

"Orienteering is a challenging outdoor adventure sport enjoyed by people of all ages, abilities and backgrounds."



Annual Report 2013

More People, More Places, More Podiums (MP3)



Chair's Report - A big thank you!

By Martin Ward, Chair

Having been on the Board for five years, I stepped into the role of Chair following the 2013 AGM, at which our previous Chair Lyn West stood down from the Board. I'd like to start by thanking Lyn, and fellow director (and previous Chair) Neil Cameron who also stood down at the same time, for the tremendous amount of work they have done while on the Board. Much progress has been made under their leadership over the last few years. One of the changes has been to include Independent Directors on the board, and I was pleased to welcome two new board members at the Board meeting in December. They will bring new perspectives and experience from outside orienteering to the challenges we face over the coming years.

During 2013 we began a new four-year sports funding cycle (2013-2017), and with it several changes to the projects and initiatives that funding supports. We continue to be supported by Sport England, Sport Northern Ireland and Sport Scotland (which directly supports the Scottish Orienteering Association), for which we are very grateful. I should also mention Event Scotland, without whom we could not host the forthcoming World Orienteering Championships (WOC) in Scotland. Last year saw good progress in preparation for WOC 2015, and the appointment of a new Event Director Paul McGreal, but there remains much to do in 2014 as our turn to host the championships approaches.

This year also saw the completion of our governance re-structuring project, with a new steering group structure being formed, and working groups being used for specific reviews as required. In some cases it has taken longer than we would have liked to get the new structure 'working' effectively, but I am confident that once we have the right resources in place we can continue to effectively develop the areas that we would like to.

At the international level British Orienteering members fill a number of roles for the International Orienteering Federation (IOF), including its President, Brian Porteous. The IOF is pushing hard to raise the profile and develop orienteering as a sport world-wide. We will certainly use our opportunity to host the IOF World Championships in 2015 as a great chance to raise the profile of the sport in the UK. One of my orienteering highlights of 2013 was to attend the WOC in Finland. The forests around Vuokatti are superb. Orienteering in the spectator events was very enjoyable, but what really brought a smile to my face was seeing the successes of the GBR team, and in particular Scott Fraser's Silver medal in the Sprint competition. More medals for the current GBR junior and senior teams will surely follow.

There were a number of staff changes during 2013, which saw the departure of several staff. I'd like to take this opportunity to thank them all for their contributions over the years, and wish them well in their new roles. As a consequence, it's also been a year in which we've welcomed several new staff. With a staff team restructure undertaken towards the end of the year it's been a challenging time. I would like to take this opportunity to thank Mike Hamilton and all the British Orienteering staff who have worked extremely hard during the year to provide an excellent service to our clubs and members.

We continue to keep under review the means by which British Orienteering can best communicate with its members and stakeholders, plus potential orienteering participants who are not members. The website and Focus magazine are key channels, but we have also moved towards more electronic communication in place of hard-copy material (which helps with cost effectiveness), and a move towards more use of social media, recognising that we particularly need to attract and retain younger generations to the sport.

The theme of the 2013 Club and Association Conference was volunteers and volunteering. Quite simply, without volunteers, our sport wouldn't be able to exist. Whether it's looking after the club website, coaching juniors, planning local events or organising large championships; these contributions and others like them are what keeps our sport alive and thriving. Thanks to everyone that has played a part in some way over the year!



Membership & Participation

By Caroline Povey, Marketing Manager

Membership

During 2013 our membership fell from 10,869 to 10,022. Due to the changes to our membership scheme in 2013 a significant amount of the non-renewals were family members who were no longer active orienteers but had traditionally stayed as part of the family unit due to the previous fees structure. Although our membership has decreased we are now confident that all our members are active orienteers. Our challenge is still to look at ways to make membership of British Orienteering more attractive so that more of our participants convert to members.

Participation

2013 saw a slight decrease in event participation from 185,009 in 2012 to 180,951 in 2013. However there has been a substantial increase in activity participation from 62,116 in 2012 to 92,549 in 2013. There has also been a significant rise in the number of participants we recorded enjoying orienteering activities outside of the club structure. In 2014 we will work with these external partners to enhance their orienteering offering and gateway their participants towards traditional orienteering events and clubs.

Overall there has been a significant jump in participation from 247,125 in 2012 to 283,852 in 2013. A 15% increase that we can all be proud of.



Event Participation	2009	2010	2011	2012	2013
Senior Member	112,343	96,881	126,923	119,160	115,830
Senior Non-Member	7,532	8,801	9,266	9,349	13,356
Junior Member	45,688	43,059	47,142	41,595	38,593
Junior Non-Member	7,950	8,630	14,803	14,905	13,076
Total Event Participants	173,513	157,321	198,134	185,009	180,951
Number of Events	1,617	1,755	2,034	1,928	1,927
Average per Event	107	90	97	96	94

The figures in brackets are for non-club activities

Activity Participation	2009	2010	2011	2012	2013
Senior Member	6,108	12,334	15,830	16,798	18,430
Senior Non-Member	12,136 (399)	4,517 (464)	7,822 (1,967)	9,281 (3,255)	19,199 (13,029)
Junior Member	4,058	6,995	10,195	12,430	10,195
Junior Non-Member	10,681 (9,853)	27,409 (5,185)	22,224 (6,192)	23,607 (6,002)	44,725 (22,737)
Total Activity Participants	32,983 (10,252)	51,255 (5,649)	56,071 (8,150)	62,116 (9,257)	92,549 (35,766)
Number of Activities	1,361	2,417	2,422	3,084	3,371
Average per Activity	24	21	23	20	27

Xplorer	2013	RunChallenge	2013
Total Xplorer Participants	9,250	Total RunChallenge Participants	1,102

	2009	2010	2011	2012	2013
Total Number of Participants	206,496	208,576	254,205	247,125	283,852





Chief Executive's Report

By Mike Hamilton

Our major events went well with participants who took part in the review consultations being positive about the events. South Central, led by Katy Stubbs, organised the JK whilst the South East organised the British Championship weekend led by Linda Pakuls. The British Nights was organised by SYO, British Sprints by LEI and the British Middle Champs by DVO. Many thanks to all those members who helped to deliver these events.

