



Orienteering

Sport England Submission

NGB 09-13: Assessing the Need

DRAFT - October 2008

British Orienteering contact:

Mike Hamilton, Chief Executive

mike@britishorienteering.org.uk

Phone 01629 734 042

Mobile 07966 305800





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Overview of the Submission

The Submission is the outcome of an extensive 15-month consultation phase which British Orienteering has conducted with its participants, members and partners to ensure the Orienteering Whole Sport Plan 2009/13 meets the needs of the sport. British Orienteering believe the submission is realistic in that it meets the needs of the sport, is deliverable within the capacity of the sport and most importantly links well with the targets of Sport England.

British Orienteering has a primary focus of increasing the participation base of the sport. With over 400,000 children (Independent Review 2007) taking part in orienteering each year and a regular adult participation base of 8,300 (Active People, 4 week participation figure) the challenge is obvious, how to convert the involvement in school orienteering into regular participation as an adult.

In the Sport England Grow and Sustain work areas, the submission has 3 interventions for Grow, Community O, School O and HE/FE O while in Sustain there is one major intervention, Quality Events. Both the Grow and Sustain interventions are heavily dependent on 2 underpinning interventions, Club Development and Volunteer Development. These will enable orienteering to develop the capacity to achieve the primary targets and interventions. For the sake of simplicity these 2 underpinning interventions are described, explained and costed within the Sustain Intervention although the budgets are then split 50/50 across both the Grow and Sustain interventions.

Excel is more self contained and includes interventions Club Talent Squads, Regional Talent Squads and England Talent Squad. One could argue that the Club Development and Volunteer Development interventions will also support and underpin this work.

There has been a £100k per funding year change to the submission since the pre-assessment phase as a consequence of discussions between British Orienteering staff and the Sport England Engagement Team. One significant risk to achieving all the targets set is associated with the potential loss of leadership within British Orienteering. This leadership is currently associated to the funding that British Orienteering receives from UK Sport. This funding consists of:

- a) £100k to support the 'Business Plan'; this has been used to fund the positions of Chief Executive and the Performance Director both costing approximately £50k with on-costs.
- b) £110k to fund the World Class programme; the programme of activity for the elite internationals.

The situation regarding this funding continues to remain unclear but the risks to delivery of the agreed targets within the submission are clear. After discussions with the Sport England Engagement Team it has been recognised that Sport England may be prepared to cover part of this risk if the funding is not forthcoming from UK Sport. Consequently the costs associated with the Chief Executive and International Programme Director have been included in this submission. If funding is available from UK Sport to cover these positions the associated funding would be withdrawn by Sport England. Sport England have made it clear that they do not consider the £110k funding for the GB elite programme to be their responsibility although they recognise that this does leave a significant gap at the top of the talent pathway. As with all sports the cutting edge work and image of the sport are dependent upon the international programme and particularly the World Orienteering Championship results. In 2008, British Orienteering won a World Championship Gold medal in the Men's Relay and this has already generated interest in the sport. It is recognised that success at this level provides role models for participants in the sport and provides the nucleus of the material used for building the image of the sport and developing sponsorship opportunities.

Failure to attain funding to underpin the World Class programme will cause significant difficulties. Over time, other income streams may be able to be brought online to offset some of the problems.



Summary of the Interventions

Grow

An increase from 8,300 participants (0.02%) in a 4 week period to more than 14,500 (almost 0.04%) using Active People as the measure.

	2009/10	2010/11	2011/12	2012/13
Increase in participants to:	8,900	10,000	12,400	14,500

Objectives based on Sport England’s Children & Young Peoples Plan targets are:

- **5-19 aged, 5 hour per week – orienteering to contribute 2 hours per week to 3,500 young people within this age range per year**
- **16-19 aged, 3 hours per week – orienteering to contribute 1.5 hour per week to a further 1,500 young people within this age range per year**
- **5-19 aged and volunteering – orienteering to train and use 100 young people within this age range per year; this will consist primarily of Young Leaders, some coaches and event volunteers**
- **5-19 aged and taking part in club sport – a minimum of 3,500 children and young people compared to the current 2,600 per year, an increase of 36%**

	Baseline	2009/10	2010/11	2011/12	2012/13
5-19 aged, 5 hr pw	?	3,500	3,500	3,500	3,500
16-19 aged, 3 hr pw	?	1,500	1,500	1,500	1,500
5-19 aged & volunteering	?	100	100	100	100
5-19 aged & club sport	2,600	3,500	3,500	3,500	3,500

Whilst it would be excellent to meet the Active People 1, 2 and 3 x30 minutes per week performance indicators, it is unlikely this will be achieved for a few years due to the sample size used for Active People. It has been agreed with the engagement team that our target should, in Active People terms, be an increase from 8,300 people (0.02% of population) participating in orienteering in any 4 week period, to more than 14,500 (almost 0.04% of the population) in a 4 week period.

This increase in participation will be delivered by expanding the Community O and School/Club Links interventions and commencing work in HE/FE in order to expand on the interest previously generated in school.

The significant culture change being brought about in orienteering with the advent of Community O and the so-called Urban O has already demonstrated the link between staging local orienteering activities with enthusiastic coaches and leaders, and increasing participation. The introduction of this culture change over the last year is gaining momentum and is marketing orienteering to a new and diverse population.

Similarly the work delivered over the last 4 years has increased children’s awareness of orienteering and led directly to an increase in junior participation (from ?? in ??? to 32% of all participation in events in 2007). This work includes:

- Building interest in orienteering in schools,
- Developing teachers’ ability to lead work related to orienteering,
- Building School / Club links.



Underpinning all of this work must be a strong foundation of clubs and volunteers to deal with this influx of new participants. Evidence from within orienteering and from other sports (Henley Study) demonstrates that a welcoming, caring club and a workforce of friendly, competent coaches and leaders have a significant effect on both recruiting new participants and sustaining their involvement both as participant and as volunteer.

