains three categories of misconduct; the level at which disciplinary action may be considered will be governed by the circumstances and seriousness of each case:

- Unsatisfactory conduct or misconduct
- Serious misconduct
- Gross misconduct

Rules Covering Unsatisfactory Conduct and Misconduct

These are examples and not an exhaustive list.

You may be liable to disciplinary action if you are found to have acted in any of the following ways:

	Volunteer	Employee
(a) Failure to abide by Health & Safety rules and procedures	✓	✓
(b) Failure to abide by the good practice identified with dealing with children or vulnerable adults	✓	✓
(c) Unsatisfactory standards or output of work	✓	✓
(d) Rudeness towards members, members of the public, employees or voluntary members, disruptive or insulting behaviour, harassment, bullying or bad language	✓	✓
(e) If your work involves driving, failure to report immediately any type of driving conviction or summons which may lead to your conviction	✓	✓
(f) Undertaking private work on the premises and/or in working hours without express permission from the Chief Executive		✓
(g) Smoking in designated no smoking areas		✓
(h) Possession of alcohol on the premises		✓
(i) Unauthorised lateness on more than one occasion in a week, or on more than three occasions in a month, or persistent absenteeism		✓
(j) Failure to devote the whole of your time, attention and abilities to British Orienteering's business and its affairs during your normal working hours		✓
(k) Failure to carry out reasonable instructions or follow rules and procedures		✓
(l) Unauthorised use or negligent damage or loss of British Orienteering's property		✓
(m) Failure to report immediately any damage to British Orienteering's property or premises caused by you		✓

Definition of Serious Misconduct

Serious misconduct is defined as where one of the unsatisfactory conduct or misconduct rules has been broken and, upon investigation, it has shown to be due to an individual's extreme carelessness or it has a serious or substantial effect upon British Orienteering's operation or reputation or upon another member. Serious misconduct may result in the individual being issued with a final written warning in the first instance.

Definition of Gross Misconduct

Gross misconduct is defined as where one of the gross misconduct rules has been broken and the offence is one which irretrievably breaks the relationship between the employer and employee or brings British Orienteering into disrepute.

Gross misconduct may result in an individual's membership being revoked or, in the case of an employee, summary dismissal.

Rules Covering Gross Misconduct

These are examples and **not** an exhaustive list. You will be liable to summary dismissal if you are found to have acted in any of the following ways:-

	Volunteer	Employee
(a) Grossly indecent or immoral behaviour, deliberate acts of discrimination with regard to race, sex, disability or sexuality, or serious acts of harassment	✓	✓
(b) Dangerous behaviour, fighting or physical assault	✓	✓
(c) Placing a member of the public or another member of British Orienteering in danger as a consequence of poor performance caused by intoxicants or drugs	✓	✓
(d) Deliberate falsification of any records (including expenses claims, absence records and so on, in respect of yourself or any fellow employee)	✓	✓
(e) Theft or unauthorised possession of money or property, whether belonging to another member, another employee or a third party	✓	✓
(f) Destruction/sabotage of British Orienteering's property, or any property on the premises	✓	✓
(g) Serious breaches of the Health & Safety rules which may endanger the safety of any other person	✓	✓
(h) Abuse of another person as indicated in the Harassment Policy	✓	✓
(i) Gross insubordination and/or continuing refusal to carry out legitimate instructions		✓
(j) Incapacity at work or poor performance caused by intoxicants or drugs		✓
(k) Possession or use of illicit drugs		✓
(l) Abuse of the sickness absence policy and specifically, undertaking additional paid work when on sick leave from British Orienteering's employment		✓
(m) Taking part in activities which may result in adverse publicity to British Orienteering, or which cause British Orienteering to lose faith in your integrity		✓
(n) Working in competition with British Orienteering		✓

Disciplinary Procedure

Disciplinary action taken against an individual will normally be based on the guidelines outlined in Table 1. The stage at which the disciplinary process will be invoked will depend on the nature of the alleged offence; this will be confirmed when the individual is advised of any disciplinary hearing.

In the case of employees, British Orienteering retains discretion in respect of the disciplinary procedure to take account of length of service and to vary the procedures accordingly. If an individual has a short length of service, he or she may not be in receipt of any warnings before dismissal, but the individual will retain the right to a disciplinary hearing and will have right of appeal.

British Orienteering will also take into account any mitigating circumstances when considering how the disciplinary procedure will be invoked.

If a disciplinary penalty is imposed it will be in line with the procedure outlined in Table 1, which may encompass a formal verbal warning, written warning, final written warning, or dismissal, and full details will be given to the individual in writing (except for a formal verbal warning).

In all cases, warnings will be issued for misconduct, irrespective of the precise matters concerned, and any further breach of the procedure in relation to similar or entirely independent matters of misconduct will be treated as further disciplinary matters and allow the continuation of the disciplinary process through to dismissal or the revocation of membership if the warnings are not heeded.

The appropriate disciplinary action to be taken in a particular case will take into account any previous disciplinary action which is on record, irrespective of the nature of the offence which gave rise to the earlier disciplinary action.

Table 1

Offence	First Occasion	Second Occasion	Third Occasion	Fourth Occasion
Unsatisfactory Conduct	Formal verbal warning	Written warning	Final written warning	Dismissal or revocation of membership
Misconduct	Written warning	Final written warning	Dismissal or revocation of membership	
Serious Misconduct	Final written warning	Dismissal or revocation of membership		
Gross Misconduct	Dismissal or revocation of membership			

The following process and timescales will normally be followed:

Formal verbal warning

Where a breach of the required behaviour of a member or the terms of employment for an employee is minor or happens rarely, a word of warning or guidance from a responsible person or line manager will normally be sufficient. This should be preceded by informal counselling or guidance as part of the normal management process. Where there is no improvement in the identified areas, an interview will be arranged with a minimum of 2 weeks' notice for members or a minimum of 3 working days' notice for an employee, and the reasons for the interview confirmed to the individual. The

individual will be provided with an opportunity to put their case at the interview and only after hearing and assessing this evidence will a decision whether to issue a Formal Verbal Warning be made.

Written warning

If there is no improvement in the individual's conduct after the Formal Verbal Warning OR in the event of further unsatisfactory conduct OR in the event of misconduct, an interview will be arranged with a minimum of 2 weeks' notice for members or a minimum of 3 working days' notice for an employee, and the reasons for the interview confirmed to the individual. The individual will be provided with an opportunity to put their case at the interview and only after hearing and assessing this evidence will a decision whether to issue a Written Warning be made.

Final written warning

In the event of the employee continuing to fail to comply with the required standards OR in the event of further misconduct OR in the event of serious misconduct, an interview will be arranged with a minimum of 3 weeks' notice for members or a minimum of 5 working days' notice for an employee, and the reasons for the interview confirmed to the individual. The individual will be provided with an opportunity to put their case at the interview and only after hearing and assessing this evidence will a decision whether to issue a Final Written Warning be made.

Gross misconduct

In the event of the individual continuing to fail to comply with the required standards OR in the event of further serious misconduct OR if an individual is alleged to be guilty of gross misconduct this may result in the revocation of membership of British Orienteering, or if the individual is an employee of British Orienteering, summary dismissal without notice. An employee may be suspended, with pay, to enable time to be taken to investigate accusations of serious breaches of rules. A member may be suspended from participating in all orienteering activities to enable time to be taken to investigate accusations of serious breaches of rules. An interview will be arranged with a minimum of 3 weeks' notice for members or a minimum of 5 working days' notice for an employee, and the reasons for the interview confirmed to the individual. The individual will be provided with an opportunity to put their case at the interview and only after hearing and assessing this evidence will a decision whether to revoke membership, or in the case of an employee, issue a Dismissal Notice, be made.

Disciplinary Authority

The operation of the disciplinary procedure contained in the previous section is based on the following authority at the various levels of disciplinary action:

Level of potential disciplinary action	Authority ² - Employee	Authority - Member
Formal verbal warning	Line Manager	Responsible person
Written warning	Line Manager	Club Chair or person with responsibility for this area of work
Final written warning	Line Manager + Director	Club Chair & person with responsibility for this area of work
Gross misconduct (dismissal)	Chief Executive or Chair of British Orienteering	Chair of British Orienteering

² The definition of Line Manager is any member of staff who has a direct responsibility for the supervision or management of one or more employees or, in the case of a volunteer or member, a senior volunteer that has responsibility for the individual, either through the individual's club or through the role the individual was fulfilling.

Note: There are circumstances where investigation and disciplinary action is taken by a person or persons that have expertise in the area of work that the inappropriate behaviour has taken place in, examples are anti-doping, safeguarding children.

Disciplinary panels will normally be comprised of the following:

Level of potential disciplinary action	Panel composition - Employee	Panel composition - Member
Formal verbal warning	Not applicable	Not applicable
Written warning	Line Manager + one other Manager	Club Chair & a role expert external to the club
Final written warning	Line Manager + Director + Chief Executive	British Orienteering Disciplinary Panel
Gross misconduct (dismissal)	Line Manager + Chief Executive or Chair	British Orienteering Disciplinary Panel

Note: There are circumstances where the panel will be composed of people with expertise in the relevant work area the alleged offence has been committed in; examples of this are anti-doping and safeguarding children where specific Case Management Panel will be used.

Period of Warnings

Formal verbal warning

A Formal Verbal Warning will normally be disregarded after a 6-month period.

Written warning

A Written Warning will normally be disregarded after a 12-month period.

Final written warning

A final written warning will normally be disregarded after a 24-month period.

Disciplinary Appeals Procedure

The disciplinary rules and procedures incorporate the right to lodge an appeal in respect of any disciplinary action taken against an individual.

The British Orienteering Appeal Procedure is detailed within the document of the same name and any person seeking to make an appeal should thoroughly read the document.

An overview of the Appeal Procedure is:

- (a) Appeals against employment disciplinary matters will be dealt with through the human resource mechanisms and tribunal system established under Employment Law.
- (b) Any Member of British Orienteering who is affected by a decision of the Board, of any Committee of British Orienteering, or of any body or individual who has been delegated authority to make decisions on behalf of the Board, will have the right to appeal that decision, provided there are sufficient grounds for the appeal as set out in the Appeal Procedure.
- (c) An appeal against a formal warning or revocation of membership should give details of why the penalty imposed is felt to be too severe, inappropriate or unfair in the circumstances.

- (d) If an individual is appealing on the grounds that he or she has not committed the offence, then the individual's appeal may take the form of a complete re-hearing and re-appraisal of all matters so that the Appeals Panel can make an independent decision before deciding to grant or refuse the appeal. The Appeals Panel will decide on the form the hearing will take.
- (e) If an individual wishes to exercise the right to appeal, he or she should apply in writing to the Chair of the Appeal Committee at the National Office of British Orienteering normally within 21 days of the disciplinary decision.

Document Control

In British Orienteering, we write numerous official documents, including plans, policies, procedures, contracts, and such.

We believe it is important for us to maintain control over the distribution, updating, and storage of these various documents. This is to make sure users receive and use the proper and latest papers, references and related material.

We believe that effective document control will result in reduced costs by helping eliminate wasted effort and material due to the use of improper documents. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

Policy

It is the policy of British Orienteering to adhere to the ISO 9001 section 4.5 standard on Document Control, as follows:

Document Approval and Issue

- To avoid using documents that are incorrect, inadequate, or unauthorized, it is our policy that authorized personnel always review our documents for adequacy and approves them prior to issue.
- To avoid any forms of miscommunication concerning our documents, it is always our policy that the review for adequacy and approval by our authorized personnel will ensure that:
- The pertinent issues of appropriate documents are available and obsolete documents are promptly removed from all points of issue or use.

Document Changes or Modifications

- To avoid lack of consistency of document reviews, and thus prevent possible mistakes, it is our policy to always have the changes to documents reviewed and approved by the same functions or committees that performed the original review and approval, unless specifically designated otherwise.
- To facilitate the review and approval process, it is our policy to always make sure that the designated committees have access to pertinent background information upon which to base their review and approval.
- To properly track changes, it is our policy to identify in the document or the appropriate attachments the nature of the change, where practicable.
- To preclude the use of non-applicable documents, it is our policy to always maintain a master list or equivalent document control procedure to identify the current revision of documents.
- To avoid cluttered and confusing documents, it is our policy to always re-issue documents after a practical number of changes have been made, as determined by the authorized personnel.

The British Orienteering Documentation Control Policy governs the control, distribution and removal of documentation, both hard copy and electronic. The British Orienteering Documentation Control Policy applies to all British Orienteering documentation that pertains to policy, procedures, terms of reference, etc. All employees and volunteers of British Orienteering are required to adhere to the provisions in this policy.

Purpose

The purpose of this policy is to:

- Establish a uniform and consistent method for preparing and handling documentation
- Specify who controls documentation
- Identify the location of documentation storage

Definition

Documentation is categorized as the following three types of information:

- Internally generated documents
- Externally generated documents
- Miscellaneous information

Please note that the lists in each of the following three sections are not all inclusive.

Internally Generated Documents

Internally generated documentation is that which is produced by British Orienteering employees. Examples are:

- Strategic Plans
- Accreditation Documentation

Externally Generated Documents

Externally generated documentation is that which is produced by other partners or individuals outside of British Orienteering. Examples are:

- Funding Contracts Documentation
- Tender Bids
- British Orienteering Policies (i.e. Financial, Personnel)

Miscellaneous Information

Information that must be date controlled is categorized as miscellaneous information. Examples are:

- Organizational charts
- Job descriptions
- Quality Documentation Index
- Operational Objectives

Documentation Control

Development Document Control

Documentation is controlled by the Executive Officer.

Upon approval, all British Orienteering development-related documentation is stored on the corporate server by the person preparing the document. This includes those documents required under British Orienteering adopted processes/procedures that direct or affect the course or content of British Orienteering development activities and programs.

Examples of internally generated development documents given above would fall under the Document File: Reports, Project Plans, etc.

Quality System Documentation Control

Ten types of quality documentation exist in British Orienteering. They are:

- Articles of Association
- Terms of Reference
- Meeting Minutes
- Plans
- Templates
- Policies
- Processes

- Procedures
- Forms
- 'Formal' Guidance

All types of Quality Documentation must be maintained in the Quality System Documentation Database, administered by the Executive Officer.

The Quality System Documentation consists of one electronic controlled copy of each quality document. The location of these controlled copies is:

- The electronic version is maintained and up to date on the web; at www.britishorienteering.org.uk

The electronic copy of each document can be accessed by a file name which corresponds to the document number.

British Orienteering personnel are free to make copies of quality documents (by photocopying, printing from the web). Printed copies can be verified against the official version (on the web) prior to use.

Desktop procedures will be maintained in hard copy form by the personnel using the procedures.

Quality Document Specifications

Procedure: An established way of doing an activity.

Policy: A guiding principle or plan for an activity and its accomplishment.

Guide/Manual: A reference or instruction document.

Form: A document which has blank spaces for the insertion of specified information.

Process: A set of interrelated work activities that are characterized by a set of specific inputs and value-added tasks that produce a set of specific outputs. A process can be contained within a functional organization, or it can span several functional organizations. A process is repeatable and measurable; corrective action is used to correct process problems and improve process performance.

Process Owner: Person who is ultimately accountable for defining, measuring implementing and continuously improving the process. The owner must be able to manage the process across functional or organizational boundaries.

Process User: Person who uses the process. Responsibilities of process users include understanding the process, gathering any measurement data, recommending process corrections and improvements and managing process supplier/customer relationships.

Document Owner: Person who "owns" the process, procedure, policy, guide/manual or form defined in the document. An owner is the person responsible for defining and improving the information in the document.

Author: The lead author is either the document owner or the person designated by the document owner to write the document. This may include leading a cross-functional team to develop the document.

Quality Document Signatures

Signatures indicate review and approval of a document.

Process Document: A process document should be signed by the Manager of persons who are Process Users

Procedure Document: A procedure document should be signed by the Manager of the person who performs the procedures.

Policy Document: A policy document should include the signatures of Manager of employees who are affected by the policy.

Guide/Manual: A guide or manual should be signed by the Manager of the person who developed the guide/manual.

Form: A form should be approved by the Manager of the person who developed the form.