The number of participants enjoying orienteering has increased by 15% to 283,852. This is something that we should all be proud of but when you look closely at where the participants are taking part in orienteering you see that almost 50,000 of the recorded participants are enjoying orienteering outside of the club structure. Through the work to increase participation in England we have become aware that there are around 500,000 participant runs taking place outside the club structure that are not being recorded by British Orienteering. So who is delivering experiences related to 'orienteering'? The deliverers vary from adventure holiday providers through to outdoor education centres and local authorities. We will be working with some of these partners during 2014 to see how we can best enhance the orienteering experiences that are being provided.

As is now normal, 2013 was challenging! In brief the major issues included:

- a) The WOC performance programme for our top orienteers was delivered on a much reduced budget with no funding from UK Sport. Many thanks to our performance orienteers who had to self-fund entirely some of the activities and contribute financially to some of the activities that were funded.
- b) Sport England maintained their interest and belief in orienteering in England and continued funding through 2013 at much the same level as over the period 2009/13. The new funding brought new terms and targets which we have worked hard to deliver. Our funding is now directly related to our success in achieving contractual targets and it looks like these targets will be achieved in the 2013/14 financial year meaning that continuation of funding into the 2014/15 financial year is likely. Note that Sport England funding is for the 1 April to 31 March period.
- c) Sport Northern Ireland funding was agreed for the performance/talent programme and 'transition' funding was also agreed for increasing participation. Consequently during the latter part of 2013 there were two full time employees in Northern Ireland, one each for performance/talent and participation with a further part time position to support increasing participation.
- d) The staffing situation has been extremely challenging during 2013. In brief these changes include:
 - Change of emphasis for non-funded positions leading to the employment of a Major Events Manager (Sally Pygott) and a Commercial Manager (Peter Buckley).
 - Change in direction for the participation programme funded by Sport England which required that the staffing structure be reviewed to ensure it was fit for purpose. This and staff seeking other opportunities has already led to many changes which are likely to continue into 2014.
 - The financial situation of British Orienteering also created pressure to reduce National Office staff and we face 2014 with a single administrator position.
- e) Significant work went into delivering the Membership and Levy schemes that were adopted at the 2012 AGM. The administrative changes went well and feedback from members was positive.
- f) A change to the Articles were agreed and the Board went from 9 elected Directors at the end of 2012 to 7 elected and 2 independent, appointed directors at the end of 2013. This transition period will continue into the 2014 AGM after which we will have moved to 6 elected directors and 3 independent, appointed directors.
- g) Volunteers and volunteering are the backbone of orienteering and 2013 was the year in which we began, belatedly, to establish a more strategic approach to developing and supporting volunteers. Lyn West chaired the Volunteer Needs Workgroup and created an action plan to develop and support volunteers. This was strongly supported throughout the consultation period resulting in endorsement at the clubs and association conference and then on to unanimous endorsement by the Board. This action plan will commence implementation in 2014.
- h) The work of the Coaching Needs Workgroup continued throughout the year and focused on the coaching needs of participants. There remains a great deal of work to be completed before the recommendations of the workgroup will impact on participants but once again it sets the foundations for the work of the National Source Group for Coaching and future work programmes.
- i) There have been many changes in the talent and performance programmes during the last few years and in 2013 a clear challenge has been thrown at the programme staff to increase the number of hours of nationally planned contact time with the athletes in the programmes. With the resources available this will be particularly challenging to address during 2014 but does need resolving if the programmes are going to deliver success in a sustainable way.

I've been with orienteering 9 years at the end of 2013 and it is a great sport to work in. I do however recognise that there is a mismatch between the resources British Orienteering manages and the level of expectation of some members and partners. This has become more challenging and is, at times, quite intimidating. I am greatly appreciative of the support I receive from both the Board and from staff, both are great strengths of the organisation. During 2013 the Board continued to grow stronger with improved working practices and more clarity about its responsibilities, mainly brought about by the programme of review and appraisals for the Board and its Directors. The inclusion of independent, appointed directors should act as a catalyst for the continued development of the Board, as will pressure from government.

Working at the National Office it is obvious that clubs and event organisers do a great job of organising programmes of events that meet the needs of many orienteers. The vast majority of members are a pleasure to work with and are generally understanding of the pressures on staff but there is always the odd person that contacts the office in an unacceptable manner.

Personally I've always seen life as being about dealing with change and I'm glad to say most of the members I deal with recognise that change is needed if we are to deal with unavoidable external forces and change orienteering from being our best kept secret to a sport that works with partners to increase and improve public perception of orienteering.