The cost of the Grow interventions will be:

	2009/10	2010/11	2011/12	2012/13
<i>Sport England funding requested</i>				
Community O	£140k	£132k	£168k	£168k
HE/FE Development Officer	£15k	£15k	£15k	£15k
School/Club Links Coach	£25k	£25k	£25k	£25k
Developing Clubs (50% split with Sustain)	£26k	£26k	£26k	£26k
Volunteering (50% split with Sustain)	£63k	£63k	£58k	£58k
Total funding requested	£269k	£261k	£292k	£292k
<i>Partnership Funding</i>				
Community O	£51k	£102k	£153k	£153k
Developing Clubs (50% split with Sustain)	£72k	£72k	£72k	£72k
Volunteering (50% split with Sustain)	£51k	£57k	£63k	£63k
Total Partnership funding:	£174k	£231k	£288k	£288k
Total Grow intervention:	£443k	£492k	£580k	£580k

The majority of the funding requested will be used to establish a self-sustaining and self-financing club based participation programme with the staff in the programme acting as catalysts to successfully achieve the aim of this programme.



Sustain

To use the Sport England Participant Satisfaction Survey to establish during 2009 the baseline level of satisfaction of participants in orienteering.

To liaise with Sport England and agree the percentage increase in satisfaction that orienteering will achieve by 2013, this increase may be around the 5% mark.

To deliver interventions that will increase the level of satisfaction amongst participants.

	2009/10	2010/11	2011/12	2012/13
Increase satisfaction:	Baseline	1%	3%	5%

During the period to March 2013 British Orienteering will put in place interventions that will increase the satisfaction level of participants in orienteering (as measured by the 'Participant Satisfaction Survey' commissioned by Sport England) by a percentage to be agreed with Sport England once baseline figures are established in early 2009.

Evidence from surveys, club questionnaires and from an independent orienteering blog site demonstrates that key drivers to keeping participants in the sport and increasing their satisfaction are:

- a) Newcomers and local participants; regular, local club activities and events; a welcoming, social club environment; provision of competent coaching to improve personal performance.
- b) Regular orienteers who travel widely; quality events on quality terrain.

Underpinning and delivering this is the modern club whose members can better meet participant needs. The club will work strategically to recruit new participants and maintain their involvement whilst developing volunteer capacity through recruiting, training (initial and continuous) and work placement. Both club development and volunteer development are integral to growing participation and sustaining it.

To improve the quality of events and provide support in gaining access to high quality terrain it is proposed that a new position is created, Events Manager. This role will be funded by British Orienteering in addition to the funding being requested from Sport England. Evidence demonstrates that improving the organisation at events and improving the quality assurance of the courses and support mechanism there will be a considerable increase in participant satisfaction at regional and national events. Evaluating this increase in satisfaction and demonstrating that it will inherently improve our ability to sustain participation and membership will be addressed during the first 2 years of the intervention.

The cost of the Sustain interventions will be:

<i>Sport England funding requested</i>	2009/10	2010/11	2011/12	2012/13
Quality Events	£25k	£25k	£25k	£25k
Developing Clubs (50% split with Grow)	£26k	£26k	£26k	£26k
Volunteering (50% split with Grow)	£63k	£63k	£58k	£58k
Total funding requested	£114k	£114k	£109k	£109k
<i>Partnership Funding</i>				
Quality Events	£10k	£10k	£10k	£10k
Developing Clubs (50% split with Sustain)	£72k	£72k	£72k	£72k
Volunteering (50% split with Sustain)	£51k	£57k	£63k	£63k
Total Partnership funding:	£133k	£139k	£145k	£145k
Total Sustain intervention:	£247k	£253k	£254k	£254k

Excel

During the period to March 2013 to modernise the talent pathway in orienteering that will identify and develop athletes in a systematic manner from community/club, through a regional structure into the international squads.

The interventions will establish a talent pathway that reaches down to club and community level for the first time in a systematic way and increases the potential to achieve podium places at World Orienteering Championships in the future.

Evidence (UK Sport) shows that across sport, on average, it takes 10,000 hours of training and competition to develop from novice into a world class performer. The interventions will enable this to be achieved by:

- a) Establishing a talent pathway from club/community, through regional talent squads and national talent squads to the performance programme, this will give talented club athletes quality coaching within their local club environment on a weekly basis
- b) Using a skills curriculum that will enable athlete and coach development to be delivered and monitored more effectively in an integrated manner across the talent pathway
- c) Increasing athlete/coach contact time and the quality of coaching athletes receive
- d) Increasing the number of athletes and coaches in the pathway
- e) Establishing continuous personal development programmes for athletes and coaches

The cost of the Excel interventions will be:

<i>Sport England funding requested</i>	2009/10	2010/11	2011/12	2012/13
Club Talent Squads	£41k	£56k	£46k	£46k
Regional Talent Squads	£32k	£32k	£27k	£27k
England Talent Squad	<u>£127k</u>	<u>£127k</u>	<u>£127k</u>	<u>£127k</u>
Total funding requested	£200k	£215k	£200k	£200k
<i>Partnership Funding</i>				
Club Talent Squads	£20k	£40k	£60k	£80k
Regional Talent Squad	£31k	£42k	£53k	£53k
England Talent Squad	<u>£18k</u>	<u>£18k</u>	<u>£18k</u>	<u>£18k</u>
Total Partnership funding:	£69k	£100k	£131k	£151k
Total Excel intervention:	£269k	£315k	£331k	£351k



Total Sport England funding requested to deliver the interventions

To achieve the targets through the delivery of these interventions will in total cost:

<i>Sport England funding requested</i>	2009/10	2010/11	2011/12	2012/13
Grow	£269k	£261k	£292k	£292k
Sustain	£114k	£114k	£109k	£109k
Excel	<u>£200k</u>	<u>£215k</u>	<u>£200k</u>	<u>£200k</u>
Across the 4 year period	£583k	£590k	£601k	£601k
Partnership funding:				
Grow	£443k	£492k	£580k	£580k
Sustain	£247k	£253k	£254k	£254k
Excel	<u>£269k</u>	<u>£315k</u>	<u>£331k</u>	<u>£351k</u>
Across the 4 year period	£959k	£1,060k	£1,165k	£1,185k

This is a total request for funding of £2,375k against a total programme cost of £4,369k.