Quality Document Format

The format for quality documents is attached in Appendix A. All quality documents should contain:

- A Cover Page, including approval signature.
- A Change Sheet
- A Document Footer

Each quality document must also have a unique document number. Numbers are obtained from the Executive Officer.

NOTE: Work Instructions require only a date and page numbers.

Control of Externally Generated Documents

Externally generated documents, such as supplier and customer documents, are maintained within the applicable department. An example would be information about a funding agreement that be maintained by the Accounts personnel who interface with the funder.

Control of Miscellaneous Documents

Miscellaneous documents such as organization charts, document index and job descriptions will be distributed from the National Office. The Organization Charts Procedure exists to ensure that British Orienteering organization charts are kept up-to-date.

General Documentation Guidelines

All internally generated documentation should be assigned document numbers by the Executive Officer.

All Development documents must conform to the Initial Submission requirements in the Document Control Procedure.

The format of all documents (except forms) maintained in the Quality System Documentation must conform to British Orienteering standard. Forms in the Quality System Documentation must contain the form number and date. Desktop procedures maintained outside of Quality System Documentation need only contain a date indicating the latest revision and page numbers.

Revision (Issue) Control

All documentation must be revision controlled either by an issue number and date.

Revision (Issue) Number Controlled Documentation

When a document is distributed for review, it should be labelled Draft. It is necessary to increment the date each time changes are incorporated and the document is subsequently reviewed. Once the document is either approved or considered final, the issue number is incremented.

Date Controlled Documentation

The date of publication should be clearly indicated on the documentation. Most externally generated and miscellaneous documents should use this method of revision control.

CHANGE SHEET			
TITLE: Xxxxx Xxxx Xxxxx			
DESCRIPTION OF CHANGE			
ISSUE	DATE	SECTION	DESCRIPTION
X	mm-dd-yyyy	All	<ul style="list-style-type: none">• Original issue

Environmental Policy

British Orienteering has adopted an Environmental Policy that outlines and confirms its commitment to the conservation of the natural and historic environment and to ensuring that all orienteers recognise their responsibilities towards the land, man-made features and the flora and fauna upon it.

“Orienteering is dependent upon the existence of, and access to, suitable areas for the sport. In rural areas these include, woodland, heath or moor, preferably with height variation to provide contour detail. Such areas in Britain are increasingly rare, and come under many competing human pressures which can jeopardise the sustainability of the wildlife and their habitats, and historic features, and bring about conflict between people. Whilst orienteering is generally regarded as having a low environmental impact, orienteers recognise their part in maintaining the integrity and beauty of the countryside in order that the areas we run in today are available undiminished for all users now and in future generations.

British Orienteering is therefore committed to the conservation of our natural and historic environment and to ensuring that all orienteers recognise their responsibilities towards the land. This will be achieved in the following ways:

- continuing to be aware of the need to maintain a healthy environment, and to integrate this principle into the fundamental conduct of orienteering
- ensuring that British Orienteering’s Environmental Policy and best practice guidance as included in its Rules and Guidelines are consistent with the principles of respect for the environment and the protection of flora and fauna, and man-made features
- working in partnership with landowners, government authorities and environmental organisations in defining and achieving good practice
- incorporating the importance of nature conservation, the protection of historic features, and consideration for other users in all education and training programmes for orienteers and event officials, and particularly those aimed at young people
- taking particular care to observe local regulations for environmental protection, to maintain the litter-free nature of orienteering and to take proper measures to avoid pollution
- carrying out basic monitoring of environmental performance at events and collecting the data centrally so that overall performance can be monitored and ways of improving established

This policy incorporates the Environmental Policy of the International Orienteering Federation.

Further information can be obtained from the British Orienteering website www.britishorienteering.org.uk. Where specific advice is needed on conservation or access issues, the British Orienteering Environment Officer can be contacted via the British Orienteering National Office.

Equality & Inclusion

Objectives

- British Orienteering is fully committed to the principles of equality of opportunity and is responsible for ensuring that no job applicants, employees, workers, volunteers, members or participants (together 'stakeholders') are unlawfully discriminated against because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation (together 'protected characteristics')
- British Orienteering will encourage partner organisations, including affiliated clubs and associations to adopt and demonstrate their commitment to the principles set out in this Equality Policy
- British Orienteering is committed to making orienteering an activity that is open to anyone who wishes to take part, in whatever capacity

Policy

British Orienteering is committed to treating all people fairly and providing equality of opportunity. British Orienteering aims to ensure that all people irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation have a genuine and equal opportunity to participate in orienteering at all levels and in all roles. This includes job applicants, employees, participants, volunteers and spectators.

British Orienteering is required by law not to unlawfully discriminate against its stakeholders and recognises its legal obligations under, and will abide by the requirements of, the Equality Act 2010, any equivalent legislation or later amendments in UK jurisdiction.

British Orienteering will not allow any unlawful discrimination (either direct or indirect), harassment, bullying or victimisation (definitions as of Equality Act 2010). British Orienteering regards discrimination, harassment, bullying or victimisation as serious misconduct. All complaints will be taken seriously and appropriate measures including disciplinary action may be taken in line with the Complaints, Disciplinary and Appeals policy and procedures.

British Orienteering considers that foot, mountain bike and ski orienteering are gender-affected activities under the Equality Act 2010.

Implementation

The Board of British Orienteering is responsible for ensuring that this Equality Policy is implemented, followed and reviewed when appropriate and breaches of the policy are dealt with appropriately and in line with the Complaints, Disciplinary and Appeals policies and procedures.

The Chief Executive has overall responsibility for the implementation of this Equality Policy.

British Orienteering will:

- Regularly review its employment practices to ensure continuing compliance with relevant legislation and where possible, good practice.
- Recruit, select, promote and train all personnel working for or on behalf of British Orienteering on the basis of merit & ability and by adapting facilities and equipment where necessary
- Monitor and review British Orienteering's selection criteria and procedures in relation to participation and employment to ensure people are treated solely on the basis of merits and abilities which are appropriate to the position
- Meet its obligation to make training opportunities available to all employees and volunteers
- Promote this policy and commitment to it to all employees, members, volunteers and participants via the staff handbook and British Orienteering website.

- Require employees, members, volunteers and participants to respect, act in accordance with, and thereby support and promote the spirit and intentions of this policy
- Eliminate the effects of prejudice against any group by adopting a planned approach to removing barriers which create inequality or discrimination
- Make every reasonable effort to prepare, produce and market materials that are produced by British Orienteering appropriate for all persons in respect of language, format and style
- Modify any existing rules and regulations that may inhibit the inclusion of any groups, provided this does not result in the deterioration of equality required by British Orienteering
- Work with any transgender athlete looking to participate in orienteering, the 'Transsexual People Competing In Orienteering Competitions Policy' deals specifically with this matter
- Adopt a planned approach to taking positive action towards groups which are currently under-represented in the employees, volunteers, membership, and orienteering in general
- Produce, maintain and monitor an Equality Action plan to ensure the objectives of this Equality Policy are consistently delivered throughout all areas of the organisation.

Monitoring & evaluation

- This policy will be reviewed as part of the British Orienteering policy review schedule approved by the Board annually.
- British Orienteering will regularly monitor and evaluate the policy, practices, procedures and operations and inform employees, members, participants and partners of their impact and of any resulting recommendations.

British Orienteering regards discrimination, harassment or victimisation as serious misconduct and likely to bring the sport into disrepute. Thus, any complaint on any of these grounds against employees, members, participants or other persons will be dealt with under the Complaints, Disciplinary and Appeals Policy and Procedures.

Ethics & Behaviour

British Orienteering's Code of Ethics and Behaviour is the ethical philosophy under which the sport operates. It describes the behaviour expected of all within orienteering in the UK.

British Orienteering is responsible for setting standards and values to apply throughout the sport at every level.

The Code of Ethics and Behaviour encapsulates all the sporting, moral and ethical principles that orienteering represents. The Code is intended for all participants and disciplines within the sport. Everyone involved in the sport should promote equality of opportunity, fairness and respect. All those involved within orienteering have a responsibility to act according to the highest standards of integrity and to ensure that the reputation of the sport is, and remains, high.

The purpose of the Code of Ethics is to:

- Establish the expected minimum standards of behaviour and conduct for all people involved within the sport

We believe the content of the Code of Ethics & Behaviour will contribute to the British Orienteering vision and 'strap line' which is *'more people, more places, more podiums'*.

Code of Ethics & Behaviour

Terms of reference

The content of this Code of Ethics & Behaviour applies to all involved with the sport of orienteering in the UK.

In order to protect the reputation of orienteering in the UK, the Code also applies to all those associated with British Orienteering who are involved in orienteering overseas.

Expected Minimum Standards of Behaviour and Conduct

All individuals involved in orienteering will, at all times:

- Respect the spirit of fairness in orienteering. This is more than participating within the rules – it also incorporates the concepts of friendship, respect for others and always participating with the right spirit.
- Respect the rights, dignity and worth of others.
- Conduct themselves in a manner that takes all reasonable measures to protect their own safety and the safety of others.
- Promote the reputation of orienteering and take all possible steps to prevent it from being brought into disrepute.
- Protect themselves and others involved in orienteering from verbal or physical abuse and threatening or intimidating behaviour.
- Never use inappropriate language or gestures.
- Abide by 'O Safe' the British Orienteering Safeguarding and Protecting Young People Policy and Procedures and Good Practice Guidelines.
- Abide by the British Orienteering Equality Policy.
- Abide by the British Orienteering Anti-doping Rules.
- Take personal responsibility to ensure that they are suitably insured for their activities.

Ethics – Code of Conduct

Good practice should reflect the following principles

Rights – People must:

- respect and support the rights of every individual to take part in orienteering
- help create an environment of enjoyment which is free of fear, discrimination or harassment
- be committed to treating all people fairly and providing equality of opportunity irrespective of age, gender, ability, race, religion, ethnic origin, creed, colour, social status or sexual orientation
- be discreet in the handling of any information about people engaged in orienteering

Relationships – People must:

- not engage in any behaviour which constitutes any form of abuse (physical, sexual or emotional), neglect or bullying
- promote the welfare of participants and, in the case of children, discuss with the child, their parents/carers the potential impact of orienteering on the child
- take action if they have any welfare concerns about any child by following the appropriate procedures
- encourage people to take responsibility for their own development
- communicate fully with people and particularly parent/carers in the case of children, the nature of the orienteering programme and costs involved

Responsibilities (Personal Standards) – People must:

- be fair, considerate and honest in their dealings with everyone
- promote an image of a healthy lifestyle whilst participating or volunteering in orienteering
- display high standards of language and behaviour
- be a positive role model for others
- promote respect for the environment

Responsibilities (Professional Standards) – People must:

- follow the guidelines of British Orienteering for orienteering activities

Fraud Policy

Introduction

The purpose of this policy is to ensure that all employees and Members are aware of the actions they must take if they suspect or uncover any attempted or actual fraudulent activity.

The term fraud includes any form of corrupt act or theft, involving but not limited to the assets of the company. It covers all employees, Members, contractors and suppliers.

This policy should be read in conjunction with the Staff Handbook and Governance policy

Procedures in place for the prevention and detection of fraud are reviewed and reported annually to the Board.

Prevention of fraud and Bribery Act 2010

British Orienteering expects every business and individual (whether employee, representative or agent) performing services for it or on its behalf to do so in an honest and professional manner.

Under the Bribery Act 2010, a bribe is a 'financial or other advantage' offered, promised or given to induce a person to perform a relevant function or activity improperly, or to reward them for doing so.

The Act makes it a criminal offence to:

- offer, promise or give a bribe
- request, agree to receive or accept a bribe
- bribe a foreign public official to obtain or retain business or a business advantage
- (by an organisation) fail to prevent bribery by those acting on its behalf to obtain or retain business or a business advantage for the organisation

Under the Bribery Act, individuals can be prosecuted for accepting bribes or offering bribes. In addition, British Orienteering can be prosecuted for failing to prevent bribery committed to obtain or retain business or a business advantage for British Orienteering by an employee or other individual or organisation (including employees, representatives, agents or third parties engaged by British Orienteering who is performing services for British Orienteering.

British Orienteering does not tolerate any form of bribery, whether direct or indirect, by its agents, consultants, contractors, suppliers, subsidiaries, joint venture partners and any other third parties performing services for or on behalf of British Orienteering.

Employee and Member Responsibility

It is the responsibility of all employees to report immediately any potential or actual instance of fraud to their line manager. Employees are recommended to refer to the British Orienteering Whistle Blowing Policy for further guidance. If this is not appropriate information should be passed to a Director or Chief Executive. Members should inform the Chair or Chief Executive.

Fraud Register

The official "notification of fraud form" should also be completed and returned to the Chief Executive. This will then be entered into the fraud register. The register will record action taken in response of the potential or actual fraud as well as systems employed to help prevent any recurrences.

The relevant Director along with the Chair and if necessary the Chief Executive shall determine how the matter will be investigated. Appropriate action will be taken against any employee guilty of fraud, in line with the disciplinary procedure. Members face being removed from any office they hold and possible further action in such circumstances.

The Fraud Register will be reviewed by the Board on an annual basis.

Health & Safety

British Orienteering fully accepts the obligations placed upon it by the various Acts of Parliament covering health, safety and welfare. British Orienteering requires its Chief Executive to ensure that the following policy is implemented and to report annually on its effectiveness.

British Orienteering also has a responsibility to provide regulations and guidance about health & safety related matters to clubs and those organising events and activities. Such regulations and guidance are included in the Rules of Orienteering, Competitions Rules and Event Guidance.

Management organisation and arrangements

This policy has been prepared and published under the requirements of Health & Safety At Work legislation. The purpose of the policy is to establish general standards for health, safety and welfare at work and to distribute responsibility for their achievement to all managers, supervisors, and other employees through the normal line management processes.

Management responsibilities

Chief Executive

The Chief Executive has overall responsibility for the implementation of British Orienteering's policy. In particular he is responsible for ensuring that the policy is widely communicated and that its effectiveness is monitored.

Senior Management Team

These managers are wholly accountable to the Chief Executive for the implementation and monitoring of the policy within the area of their specified responsibility.

Safety Officer

The Safety Officer is a nominated manager responsible for co-ordinating effective Health & Safety policies and controls across the organisation.

The Safety Officer is responsible for:

- the production and maintenance of British Orienteering's policy and ensuring that Department Guidelines are consistent with policy;
- its application;
- monitoring and reporting on the effectiveness of the policy;
- the provision of general advice about the implication of the law;
- the identification of Health & Safety training needs. The Safety Officer also acts on behalf of the Chief Executive, as British Orienteering's formal link with the Health & Safety Executive, Environment Health Departments and other external agencies;
- the production and maintenance of Health & Safety Codes of Practice for each aspect of the services within British Orienteering.

Responsibilities for Specific Workplaces

The following Departments and work programmes exist within British Orienteering. The person accountable for all matters related to Health & Safety within these Departments or programmes is identified:

- International Programme: Performance Director
- Development (including Coaching & Volunteers): Development Manager
- Office and Infrastructure: Executive Officer Administration
- Events & Competitions: Major Events Manager and Events & Competitions Committee

Health & Safety management process

British Orienteering believes that consideration of the health, safety and welfare of staff is an integral part of the management process. The provision of the Health & Safety at Work etc Act, associated Codes of Practice and EU Directives will be adopted as required standards within British Orienteering. Responsibility for Health, Safety and Welfare matters shall be explicitly stated in management job descriptions.

British Orienteering requires managers to approach Health, Safety and Welfare in a systematic way, by identifying hazards and problems, planning improvements, taking executive action and monitoring results so that the majority of Health, Safety and Welfare needs will be met from locally held budgets as part of day-to-day management, although many Health & Safety problems can be rectified at little additional cost.

For major additional expenditure, cases of need will be submitted by Senior Managers to the Chief Executive.

If unpredictable Health & Safety issues arise during the year, the Chief Executive must assess the degree of risk, in deciding the necessary resources and actions to commit to addressing these issues.

Health, safety and welfare guidelines

It is the policy of British Orienteering to require departmental managers to produce appropriate Health, Safety and Welfare policies or guidelines. These should embody the minimum standards for Health, Safety and Welfare for the department and the work organised within it.