Area	2013 Achievements
Development and Increasing Participation	We successfully worked with and trained 26 Local Authorities to deliver the new Sport England funded orienteering products; Xplorer and RunChallenge. It is fair to say that Xplorer was successful whilst RunChallenge was not and is under review. It has been challenging to support clubs to deliver club nights/activities whilst implementing Xplorer and RunChallenge.
Volunteers: Including coaches, event officials, club officials	We identified the needs of participants and are now working to identify what volunteer roles are required to meet those needs and what the training and support needs of those volunteers are. An action plan has been established. The Workgroup determined that there are sufficient volunteers provided they are trained and supported appropriately. We continued to implement continuous personal development across all volunteer groups. Event Safety Workshops continued and plans were discussed to widen the programme of event officials workshops.
Events	The UK Orienteering League was delivered for the first time and development of the JK Festival of Orienteering continued. We were unable to commit the resources in 2013 to identify good practice in the delivery of local events and determine how these can best be used as the gateway from 'recreational' orienteering into 'competitive' orienteering. We continued with preparations to stage WOC 2015 and appointed an Event Director.
Performance	A new selection policy was implemented to try to maximise the opportunities to achieve podium places particularly at WOC 2015 whilst developing athletes for future successes. The Sport England targets for the talent programme were achieved. These included increasing the number of athletes in the programme and the quality of their performances. Performance reviews were delivered for all athletes in the programme although the work to ensure each athlete has an up to date personal development plan is as yet incomplete.
Governance	The work to establish a Strategic Planning Group was delayed and moved into 2014. The Articles of Association were updated to reflect the issues of independent directors. The AGM turned down by a small margin the proposal to require gender representation on the Board. The Board is considering the way forward on this matter. Board practices to improve effectiveness were continued. The steering group structure agreed in 2012/13 was implemented although further implementation is required. The 'green' rating of the independent self-assurance audit was maintained. During 2013 an on-site audit of governance practices was implemented by external auditors; some changes are required although in general the audit was positive.
Membership & National Office Support	The new membership and levy schemes were delivered during 2013 with few problems. The administrative support offered to members, participants, volunteers was reduced but improvements in efficiency covered some of this and few complaints were received. The Financial Policies & Procedures were updated by the Treasurer. The accounts package was set up for the financial reporting requirements inherent to the 2013/17 funding. Communications with stakeholders particularly associations, clubs and members continued to be improved.

Area	2014 Targets & Milestones
Development & Increasing Participation	Maintain participation in events from 2012 in a non-Scottish 6 Days year. Increase participation using Xplorer and RunChallenge by 32,580. Increase participation through national partners by 60,000. Increase the number of participants runs delivered through activities by 5% on 2013. Increase the number of schools participating in the School Games. Support club officials to review and update their club development plans and help them deliver good practice.
Volunteers	Deliver the recommendation of the Volunteer Needs Workgroup that are related to 2014. Deliver the recommendations of the Coaching Needs Workgroup that are related to 2014. Consult with coaches to establish their needs and make recommendations to the National Source Group for Coaching. Provided that there is a clear focus and outcome, deliver a Major Events Conference. Develop a club/regional approach to training and supporting volunteers, using the model of the event safety workshops.
Major Events	To coordinate and lead the delivery of the JKs/BOCs under the partnership agreement. Review the UKOL 2013 and monitor delivery of UKOL 2014 Assist Events & Competitions Group in planning for 2015/16 Continue planning and preparations to deliver WOC 2015.
Performance	Targets included in our funding initiative include: <ul style="list-style-type: none"> • JWOC, 2 top 10 places and a further 5 top 20 places • Bring the number of athletes in the Talent Development squad to between 28 and 36 • To progress between 2 and 6 athletes into the Elite Development squad • To increase the number of hours of coaching/contact time with athletes to a minimum of 375 hours • Develop a minimum of 3 further coaches able to work within the talent programme • To achieve 2 top 10 finishes at WOC and a further 3 top 20 places.
Governance	The Board continues to work to increase effectiveness and clarity and to deliver annual appraisals to all Directors. To review the gender and diversity issue associated with the Board and ensure good practice is met. To maintain the 'Green' status in our Finance & Governance required by funding partners. To update the strategic plan for orienteering that was delayed from 2013.
Membership & National Office Support	The National Office support team establishes baseline satisfaction levels in its dealings with members and then works effectively to improve the level of satisfaction. Commence a review of the membership scheme after year 1 of the new scheme. To deliver the accounts as required and to address key issues resulting from the 2013 year end audit. To increase Board understanding of and satisfaction with the management accounts. To update the Office Practices Workbook.
Marketing	Increase public awareness of orienteering and orienteering related activities. Improve communications with members and participants. Support the work of departments in delivering their programmes.
Commercial	Acquire sponsorship for the products and services delivered by British Orienteering and increase income generation. Develop commercial partnerships that are mutually beneficial. Work with others to improve the efficiency and cost effectiveness of British Orienteering. Increase the benefits to members through an enhanced membership scheme and package.



Finance & Funding

By Bob Dredge, Treasurer

Finance

The auditors have confirmed that our year end position was a deficit of £5,477. The audited yearend accounts will be published on the British Orienteering website on or before 28 March 2014.

As part of the thorough audit performed, our auditors, Grant Thornton, have given British Orienteering a clean bill of health. The auditors also note the changes made during 2013 to address a number of items highlighted by the 2012 audit. The auditors also made a few minor comments for further improvements during 2014.

The £5,477 deficit is a consequence of a number of factors. There was a budgeted deficit for the year of £23,748. The outturn is therefore an improvement on this. The deficit also includes the costs of the newly appointed Commercial Manager position filled in October 2013. The position was agreed by the Board based on a consultancy recommendation that there was a real opportunity for income generation and the Board agreed that it would be funded from our reserves for a period through to December 2014 in order that these opportunities can be explored.