British Orienteering is seeking funding that will be used to implement programmes that instigate change and that will, in most cases, become self-sustaining and self financing over time. However we do recognise that in some areas such as the International Programme this is a difficult principle to uphold.

The risk to British Orienteering in not gaining this funding is that the sport of orienteering will continue for current participants but that almost all the developmental aspects of the sport will cease. The income Orienteering generates from within the sport ensures the core programmes of servicing the members, competition and governance will continue as would be expected but does not cover the cost of developing the sport.



Background & Context of the Submission

British Orienteering has been through an extensive 15 month consultation phase with its participants, members and partners to ensure the Orienteering Whole Sport Plan 2009/13 meets the needs of the sport.

The '*Orienteering Whole Sport Plan 2009/13*', on which this submission is based, follows on directly from the '*Vision & Values for Orienteering*', published in 2007 after an 18 month consultation period.

The latter document clearly communicates a long-term aim for British Orienteering to become 'the Leading Orienteering Nation in the World' by 2020. The Orienteering Whole Sport Plan sets out the programmes orienteering needs to deliver over the next four year period (2009 to 2013) in order to make significant progress towards successfully achieving this long-term goal.

To produce a Whole Sport Plan is a daunting task and British Orienteering took the decision in mid-2007 that it would involve the associations, clubs and membership in auditing the current situation and in establishing the principles and targets that would make the Plan meaningful. This engagement with the membership included a survey to all clubs and articles published both on the British Orienteering web site (www.britishorienteering.org.uk) and in the members' magazine 'Focus' asking for comments and feedback.

The survey was distributed to all 120 British clubs and, of the 95 open ('open' meaning open to the public) and active clubs, 57 provided returns, 47 of which were English. Bear in mind that 'clubs' in orienteering are often county wide. There is further description of what orienteering 'clubs' look like later in the document. The survey collected information regarding the implementation of the British Orienteering Vision & Values and consisted of numerical projections for the period of the Plan (2009-2013). It also included text comments regarding the types of activities clubs would like to see promoted and the factors considered as being 'barriers' or risks to success. The information collated from the survey is included in the Appendices to the Whole Sport Plan.

The Orienteering Whole Sport Plan (currently in draft) provides key reference material and background to the interventions outlined in this document, including:

- An audit of the state of orienteering in 2007 and a statement of where it will be in 2013
- An analysis of the 'Areas of Weakness' orienteering needs to address during this period
- An analysis of British Orienteering and the Competition overseas
- An appreciation of the need for innovation and culture change
- A statement of the agreed Vision & Values
- The orienteering Strategic Targets
- 'The Whole Picture' – how the various pathways (participation, talent, competition, coaching and volunteers) fit together
- Details of the programmes that have been agreed and how they will bring about the changes and deliver the targets – these form the basis for the 'Interventions' outlined in this document

Significantly, we as the governing body for orienteering and its participants understand and largely agree that cultural change within the sport is essential. The changing demography of the sport (the increase in the age profile for the sport, shown in the Whole Sport Plan) has determined that change is imperative. Change has already commenced with the implementation of the 'Urban Orienteering' programme designed to take orienteering to urban areas rather than the traditional 'forest-based' orienteering to recruit a new generation of orienteers. The culture change that has already taken place is significant and is exemplified by a move in attitude from 'Orienteering is a great sport, let's keep it to ourselves' to 'Orienteering is a great sport, let's make it accessible to the general public'.



The factors key to developing the sport further are volunteer capacity and more frequent local activities and events rather than large, more complex district and regional events that place a heavy burden on volunteers.

This is summed up by an orienteer who expressed the following thoughts after organising a 'District' event (an event just above a local level event which is organised by a club)

'Afterwards I felt uncomfortable about the amount of volunteer effort used, which seemed out of proportion with the number of runners. Over 20 people gave up about 125 hours of their time, but we only had 106 entries – so each run required well over an hour of volunteer effort. And this at a time when the club is having problems finding volunteers, especially major event officials.'

This highlights the amount of volunteer effort required to organise such an event; the volunteer goes on to say:

'More district events aren't practical, as they need too much effort. Most other clubs in the region overcome this with regular local events, which need much less effort. NATO attracts 30 to 35 for a weekend local events, sometimes on 'second string' areas that would struggle to put on a district event. The CLOK summer series mid-week events and Saturday sprint events both attract an average of 45. So a more frequent, year round weekend program of local events would attract a reasonable number of runners in Cleveland – if the volunteers could be found to organise them.'

This quote supports the British Orienteering vision and planned interventions for the 2009-2013 period. Both quotes emphasise the need for more local weekly activities that attract more participants per volunteer hour and the need to increase volunteer capacity.

The messages for British Orienteering couldn't be clearer:

- more local, weekly activities/events that are easier to stage, cost less to travel to and enter and still provide what the orienteer wants – a navigation challenge and exercise at the appropriate level for the participant
- more volunteers to stage such local activities and also assist in larger-scale events.

In principle, British Orienteering is seeking funding that is used to implement programmes that instigate change and that will, in most cases, become self-sustaining and self-financing in time. However we do recognise that in some areas such as the International Programme this is a difficult principle to uphold.