It shall be the responsibility of the manager to bring to the attention of all members of his or her staff, the provisions of the guidelines, and to consult with appropriate Health & Safety representatives about the updating of these guidelines. The model contents of a guideline are:

- a clear statement of the role of the department;
- regulations governing the work of the department;
- clear reference to safe methods of working, for example Safeguarding Children & Vulnerable Adults Policy and Procedures, Emergency Procedures;
- information about immediate matters of Health, Safety and Welfare concern, such as fire drills, fire exits, first aid;
- training standards;
- the role and identity of the Health & Safety representative;
- names of specialist advisers who can be approached about the work of the department;
- the manager responsible for organisation and control of work;
- accident reporting procedures;
- departmental safety rules;
- fire procedures;
- policies agreed by British Orienteering.

A model guideline is attached (Appendix A).

Identification of Health & Safety hazards and problems

It is the policy of British Orienteering to require a thorough examination of Health, Safety and Welfare performance against established standards in each department, at least annually. The technique to be adopted for such examinations will be the 'Safety Audit'. The Audit requires review of:

- standards laid down in the policy;
- departmental guidelines;
- relevant regulations;

- environmental factors;
- staff attitudes;
- staff instructions;
- methods of work;
- contingency plans;
- recording and provision of information about accidents and hazards.

The information obtained by the Audit will be used to form the basis of the plan for the department for the following year. Audits must be completed by December of each year.

The responsibility for ensuring that audit activity is carried out as part of this policy rests with the Chief Executive and will be carried out by the Safety Officer. Although the Audit remains a management responsibility, managers are required as part of this policy to seek the involvement of the appropriate Health & Safety representative in the conduct of the Audit.

It is the management's responsibility to ensure that any deficiencies highlighted in the Audit are dealt with as speedily as possible.

In addition to carrying out Safety Audits, it is the responsibility of the department manager to check, at least quarterly, all portable equipment, including electrical appliances, in their area, and to ensure that all problems are immediately dealt with. Such checks can be delegated to departmental staff in which case written confirmation of checks will be delivered to department managers.

It must be emphasised that managers have a continual responsibility for the elimination of hazards in order to maintain a safe working environment. Any hazard which is identified by staff must be reported to the departmental head as soon as possible.

Safety representatives

British Orienteering will support Safety Representatives in carrying out their role and give all reasonable assistance. Safety Representatives will be encouraged to discuss specific Health & Safety issues with the relevant Department Manager. They may also formally report hazardous or unsafe circumstances to the Department Manager and will be formally notified of the remedial action taken or be given a reason why the action cannot be taken.

Training

Health & Safety training shall be incorporated within annual training programmes, as part of the development of a systematic training plan. Health & Safety training needs will, therefore, be identified and planned for in the same manner as other training needs.

Four areas of need shall be given special priority:

- training for managers, to equip them with an understanding of the manager's responsibilities under this policy, and the role and purpose of safety representatives;
- training for safety representatives to enable them to discharge their function;
- training for all members of staff to acquaint them with the main provisions of the law and its practical implication, the main features of this policy and key safety rules;
- induction and in-service training for staff at all levels to acquaint them fully with new requirements and hazards.

Records, statistics and monitoring

British Orienteering will operate systems for recording, analysis and presentation of information about accidents, hazard situations and untoward occurrences. Advice on systems will be provided by the Safety Officer, in conjunction, where appropriate with specialist advisory bodies for example local Environmental Health Departments, and the responsibility for the operation of these systems rests with managers and supervisors at all levels. Information obtained from the

analysis of accident statistics must be acted upon and, where necessary, bids for additional expenditure made to the Chief Executive.

Reports to the Health & Safety executive

The responsibility for meeting the requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1985 to the Health & Safety Executive shall rest with the Chief Executive as delegated to the Safety Officer.

Specialist advisory bodies

Certain bodies and the individual members of those bodies have always had a Health & Safety role, most notably, the Health & Safety Executive, or local Environmental Health Departments. If further specialist advice is required, this may be obtained by Managers from expert individuals or bodies outside British Orienteering.

First aid

It is the policy of British Orienteering to make provision for First Aid and the training of 'First Aiders' in accordance with the First Aid Regulations (1982). The Safety Officer is responsible for ensuring the Regulations are implemented and for identifying training needs.

Fire

The Chief Executive is responsible for ensuring that staff receive adequate fire training, and that nominated fire officers are designated in all British Orienteering premises. The Chief Executive delegates these responsibilities to the Safety Officer.

In addition British Orienteering will nominate a Fire Officer (this may be the Safety Officer or someone external to British Orienteering); the role of the Fire Officer will be to:

- report and advise on the standard of fire safety in British Orienteering's premises and the standard of fire training of its staff;
- undertake overall responsibility for fire training;
- assist in the investigation of all fires in British Orienteering's premises and to submit reports of such incidents.

Condemnation and disposal of equipment

Procedures for the condemnation and disposal of equipment are set out in British Orienteering's Standing Financial Instructions. Managers introducing new equipment should have new equipment checked by the Safety Officer.

Food hygiene

Those Managers who have responsibility for food acquisition, storage, processing and serving, and staff induction and training, are responsible for ensuring that these functions are undertaken to the necessary legal standards. Any suspected outbreak of food poisoning or other unexplained and possibly food related incidents must be reported to the Chief Executive, delegated to the Safety Officer.

Lifting and handling

Managers are responsible for informing staff of safe lifting techniques. The Safety Officer will identify specific training needs. The Safety Officer will ensure training in lifting and handling is provided to staff.

Control of substances hazardous to health

The Control of Substances Hazardous to Health Regulations (COSHH) require British Orienteering to identify those substances which are in use and which are hazardous to health (as legally defined) and to assess the risk of those substances. British Orienteering must also provide and use controls to prevent exposure to substances hazardous to health; maintain controls by monitoring exposure or by health surveillance of employees; and provide information, instruction and training for employees on all these matters. The Safety Officer is responsible for implementing these Regulations.

Computer installations and Monitors

All new computer installations must adhere to the British Standard Specifications and comply with the Health & Safety (Display Screen Equipment) Regulations 1992. All new employees operating VDUs are issued with a copy of the Health & Safety Executive Booklet entitled 'Working with VDUs'. New employees who regularly use VDUs will be required to undergo sight screening.

Control of working time

British Orienteering is committed to the principles of the Working Time Regulations (1998). No member of staff is expected to work more than 48 hours per week (including overtime) unless there are exceptional circumstances. Similarly, all other requirements of the regulations eg in relation to breaks, night workers etc will be complied with.

Health & Safety and the individual employee

The Health & Safety at Work Act requires each employee 'to take reasonable care for the Health & Safety of himself and of other persons who may be affected by their acts and omissions' and co-operate with management to enable management to carry out their responsibilities under the Act. Employees have equal responsibility with British Orienteering for Health & Safety at Work.

The refusal of any employee to meet their obligations will be regarded as a matter to be dealt with under the Disciplinary Procedure. In normal circumstances counselling of the employee should be sufficient. With a continuing problem, or where an employee leaves him/herself or other employees open to risk or injury, it may be necessary to implement the formal stages of the Disciplinary Procedure.

People working on British Orienteering premises not employed by British Orienteering

Persons working in British Orienteering premises who are employed by other organisations are expected to follow British Orienteering Health & Safety Policies with regard to their personal safety and their method of work. This responsibility will be included in contracts or working arrangements. Similarly seconded employees of British Orienteering working in other host premises will be expected to follow the host employers Health & Safety Policy.

Visitors and members of the public

British Orienteering wishes to ensure that as far as is reasonably practicable, the Health, Safety and Welfare of visitors to British Orienteering establishments will be of the highest standard.

Any member of staff who notices persons acting in a way which would endanger other staff should normally inform their Department Manager. If the danger is immediate, common sense must be used to give warning, call for assistance or give aid as necessary. It is equally important not to over-react to a situation.

Contractors

British Orienteering wishes to ensure that as far as is reasonably practicable, the Health, Safety and Welfare of Contractors working in British Orienteering's establishments will be of the highest standards. In addition, Contractors and their employees have an obligation so far as is reasonably practicable to ensure all equipment, materials and premises under their control are safe and without risks to health.

Contractors must also observe British Orienteering's Fire Safety Procedures. These obligations will be drawn to the attention of the Contractors in the contract document issued to them. In addition, a Manager of British Orienteering will be identified in the contract as having authority to stop the work of Contractors who are placing themselves, other staff, or visitors at risk. Any member of staff who judges there is a risk where contractors are working, should inform their Manager immediately.

In tendering, Contractors will be asked to confirm they have a written Health, Safety and Welfare Policy. The British Orienteering Manager agreeing the Contract will be responsible for monitoring the Health & Safety performance of the Contractor and the Contractor's performance will be a factor in deciding whether or not to invite the Contractor to tender again.

Induction

British Orienteering believes that volunteers and staff taking on roles MUST be given timely induction training. This training is regarded as a vital part of recruitment and integration of both paid and unpaid people entering into the orienteering environment. This policy, associated procedures and guidelines define British Orienteering's commitment to ensure that all people taking up roles in orienteering are supported during the period of induction, to the benefit of the person, sport and British Orienteering alike.

Aim

It is the aim of British Orienteering to ensure that induction is dealt with in an organised and consistent manner, to enable people to be introduced into a new role quickly, so that they can contribute effectively as soon as possible. This induction policy, associated procedures and guidelines aim to set out general steps for the people responsible for the role, and in the case of staff their managers, to follow during the induction process. It is expected that all people responsible for inducing people into roles will adhere to this policy.

British Orienteering expects that the implementation of good induction practice by the person responsible will:

1. Enable new people to settle into British Orienteering quickly and become productive and efficient members of the 'workforce' (which include both paid and unpaid) within a short period of time.
2. Ensure that new entrants are highly motivated and that this motivation is reinforced.
3. Assist in reducing the turnover, lateness, absenteeism and poor performance of people in general.
4. Assist in developing a British Orienteering 'style' where the emphasis is on leadership and caring for the people filling roles on behalf of orienteering.
5. Ensure that all people operating in orienteering do so in as safe a manner as is possible.
6. Will reduce costs associated with repeated recruitment, training and lost role effectiveness/output.

British Orienteering Commitments

The Chief Executive of British Orienteering will:

- Issue guidelines to familiarise people responsible for both paid and unpaid people working on behalf of orienteering with the induction process.
- Maintain and update an Induction Policy.
- Provide a checklist for the 'managers' responsible for induction to follow during the induction period.
- Ensure there is effective monitoring of the induction process particularly in the first three months.
- Deal with any problems that may arise promptly providing an efficient service for both 'managers' and workers, paid and unpaid.
- Review all policy, procedure and guideline documents on a regular basis.
- Provide relevant formal training courses necessary to assist the induction process.

Guidelines for People Responsible for Induction – 'Managers'

Starting a new role is demanding and sometimes stressful experience. Quite apart from the obvious challenge of tackling new tasks, there is also the need to become accustomed to the orienteering environment and new colleagues. The purpose of induction is to support people new to roles during this difficult period and to help them become fully integrated into the role and British Orienteering as quickly and as easily as possible.

Induction has benefits for all involved in the process. People who settle quickly into roles will become productive and efficient at an early stage and in turn will experience feelings of worth and satisfaction.

It is generally recognised that people new to roles are highly motivated and an effective induction process will ensure that this motivation is reinforced.

Benefits of Induction

British Orienteering believe that recruitment and retention of people both paid and unpaid into new roles will be enhanced through a supportive induction and monitoring process.

The advantages of an effective and systematic induction process are as follows:

- To enable people new to roles to settle into British Orienteering quickly and become integrated, productive and efficient within a short period of time.
- To ensure that new people are highly motivated and that this motivation is reinforced.
- To assist in reducing turnover, lateness, absenteeism and poor performance generally.
- To assist in developing a British Orienteering culture and 'management' style where the emphasis is on leadership.
- To ensure that people new to a role are able to operate in a safe manner and 'work' environment.
- To reduce costs associated with repeated recruitment, training and low performance.

Induction Checklist

The Induction Checklist is a very useful way of ensuring that information is imparted to new people when they are likely to be most receptive. It avoids overloading people with information during the first weeks and months whilst ensuring that all areas are covered. People responsible for induction should ensure that these matters have been properly understood whilst the checklist is being completed, perhaps in the form of a regular discussion with the new person. (In the case of staff, arrangements should also be made for the staff member to visit any relevant departments with which they have regular contact in the course of their duties.) At the end of the process the induction checklist should be signed by the relevant parties and a copy placed in the person's portfolio or in the case of staff personnel file.

First Day in the Role

Preparations should be made for the arrival of the new person well in advance, for example, arrangements should be made to provide whatever equipment or email address, and documents etc are required.

Most new people tend to be concerned primarily with two matters:

- whether they can do the job and
- how they will get on with their new colleagues
- In the case of unpaid volunteers there is also likely to be concern as to how much time the new role is likely to take

It is therefore important to introduce them to their new role and colleagues (and workplace in the case of staff) at the earliest opportunity. An introductory discussion will be appropriate at this time and can be combined with the provision of general information and exchanging any necessary documentation. This discussion should be as brief as possible, because the person is unlikely to be receptive to detailed information at this stage, and should be conducted by someone who is well prepared and has sufficient time available. 'Managers' should refer to the Induction Checklist and use it as a basis for discussion thus ensuring all documentation is complete.

For staff a tour of the workplace should be arranged for the new entrant allowing British Orienteering to be viewed as a whole and the recruit to see where he/she fits into the organisation.

The new person will want to get to know the people that also fill this role and any colleagues that he or she will interface with and time should be made for this process. Colleagues should be briefed on the new person. It should usually be possible for a person to be nominated to ensure that he/she has every assistance in settling into the role quickly.

Induction Programmes

Induction programmes must be geared to the individual's needs. Some of the more obvious new members of staff requiring special attention are as follows:

School Leavers

For most people new to roles, induction is concerned with getting accustomed to a new role. For young people, however, it may be about adjusting to a whole new way of life – work! Consequently, young people and school leavers may need more support than other groups. Wherever possible, induction and subsequent training should relate to knowledge and skills which go beyond the person's particular role. Young people may need guidance on wider issues, such as 'career' planning, acquiring qualifications, coping with the routine and discipline of the role.

It would also be helpful for young people to be introduced to an approachable person to whom they could take any queries they might have.

Graduates

Graduates tend to have a high level knowledge but may not have the skills relevant to the role. They will want to feel that they are making a contribution from early on and to understand the organisation of orienteering and their role within it. Also they will want to have a clear picture of future 'career' prospects and to gain broad experience with this in mind. British Orienteering should provide the graduate recruit with a mentor - such as a senior person be they paid or unpaid - who can organise the necessary breadth of experience and offer advice and support in relation to the person future development.

People Responsible for Others – 'Managers'

Whilst many of the points in the checklist apply equally to all new workers, both paid and unpaid, that will take responsibility for others; in most cases individual induction programmes will be necessary. These should be drawn up in consultation with the new person or 'managers', taking into account their backgrounds and experience and the nature of their new roles. Priority should be given to helping new 'managers' establish and maintain relationships with management colleagues and opportunities should be provided for them to spend time in other work areas to facilitate this process. This will help managers quickly to gain an understanding of British Orienteering's philosophies, strategic plans and operational plans.

Ethnic Minorities

In some cases, it may be necessary to design induction programmes with the special needs of ethnic minorities in mind. Language problems and attitudes amongst existing people may be areas requiring particular attention. This is preparation that should be completed before any person takes on a role in orienteering. British Orienteering will not tolerate racist or prejudiced behaviour in any form.

Employment of the Long-term Unemployed

Previously long-term unemployed people who have been recruited may have been absent from the working environment for some time so it will be helpful to recap on some of the issues relating to young people. These should, of course, be adapted to suit older workers, who may need to build confidence and the induction process can be used to update knowledge of new technology (photocopiers, fax machines, telephone systems, etc. as well as computers).

Other Groups

Other groups that may need special attention include disabled people and women returning to either paid or unpaid roles after having raised a family.

These groups will also require the induction procedure as women returning to work may, like the long-term unemployed, be out of touch and lacking in confidence. Disabled people may have all or a combination of induction needs, but these needs may be compounded by their disabilities. Part of the induction process for disabled employees will involve checking such things as wheelchair access to parts of their workplace, toilets and lifts etc. The necessary reasonable adjustments to their workplace required to accommodate the disabled individual should be completed prior to them commencing, and carried out in discussion with the individual or their adviser.