In addition there are a number of underlying matters that I would like to highlight:

1. British Orienteering has two primary streams of income, the first from British Orienteering activities and consists of income from members, participants, major events, provision of services and trading, the second is from grant funding where the grants are normally accompanied by strict terms and conditions.

British Orienteering activities produced an income of £462,924 (membership and club affiliation fees: £46,646. Levy: £119,195) against an expenditure of £468,401. Note that some British Orienteering expenditure is required to support and release Sport England funding and in 2013 this amounted to £19,618, please also see note 4.

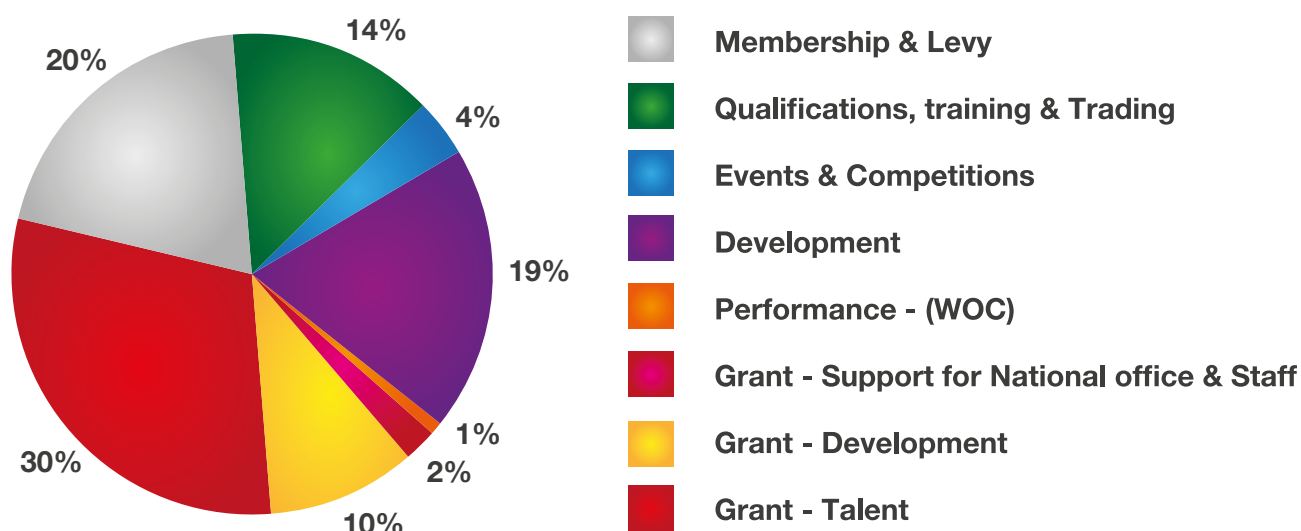
British Orienteering has worked hard to gain and maintain funding support from both Sport England and Sport Northern Ireland. We were successful in our bid for funding for the new Sport England funding round 2013/17 and this provides a degree of certainty to our programmes until March 2017. However continuation of both Sport England and Sport Northern Ireland funding is dependent on achieving the target and meeting the conditions year on year.

Grant Funding recognised during 2013 was £696,188 with a further £137,340 of Sport England funding being carried forward into quarter one of 2014 along with £2,391 of Sport Northern Ireland funding. Note that both funding partners work on an April to March financial year; funding has to be accounted for in that period and unused funding can be recovered by the funding partner. Sport Northern Ireland is also a debtor of £14,155 as British Orienteering is required to claim back funding against expenditure rather than receiving funding in advance as happens with Sport England.

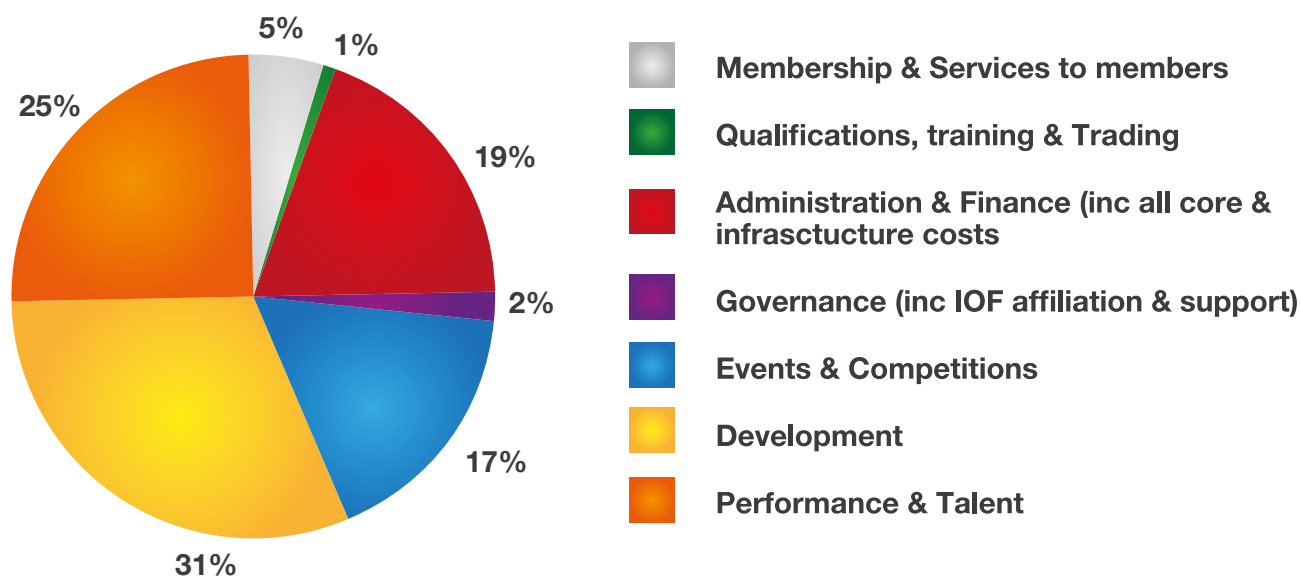
Funding for Scotland Orienteering Association and Wales Orienteering Association is provided directly to each association from Sport Scotland and Sport Wales respectively.