About Orienteering and British Orienteering

Orienteering the sport

'Orienteering - The adventure sport for all!'

Orienteering is a challenging outdoor adventure sport that exercises both the mind and the body. The aim is to navigate in sequence between control points marked on a unique orienteering map and decide the best route to complete the course in the quickest time. It does not matter how young, old or fit you are, as you can run, walk or jog the course and progress at your own pace.

Orienteering can take place anywhere from remote forest and countryside to urban parks and school playgrounds. It's a great sport for runners, joggers and walkers who want to improve their navigation skills or for anyone who loves the outdoors.

Orienteering Clubs

As in most sports, clubs are the foundation for the sport of orienteering. Clubs in orienteering are however significantly different to clubs in most sports! There are no facilities or 'home' base, the club is best described as a group of people who organise events across an area that is often county size. There are two types of club, open – that is open to the general public and closed – available to a restricted set of people, for example many University Orienteering Clubs only allow students (or lecturers) from their institutions to join. Some 'closed' clubs put on events that the public or other club members can participate in but 'outsiders' cannot join the club. In 2007 clubs organised almost 2,500 events.

Clubs need to meet the needs of members and traditionally this has meant organising events for club members. Although there have been exceptions, in general, little coordinated effort has been made by clubs into increasing participation or developing a social infrastructure.

Clubmark has changed this and many clubs are now working to improve the services that they deliver. At the time of writing 27 clubs, almost 40% of the open clubs, have attained Clubmark accreditation. These and the other English clubs have been challenged to demonstrate that they: audit their status, plan for the future, deliver on their planning and review their progress.

Background to the governing body for orienteering

British Orienteering is the officially recognised national governing body for the sport of orienteering in the United Kingdom. It was formed in June 1967, and became a company limited by guarantee in 1982 (Registered in England & Wales at Company House, Company No. 01606472).

British Orienteering is a Federation of 13 constituent associations, nine English regions, Scotland, Wales, Northern Ireland - each responsible for orienteering within its region; plus the British Schools Orienteering Association (BSOA). British Orienteering is a member of the International Orienteering Federation (IOF) based in Helsinki, Finland.

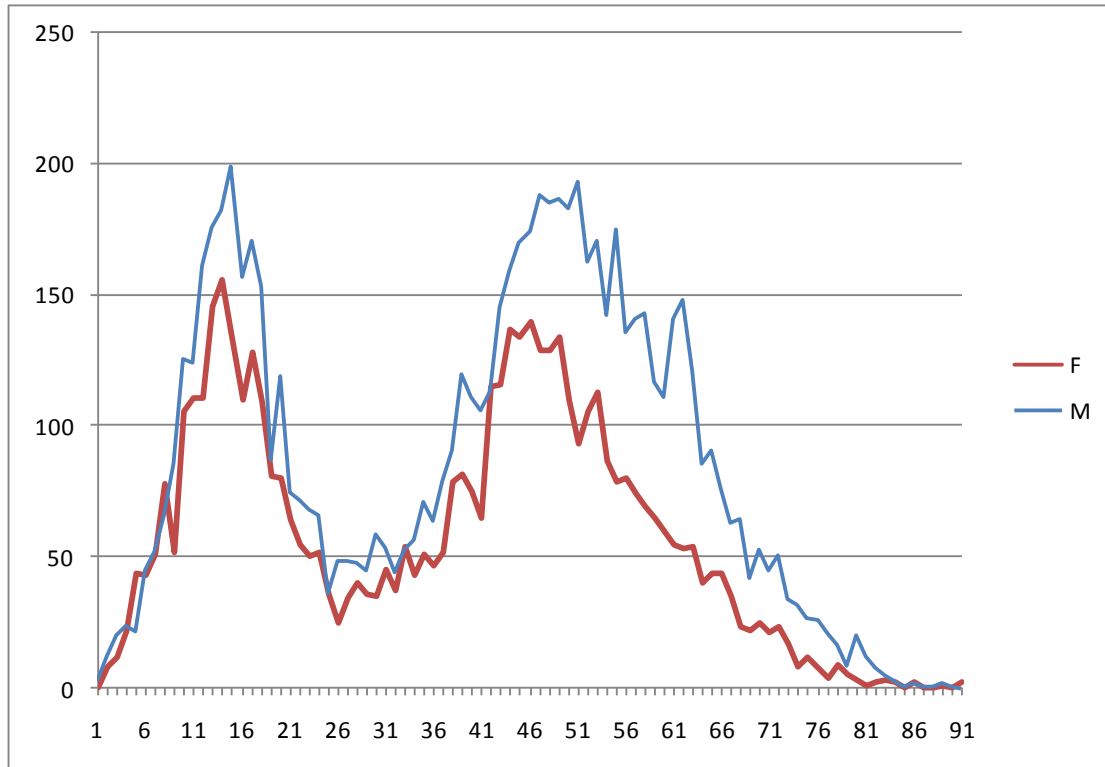
British Orienteering governs 4 disciplines, Foot Orienteering, Trail Orienteering (for the less able), Mountain Bike Orienteering, Ski Orienteering although the large majority of the membership is primarily involved in Foot O.

Uniquely, British Orienteering is a national governing body where every elected official, at all levels, is an active participant. Orienteering is a sport governed by orienteers for orienteers.

Membership & Participation

British Orienteering has about 130 member clubs in its 12 association areas (excepting BSOA). About half of these are closed, e.g. University clubs or services clubs, the other half have open membership; in addition there are over 200 member schools in British Schools Orienteering Association (BSOA). Clubs and Associations are autonomous in their governance, with British Orienteering being accountable to the members direct. The total membership is approximately 11,500 individuals, classified as Senior, Junior or Family units. Participation in the sport is now increasing from what has been a fairly constant level held over the last few years.