Completing the Induction Process

Induction can be said to end when the individual becomes fully integrated into the role and organisation. Of course, there is no set timescale within which this will happen and follow up is essential. Giving people taking up new roles the opportunity to ask questions early in their taking up of the role can be useful, and the induction checklist will provide this opportunity. In some areas, such as understanding wider aspects of the organisation or orienteering, follow up after a number of months may be appropriate.

Induction Checklist for People New to a Role

Role Title

Name of person.....

Commencement date

Name of responsible person

Below there is a checklist of information for induction which should be used with any person commencing a new role. The responsible person ('manager') 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 & Safety items should be identified immediately. The new person should be asked to tick each topic as he/she has been informed about it, and sign the end of the form. The 'manager' then adds a copy to the person's file or in the case of a staff member sends the form to the Chief Executive for inclusion in the employee's personnel file.

Note, not all the included topics are applicable to all work areas.

Please read the guidance notes below before completing this form.

I have been informed about and understand the items contained in the Guidance.

Signature of Person New to Role: Date:

I confirm that the above Induction Programme has been completed.

Signature of Responsible Person: Date:

Guidance Notes

Certain groups of roles have specific induction needs. The main groups are detailed below, with particular points to take account of highlighted.

ITEMS SPECIFIC TO THE FOLLOWING GROUPS OF ROLES

People with Disabilities

Disabilities include for example physical handicap, deafness, blindness, mental handicap; consider the following for discussion:

1. Confirm the nature of the disability.
2. Clarify if the person has any special needs relating to disability.
3. Check whether employee has any particular concerns regarding the workplace they will be operating in.

Graduates and College/School Leavers

These people may have no previous experience of the role and may need careful integration into the work and orienteering. Discuss the following:

1. Role
2. Reporting responsibilities
3. Allocation and prioritisation of tasks

People Returning to Work (paid or unpaid) after a Period of Absence

This includes people who were previously unemployed, women returning after starting a family, or after any other prolonged period of non-employment. Discussion should include, for example:

1. The difference between the employee's previous working environment and this new one.
2. Changes in skills required for this area of work.
3. Requirement for training to update skills.

'Managers' and Professional Staff

These staff need a broader induction to put their post in context.

1. Structure and culture of the Department (Department in the sense of the type of role ie coaching event planning, administration, etc)
2. Role in relation to Department and British Orienteering
3. Training course in supervisory and management skills, if required

Staff - Conditions of Employment

- Information on hours of work, including duty rotas, shift systems "on-call" breaks
- Time recording, flexi-time, Time-off-in-Lieu (TOIL)
- Bonus scheme, allowances
- Probationary periods of employment
- The fact that there is a Company Pension scheme
- Reporting in when sick including when on leave
- Arrangements for requesting leave: annual leave, unpaid leave, compassionate leave

ITEMS TO COVER WITH A NEW PERSON COMMENCING A ROLE

The Role and 'Department'

- Department function
- Introduction to people delivering similar role or in the case of staff, colleagues
- New person's own role
- Support and supervision
- For staff the general office layout - entrances and exits and telephone system, emergency procedures etc

Health & Safety, Security, Fire (MUST be related to role area/nature)

- Health & Safety information relevant to the role
- Issuing of fire instructions and procedure
- Location of fire-fighting equipment
- Accident reporting
- First aid facilities and First Aider
- Loss of personal effects
- Security of department/building
- Arrangement for keys, passes, etc.
- Violence and aggressive behaviour
- Management of monies/valuables
- Major Incident procedures

Conduct

- Personal presentation
- Disciplinary procedures
- Courtesy to members and the public
- Confidentiality
- Acceptance of gifts
- Statements to the Press
- Private use of telephones, computers, internet, etc

Facilities – appropriate to the role

- Cloakroom, lockers, lavatories, kitchen
- Accommodation

Education, Training, Promotion

- Training opportunities and for staff, study leave
- Means of advancement, promotion opportunities
- Appraisal, review systems

Communication

- Mentor
- Communication arrangements
- Information sources, e.g. notice boards, circulars etc.
- Handling Grievances

Items Specific to Role

- Payment
- Notice of termination of role
- Inability to meet the role requirements inc Sickness

OTHER RELEVANT ISSUES SPECIFIC TO ALL ROLES

British Orienteering Policies & Procedures including:

- The Safeguarding of Children & Vulnerable Adults
- Equality & Inclusion
- Grievance & Whistle Blowing Procedures
- Appeal Procedure

Online & Social Media Policy and Guidance

Policy

British Orienteering has an official presence online and on social media sites. British Orienteering will adhere to the following good practice for the social media interactions it is directly responsible for e.g. British Orienteering's official social media presence and the Xplorer and RunChallenge social media presence:

- A moderator will check and maintain content.
- Appropriate privacy and security settings will be maintained.
- Those maintaining British Orienteering's online and social media presence when alerted to the signs of poor practice online will report it as is appropriate.
- British Orienteering will adhere to the guidance on use of photographic images and video clips. Images of children and young people will not be used online or on social media sites unless permission has been granted by the parents or guardians of those in images.
- British Orienteering will monitor and control comments and photo uploads and remove any that contain adult content or that may cause distress or offence.
- British Orienteering will not ask for people's personal contact information via social media.
- The British Orienteering Lead Child Welfare Officer will thoroughly investigate reported instances of online safeguarding concerns including suspected grooming or inappropriate content and deal with them according to British Orienteering's Safeguarding and Complaints and Grievance Policies.

British Orienteering is not responsible for the communications, via social media, of any unofficial orienteering social media presence which may be about, or contain references to, orienteering.

British Orienteering will issue good practice, which is contained in this Policy & Guidance, to affiliated clubs and associations and members of British Orienteering.

British Orienteering cannot enforce or moderate the behaviour of other social media connections to orienteering; we hope that by educating and raising awareness of the potential issues surrounding online communications we can mitigate some of the risks, including those to children, young people and those at risk.

Background

Social networking now affects all our lives. Sites such as Facebook and Twitter are excellent tools for communicating with people of all ages. These sites allow instant and two-way communication at low cost.

British Orienteering has been aware for some time that as an organisation there is a need to focus on utilising the benefits of social media to communicate with members. As of the beginning of 2013, British Orienteering's Social Media team (made up of volunteers and staff) have been raising our profile and increasing our presence in the digital world.

Raising British Orienteering's digital and social media profile brings with it great benefits including, ability to reach more people, creating a 'shop-window' for our sport and the ability for two-way communication with our members.

Overall the ability to communicate with our members via social media has great benefits. However social media can be used in a negative and harmful way and users should be aware of how best to mitigate any risks.

Types of social networks

Facebook is the largest social networking site with over one billion users worldwide and has a mission to "give people the power to share and make the world more open and connected".

Facebook allows the creation of an online profile where users can post comments, pictures and contact other Facebook users or 'friends'. Profiles are either public or restricted to those previously accepted as 'friends'.

Twitter is a social networking and micro blogging website that enables users to send and read other user messages called tweets. Tweets are like online text messages of up to a maximum of 140 characters displayed on the author's profile page. Tweets are public unless the sender restricts the audience.

Sites such as YouTube and Google provide the opportunity to upload and view video clips.

If you are new to social networking sites, then there are some great websites that go through the basics of the most used social media sites. For more information try the BBC's Webwise series <http://www.bbc.co.uk/webwise/topics/email-and-sharing/social-media/>.

As British Orienteering raises its digital presence, the purpose of this guidance is to provide a recommendation of good practice to members, clubs and associations on social media usage relating to orienteering activities.

Risks and general advice

As well as the many and powerful opportunities social media allows, there are a number of potential risks for people, particularly children and young people, of using social media sites. These risks include cyber bullying, grooming and potential abuse, identity theft and exposure to inappropriate content.

There is some simple advice that everyone should consider when using social media sites;

- Familiarize yourself with the privacy and security settings for the sites you're using and learn how to use them.
- Find out how to report concerns about inappropriate content to the people who run or moderate the site.
- Think about what information you'd be willing to share with friends, acquaintances and strangers, offline in the 'real' world. Moderate your online information sharing accordingly.
- Don't give out personal information such as address, mobile number, your current location etc...
- Bear in mind data protection legislation regarding retaining and distributing personal information about yourself and others.
- Some social media sites have a minimum age for members. Facebook for example has a minimum age of 13 for anyone having a profile.
- Always be aware that social networking sites are a method of communication, like writing a letter or speaking to someone face-to-face. They are bound by the same laws and rules. Don't react in the 'heat of the moment' and then come to regret it later. What you write on social media can be there forever and as such should be considered in the same way as writing a letter or speaking directly to someone. Think before you type!

Guidance for young people

Although organizations, such as British Orienteering, can put in place guidance and safeguards, it is important that children and young people are aware of the risks online and reduce the risk to them as much as possible.

- Be safe and smart online. Help protect yourself from difficult or dangerous situations. Visit www.thinkuknow.co.uk or www.ceop.police.uk and read through the tips and advice.
- Only invite or accept 'friend requests' from people you actually know. Don't ask those people in a position of authority to be your friend e.g. coach or teacher, it could be embarrassing for both of you and it would be poor practice to share too much personal information.
- Don't give out personal information such as address, mobile number, school you attend or your current location.
- Set your privacy and security settings to private or 'friends only'.
- Don't upload photos or send comments that may be hurtful to others.
- When uploading photos, always make sure you and any others in the image are happy for them to be online. Don't upload inappropriate or embarrassing photos.
- Consider that anything you put online including your status, comments, tweets and photos etc... may be shared or viewed by more people than you originally intended. Once it's out there and seen...you can't take it back.

- If you are worried about something that is happening online speak to your parents, an adult you trust, your school teacher, British Orienteering or visit www.ceop.police.uk.

Guidance for members, volunteers and coaches

The following guidance will help to protect your privacy and prevent allegations against you. We strongly advise coaches and other volunteers communicating with children and young people do not use social media. The informality of social media could lead to misunderstandings and misuse. Good practice points for consideration include:

- If you are in a position of trust with a child or young person we advise you not to accept their friend requests or communicate with them via social media.
- If you communicate with anyone under the age of 18 make sure you have permission to do so from parents/carers. Always copy another colleague, welfare officer or moderator into the message/communication.
- Remember that any photos, video clips and comments uploaded to the internet may be there forever, even if you delete them, and they may also be viewed by people you don't expect. Make sure photos, video clips and comments are appropriate for everyone to view and seek the relevant permissions. Do not upload photos or video clips of children and young people without parental consent.
- Don't comment on the performance (either positive or negative) of any athletes you coach.
- If you are worried about any young person, use your organization's reporting procedure and/or report your concerns to www.ceop.police.uk

Guidance for clubs

If your club or association has decided to have a social media presence, those involved in maintaining this should be aware of the following advice:

- Learn how to use the service you would like to provide – for example if you have chosen to use Facebook make sure you understand how it operates, how are the privacy settings used, what safeguards are already in place and how you can use them.
- Manage your social media – Nominate a moderator or responsible person to manage the site and content. This person will need to be trained in how to spot the warning signs of bullying and grooming.
- Target the right age group – Make sure the content of the site is relevant to the age group you are targeting. No illegal, inappropriate or adult content is allowed. Do not target children under the age that may be restricted for the site, e.g. for Facebook those under the age of 13.
- Promote safety – Make sure users know how to protect themselves online and promote websites where they can receive support and advice such as www.thinkuknow.co.uk and www.ceop.police.uk.
- Personal details – do not ask users for personal or contact details including their full name, age, address, school, college or current or home location.
- Use the right images – adhere to the British Orienteering guidance on the use of photographic images.

Guidance on use of photographic images and video clips

British Orienteering is keen to promote the positive image of children and young people taking part in orienteering. With this in mind it is important to use positive images on marketing material, the website and on social media. There are however a number of considerations to be made;

- Only suitable and appropriate images and video clips should be considered for official use.
- Those in the photographs or video clips should be appropriately dressed, wearing suitable kit and following safety precautions.
- If using images or videos of children and young people, they should focus on the activity or event taking place and not just focusing on a particular child.

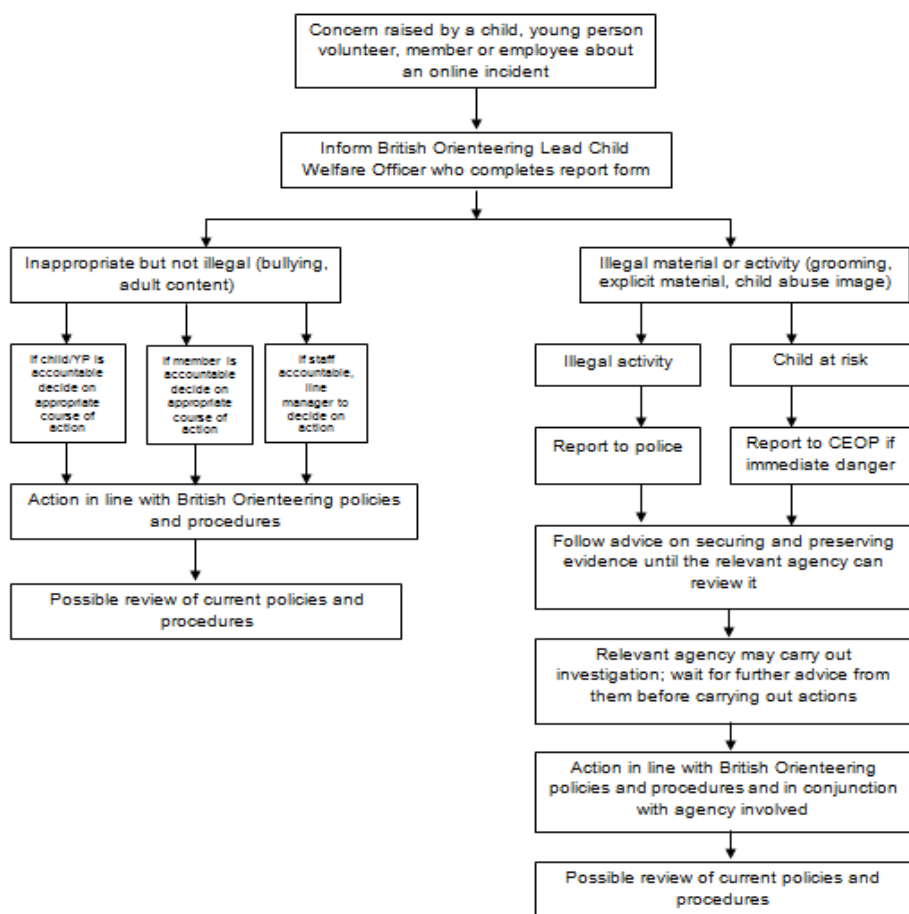
- Permission should be sought in writing or via email for images or videos of children and young people to be used. This permission should be from individual child/young person and their parent/guardian.
- When seeking permission, check that the child/young person and parent/guardian are happy for the image or video to be published together with the name of the child/young person. It may be that they give partial permission in that they are happy for the image or video to be used but not for the child/young person to be directly named.
- Regarding group photos of children and young people, it is good practice to name (if required) those included in the image in alphabetical order and not by the order in which they appear in the shot. This makes direct identification more difficult.

As with all other guidance in this document, British Orienteering commits to adhering to the good practice on its official online and social media sites. British Orienteering cannot however take responsibility for the actions of others associated with orienteering. If you are unhappy about the use of photographs or videos, showing orienteering activity, on other people's social media sites, please contact the British Orienteering Lead Child Welfare Officer for advice and assistance.

Reporting a concern

Any concerns should be reported to the British Orienteering Lead Child Welfare Officer either using safeguarding@britishorienteering.org.uk or via the National Office in line with procedures outlined in the 'O' Safe Policy.