2. Membership income: Total income from membership in 2013 was £104,000 of which £62,000 was returned to clubs and associations leaving £42,000 as direct income to British Orienteering. It is clear from the take up of online payments by members that this is the preferred choice of joining. Unfortunately the cost of transactions involved in moving the money from member to British Orienteering and onwards to clubs and associations is significant costing approximately £3,500 in transaction charges. This cost is borne entirely by British Orienteering and when taken into consideration reduces the income generated directly to British Orienteering to £38,500 which was considerably below the budget expectation of £50,000.
3. Levy income: Income generated was £119,195 which was £33,000 below budget. This reflected a drop in participation at events compared to 2012 particularly noting the event participation numbers for 2013 are inclusive of participation in the Scottish 6 Days event which is a levy share event. The drop in participation on which levy was due may also have been as a consequence of the poor start to the year due to the bad winter from January to March.
4. National Office and Staff: There was agreement in the contract with Sport England that approximately 60% of the cost of the National Office and the central staff is directly funded by Sport England. This is on the basis that the increasing participation programme and the talent programme, both funded by Sport England, require the services of the office and staff.
5. Reserves: The Reserves Policy dictates a level of reserves to cover three months total annual expenditure plus a further three months of core activity. At the end of 2013 this policy requires the reserves to hold £370,289. This consists of £302,014, for a full work programme and a further £68,275 for an additional 3 months of core activity. The full work programme includes all funded expenditure programmes and the non-funded programmes. Core activity relates to staffing & National Office commitments and obligations. The reserves should be viewed as the minimum target for funds held, which at yearend 2013 are £504,973 and as such above the level set as prudent.

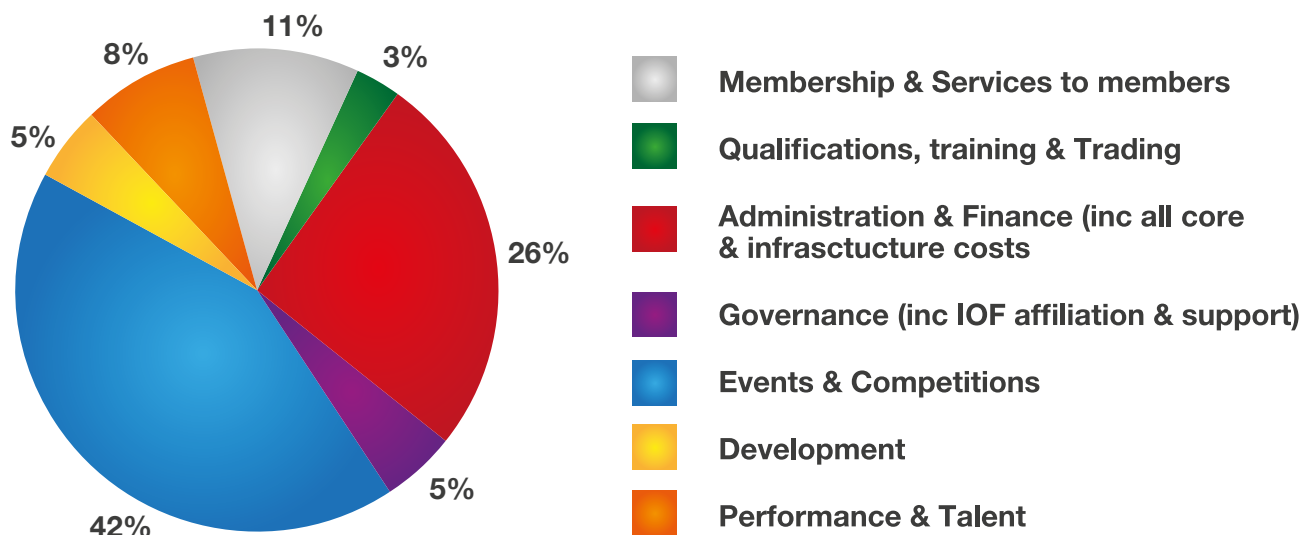
Income for 2013 can be summarised as:



Expenditure of all income



Non-grant expenditure





Development and Increasing Participation

By Natalie Shaw and Dan Riley, Participation Managers

Development Programme

The Development Team has worked hard in 2013 to move the sport forward through a time of significant change both in terms of direction and staffing. The departure of Edward Nicholas (Development Manager); Steve Vernon (National Participation Manager); Hamish Willis (Community Orienteering Coach North) and Pauline Olivant (Community Orienteering Development Officer East Midlands) alongside the creation of the 2013-2017 Whole Sport Plan has resulted in a reduced National staff coverage and a more focussed approach in how we introduce newcomers to the sport through our new programme in 2013.

The major initiatives in 2013 have primarily been the creation and roll out of the new Xplorer and RunChallenge products in very geographically focussed areas in order to provide the best chance of success in our continued aim to increase and retain participants within the sport. Therefore we are extremely grateful for the continued support of the clubs, coaches, volunteers, officials and partners in sustaining club nights and extending the work from the previous Whole Sport Plan.