Gender / Age Profile of Orienteering Members



National Office & Staff

Most of British Orienteering's paid staff work out of the National Office; a newly converted engineering works just off the A6 in Darley Dale; just outside the Peak District National Park. It is a busy but friendly place. Most members who contact us do so by phone or e-mail, but people are welcome to call in at any time. The national office was moved to the current premises in May 2006, which was the fourth change in office premises since British Orienteering moved to the Matlock area. Staffing includes: CEO (Full Time), Accounts Manager (FT), Membership Administrator (FT), Executive Office Administration (FT), Marketing Manager (3 days per week), Development Manager (3.5 days pw), Regional Development Officers (8 people for 1 day pw), Coaching Manager (2 days pw) and in the World Class Team a Performance Director (FT), Start & Potential Manager (FT) and World Class Administrator (3 days pw). This equates to 7 full time equivalent staff working on membership, governance and development with a further 2.6 full time equivalent staff working in the World Class programme. Additionally there is a Participation Manager (FT) funded through the 'Building Capacity' initiative of Sport England.

Each staff member has a diverse role which covers many aspects of the business, as an example the Chief Executive role is divided between governance, managing staff, child protection policy design and implementation, equality policy design and implementation, strategic and operational planning, and grants administration as well as many other core duties.

Leadership & Governance

As a part of a modernisation strategy, a Council and Management Committee structure was replaced at the AGM in 2008 by a Board of 10 Directors (9 elected and the Chief Executive). This is now the highest decision making authority in British Orienteering beneath a General Meeting and meets 5 times a year. Operational decisions are taken by the staff, Board, 4 standing committees and various specialist Groups.

In day-to-day terms British Orienteering's effectiveness as a governing body is dependent on the focused efforts of the staff and the effective use of the funding received. Policy implementation within British Orienteering reflects the limited resources of the National Office for governance and administration and



the decentralised association and club structure with audits, planning and guidance being delivered by the governing body.

Inevitably the limited capacity of British Orienteering results in strategy and policy design and implementation being a longer term process – sometimes longer than the time it takes the larger governing bodies to implement. This should not be interpreted as any reticence on the part of orienteering to be involved, however realism over the resources available dictates that implementation may take longer than we would like.

The club and association scenario is totally dependent on volunteers who are usually active participants in addition to giving their own time to help organise and co-ordinate events. These volunteers are a valuable resource and we take great care to keep them working within orienteering – without them being committed, the number of activities and events staged by clubs would decline quickly. Volunteer overload is a significant factor in the ongoing development of orienteering and considerable thought is put into the way in which we balance our requirements of them with their ability to commit time to the sport.

Financing British Orienteering

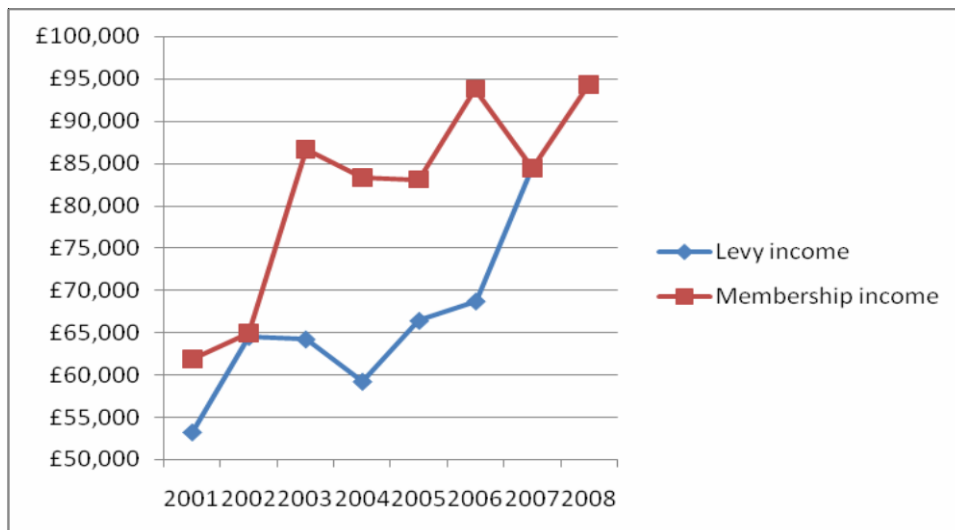
British Orienteering aims to have reserves sufficient to cover 3 months of normal operation and a further 3 months of key salary costs. Currently this target is not met, primarily due to 25% of the reserves being in restricted funds to be used only for specific purposes (mostly to support junior orienteering).

British Orienteering manages a budget of around £800k a year. Roughly three quarters of this is either Exchequer funding or Lottery grants from UK Sport and Sport England.

British Orienteering’s income comes from membership fees (around £84k in 2007), event levy (£84k in 2007) and major events (British Championship & JK Orienteering Festival) profits (around £16k in 2007).

British Orienteering is very grateful for the funding provided by Sport England and UK Sport. The Exchequer grant from UK Sport meets most of the executive staff costs; Sport England provides funding for the development of orienteering within England; Lottery funds the three World Class programmes: Performance, Potential and Start.