Concerns will be taken very seriously and will be dealt with according to British Orienteering's Safeguarding and



Complaints and Grievance Policies and processes below:

Useful contacts with orienteering

Safeguarding, British Orienteering Lead Child Welfare Officer – safeguarding@britishorienteering.org.uk

Mike Hamilton – British Orienteering Chief Executive and Lead Child Welfare Officer – Mhamilton@britishorienteering.org.uk or 01629 734042

Useful contacts (external to orienteering)

Child Protection in Sport Unit of the NSPCC - <https://thecpsu.org.uk/>

NSPCC Helpline - www.nspcc.org.uk – 0808 800 5000 – help and advice for adults concerned about a child. Available 24/7

Childline - <http://www.childline.org.uk/Pages/Home.aspx> - 0800 1111 - help and advice for children and young people. Available 24/7

Child Exploitation and Online Protection center – www.ceop.police.uk

Think u Know – www.thinkuknow.co.uk – advice site for young people and parents

Childnet international – www.childnet.int.org – a charity that is helping make the internet a safer place for children

Data Protection and Information Commission Office – www.ico.gov.uk

Internet Watch Foundation – www.iwf.org.uk – website to report illegal content

Note

With thanks to the CPSU, Amateur Swimming Association and British Horse Society for their assistance in developing this guidance.

Privacy Policy

British Orienteering (“we”, “us”, “our”) is committed to safeguarding the privacy of your information. Please read this Privacy Policy carefully to see how we treat the information you provide to us. We may change this Privacy Policy from time to time and any changes will take effect once the revised Privacy Policy is available on our Website.

By accessing and using our website at www.britishorienteering.org.uk (“Website”) and using any services made available through our Website (such as membership services), you signify that you have read, understand and agree to be bound by this Privacy Policy.

Our Privacy Principles

British Orienteering’s Privacy Principles outline our commitment to the secure and responsible handling of information about our members.

British Orienteering Privacy Principles:

- We will only collect and use your information where we have lawful grounds and legitimate business reasons to do so.
- We will be transparent in our dealings with you and about how we will collect and use your information.
- If we have collected your information for a particular purpose, we will not use it for anything else unless you have been informed and where relevant your permission obtained.
- We will not ask for more information than we need.
- We will update our records when you inform us that your details have changed.
- We will implement and adhere to information retention policies relating to your information and will ensure that your information is securely disposed of at the end of the appropriate retention period.
- We will observe the rights granted to you under applicable privacy and data protection laws and will ensure that queries relating to privacy issues are promptly and transparently dealt with.
- We will train our staff on their privacy obligations.
- We will ensure, to the best of our ability, we have appropriate physical and technological security measures to protect your information regardless of where it is held.

You are not required to provide any personal information on the public areas of this website. However, you may choose to do so by completing the forms on various pages of the site.

What information do we collect?

We may collect, store and use the following kinds of information about you:

- information about your computer and about your visits to and use of our Website;
- Information that you provide to us when registering to become a member of British Orienteering or updating your membership details or registering for event entry, in each case whether online, by post or by any other means, including your name, age, address, email address and payment details;
- Information that you provide to us when submitting email enquiries, contributions or your views to us; and
- Information that you provide to us for the purpose of subscribing to email notifications and/or newsletters.

Before you disclose to us the personal information of another person (e.g. dependants, family members, and friends) you must ensure that you have obtained their consent to both the disclosure and processing of that personal information in accordance with the terms of this Privacy Policy.

How does British Orienteering use your information?

We may use your information to:

- process membership requests and manage existing memberships;
- process event entries and results;
- assess and analyse our Website and services, and improve the Website and services provided by British Orienteering;
- respond to queries submitted by you;
- send you communications and email notifications relevant to your membership of British Orienteering (if applicable);
- send you newsletters, and other marketing communications relating to British Orienteering, including Compass, or carefully selected third parties which we think may be of interest to you, by post or, where you have specifically agreed to this, by email or similar technology (and you can inform us at any time if you no longer wish to receive marketing communications).

Who will British Orienteering share your information with?

We may disclose your information to any of our employees, officers, agents, suppliers or subcontractors insofar as reasonably necessary for the purposes set out in this Privacy Policy. We may also share your information with our commercial partners, or other carefully selected third parties, for marketing purposes if you have indicated that you are happy to receive such information.

In addition, we may disclose your personal information:

- a) to the extent that we are required to do so by law;
- b) in connection with any ongoing or prospective legal proceedings;
- c) in order to establish, exercise or defend our legal rights.

Except as provided in this policy, we will not provide your information to third parties.

We will retain information about you after the termination of your membership for as long as permitted for legal, regulatory, fraud prevention and legitimate business purposes.

Can I access and update my information?

You have the right to request a copy of the information that we hold about you. If you would like a copy of some or all of that information, please email info@britishorienteering.org.uk or write to us at the address in the 'How to contact us' section below. We may make a small charge for this service.

We want to make sure that your personal information is accurate and up to date. You may ask us to correct or remove information you think is inaccurate.

Use of cookies

A cookie is a small file of letters and numbers that is stored on your browser or the hard drive of your device if you agree. Cookies contain information that is transferred to your device's hard drive. Cookies contain no name or address information or any information that will enable anyone to contact you via telephone, e-mail or by any other means. Our Website may use cookies to distinguish you from other users of our Website. This helps us to provide you with a good experience when you browse our Website and also allows us to improve our Website. By continuing to browse our Website you are agreeing to our use of cookies.

The Interactive Advertising Bureau (IAB) is an industry body that develops standards and guidelines to support online business processes. It has produced a website (www.allaboutcookies.org) which explains how cookies work and how they can be managed. Most browsers are initially set to accept cookies but you have the ability to accept or decline cookies by modifying the settings on your Internet browser or device. The IAB website tells you how to remove cookies from your browser or device. However, if you use your browser or device settings to block all cookies (including essential cookies) you may not be able to access all or parts of our Website.

Security

We are committed to protecting your privacy and we implement a variety of security measures in relation to our processing and transfer of your information. However, the nature of the internet means that data may in some circumstances flow over networks without full security measures and could be access by unauthorised persons. We will never ask you to provide us with your online security details.

Links

Our Website may contain links to other sites. Please be aware that we are not responsible for the privacy practices of these sites. We encourage our users to be aware when they leave our Website and to read the privacy statements on those sites. This Privacy Policy does not apply to information collected on third party sites.

How to contact us

Please contact us if you have any questions about this Privacy Policy or information we hold about you:

Email: info@britishorienteering.com

Post: British Orienteering, Scholes Mill, Old Coach Road, Tansley, Matlock, DE4 5FY

Recruitment & Selection

Introduction

This policy outlines:

- British Orienteering's guidelines to clubs and associations on the recruitment and selection of volunteers
- British Orienteering's approach to internal and external employee recruitment and selection
- Roles and responsibilities
- The need to provide equality of opportunity to all interested in applying for roles whilst increasing the diversity of the people involved in such roles
- Processes required to support British Orienteering's approach

British Orienteering recognises that its success depends upon the calibre of its volunteers and employees. British Orienteering's Training and Education programmes are developed to support volunteers and employees to reach their potential as far as this is possible within the objectives of the organisation, to the mutual benefit of the individual, British Orienteering and orienteering in the wider sense.

British Orienteering is a governing body that is aware of its responsibilities regarding equality and diversity and any recruitment and appointments will be delivered in line with the British Orienteering Equality Policy.

Within this document, the term "manager" is taken to mean any employee or Board/Committee/Club member who may be included in the selection process. The term "line manager" denotes a person (who may be an employee) who has direct responsibility for the management of any number of volunteers or employees. (In the case of the Chief Executive, this is the Chair of British Orienteering.)

Policy Statement

It is the aim of British Orienteering to obtain enough qualified and/or experienced personnel to meet the changing needs of orienteering with a clear commitment to achieving acceptable service standards. In operating this policy, the appointing person or group of persons will:

- Ensure applicants for unpaid or paid roles are treated equally, irrespective of the nature of a role or its position in orienteering.
- Ensure the appointed person is the best candidate that can be recruited to a specific role as advertised.

Either directly or through its association and clubs, British Orienteering will attempt by means of efficient and effective recruitment and selection procedures, to identify the most suitable people available and enable them to achieve role satisfaction, to offer good working conditions, security and opportunities for role and personal development.

Recruitment of Volunteers

Safe Recruitment

It is our belief that, within the orienteering community, all coaches, instructors, event officials, volunteers are committed, dedicated people who are motivated to work within the sport for commendable reasons. However, it is important that all reasonable steps are taken to ensure that unsuitable people or people with inappropriate motivation are prevented from working with young people. Good practice requires that supervision is available at all times to people working with children or vulnerable adults. The following procedures should be adopted and applied consistently when appointing a coach, instructor, official or volunteer in either a voluntary or paid capacity. Under the Protection of Children Act 1999, all individuals working on behalf of, or otherwise representing, an organisation are treated as employees (for the purposes of this Act) whether working in a paid or voluntary capacity.

Advertising

When any form of advertising is used to recruit staff or volunteers, the following information should be reflected:

- Aims of the club or 'employer' and where appropriate, the particular programme involved;
- Key responsibilities of the role;
- Level of experience or qualifications required, particularly if experience of working with young people is an advantage;
- The club's open and positive stance on equality of opportunity and diversity of 'workforce';
- The club's open and positive stance on child welfare and the use of Enhanced Disclosures as part of the recruitment and selection process.

Pre-Application Information

Pre-application information sent to interested or potential applicants should include:

- A job description, including roles and responsibilities;
- A person specification which clearly states qualifications and experience required;
- An application form (Example with O-Safe);
- A self-disclosure form (Example with O-Safe).

Application Forms

All applicants, whether for paid or voluntary positions should complete an application form. The application form should clearly state that the appointment will be made in line with British Orienteering Equality Policy and following the Recruitment & Selection Policy. An application form which has been designed to elicit the necessary information is included with O-Safe.

Contact details of two written referees (not relatives, partners or similarly close associates) should be provided, one of which should be a representative of a previous employer or club. Referees must be willing to provide written comment on the individual's experience and suitability to work with young people. References must be taken up when the position has been offered to the applicant (Example in O-Safe).

Short-listing

A short-list will be made for each post in accordance with the application form and the relevant person specification. In the interests of efficiency, self-disclosure forms should be completed by all short-listed candidates. This will allow for questioning of short-listed candidates about their 'disclosure' prior to any offer of employment being made.

It is important that any 'gaps' in employment identified by careful examination of a CV are investigated. Similar gaps may be evident in a person's résumé of work whether it is of a paid or unpaid nature and should also be investigated.

Interviews

A formal interview is always required for positions involving working with young people. The interview should be carried out according to acceptable protocol and recommendations³.

Disclosures

All those with significant access to or responsibility for young people will be required to complete an Enhanced Disclosure. All those with occasional access to young people i.e. all Club volunteers and employees who have not been required to complete an Enhanced Disclosure will be required to complete a self-disclosure form (O-Safe) and be subject to the British Orienteering Recruitment Process. British Orienteering recommends anyone over the age of 18, with substantial access to young people or anyone with a managerial responsibility for individuals in this position, should

³ Good advice on general recruitment, interview techniques, and good practice is contained in the Running Sport publication 'Employment Matters' and the sports coach UK publication 'Investing in Coaches - A Guide to Local Coaching Development' (both available from Coachwise Ltd. on 0113 2311310).

complete an Enhance Disclosure. The Enhanced Disclosure and the self-disclosure form must be completed once every three years.

If you are unsure as to which employees (paid or voluntary) require a satisfactory Enhanced Disclosure contact the British Orienteering Lead Child Welfare Officer.

If you have any concerns regarding information received on a self-disclosure form, contact the British Orienteering Lead Child Welfare Officer.

Appointment

The successful applicant should be issued with an offer letter. It should specify full details and requirement of the position and any probation period if appropriate. The applicant should be informed that the appointment is subject to a satisfactory Enhanced Disclosure and two satisfactory references. An individual may be allowed to commence his or her duties (at the employer's discretion) but care should be taken to ensure that a senior member of staff is present whenever there is the possibility of contact with young people or vulnerable adults.

All employees, paid and voluntary, will undergo a formal induction in which:

- Their qualifications as a Coach/Official are substantiated through British Orienteering;
- They complete a profile to identify training needs/aspirations;
- They are reminded that they have agreed to abide by the British Orienteering Code of Ethics and Conduct (Appendix C), and they may face disciplinary action if there is an allegation that the Code has been broken;
- The expectations, roles and responsibilities of the job are clarified (e.g. through a formal or informal work programme or goal setting exercise);
- The British Orienteering Child Welfare Policy and Procedures are explained and training needs established;
- If practicable, the new recruit should be mentored by an experienced person.

Training

Checks are only part of the process to protect young people and vulnerable adults from possible abuse. Appropriate training will enable individuals to recognise their responsibilities with regard to their own good practice and the reporting of suspected poor practice/concerns of possible abuse.

British Orienteering will provide training opportunities for people involved/working with young people and vulnerable adults, details of which will be communicated throughout the sport and updated periodically.

Monitoring and Appraisal

At regular intervals (or following a particular programme) all volunteers, employees and other workers should be given the opportunity to give and receive feedback (e.g. through a discussion or appraisal), to identify training needs and set new goals. All associations, clubs or groups should be sensitive to any concerns about poor practice or abuse and act on them at an early stage following the guidelines in this document. The organisation should also offer appropriate support, through liaison with the British Orienteering Lead Child Welfare Officer, to those who report concerns/complaints.

Employment of Staff to Work for British Orienteering

British Orienteering recognises that as far as possible the offer of employment should indicate a long-term commitment, but will consider carefully alternatives in order to meet short-term resource requirements or the needs of British Orienteering's employees.

All appointments are made in line with this Recruitment & Selection Policy and the British Orienteering Equality Policy

The employment policy is not a substitute for relevant legal regulations relating to employment generally, but is intended to complement them and to ensure a consistency of approach throughout British Orienteering.

In addition, British Orienteering will:

- Actively promote the appointment of internal candidates whilst ensuring that this does not compromise on recruitment standards.
- Actively encourage managers to review their staff structures in order to assess the necessity for recruitment.
- Ensure that the remuneration for a given position is sufficient to recruit and retain the appropriate calibre of employees.
- Ensure that all external advertising is professional and portrays an appropriate image for British Orienteering and promotes inclusion of all groups in the community.
- Actively encourage the selection panel to consider the opportunity to increase the diversity of the workforce.
- Treat each appointment as a key business decision and ensure the recruitment process is geared to identifying the key skills, knowledge and attitudes required in the successful candidate.

Roles and Responsibilities

The responsibility for ensuring the successful operation of British Orienteering's recruitment processes rests with the Chief Executive. The Recruitment and Selection procedures specify the responsibilities of line managers at each stage of the process. The Chief Executive has a dual role which is summarised as follows:

- Providing advice and assistance to line managers on all aspects of the procedures.
- Monitoring the conduct of the procedures and taking any necessary action to ensure:
 - They are fair to all candidates and comply with the Recruitment and Equal Opportunities Policies
 - They meet the requirements of British Orienteering to safeguard and protect the welfare of children and vulnerable adults

The Chief Executive will provide support to managers in exercising their responsibilities specifically in the following areas:

- Advising on appropriate recruitment methods
- Planning the recruitment process
- Drafting job and person specifications
- Assisting with the interviewing and testing of candidates
- Obtaining employment references
- Monitoring equal opportunities
- Making offers of employment

These and other responsibilities of the Chief Executive are specified in more detail in the recruitment procedures.

Competition & Career Development – Internal Recruitment

Each vacancy will be offered internally before going to external advertisement. The purpose of this is to encourage and promote career development within the existing staff complement. Such opportunities may be on a permanent basis, or offered as a potential secondment and/or career development opportunity.

Where a secondment is appropriate, this will be on a fixed term temporary basis and the person taking secondment will retain the right to return to their original position at the same terms and conditions before the secondment. At the end of the temporary term, if there is a permanent vacancy, the vacancy will be advertised internally and the seconded employee can apply in line with the usual recruitment policy.

All recruitment will take place based only on the skills, experience and aptitude of the candidates.

In certain circumstances (e.g. redeployment due to redundancy or restructuring, medical grounds, conversion of a temporary contract to a permanent contract etc.), British Orienteering may "ring fence" posts for relevant existing employees before considering any internal or external advertising.

In exceptional circumstances, the Chief Executive may approve appointments without using the full recruitment process, for example:

- To provide emergency, short-term cover (Acting Up), particularly where an employee has recent experience of the vacant role.
- Where a recent recruitment exercise has been completed, and a sudden or unexpected similar vacancy arises and there are applicants who could have been appointed to the original vacancy.