Dan Riley (Previously Community Orienteering Coach – Yorkshire and Humberside) is now in the role of Participation Manager Northwest alongside Natalie Shaw (Participation Manager East) and we also welcomed Rachel Atherton (Participation Officer North East). We have learnt a considerable amount in the past year and hope the experience alongside continued support and feedback from the orienteering community will enable us to effectively enhance and improve our offers in 2014.

Increasing Participation and Community Orienteering +

Managing the Xplorer and RunChallenge programme across 8 counties spread over 3 Regions (27 districts) and upskilling a completely new workforce of local authority partners and their delivery teams – for example Sport Makers, Physical Activity Officers, Jog and YMCA leaders as well as friends of the park volunteers/park rangers has meant that we have been able to deliver a huge number of events aimed at providing an introduction to our sport in these concentrated areas without the pressure on the club coaching workforce.

Natalie Shaw (Participation Manager East) explains, “The aim of the Community O+ programme is to get more people to have a go at orienteering at a more informal level. Xplorer and RunChallenge aim to challenge perceptions so that we can introduce more families, children and adults in to our sport, presenting the skills of decision making, map reading & navigation in a simple way to newcomers whilst showing off how great our sport is as a mechanism to get active with the kids in the great outdoors and exploring their local parks”.



Xplorer Delivery and Participation (April – Oct 2013)

XPLORER REGION	Committed	Delivered	Total Participation	Per EVENT average attendance
Derbyshire (Derby City, High Peak, Derbyshire Dales, Amber Valley & South Derbyshire)	106	108	3,211	30
Nottinghamshire (Notts City, Rushcliffe, Newark & Sherwood & Broxtowe)	66	68	2,071	30
Leicestershire (Blaby, Melton & Hinckley & Bosworth)	56	42	1,189	28
Lancashire (Burnley, South Ribble, Blackpool & Wigan)	69	50	857	17
Cheshire (Macclesfield)	24	20	212	11
Tees Valley (Darlington, Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton)	25	16	574	36
Yorkshire (York, East Riding, Hull, Huddersfield)	120	38	1,458	38

We received brilliant feedback from both partners and participants about Xplorer.

“Xplorer is a fantastic family event to encourage children to be observant and active at the same time. My little boy loved finding the markers and he still asks now if we can do the map thing at the park!”

Leicestershire Xplorer Participant (Survey Monkey)

“We have had a fantastic response to the Xplorer Challenge sessions. Parks have been filled with excited shrieks each week as the hidden animals were discovered! The challenges are perfect for getting families to spend time together and we look forward to delivering a full programme of Xplorers in 2014”.

Beth Turner, Amber Valley Community Sports Activator

RunChallenge was not as successful as Xplorer and only generated 1000 participant runs. However we have still received positive feedback from those participants and are now looking at different delivery mechanisms and partners for 2014.

Coaching and Volunteering

Volunteers are essential to the survival of sport and as a governing body we are currently working towards ways of ensuring that volunteers are valued and supported to provide the excellent service that they do.

The club and association conference in October tackled the issue of volunteering head on and came to several firm conclusions about how to support volunteers going forwards. An overview of the whole conference is available on the British Orienteering website however the main conclusions were:

- There seems to be widespread support for the recommendations of the Volunteer Needs Workgroup
- The general feeling is that clubs, associations and British Orienteering need to think about volunteers and how they are trained, supported and recognised.
- There are perhaps things to learn from other bodies that deal with volunteers and we should do more to learn from them.
- The matter of 'two tier' orienteering may not be an issue at all if we accept that some participants do just want to 'pay and play'.
- It is clear that we must all do something to address the need for volunteers.
- The Board will prioritise the development and support of volunteers as far as resources allow.

The coaching workgroup conducted an audit of existing coaches and we now know that there are 1,155 people that hold a British Orienteering coaching qualification of some kind.

646 of these qualified under the "old" scheme (not UKCC) and this number breaks down to the following:

Level 2	321
Level 3	243
Level 4	66
Level 5	16

The remainder (509) qualified under the new UKCC scheme. These can be split as follows:

UKCC Level 1	466
UKCC Level 2	42
UKCC Level 3	1

Additionally, two further education colleges have run UKCC Level 1 courses during 2013 leading to a further 60 students qualifying. A number of concerns about the existing UKCC coaching qualifications have been raised, especially about the number of courses that have been cancelled and the number of learners who register and then don't go on to complete their qualification. The National Source Group for Coaching recognises that the coaching qualifications need adjusting so as to meet the needs of the clubs. This work will take place during 2014.

2013 Major Events

By Sally Pygott, Major Events Manager & Helen Errington, Event Manager

It was another successful year for the British Orienteering partnership events thanks to all the volunteers, clubs and associations who took on the mantle of organising these prestigious events.

- British Night Championships: SYO staged a great event at Tankersley Wood, providing a wealth of detail through a mixed vegetation of natural woodland across reclaimed spoil heaps with maturing shrubs and young trees.
- British Sprint Championships: LEI organised a superb day at Loughborough University in an exciting event that attracted a staggering 950 entries.
- British Middle Championships: DVO did an excellent job managing the 1500 competitors on Stanton Moor, near Matlock. The area demanded quick navigation over fast but tough heather and crowned worthy British Champions.
- Jan Kjellstrom Festival of Orienteering: JK2013 was hosted by South Central Orienteering Association who were able to offer superb courses at Reading University for the Sprint event. The festival then moved to Cold Ash with gentle sloping forested hills and then to Hambleden with its classic Chiltern deciduous forest, steep slopes and undulating contours. It was a fabulous weekend of orienteering enjoyed by all who attended.
- British Orienteering Championships: The South East Orienteering Association hosted the individual event on Winterfold and the Relay event at Holmbury Hill. The event attracted over 2000 competitors to this 'cracking area with a bit of everything' and I would like to congratulate all who became a British Champion.