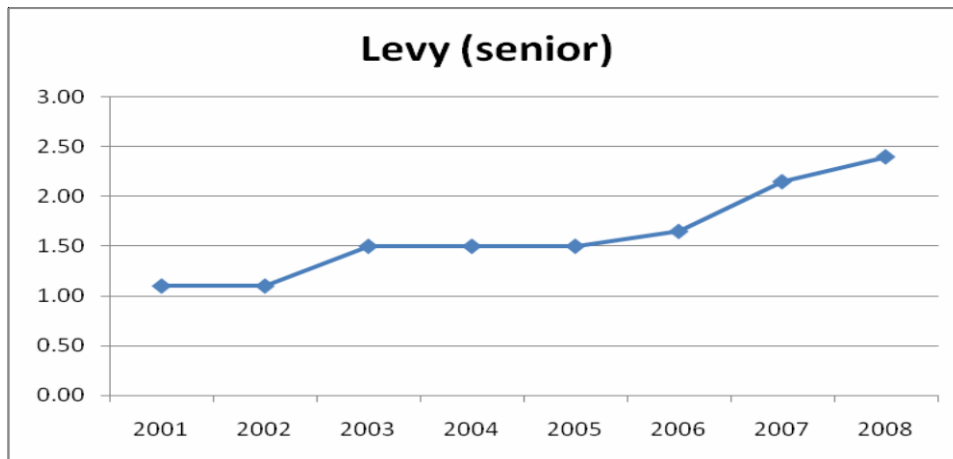
British Orienteering is aware of its reliance on government funding and has tried over the last few years to increase the income generated from participants. In 2005 the percentage of the total budget raised from the members and participants was 20% the remainder was from grants; in 2007 24% was raised by members and in 2008 27% is anticipated. This is demonstrated through the income raised by membership fees and participation levies:



Note that it was the introduction of a new membership scheme in 2007 which created the dip in membership income shown above.



The senior levy required to be paid by senior participants at all orienteering events starkly demonstrates the increased income generated by participants:



In 2007, British Orienteering made the decision to modify the way in which budgeting was implemented, the significant changes are:

- a) To demonstrate more clarity in the use of income generated by members/participants and grants
- b) Membership communications would be paid for entirely by British Orienteering income so reflecting the importance of these communications – this is particularly important in the context of the Sustain programme since communications are agreed to be one of the most important factors in member satisfaction; the budgeted spend on membership and communications for 2009 is £70,000
- c) Events which are the other primary source of participant interest and again impact on satisfaction and the Sustain programme is also funded entirely from membership income and is budgeted at £30,000 in 2009.

These areas are core to the sport and are given a high priority. The services associated with these areas would be expected to run even if there were no grant aid awarded to British Orienteering and are, through the changes listed above, protected in the budgeting process.

In principle, British Orienteering is seeking funding that is used to implement programmes that instigate change and that will, in most cases, become self-sustaining and self financing in time. However we do recognise that in some areas such as the International Programme this is a difficult principle to uphold.





NGB 09-13: Assessing the Need

Optional Submission Template

PART 1: OUTCOME DETAIL

Part 1 of the submission template will provide clarity on the Strategic Outcomes being addressed and demonstrate how NGB proposals will contribute to Sport England Strategic Outcomes.

Please clarify the National Outcome area you are addressing (Excel, Sustain or Grow). Please provide a quantitative measure against this National Outcome area.

Grow

An increase from 8,300 participants (0.02%) in a 4 week period to more than 14,500 (almost 0.04%) using Active People as the measure.

	2009/10	2010/11	2011/12	2012/13
Increase in participants to:	8,900	10,000	12,400	14,500

Objectives based on Sport England's Children & Young Peoples Plan targets are:

- 5-19 aged, 5 hour per week – orienteering to contribute 2 hours per week to 3,500 young people within this age range per year
- 16-19 aged, 3 hours per week – orienteering to contribute 1.5 hour per week to a further 1,500 young people within this age range per year
- 5-19 aged and volunteering – orienteering to train and use 100 young people within this age range per year; this will consist primarily of Young Leaders, some coaches and event volunteers
- 5-19 aged and taking part in club sport – a minimum of 3,500 children and young people compared to the current 2,600 per year, an increase of 36%

	Baseline	2009/10	2010/11	2011/12	2012/13
5-19 aged, 5 hr per week	?	3,500	3,500	3,500	3,500
16-19 aged, 3 hr per week	?	1,500	1,500	1,500	1,500
5-19 aged & volunteering	?	100	100	100	100
5-19 aged & club sport	2,600	3,500	3,500	3,500	3,500

After discussion with the Engagement Team and the Research Unit it has been agreed that the orienteering target will be, in Active People terms, an increase from 8,300 participants (0.02%) to more than 14,500 (almost 0.04%). This is the number of people in the Active People survey who have participated in orienteering during the last 4 weeks.

Unfortunately orienteering lies below the threshold of Active People sample size that would enable this target to be aligned to the 1x30, 2x30 or 3x30 minutes a week target. By 2013 we expect the increase in participation will enable orienteering to use the 1x30, 2x30 or 3x30 minute per week model.

Although the target appears ambitious, the Active People figure is below the participation statistics we believe to be correct, possibly due to the Active People sample size for orienteering. Orienteers train in a



gym or by running and will not necessarily, when questioned by the Active People, indicate that this time is 'for orienteering'. The research team are aware of this.

British Orienteering does have the ability to provide internal data aligned to the 1x30, 2x30 or 3x30 minute model however this would be produced from attendance sheets and results sheets from activities and events respectively.

In orienteering terms, the target reflects an increase in participation of 20% by 2013 and relates to an increase from 200,000 participant runs to 240,000.

Growth in participation will be achieved by increasing the number of local activity programmes available to attract and sustain the involvement of adult newcomers and by further developing existing school and out-of-school based programmes for juniors. Energy will be focused on promoting and delivering local, weekly orienteering activities to diverse groups of people including people from under-represented groups – a very different approach from the traditional orienteering 'meet in the forest on a Sunday' approach. There is a significant culture change being brought about in orienteering with this approach; one which is gaining momentum and is marketing orienteering to a new and diverse population.