The Management Team will take such decisions mindful of previous recruitment exercises, known career development aspirations of employees and equal and fair recruitment practices.

Internal vacancies will be advertised to employees through direct email and circulated by post to employees who are not able to access email.

Internal candidates (i.e. current employees of British Orienteering) are eligible to apply for all advertised posts using the internal application process. The definition of “employee” for the purposes of internal recruitment is all contracted employees (permanent and temporary) and casual workers. Agency workers are not eligible to apply for internal vacancies. Where appropriate, internal vacancies may also be widened to include current trainees or work placements. Internal candidates applying for advertised vacancies will be considered and selected on the basis of merit and are not guaranteed to be selected for interview. Internal candidates will be given the opportunity to apply for temporary as well as permanent posts, unless there are justifiable reasons for not doing so.

Internal candidates of British Orienteering will be required to complete an internal recruitment application form. All candidates will take part in a selection process that will include, as a minimum, interview by a selection panel comprising no less than 3 members. Other selection methods (e.g. Curriculum Vitae, personality testing etc.) may be considered where it is felt this is more appropriate (e.g. graduate recruitment, manager recruitment).

Vacancies

Once a vacancy has been identified, the Chief Executive will work closely with the appointing manager to produce a job description and person specification capable of supporting selection decisions of the highest standards.

The Chief Executive will agree the recruitment process, timetable and service standards with the appointing director or manager.

Response handling will be dealt with efficiently and professionally with all received applications acknowledged and applicants being informed about when they are likely to receive further communication.

External Advertising

To ensure the most effective use of publications and advertising space, advertisements will be placed in appropriate journals/trade press and local/national newspapers. Advertisements will normally be placed in the publication on only one occasion with choice of media being agreed between the line manager and the Chief Executive in accordance with internal guidelines.

All external vacancies will be advertised on the British Orienteering website.

Local press will be mainly used for posts for which a professional qualification is not normally required.

For posts that require a professional qualification and/or are classed as Management Group posts⁴, advertisements may be placed in an appropriate national newspaper and or relevant trade/professional journal.

In addition, external vacancies will be advertised in the following outlets as a minimum standard:

- UK Sport jobs website

⁴ Posts contained within this definition are detailed in the Recruitment & Selection Procedures.

- British Orienteering website
- Internal notice boards and Job Bulletin
- Free recruitment websites as identified

Advertisements will normally be placed using the services of an advertising agency, and will use one of the standard recruitment advertising templates.

Advertisements will be as specific as possible and geared to attracting only those who fill the essential person specification criteria.

Positive Action

To balance our commitment to internal promotion and career development, where advertisements are placed externally we will actively promote opportunities to encourage applications from all sections of the local community. In particular, we will regularly review the style and content of our advertisements, locations where these are placed and recruitment methods to ensure that we promote British Orienteering as an employer of choice to the local community.

We will continue our commitment to providing work experience and training placements through local colleges, schools and voluntary organisations and, where appropriate, encourage those taking up such placements to apply for permanent positions within British Orienteering.

We will monitor each external recruitment exercise and record what positive action activity has taken place and all recruitment exercises will be monitored in line with British Orienteering usual equal opportunities monitoring procedures.

Selection Methods

The interview will continue to be used as the main method of selecting new employees. However, this does not preclude the use of other techniques such as tests or assessment centres and these may be used as appropriate.

All applications will be objectively assessed and candidates who fulfil the essential criteria of the person specification shortlisted for interview. Assessment will take place using standard shortlisting forms, which must be completed for each applicant, and using scoring criteria agreed by the selection panel. Only applications received on British Orienteering's standard application form will be considered for shortlisting unless application by CV has been agreed. All personal and monitoring information will be removed from the form prior to it being circulated to the selection panel. This information will only be made available to the selection panel once a shortlist has been drawn up.

All gaps identified in the employment record of a candidate will be investigated thoroughly.

British Orienteering does not normally require qualifications as essential criteria for selection. However, where qualifications are specified, applicants will be required to provide evidence to the selection panel that they meet the requirement.

All elements of the selection process will avoid and be seen to avoid any form of discrimination.

Disability

British Orienteering is committed to employing people with disabilities and we will:

- Guarantee an interview to people with disabilities who meet the minimum criteria for a job vacancy.
- Consult disabled employees about how they can develop and use their abilities at work.
- Make every effort when employees become disabled to keep them in employment.
- Develop employee awareness of disability and employment.
- Review annually achievements in meeting these commitments and let all employees know about progress and future plans.

The Chief Executive is responsible for ensuring that selection panels are aware of any applicants who classify themselves as disabled prior to shortlisting. The Chief Executive will also ensure that applicants who have declared a disability and are shortlisted for interview are contacted regarding any specific provisions or reasonable adjustments to permit full access to the recruitment process.

Selection Panels

Wherever possible, British Orienteering will seek to ensure that the selection panel reflects British Orienteering's commitment to its Equal Opportunities Policy.

In addition, where appropriate, selection panels should include a suitably qualified representative agreed with the Chief Executive to ensure best practice and deal with queries on terms and conditions etc.

Selection panels will normally be appointed on the following basis: -

For posts below Management level

The selection panel will normally comprise of 3 people: the line manager, or another manager who may be from another team, and another employee. The line manager will agree the composition of the selection panel with the Chief Executive. Selection panels for these posts may include an employee who is on a similar or higher level to the post under consideration. The purpose of this is to: -

- Provide appropriate participation in the selection process for employees;
- To ensure detailed knowledge of operational aspects are available to the other members of the panel;
- As part of the training/development of the employee.

The Chief Executive may also serve as an additional panel member to monitor implementation of this Recruitment and Selection Policy.

Management Selection Panel

The selection panel will comprise a minimum of 3 people: a member of the Board, another Management Team member and the Chief Executive.

The Chief Executive and the line manager will determine the composition of the selection panel.

Management Team Selection Panel

The selection panel will comprise a minimum of 3 people: the Chief Executive and two Board members. The Chief Executive will determine the composition of the selection panel and process in consultation with the Chair of British Orienteering. In addition, British Orienteering may engage the services of an external consultant to assist in the sourcing of suitable applicants, arrangement of psychometric testing etc. Management Team appointments will be reported to the Board.

Chief Executive Selection Panel

The selection panel will comprise a minimum of 3 Board members, one of whom must be the Chair and a representative of the Sports Councils. An external recruitment consultant may be appointed to facilitate an Assessment Centre approach and who will be responsible to the Chair of British Orienteering.

Appointment

The selection panel is responsible for deciding whether or not to make an appointment from candidates who have been through all elements of the selection process. The decision to appoint will normally be unanimous. However, the Chair of the selection panel has the authority to make a decision where agreement cannot be reached, subject to informing the Chief Executive (or Chair of British Orienteering in the case of the appointment of the Chief Executive) of their decision.

Appointments will normally be made at the starting point of the salary scale for the post. However, the selection panel may recommend a higher starting salary taking into account the candidate's current salary and experience. The Chief

Executive (or Chair of British Orienteering in the case of the appointment of the Chief Executive) must approve any such recommendations before an offer is made.

All appointments will be in writing and have as a minimum an offer letter outlining the main terms of the offer, and an employment contract for signature and return by the employee.

All offers of appointment will be subject to:

- The receipt of a minimum of 2 satisfactory relevant employer references
- The receipt of a satisfactory enhance disclosure being obtained
- The receipt of a satisfactory self-disclosure

Offer letters and employment contracts will be signed by the Chief Executive (or Chair of British Orienteering in the case of the appointment of the Chief Executive).

Extensions to existing temporary or fixed term contracts can be signed by the Chief Executive.

Training

British Orienteering recognises that all those involved in interviewing must be provided with training to develop their skills in this area. To assist with this, the Chief Executive will arrange practical workshops or externally sourced training as appropriate to reflect best practice and internal guidelines and assist managers with interviewing skills and techniques.

Equality and Diversity

The Board will monitor progress in the implementation of all aspects of British Orienteering's Equal Opportunities Policy and will ensure its continuing development. An annual report will be produced and made publicly available.

- When advertising posts, British Orienteering will emphasise its commitment to its Equal Opportunities Policy and in the placing of advertisements, will seek to reach potential applicants from all sections of the community.
- In all aspects of its recruitment procedures, British Orienteering will follow good Equal Opportunities practice.
- British Orienteering will seek to ensure the safeguarding of children and vulnerable adults by requiring all employees to complete a criminal records enhance disclosure and completing a self-disclosure form
- British Orienteering will seek to develop the capabilities and experience of its employees through appropriate training and management to contribute fully to British Orienteering's work and to compete for promotional opportunities.
- All employees involved in the Recruitment and Selection process are expected to promote, both in principle and practice, British Orienteering's Equal Opportunities Policy.
- Disciplinary action will be taken against employees who act in a way that contravenes British Orienteering's Equal Opportunities Policy.

Monitoring

The operation of this policy and associated procedures will be monitored and management information produced.

Review

British Orienteering will continuously review the success of its recruitment policy and procedures and in doing so continue to improve upon them.

Given the changing environment within which British Orienteering works, together with a rapidly changing legal framework, this policy and any associated procedures will be reviewed at regular intervals and no less than annually.

Recruitment of ex-offenders

Policy Statement

1. As an organisation using the Disclosure and Barring Service (DBS) to assess applicants' suitability for positions of trust, British Orienteering complies fully with the DBS Code of Practice and undertakes to treat all applicants for positions fairly. It undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of a conviction or other information revealed
2. British Orienteering is committed to the fair treatment of its staff, potential staff or users of its services, regardless of race, colour, ethnic or national origin, religious belief, political opinion or affiliation, sex, marital status, sexual orientation, gender reassignment, age or disability, or is disadvantaged by conditions or requirements which cannot be shown to be justifiable
3. British Orienteering makes this policy on the recruitment of ex-offenders available to all Disclosure applicants at the outset of the recruitment process
4. British Orienteering actively promotes equality of opportunity for all with the right mix of talent, skills and potential and welcome applications from a wide range of candidates, including those with criminal records. British Orienteering selects all candidates for interview based on their skills, qualifications and experience
5. A Disclosure is only requested after a thorough risk assessment has indicated that one is both proportionate and relevant to the position concerned. For those positions where a Disclosure is required, this will be specified in job adverts and recruitment literature
6. Where a Disclosure is to form part of the recruitment process, applicants will be asked to provide details of their criminal record at an early stage in the application process. This information will only be seen by those who need to see it as part of the recruitment process
7. Unless the nature of the position allows British Orienteering to ask questions about your entire criminal record, we only ask about 'unspent' convictions as defined in the Rehabilitation of Offenders Act 1974
8. British Orienteering ensures that all those in the company who are involved in the recruitment process have been suitably trained to identify and assess the relevance and circumstances of offences. We also ensure that they have received appropriate guidance and training in the relevant legislation relating to the employment of ex-offenders, e.g. the Rehabilitation of Offenders Act 1974
9. At interview, or in a separate discussion, British Orienteering ensures that an open and measured discussion takes place on the subject of any offences or other matter that might be relevant to the position. Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment
10. British Orienteering makes every subject of a DBS Disclosure aware of the existence of the DBS Code of Practice and can make a copy available on request
11. British Orienteering undertakes to discuss any matter revealed in a Disclosure with the person seeking the position before withdrawing a conditional offer of employment

Having a criminal record will not necessarily bar you from working for British Orienteering. This will depend on the nature of the position and the circumstances and background of your offences.

Risk Management

The experience of Foot & Mouth in 2001 and the impact on British Orienteering and the sport of orienteering provide a significant reminder of the need to be aware of risk and to manage such risks as far as possible.

Work since then has highlighted a number of exposure areas that require further analysis to ensure effective control procedures and systems are in place and maintained.

The individual Risk and Control Analysis Forms contained in this Action Plan will enable the Board of Directors, Committees and staff to progress the actions required to achieve satisfactory control measures.

In the Risk Profile report, a number of terms are used which required explanation and which are contained in the Action Plans:

Risk Tolerance

This is defined as the worst financial loss that could be sustained by the business (i.e. the point beyond which the viability of the business could be put at risk).

This has been set by the Board of British Orienteering at £100,000.

Risk Categories

In developing the risk profile action plans the areas as established by the Risk Management Group have been used, i.e. Strategy, Development, Performance and Business Support.

Risk Exposure Area

A brief description of the nature of the risk, eg fire, loss of critical equipment etc.

Review Period

A review period for each Risk exposure area has been identified. This utilises the following periods; Annually, Six-Monthly, Quarterly, Monthly and Weekly and represents the maximum period the risk exposure area that should remain unmonitored.

Risk Magnitude

Risk Magnitude represents a measure of the potential wide cost of loss, which could arise from the realisation of the exposure area. It is a measure of the financial impact of the Risk Exposure area before any recoveries are made from insurance or other third parties.

Four classifications of risk magnitude are recognised:

Risk Magnitude	Value in £000
1 Low	< 10
2 Medium	< 50
3 High	< 100
4 Catastrophic	> 100

Risk Likelihood

This ranking is based on the evaluation of how likely the particular risk may occur relative to the other risks identified. It is based on a combination of loss, incident or claims data and how often the circumstances leading to loss are likely to occur in normal operation. The following table summarises the ratings used:

Likelihood	Definition
1 Low	Rare activity or combination of situations where incident is unlikely
2 Medium	Normal activity but responding to situations well understood
3 High	Frequent activity or where the conditions for loss occur regularly

Present Controls

This is an evaluation of the present risk mitigation techniques, both in terms of the procedures or policies in place and the practices employed. The following table summarises the ratings used:

Controls	Definition
1 Good	Greater than compliance with industry standards; comprehensive procedures, prevention is the industry strategy
2 Average	Minimum compliance with industry standards; minimum procedures; some preventative measures
3 Poor	By industry standards, insufficient controls; lax or no procedures; no attempt made to implement preventative measures

Improvement Potential

This is an evaluation of the opportunity to improve the risk mitigation techniques (present levels of control). This considers both the practicality and costs associated with the improvement (both short and long term). The following table summarises the ratings used in the analysis:

Improvement Potential	Definition
1 Easy	Fine tuning of procedures will address the issues; low cost or minimal effort required; model practices already exist; culture is already appropriate to change/upgrade
2 Moderate	Some new procedures needed; budget required to implement effect
3 Difficult	New operational procedures and/or significant modifications needed Significant additional budget needed

Risk Rating

This is the overall risk rating combining the 4 factors of Risk Magnitude (RM), Risk Likelihood (RL), Present Controls (PC) and Improvement Potential (IP).

The Risk Rating (RR) is derived by the following formula: $RR = RM \times RL + PC + IP$

3 categories of Risk Rating are recognised;

Low = 4 - 6

Medium = 7 - 11

High = 12 – 18

Safeguarding Children & At-risk Adults

Policy for Protecting Young & at-risk adults

This policy was approved by the British Orienteering Management Committee on 6 December 2001, again by the British Orienteering Council on 19 January 2002, since that date regularly reviewed and approved by the Board of British Orienteering.

British Orienteering regards the safeguarding and welfare of everyone and specifically children and at-risk adults to be of paramount importance. In order to protect them from abuse, British Orienteering is committed to taking all reasonable steps to provide a safe environment for them to participate in orienteering activities held under the auspices of British Orienteering and its partners.

To this end, British Orienteering will establish, operate, review and update procedures:

- which promote the safety from abuse of children and at-risk adults
- which provide a channel through which concerns and allegations can be reported
- for responding speedily to any reports of concerns and allegations

In support of the above, British Orienteering will establish, operate, review and update procedures:

- for advising adults on how to interact with children and at-risk adults in ways which are beneficial for all concerned
- which support anyone who reports concerns that a child or adult may have been or may be at risk of being abused
- which provide support to and the fair treatment of anyone against whom allegations have been made
- for responding appropriately if it is established that someone is unsuitable for work with or has behaved in an unacceptable manner towards children and adults at risk

Everyone, whether employee or volunteer, involved with children and at-risk adults within orienteering has a responsibility to take action and follow these procedures; this includes acting as specified in the procedures if they have reason to believe that a person has been or is in danger of being harmed.