Scottish 6 Days

The SOA also put on a fantastic 6 days of orienteering across the stunning Moray terrain and also officially launched WOC 2015.

UK Orienteering League

The first year of this new competition has been received well with 2,696 British Orienteering members and 118 clubs taking part in the 19 competitions. The UKOL events were spread throughout the year from February to November and across the country with a range of competition formats and terrain types included.

Rules

The revamped Rules of Orienteering, Appendices and Competition Rules have been completed and are available at www.britishorienteering.org.uk/page/rules



Talent Development and Performance Programme

By Sarah Hague, Performance Programme Manager

I am taking this opportunity to congratulate both the athletes who have contributed to British Orienteering's success and their coaches for their significant achievements. I would like to express my gratitude to my colleagues for their hard work, enthusiasm and support in 2013. Ahead of us are new challenges, exciting opportunities and potential for success as we work towards delivering world class results and contributing to British Orienteering's sustainable growth.

I wish to thank the Chief Executive, the Chairman and the Executive Board of British Orienteering for their continued support of the programme and Sport England for their guidance on developing our talent pathway plans for the next investment period through to 2017.

Our journey continues to be one that is incredibly exciting and rewarding and our achievements are a collective recognition of your talent, passion and commitment.

Outstanding Achievements of 2013

Scott Fraser, Tessa Hill, Jonathan Crickmore and Charlotte Watson won the annual squad awards.

The highlight of the year was Scott's fantastic SILVER medal in the World Orienteering Championships Sprint race in Finland. Scott's medal was earned through commitment and self-belief after having overcome a frustrating build-up which included very little running due to a toe injury. For the second year running the Mike Wells Cole trophy winner for the Best Senior Performance of the year goes to Scott and this is the third time that Scott has won this trophy in the last 4 years.

Tessa was awarded the Most Improved Senior trophy for her outstanding performances this year and most notably her podium place (5th) in the World Orienteering Championships Sprint race in Finland.

Jonathan produced one of the outstanding performances of the year at junior level and was awarded the Best Junior Performance of the Year by finishing 7th in the Sprint race at the Junior World Orienteering Championships in the Czech Republic.

Charlotte, for the second year running was awarded the Best Improved Junior award for her string of excellent results at the Junior World Orienteering Championships in the Czech Republic, 21st in the Sprint, 21st in the Middle and 12th in the Long.

Congratulations to all four athletes.

International Competition Results from 2013

British Orienteering continues to develop athletes to support the outcomes of the Talent Development and Performance Programme. A review of the performances of British Orienteering's athletes' at the major international events this year, which included the World Orienteering Championships (WOC), the Junior World Orienteering Championships (JWOC) and the European Youth Orienteering Championships (EYOC) highlights that the outcomes set by the programmes funding partners (British Orienteering and Sport England) have been achieved.

- WOC – One silver medal - Scott Fraser in the Sprint Distance, one podium (5th position) - Tessa Hill in the Sprint Distance, two further Top 10's - Murray Strain (9th) in the Sprint Distance and Catherine Taylor (10th) in the Long Distance and three Top 20's - Kristian Jones (16th) and Sarah Rollins (20th) in the Sprint Distance and Ralph Street (20th) in the Long Distance.
- JWOC – One Top 10 – Jonathan Crickmore (7th) in the Sprint Distance and four Top 20's – Charlotte Watson (12th), Peter Bray (17th) and Lucy Butt (18th) in the Long Distance and Lucy Butt (19th) in the Middle Distance.
- EYOC – Five Top 20's – Sasha Chepelin (12th M16) and Oliver Williams (19th M18) in the Sprint Distance and Sasha Chepelin (11th M16), Jennifer Ricketts (14th W16) and Daniel Stansfield (17th M16) in the Long Distance. Additionally Andrew Barr, Daniel Stansfield and Callum White finished on the podium (6th position) in the M16 Relay.

Scott Fraser won a silver medal



Scott Fraser's WOC Map



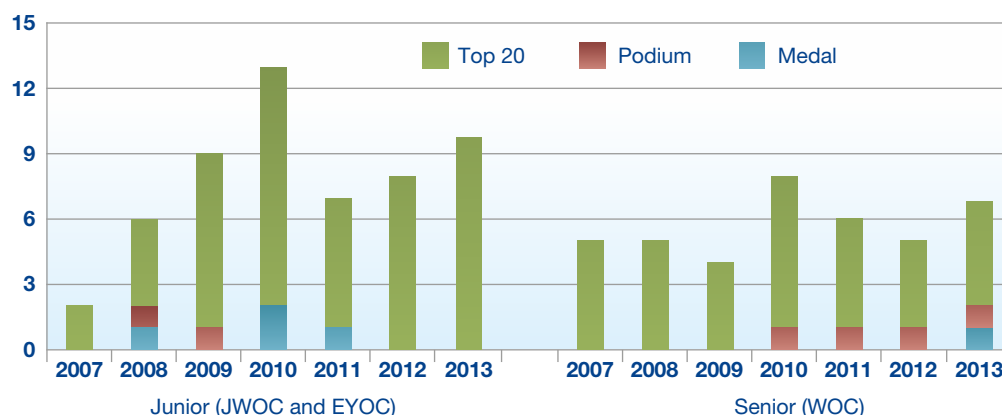
The British team also had a successful trip to Cali, Columbia for the World Games. The World Games is held every 4 years and offers the lesser well known sports a chance to show themselves off to the IOC, media and advertisers. Murray Strain and Scott finished a creditable 6th and 7th respectively in the Sprint race and Tessa finished in 8th place. Catherine Taylor was 9th in the Middle race.