The cost of the Grow interventions will be:

	2009/10	2010/11	2011/12	2012/13
Sport England funding requested				
Community O	£140k	£132k	£168k	£168k
HE/FE Development Officer	£15k	£15k	£15k	£15k
School/Club Links Coach	£25k	£25k	£25k	£25k
Developing Clubs (50% split with Sustain)	£26k	£26k	£26k	£26k
Volunteering (50% split with Sustain)	£63k	£63k	£58k	£58k
Total funding requested	£269k	£261k	£292k	£292k
Partnership Funding				
Community O	£51k	£102k	£153k	£153k
Developing Clubs (50% split with Sustain)	£72k	£72k	£72k	£72k
Volunteering (50% split with Sustain)	£51k	£57k	£63k	£63k
Total Partnership funding:	£174k	£231k	£288k	£288k
Total Grow intervention:	£443k	£492k	£580k	£580k

The majority of the funding requested will be used to establish a self-sustaining and self-financing club based participation programme with the staff in the programme acting as catalysts to successfully achieve the aim of this programme.

Briefly provide a description or reference of how this fits the sports wider strategic priorities/whole sport plan.

British Orienteering's vision is 'More People, More Places, More Podiums'; the first two aspects of the vision impact on both the growth and sustaining of participation.

The aim of the programmes is to give everyone – no matter how young or old or from whatever background – the opportunity to experience the sport of orienteering and then to sustain their interest and involvement with orienteering.

There is a great reliance on the work of skilled volunteers based at club level and building the capacity of volunteers to meet the needs of these programmes is recognized as being a significant challenge. This is dealt with under the Sustain intervention – Volunteer Development.



PART 2: INTERVENTION DETAIL

Part 2 of the business planning template will be completed for each individual intervention that will contribute towards the achievement of the outcome area detailed above.

INTERVENTION: ‘Community O’

Briefly describe the intervention you are planning to undertake and also list the methods you will use to deliver the activity. Please use this section to provide more detail to clarify what Sport England is buying and how you plan to address the National Outcome area above.

This intervention will increase participation from 8,300 (0.02% of the population) in a 4 week period to more than 14,000 (almost 0.04% of the population) using Active People as the measure.

	Baseline	2009/10	2010/11	2011/12	2012/13
Increase in participation:	8,185	8,660	9,635	11,910	13,885

‘Community O’ is the primary mechanism for introducing new participants into the sport and is a programme of weekly orienteering activities, based at a single, local, accessible venue.

The programme provides newcomers with an opportunity to learn orienteering skills in a non-competitive environment that is accessible to all. Newcomers will also experience orienteering in a multi-sport environment e.g. leisure centre. This encourages newcomers to combine orienteering activities with other sports training or competing.

‘Community O’ is a new initiative albeit a combination of ideas many of which have been tried individually in the past and have proved to be successful. The programme rationalises these successful activities and presents them as a comprehensive package delivered over an extended period.

‘Traditional’ orienteering events have been organised around the need to use areas that orienteers are unfamiliar with, events were often held in remote areas with demanding terrain. Evidence has shown (Internal Participation Survey) that this is intimidating to newcomers and is not conducive to attracting newcomers to the sport.

‘Community O’ will change this by providing a weekly programme of activities to introduce beginners to orienteering and to a) develop a familiarity with orienteering events and, b) develop the skills required in a progressive way. The programme will develop people through orienteering activities to a level where they have the necessary skills and confidence to take part in local orienteering events and enjoy them. There will not, however, be an assumption that people who attend ‘Community O’ will necessarily want to ‘progress’ to competitive events. The choice is made by the individual and the programme’s activities will be varied enough to ensure that the ‘Community O’ programme is sustainable. ‘Community O’ can also be combined with other sports training e.g. circuit training, and used as a training tool for other sports. The programme will also promote volunteer roles that may be of interest to Young Leaders and people who do not want to progress to competitive events.

The principles behind this programme have been adopted from highly successful orienteering in parts of Scandinavia and other successful sports in the UK. They are currently being piloted via the ‘Building Capacity’ initiative.

Inevitably, the current competition model meets the needs of those people with the time and finance to travel (usually by car) to geographically widespread events. ‘Community O’ will help meet the needs of urban dwellers and those with less disposable income who may not have access to cars or be able to afford long distance travel by public transport, to reach orienteering activities. This is a key programme



in making participation in orienteering more diverse and of delivering one of the seven British Orienteering value statements which states:

'Inclusiveness – We will ensure not only that our sport has no barriers to involvement, but we will also seek actively to interest and involve under-represented groups.'

The last audit of the state of diversity in orienteering was at the end of 2007 (there will be another in Jan 2009) and one of the three significant findings was:

- To work towards the inclusion of more members from the ethnic minorities and particularly black and Asian populations in all aspects of orienteering.

British Orienteering is seeking to attain a situation where each club reflects the diversity of its catchment area. Whilst orienteering has many strengths regarding diversity such as; gender, age and traditional orienteering also has significant impact in areas of rural deprivation. The areas of concern such as BME are now being targeted by the Community O intervention and the marketing of orienteering in urban areas as an exciting adventure sport.

Aspects of the Community O programme include:

- Satellite Centres: Use of local areas where a variety of 'activities' can be based, including city streets and parks
Target: Currently there are 5 satellite centres and the intervention will establish at least 1 'satellite centre' at each of the 45 'Focus' clubs during the 2009-2013 period. 1 or more Satellite Centres per year will lead on developing Trail O and Mountain Bike Orienteering with a view to increasing participation in these activities and disseminating good practice to other clubs.
- Facility Base – Café or social environment: Each Satellite Centre will need to establish a regular meeting place, day and time; one that can be used as a social centre as well as a changing facility
Target: All Satellite Centres to be based at a suitable facility, currently only 3 are based at suitable venues.
- Coaching Programme: The coach as a leader to develop beginners through local activities
Target: To develop and qualify a minimum of 135 new UKCC level 1 coaches across the 'Focus' clubs and a minimum of 1 new UKCC Level 2 coach at each Focus club. Currently there are 0 UKCC Level 1 coaches however there are an average of 3 old Level 1 coaches at each club.
- Activity Programme: Keeping people interested and developing their skills and confidence
Target: Each Focus Club to establish a regular, new participation, at each satellite centre, of at least 25 people involved in a 1x60 minute session per week, currently there are 3 clubs achieving the target of 25 or more new participants taking part in 1x60 minute sessions per week.
- Participation: To establish market segments within the locality of the facility base and aim to match the overall activity participation to the diversity of the locale, the Leicestershire Orienteering Club highlighted this in their response to the Whole Sport Plan survey, *'Leicester is 30% black but we have no ethnic minority members. We are operating in a declining market unless we can appeal to these groups'*
At the clubs focusing on developing Trail O or MTBO there will be particular need for specialised marketing.
Targets: Each satellite centre to establish diversity targets for the locale, currently no (0) clubs have established diversity targets
- School/Club Links: Each satellite centre will establish school/club links with the schools within easy travel of the facility base. This will strengthen the pathway for children into orienteering.