Principles Underpinning Safeguarding

Effective safeguarding should be underpinned by two key principles:

- safeguarding is everyone's responsibility: for safeguarding to be effective each club and member of British Orienteering should play their full part; and
- a child-centred approach: for children to be supported effectively there should be a clear understanding of the needs and views of children

Subsequent to these principles the following should be noted:

- The legal and statutory definitions of a child is a person under the age of 18 years (Children Act 1989/2004 definition, Protection of Children (Scotland) Act 2003; Protection of Freedoms Act 2012; Working Together to Safeguard Children 2013 & 2015)
- The safety and welfare of a child is of the highest importance (Children Act, Protection of Children (Scotland) Act)

- An adult has a moral and statutory duty for the care, custody and control of any child under their supervision
- All children have the right to be safeguarded from abuse
- All incidents of poor practice or suspicions of poor practice and allegations of abuse will be taken seriously and responded to swiftly and appropriately
- All children have the right to participate in orienteering events and activities in an enjoyable and reasonably safe environment
- Children and at-risk adults have the right to expect appropriate support in accordance with their personal and social development when involved in orienteering related events and activities
- It is the responsibility of child welfare experts, agencies and courts to determine whether or not abuse has taken place but it is everyone's responsibility to report any concerns
- Confidentiality should be upheld in line with the Data Protection Act 1998; the Human Rights Act 2000 and the Protection of Freedoms Act 2012

Further information, guidance and procedures can be found in the safeguarding reference booklet 'O-Safe' available on the British Orienteering website.

Training & Development

British Orienteering recognises that the provision of effective training is an integral part of equipping volunteers and employees to contribute fully to the success of orienteering. British Orienteering is committed to making sufficient resources available to ensure that volunteers and employees are adequately trained to fulfil their role, to increase job satisfaction and continuously improve performance. British Orienteering recognises the important contribution made by voluntary members and seeks to support members through training and personal development opportunities.

The Training and Development Policy aims to ensure that procedures are established to identify the training needs, both of the organisation and of individuals within orienteering, and to ensure the drawing up and implementing of training programmes linked to the strategic objectives of British Orienteering.

Discussing is currently taking place regarding the benefits of working towards achieving the national standard “Investors in People” or one of the close equivalents. This confirms British Orienteering’s commitment from the top of the organisation to develop all volunteers and employees in order to achieve our strategic objectives.

In order to develop orienteering there is an on-going audit of skills which commenced in August 2007 to identify how individual volunteers and employees contribute to achieving the strategic objectives for orienteering. The performance review process will form a part of this audit. Individual development needs will be agreed for all roles and training programmes drawn up by mutual agreement.

The Staff Appraisal system will provide all employees with the opportunity to discuss and agree with managers how their role fits into the Operational Plan, what targets they are working towards achieving and how their performance will be appraised. Whilst British Orienteering recognises the need for the individual development of staff members, British Orienteering seeks to place the primary emphasis on the needs of the organisation. This will involve a wide variety of training provision to meet the individual and organisational training needs identified.

All training will be evaluated to assess the suitability of the material, competencies, the provider and primarily, how the training can contribute to the improved performance within the volunteer’s or employee’s role, team performance and the success of British Orienteering.

A ‘Training & Education Map’ is included overleaf which states which roles within British Orienteering require particular training or induction.

This Training & Education Map is liable to change as the collection and analysis of needs is determined.

Training & Education Map

	Application form, etc	Self declaration	Underst'nd CP policy	Consult'n with Lead Protection Officer	Club Welfare Officer pack	'Safeg'ding	Workshop 'Time to Listen'	CP executive training	CP Case management pack	Underst'nd Equality Policy	Online equity training	Equity in your coaching	Annual Conf' or Workshop	Distance learning	Profess'nal dev' ment
Club Welfare Officers	Recr'tment	Recr'tment & every 3 yrs	Induction	3 years	Updated as required	Induction	Within 3 years			Induction	Induction	Induction	Annual	Ongoing	Ongoing
Coaches/Instructors	Recr'tment	Recr'tment & every 3 yrs	Induction							Induction	Induction	Induction	Annual	Ongoing	Ongoing
British O & club committee	Induction	Induction	Induction							Induction	Induction			Ongoing	Ongoing
Mappers	Induction	Induction	Induction										Every 3 yrs	Ongoing	Ongoing
Planners	Recr'tment	Induction	Induction	3 years									Every 3 yrs	Ongoing	Ongoing
Organisers	Induction	Induction	Induction			Tailored on Induction				Induction	Induction		Every 3 yrs	Ongoing	Ongoing
Controllers	Recr'tment	Induction	Induction										Every 3 yrs	Ongoing	Ongoing
Other club volunteers	Recr'tment	Recr'tment	Induction							Induction if approp'	Induction if approp'				
Board	Recr'tment	Recr'tment & every 3 yrs	Induction		Updated as required			Induction		Induction	Induction				Ongoing
CP Steering Group	Recr'tment	Recr'tment & every 3 yrs	Induction	Bi-annual	Updated as required	Induction if required	Induction if required	Induction if required	Update as required	Induction	Induction			Ongoing	Ongoing
CP Case Management Group	Recr'tment	Recr'tment & every 3 yrs	Induction	Bi-annual	Updated as required	Induction if required	Induction if required	Induction if required	Update as required	Induction	Induction	Induction		Ongoing	Ongoing
Equality Management Group	Recr'tment	Induction	Induction		Updated as required					Induction	Induction	Induction		Ongoing	Ongoing
Office Staff	Recr'tment	Recr'tment	Induction	Annual	Updated as required	Induction if required	Induction if required	Induction if required		Induction	Induction	Induction if apron'		Ongoing	Ongoing

Identifying Training Needs

Performance review

Volunteers will be questioned at various points in their development to determine their training needs and the feedback they are provided with. Employees will take part in regular performance reviews that will be part of an agreed performance management system. This will include an assessment and review of learning needs, which will in turn be fed in to an overall training plan.

Other methods

These include:

- One to one review sessions
- Team briefings and working with colleagues across orienteering
- Arising from policy development or procedural change
- Arising from changes in working practices/changes in directives
- Arising from changes in the use of I.T. or other equipment

Responsibilities for Training

Volunteers

- Volunteers should make the most of opportunities to discuss their development with their mentors, trainers or 'line manager' ie the person responsible for their particular role, this may be the Chair of Rules Group, the Coaching Manager or Chair of Coaching Committee etc.
- Volunteers should identify any training and development needs that would enable them to perform their role more effectively and communicate them to the person responsible for their area of 'work'
- Some volunteers, for instance coaches are issued with action plans and portfolios in which a record of all forms of training, development and learning can be kept. This is an important developmental tool, as it will be used to help in discussions with mentors, assessors etc at review meetings.

Employees

- Employees should make the most of opportunities to discuss their personal development with their line manager at each quarterly review.
- Employees should identify any training and development needs that would enable them to perform their job more effectively.
- Employees are issued with individual Staff Appraisal Forms to keep a record of all forms of training, development and learning. This is an important developmental tool, as it will be used to help in discussions with line managers at 6 monthly appraisal reviews.

Line managers – people with responsibility for others

Developing volunteers and employees to enable British Orienteering to meet its strategic objectives should be an integral part of the management process.

It is the responsibility of each line manager to:

- Meet with their volunteers and/or employees to identify training needs, agree how these will be met and how the training outcomes will be incorporated into their role/responsibilities.
- Ensure people are aware of developmental opportunities open to them.
- Ensure all training undertaken by volunteers and employees has a clear objective and the expected benefits it will bring both to the individual and British Orienteering are identified before the training takes place.
- Ensure volunteers and employees maintain their action plans/portfolios and their individual Staff Appraisal Form respectively. All training activities should be evaluated, with the individual, after they have taken place.

- Provide support and encouragement to people to enable them to recognise and achieve their own potential.

Senior Management Team (The Board and Senior Staff)

Directors, Chief Executive and Senior Staff should:

- Demonstrate commitment to the Training and Development Policy.
- Create a learning culture that is supportive of the policy.
- Ensure 'line managers' (both paid and unpaid) have the required skills and knowledge for their role in the process.
- Produce the training plan and budgets each year.
- Ensure British Orienteering thoroughly evaluates its investment in training and determines the contribution this has made upon performance.

Chair of British Orienteering

Development of the Board (from March 2008) is an integral part of strategic policy and the Chief Executive and Chair of British Orienteering should:

- Ensure Board members are aware of the developmental opportunities open to them.
- Ensure all training undertaken by the Board members has a clear objective and the expected benefits it brings both to the individual and British Orienteering are identified before the training takes place.
- Ensure all training activities are evaluated, with the individual, after they have taken place.

Meeting Training Needs

Volunteer and employee training needs will be met in a variety of ways, including:

- Structured Induction programmes
- Training courses (internal and external)
- On task training/coaching
- Individual learning using various resources e.g. British Orienteering' library of books, publications and audio-visual materials
- Professional or vocational training
- Spending time with specific members or employees (shadowing)
- Secondments
- Attending Conferences and Seminars

Training Plan

A framework of training will be produced that is informed by the review and appraisal process and analysis of the future needs of orienteering in line with strategic objectives. Identified training needs will be developed into an annual training plan for the ensuing year, taking into account financial and other resources available.

The training plan should include clear and measurable objectives against those training activities that can be evaluated.

Training Budget

An overall budget for training will be agreed by the Board as part of the annual budget. The total budget will be divided across the 'work' areas of volunteers and employees on the basis of the proportion of people involved in each work area, whilst being mindful of particular training needs arising from new activities or equipment.

A proportion of the training budget may be ring-fenced for professional training or other specific purposes.

The Executive Officer Administration will monitor the training budget.

The priority for training within each work area will be evaluated according to need as identified in consultation with volunteers and employees and the Executive Officer Administration.

Evaluation of Training

It is important for pre and post training briefings to take place between the person and their 'line' manager or person responsible for their 'work' to ensure that training undertaken is effective both in terms of time and expense. This will take the form of:

- Pre-course discussion
 - Why they are attending
 - What they hope to achieve from the training
 - How they hope to use their skills on return to the role
- Post-course discussion
 - The results of the course
 - How they will use their new skills or knowledge
 - What support they will need

The effectiveness of all training will be evaluated to establish whether the training met the identified need; this will be done using a two stage evaluation process to identify what has been learned, any behavioural changes and the results of what has been achieved. The two evaluation stages are:

- Immediate post course evaluation – to assess what has been learnt and how any new skills or learning can be used in the role.
- Performance review – to review over a longer period what impact the training has had and what (if any) further development may be required.

Additional evaluation methods will be considered and applied where appropriate.

Professional or Vocational Training

Criteria for professional or vocational training

For specific training posts where British Orienteering has determined that it wants the post holder to undertake professional or vocational training (e.g. NVQ), British Orienteering will grant study leave and pay for all the costs described below.

British Orienteering will fund professional or vocational training that has been identified by the volunteer or employee and agreed with the person responsible for the role, providing the benefits of the training to British Orienteering can be identified. Funding for part or the whole of such training will be available to all roles but must be agreed in writing prior to the expense being committed.

Study leave

Where professional training has been approved for employed staff, paid study leave may be provided up to a maximum of 30 days per training year (1 Jan to 31 Dec) to attend professional or vocational training, relevant to British Orienteering' work or, in exceptional cases, to undertake private study relating to a professional or vocational qualification. The 30 days entitlement is not a right, but a maximum subject to work commitments, and any requests in excess of 20 days will be the exception rather than the rule. The relevant line manager will agree with the employee how the study leave will be taken during the training year and consider each case individually. Study leave days cannot be transferred from one training year to the next and will be pro-rata for part-time employees.

Employees undertaking relevant professional examinations will be permitted to take additional leave of a maximum of ½ a day per examination to sit the examinations themselves plus 1 day's revision leave for each examination up to a

maximum of 6 days in total. Employees will be required to make up any loss of hours in excess of this additional leave out of their own time (e.g. flexi time, TOIL, annual leave).

British Orienteering may provide financial support for training, subject to:

- Travelling costs will only be paid if they are greater than the person's costs of travelling to work.
- No meal allowances will be paid.
- Any books required in British Orienteering for the training will be purchased by British Orienteering for use in its library and authorised by the Executive Officer Administration.
- People undertake to repay all or part of the cost if they cease to fill the role to which they have committed or in the case of employees leave the employment of British Orienteering.
- Employees who drop out of professional courses may be required to repay the course fees; this decision is at the discretion of the Chief Executive and will depend on the reasons given by the employee concerned.
- Employees undertaking professional training do so on the understanding that their job performance must not suffer as a result. If, in the view of their Manager, performance is suffering as a result of study leave, the matter will be brought to the attention of the Chief Executive who has the authority to terminate the study leave arrangements.
- Line managers will make themselves aware of the course of study being undertaken and review progress with the employee on a quarterly basis.
- Applications for study leave for the re-sitting of courses or examinations that have previously been failed will be considered on their merits, but will only be approved in exceptional circumstances.

Applying for professional or vocational training

Applications for professional or vocational training will be considered on the basis of training needs identified through discussion by the employee and line manager. All applications will require the submission of an Application for Professional Training and Agreement form. This will include a statement from the applicant stating the anticipated benefits of the training for both the individual and the organisation. The form also requires a supporting statement from the applicant's line manager. The Executive Officer Administration must receive all applications for professional or vocational training as early as possible to allow consideration in time for inclusion in the training budget commencing 1 January. Information required for each application will include:

- Name of course
- Place of study or distance learning details
- Brief statement of why training is relevant (learning objectives, link to team and organisational objectives, how any learning will be applied to the job/role etc.)
- Total indicative costs for the full course of study and actual costs for the current financial year

The applicant's line manager will be required to provide ongoing support during the course of study, including monitoring and evaluation of improvements in knowledge, skills and behaviour.

Equal Opportunities

All applications for training will be considered with regard to British Orienteering's Equal Opportunities Policy. However, the Chief Executive has authority to refuse requests for study leave if in his/her view, the operational effectiveness of British Orienteering may be affected. This is likely to be considered on the basis of the proportion of total time being taken up by study leave

Expenses

Travelling costs to and from courses are met out of the training budget.

For day courses, British Orienteering will fund travelling expenses at current mileage rates.

Wherever possible, training venues close to the National Office will be chosen, to minimise costs where this can be done without compromising on quality.

No subsistence allowance will normally be paid, except where people are attending courses that require them to stay beyond normal working hours or where normal meal arrangements are not possible. Agreement to subsistence payments should be by prior arrangement with the individual's 'line' manager where possible. Subsistence costs for courses are met out of the training budget.

Volunteers or employees with childcare responsibilities attending training courses outside normal working hours may apply for child care costs to be reimbursed.

Repayment of Training Costs

Where British Orienteering provides financial assistance towards professional or vocational training, volunteers and employees will be required to complete a signed undertaking at the time of application to repay the cost of the training if they leave the role or, in the case of employees, employment of British Orienteering. This will only normally occur when a considerable investment has been made in technical or professional training.

Should an employee leave British Orienteering during the training, any non-recoverable sums paid over the preceding 12 months will be repayable by the employee as follows:

Leaves during course of study or within 3 months of completion:	100%
Leaves after 3 but before 6 months of completion:	90%
Leaves after 6 but before 9 months of completion:	75%
Leaves after 9 but before 12 months of completion:	50%
Leaves after 12 but before 18 months of completion:	25%
Leaves after 18 months of completion:	No refund required

Transsexual People Participating in Orienteering Competitions

Introduction

British Orienteering is committed to ensuring that there is open access to all those who wish to participate in the sport and that they are treated fairly. It is also committed to confronting and eliminating discrimination by reason of any protected characteristic – age, disability, ethnicity, gender reassignment, marriage or civil partnership, pregnancy, maternity or breastfeeding status, religion or belief, sex or sexual orientation.

Under current UK legislation, orienteering, as a gender-affected sport, may be regulated by British Orienteering in respect of the participation of a transsexual person.

British Orienteering's aim is to try, as far as is possible, to permit transsexual people to orienteer in their affirmed gender while balancing this with its role in providing fair play and competition and protecting the integrity of the women's, men's and mixed relay competitions.