Individual International Results 2007 - 2013

The graph below shows the progress and improvement in individual results of the Talent Development and Performance Programme since 2007. At the junior level, the focus of the programme continues to be on 'Long Term Improvement' and 'Individual Skill Development' whilst at the senior level it is about 'World Class Development' and 'Achieving Results'.



Tessa Hill finished 5th at WOC



Talent Development and Performance Programme Highlights

The main effort for the period of this report has been to continue to develop and establish the structure of British Orienteering's Talent Pathway. The Talent Pool is now a formed body of athletes, which continues to grow in numbers. Fourteen athletes were invited to join British Orienteering's Talent Development tier in 2013. However there remains a challenge to build and develop training environments to afford the athletes the necessary coach contact time they need to move through the pathway. Two athletes have made the successful transfer from the Talent Development to the Elite Development tier of the pathway.

The programme continues to deliver coaching camps throughout the year in order to deliver the right type of support and knowledge to athletes, and their coaches, at the right stage in their development. And in addition to the coaching camps, we have also started to expand the training structure by delivering support to athletes more locally. However this comes at significant costs to the budget by means of travel and subsistence.

We continued implementing a transparent and fair Selection Policy. The areas covered within the Selection Policy include, the setting of selection standards and the early notification of these criteria to the membership. Bold decisions have had to be made which, although not always the most popular, have been done for the right reasons. Some such decisions were not to enter full teams into international competitions, not least because it was in the best interests of our preparation of the wider Performance Programme. The structure is one which we believe we can monitor, build and control, but we need patience to allow the building blocks to be put in place and the cement to harden.



Jonathan Crickmore won Best Junior Performance of the Year



Charlotte Watson had an excellent season

Roll Of Honour 2013

Award	Winners
Club of the Year	SLOW
University Club of the Year	CUOC
Silva Award for Services to Orienteering	John and Jenny Collyer
Senior Orienteer of the Year (Mike Wells – Cole Trophy)	Scott Fraser
Junior Orienteer of the Year (Silva Statuette Trophy)	Jonathan Crickmore
Senior Best Improved Orienteer of the Year	Tessa Hill
Junior Best Improved Orienteer of the Year	Charlotte Watson

Position	Athlete	Elite Foot O Championship	Discipline
Silver	Scott Fraser	World Orienteering Championships	Sprint
4th	Christopher Smithard	World Cup Event 4 – Norway	Sprint
5th	Tessa Hill	World Orienteering Championships	Sprint
7th	Jonathan Crickmore	Junior World Orienteering Championships	Sprint
7th	Ralph Street	World Cup Event 7 – Finland	Sprint
9th	Murray Strain	World Orienteering Championships	Sprint
10th	Tessa Hill	World Cup Event 7 – Sweden	KO Sprint
10th	Murray Strain	World Cup Event 7 – Finland	Sprint
10th	Catherine Taylor	World Orienteering Championships	Long

Position	Athlete	Elite MTBO Championship	Discipline
Gold	Emily Benham	European Championships	Middle
Silver	Emily Benham	World Championships	Middle
4th	Emily Benham	European Championships	Sprint
4th	Emily Benham	World Championships	Long
10th	Emily Benham	European Championships	Long

British Championships	Long	Middle	Sprint	Night	Relay
Senior Men	Murray Strain	Murray Strain	Kris Jones	Jon Crickmore/ Richard Robinson	OUOC
Senior Women	Tessa Hill	Rachael Rothman	Tessa Hill	Rachael Rothman	SYO
Junior Men	Peter Bray	Jonathan Crickmore	Jonathan Crickmore	William Gardner	SYO
Junior Women	Lucy Butt	Lucy Butt	Charlotte Watson	Rona Lindsay	LOC

British Trail O Champions	Sarah Jane Gaffney (Open), John Crosby (Paralympic)
----------------------------------	---

JK Men's Individual Champion	Matthew Speake	JK Men's Relay Champions	INT
JK Women's Individual Champion	Catherine Taylor	JK Women's Relay Champions	SYO

Home Internationals	Junior – England	Senior – Scotland	Veteran – England
----------------------------	------------------	-------------------	-------------------

CompassSport Cup	BOK	CompassSport Trophy	FVO
Yvette Baker Trophy	OD	Jamie Stevenson Trophy	MAROC
Junior Inter Regional	SOA	Peter Palmer Junior Relay	SYO

BSOC Winning Schools	Primary	Middle/Prep	Small Secondary	Large Secondary
	St Andrews PS Halstead	St Andrews School, Pangbourne	Loughborough High School	Ulverston Victoria High School

MTBO	Angela Brand Barker & Killian Lomas (Sprint), Charlie Somers Cocks & Edwyn Oliver-Evans (Middle), Charlie Somers Cocks & Killian Lomas (Long).
-------------	--

Mapping Awards	Winner
Walsh Best City/Sprint Map	Simon Errington
Chichester Trophy for best map by an amateur mapper	Peter Hornsby