In addition to those wishing to compete, it also has a responsibility to protect those who may be staff or spectators, and who may be transsexual people, or perceived to be so, or associated with them, such as family members. However, this particular policy focusses only on competitors, or would-be competitors, in orienteering events.

Scope

British Orienteering is the National Governing Body for the sport of orienteering in the UK; therefore, the policy relates to this territory. The policy covers competitions run under its auspices and run in accordance with its regulations and policies. It includes competitions managed and organised by its members, Associations, and British Orienteering affiliated clubs.

The policy also covers the eligibility and selection of transsexual orienteers seeking eligibility to represent Great Britain in international competitions or be entered into international competitions by British Orienteering, referred to in full or as '*international orienteering competitions*'.

For the avoidance of doubt, the word competition is defined as activity where the result has a meaningful outcome.

British Orienteering's Policy and Procedures on Transsexual People Participating in Orienteering Competitions applies to all individuals involved, whether paid or in a voluntary capacity. Everyone in orienteering has a responsibility to ensure that transsexual people are treated with dignity and respect and that they are treated fairly.

Guidance and Legislation

The practices and procedures within this policy and documentation are based on the principles contained within UK legislation and IOC guidance and take the following into consideration.

- Equality Act 2010.
- IOC Guidance on Sex Reassignment 2004
- Data Protection Act 1998.
- Gender Recognition Act 2004.

Understanding the terms used

This policy and procedures uses a number of terms associated with transgender people as well as sport. We recognise that there are considerable differences in these and we have adopted the following terms:

Transgender person

The term transgender person or trans person are umbrella terms to cover a number of specific terms such as transsexual men, transsexual women, androgyne and polygender people, cross-dressing and transvestite people.

Gender reassignment

Gender reassignment is one of a number of protected characteristics defined in the Equality Act 2010 and is the process of transitioning from one sex to another. This legislation prohibits discrimination against a person who is proposing to undergo, is undergoing or has undergone a process, or part of a process, for the purpose of reassigning their sex.

Transsexual person

This term refers to someone with the protected characteristic of gender reassignment. We use the term transsexual man to describe a female-to-male transsexual person and transsexual woman to describe a male-to-female transsexual person. This is not the same as a cross-dresser, or transvestite people, nor is it the same as sexual orientation.

Policy and Procedures

British Orienteering's policy on transsexual people participating in domestic competitions or seeking eligibility to represent Great Britain in international competitions or be entered by British Orienteering in international competitions.

- Any transsexual male (female-to-male transsexual person) recognised under UK law as someone undergoing, or who has undergone, gender reassignment may compete in any male, domestic orienteering competition; or
- Any transsexual woman (male-to-female transsexual person) over the age of 16 recognised under UK law as someone undergoing, or who has undergone, gender reassignment may compete in any female, domestic orienteering competition as long as she can satisfy British Orienteering that any gender-related advantage has been minimised by providing evidence that her hormone therapy has brought her blood-measured testosterone levels within the range of her affirmed gender and that this is in line with any anti-doping regulations; or
- Any transsexual girl (under 16 and post puberty) recognised under UK law as someone undergoing, or who has undergone, gender reassignment may compete in any female, domestic orienteering competition subject to an individual case-by-case review, if required, by British Orienteering; or
- Any transsexual girl (pre-puberty) recognised under UK law as someone undergoing, or who has undergone, gender reassignment may compete in any female, domestic orienteering competition subject to confirmation of her stage of pubertal development.
- Any transsexual orienteer recognised under UK law as someone undergoing, or who has undergone, gender reassignment is eligible to represent Great Britain in international competitions or be entered by British Orienteering in international competitions as long as they comply with the IOC's policy on sex reassignment as follows:
 1. Any transsexual female who has undergone, or is undergoing sex reassignment surgery from male to female before puberty should be regarded as female. This also applies to transsexual males who should be regarded as boys and men (male). If any individual meets the relevant requirement they can be eligible for selection to represent Great Britain in international competitions or be entered into international competitions by British Orienteering. This should be conditional on the individual presenting with legal recognition of their affirmed gender.
 2. Any transsexual person recognised under UK law who has undergone gender reassignment after puberty can be eligible for selection to represent Great Britain in international competitions or be entered into international competitions by British Orienteering in their affirmed gender under the following conditions:
 - I. Surgical anatomical changes, including external genitalia changes and gonadectomy have been completed two years before seeking eligibility;
 - II. Legal recognition of their assigned sex has been conferred by the appropriate official authorities; and
 - III. Hormone therapy appropriate for the assigned sex has been administered in a verifiable manner and for a sufficient length of time to minimise gender-related advantage in orienteering competitions.

This is summarised as follows:

Affirmed gender	Domestic competition	International competition
Any transsexual male	May compete in any male, domestic orienteering competition run under the auspices of British Orienteering and run in accordance with their regulations and policies	May represent Great Britain in international competition or be entered by British Orienteering in international competition if he is compliant with IOC policy
Transsexual woman – over 16	May compete in female, domestic orienteering competition run under the auspices of British Orienteering and run in accordance with their regulations and policies by providing evidence that her hormone therapy has brought her blood-measured testosterone levels within the range of her affirmed genderOr, if she has not started hormone treatment she can participate in any male domestic competition	May represent Great Britain in international competition or be entered by British Orienteering in international competition if she is compliant with IOC policy
Transsexual girl – under 16 and after puberty	May compete in any female, domestic orienteering competition run under the auspices of British Orienteering and run in accordance with their regulations and policies subject to an individual case-by-case review, if required, undertaken by British OrienteeringOr, if she has not started hormone treatment she can participate in any male domestic competition	May represent Great Britain in any international competition or be entered by British Orienteering in international competition if she is compliant with IOC policy
Transsexual girl – before puberty	May compete in any female, domestic orienteering competition run under the auspices of British Orienteering and run in accordance with their regulations and policies subject to confirmation of her stage of pubertal development	May represent Great Britain in international competition or be entered by British Orienteering in international competition if she is compliant with IOC policy

Procedures for transsexual females in domestic competition

British Orienteering's procedure to determine eligibility for transsexual females to compete in female, domestic orienteering competitions:

For all transsexual women

- All enquiries must be passed to British Orienteering's Chief Executive.
- All documentation revealing information about a person's past or present gender reassignment status will be managed in accordance with British Orienteering's policies with regards to the management of sensitive and confidential information and in line with the Data Protection Act 1998 and, where relevant, the Gender Recognition Act 2004.

- Anyone involved will understand the confidentiality obligations that are associated with handling such a matter.
- British Orienteering will undertake all communication with the individual concerned only sharing information with the Association, clubs and entry managers on a 'needs-led' basis allowing them to manage participant entry.
- In order to determine compliance with this policy British Orienteering's Chief Executive and, if necessary, a medical representative appointed by British Orienteering will consider the evidence on a case-by case basis.
- A transsexual woman or girl shall not be entitled to participate in female, domestic orienteering competitions in their affirmed gender until such time as they have provided evidence that the criteria set out below have been met to British Orienteering's satisfaction.

For transsexual women over the age of 16

The transsexual woman (and their legal guardian if under 18) will be asked to permit their GP and/or Consultant to disclose sufficient information to British Orienteering (including such other information, records or other material as British Orienteering may require from time to time) to allow it to ascertain that hormone therapy has been administered in a verifiable manner in order to minimise gender-related advantages in orienteering competitions. This will need to demonstrate that the hormone treatment will have reduced their blood-measured testosterone level to that of the affirmed gender and that this is in line with any anti-doping regulations, hormone-related treatment must be verified annually to ensure its validity;

For transsexual girls (under 16 and post puberty)

The transsexual woman and their legal guardian will be asked to permit British Orienteering to undertake an individual case-by-case review. This will involve a review meeting with the transsexual girl, their advocate (e.g. parent, social worker, rep from a LGBT young people's group such as Intercom in the south west) and a representative from British Orienteering. Their role will be to agree a way forward for the young person based on their individual circumstances and to manage everybody's expectations with due consideration for fairness and safety.

For transsexual girls pre puberty

The transsexual girl and their legal guardian will be asked to permit their GP and/or Consultant to disclose sufficient information to British Orienteering (including such other information, records or other material as British Orienteering may require from time to time) to allow it to ascertain the girls stage of pubertal development that the girl has reached. This is subject to an annual review.

Procedures for transsexual people in international competitions

British Orienteering's procedure to determine eligibility for transsexual people to represent Great Britain in international competitions or be entered into international competitions by British Orienteering

- All enquiries must be passed to British Orienteering's Chief Executive.
- All documentation revealing information about a person's past or present gender reassignment status must be managed in accordance with British Orienteering's policies with regards to the management of sensitive and confidential information and in line with the Data Protection Act 1998 and, where relevant the Gender Recognition Act 2004.
- Anyone involved will understand the confidentiality obligations that are associated with handling such a matter.
- British Orienteering will undertake all communication with the individual concerned only sharing information with international competition organisers in order to allow them to verify the status of the transsexual person.
- The transsexual person (and their legal guardian if under the age of 18) will be asked to permit their GP and/or Consultant and the Gender Recognition Panel to disclose sufficient information to British Orienteering (including such other information, records or other material as British Orienteering may require from time to time) to allow it to ascertain that the following conditions have been met:
 - Either,
 - a) That sex reassignment surgery is being undergone, or has been undergone, before puberty.

- Or,
 - a) Surgical anatomical changes, including external genitalia changes and gonadectomy has been completed not less than two years previous to the application; and
 - b) Legal recognition of the affirmed gender has been conferred by the appropriate official authorities. In the UK this could be the Gender Recognition Panel. Where a Gender Recognition Certificate (GRC) is held it is a criminal offence to pass on information unless with the explicit, written permission of the person concerned; and
 - c) Hormone therapy has been administered in a verifiable manner and for a sufficient length of time to minimise any gender-related advantage in orienteering competitions. Hormone therapy must be verified annually.
- In order to determine compliance with this policy British Orienteering's Chief Executive and, if necessary, a medical representative appointed by British Orienteering will consider the evidence on a case-by case basis.
- A person shall not be entitled to represent Great Britain in international competitions or be entered by British Orienteering into international competitions in their affirmed gender until such time as they have provided evidence that the criteria set out above have been met to British Orienteering's satisfaction.

Roles and Responsibilities

Local orienteering organisers should:

- Treat the transsexual person with dignity and respect.
- Explain the policy and procedures and ask their view on how to proceed. Explain that there are no restrictions on training or participating in local events that are not a part of domestic competition.
- Respect the private and confidential nature of the person's situation.
- Agree with the transsexual person how information is to be shared with others if this is necessary.
- Take prompt and decisive action against anyone in the organisation whose behaviour or language is inappropriate or offensive to or about transsexual people. Use your disciplinary procedures to manage this.
- Ensure a Code of Conduct is publicised indicating your zero-tolerance policy towards all bullying/harassment of people.
- Ensure that any training the organisation undertakes with regards to equality covers transgender people and the policy as well as the general equality policy.

Acknowledgements

British Orienteering wishes to thank Badminton England and UK Sport for their work and support on this policy.

Whistle-Blowing

Terms of Reference

This Whistle-blowing Policy has been introduced following the recommendation of Lord Nolan in the second report of the Committee on Standards in Public Life and to ensure British Orienteering complies with the requirements of the Public Interest Disclosure Act 1998.

The recommendations as to the constituent elements of a Whistle-blowing policy are as follows:

- A clear statement that malpractice is taken seriously in the organisation and an indication of the sorts of matters regarded as malpractice.
- Respect for the confidentiality of staff raising concerns if they wish.
- The opportunity to raise concerns outside the line management structure.
- Penalties for making false and malicious allegations.
- An indication of the proper way in which concerns may be raised outside the organisation if necessary.

Preamble

The term "whistle-blowing" is commonly used when employees disclose a practice within an organisation that is malpractice or are illegal acts or omissions at work or threatens the public interest. The purpose of introducing a procedure for whistle-blowing is to encourage employees of British Orienteering to raise any concerns that they have in a responsible way where they believe there is such a practice. It introduces an internal procedure which individual employees may use in order to protect themselves from victimisation. The procedure requires employees to raise their concerns internally and strictly regulates the situations in which they may raise the matter externally.

If an employee wishes to disclose information of a nature which falls within one of the following six categories of allegation, then that disclosure should be pursued through the procedure set out at point 3 below if the employee is to be effectively protected from disciplinary action in respect of the disclosure.

The six categories of allegations

1. That a criminal offence has been, *is being*, or is likely to be committed.
2. That a person has failed, is failing, or is likely to fail to comply with any legal obligation to which they are subject.
3. A miscarriage of justice has occurred, is occurring or is likely to occur.
4. That the health or safety of any individual has been, is being, or is likely to be endangered.
5. That the environment has been, is being, or is likely to be damaged.
6. That information intending to show any matter falling within one of the above categories has been, is being, or is likely to be deliberately concealed.

General Principles

The Board and members of staff are committed to conducting the affairs of British Orienteering in a responsible way and to ensuring that the public interest is at all times safeguarded.

The Board applies the rules and conventions for the conduct of the business of governing bodies of sport as set out in the Articles of Association and other Policies as agreed by The Board.

The Board and members of staff are committed to combating unethical conduct, whether the perpetrators are internal or external to British Orienteering.

Staff are encouraged to raise legitimate concerns in a responsible way if they believe that disclosure is in the interests of British Orienteering, its employees or the public. Concerns should only be raised in good faith and not be raised for the purpose of furthering a personal grievance or private disputes: such matters must be dealt with through British Orienteering's Grievance Procedure.

The Board and members of staff recognise that victimising employees or deterring them from raising a concern about fraud, corruption, malpractice or unethical conduct is a serious disciplinary offence and could lead to a loss of certain statutory protections otherwise available to them the person or persons carrying out that conduct.

Abuse of this procedure by maliciously or mischievously raising unfounded allegations, either internally or externally, is a serious breach of discipline by the person maliciously raising the allegation.

Where an allegation is made, the person or persons against whom the allegation is made shall be informed of the allegation and the evidence supporting it, and shall be allowed to comment before the investigation is completed.

Any allegation of malpractice shall be treated in the strictest confidence and investigated immediately. The identity of the whistle-blower shall not be disclosed to the alleged perpetrator of malpractice without the whistle-blower's prior approval, unless this is incompatible with a fair investigation. (You will be informed of the need to disclose your identity in any event).

PROCEDURE

1. If allegations in one or more of the six categories listed above are brought:
 - The employee disclosing the allegation must act in good faith.
 - The employee must believe that the allegation is true and that belief must be reasonable.
 - The employee must not make the disclosure for the purposes of personal gain.
 - It must be reasonable for the employee to make the disclosure in all the circumstances.
2. Any member of staff who wishes to disclose an allegation in one or more of the six categories listed above shall in the first instance raise the matter with their line manager or with the Chief Executive. The matter may be raised either verbally or in writing.
3. If the matter is raised with the line manager, they must make a record of receipt of the disclosure and undertake a preliminary investigation. If the line manager considers that an initial case has been made, they should request the Chief Executive to initiate an investigation of the disclosure. The Chief Executive shall designate a member of the Senior Management Team to carry out a full investigation of the matter.
4. If, for whatever reason, the person making the disclosure reports the matter directly to the Chief Executive, the Chief Executive shall designate a member of the Senior Management to carry out a full investigation of the matter.
5. If the disclosure involves the Chief Executive the person making the disclosure should report it in writing to the Chair of the Board of British Orienteering through the registered National Office. The Chair of the Board shall designate a member of the Senior Management Team or a member of the Board to carry out a full investigation of the matter.
6. If the person making the disclosure is dissatisfied with the outcome of an investigation authorised by the Chief Executive, they should report it in writing to the Chair of the Board of British Orienteering through the registered National Office. The Chair of the Board shall designate a member of the Senior Management Team or a member of the Board to carry out a full investigation of the matter.

In all instances the person responsible for making a report, either the Chief Executive or the Chair of British Orienteering will report back to the person who made the disclosure as soon as practicable, normally within two weeks, and, subject to third party rights, inform them of the outcome of the investigation.

If the person raising the concern has proceeded to stage 6 and is dissatisfied with the outcome of the investigation, they should obtain advice from the following body:

Public Concern at Work, Suite 306, 16 Baldwins Gardens, LONDON EC1N 7RJ Tel: 0207 404 6609