Target: Each satellite centre to establish a formal link with at least one school, currently on 2 of the 5 'Focus' clubs have formal school club links

	2009/10	2010/11	2011/12	2012/13
Club 'Satellite Centres' all with cafés	10	22	34	45
Coaches, UKCC Level 1	30	66	102	135
Coaches, UKCC Level 2	10	22	34	45
Activity programme new participants	250	550	850	1,125

Delivery mechanism - there are several strands to delivering this programme successfully:

- To appoint a second Participation Manager to work alongside the current position (held by Steve Vernon). This will enable Steve to focus on the northern part of the country whilst the second person works in the south. Steve is currently working with 5 clubs and in 2009 each Participation Manager will work with 5 new clubs per year to develop Community 'O'
- To continue the Regional Development Officer (RDO) Role; this is currently 1 day a week in each of the 9 English regions. In addition to the work of the Participation manager, the RDOs will work with 1 additional club each per year to develop Community 'O', currently they do not work with a focus club. This will enable more clubs to be developed and for those involved to have a dedicated point of contact.
- To develop a range of tools and resources that clubs can use to initiate and facilitate the delivery of the 'Community O' programme. To date Steve has generated an Activities Guide for clubs to use as a resource.
- To develop a range of Marketing and PR tools that clubs can use and adapt to promote the programme and increase participation in their local catchment area.

This will provide a staff structure that can work with approximately 15 clubs per year and support them in delivering the programme.

British Orienteering has developed a strategy of asking clubs to bid to become involved in projects. This has the benefit of enabling British Orienteering to focus resources on a few clubs/areas rather than spreading resources over the whole country. Intrinsic to this strategy is that clubs who bid to be involved feel a commitment to the project.

The criteria used to decide which clubs will deliver the Community O intervention are:

Population/BME	The catchment area of the club, if it has population centres and the potential BME population.
Clubmark	Has the club demonstrated a willingness to work with British Orienteering to develop the club infrastructure?
Enthusiasm	Has the club an enthusiasm for change and trying to implement the programme?
Suitable venues	Are there suitable venues, mapped areas, variety of neighbourhood, gym, room, changing, café, etc
Coach/Volunteer	Current capacity and the capacity for developing the volunteer base that will be required
Likelihood of success	How convincing is the club, are they likely to be successful?
Period	When is the club likely to commence implementation?

The clubs likely to be involved are listed below however this is an anticipated situation rather than the actual allocation of clubs.

2009/10			2010/11		
Club	Region	Area	Club	Region	Area
HALO	YHOA	Humberside and Lincoln	BKO	SCOA	Berkshire
SELOC	NWOA	South East Lancs.	WAOC	EAOA	West Anglian
PFO	NWOA	Yorks, Lancs, Bolton	SOS	EAOA	Essex
DEE	NWOA	Deeside	LOC	NWOA	Lake District
SLOW	SEOA	South London	SARUM	SCOA	Southampton
CLOK	NEOA	Cleveland	LOG	EMOA	Lincolnshire
DFOK	SEOA	Dartford	CLARO	YHOA	Harrogate
LEI	EMOA	Leicestershire	MDOC	NWOA	Manchester and District
SAX	SEOA	Kent & East Sussex	WCOC	NWOA	West Cumberland
COBOC	WMOA	Birmingham	DEVON	SWOA	Devon
2011/12			2012/13		
Club	Region	Area	Club	Region	Area
HAVOC	SEOA	Havering and S Essex	EBOR	YHOA	York, Scarborough
NATO	NEOA	Newcastle and Tyne	HOC	WMOA	West of Birmingham
SN	SEOA	W Surrey, NE Hamps & S Berks	QO	SWOA	Somerset
BL	NWOA	NE Cumbria	NWO	SWOA	North Wiltshire
SYO	YHOA	South Yorkshire	AIRE	YHOA	North Yorkshire
WCH	WMOA	Cannock & Stafford	MEROC	NWOA	Merseyside
OD	WMOA	Coventry & Warwicks	NOC	EMOA	Nottinghamshire
BOK	SWOA	Bristol	DVO	EMOA	Derbyshire
WIM	SWOA	Wimbourne	CHIG		Southampton
NGOC	SWOA	North Gloucestershire	TVOC	SCOA	Thames Valley

Each club will receive 'intensive' support (Staff resources) for 1 to 2 years after which the level of support will be gradually reduced. The clubs will continue to deliver the programmes after the 'intensive' support is reduced having developed the programme into one that is self funding. These clubs will also be able to offer support, advice and good practice to other clubs, creating a culture of shared learning and sustainability.

Developing the club, coaching and other volunteer aspects of this programme is described within the Sustain programme of work.

Please provide a rationale and supporting evidence to demonstrate intervention need and the process by which the intervention will deliver on Sport England's strategic outcomes.

Experience dictates that personal intervention is required in order to provide the leadership and commitment required to initiate the programme and, more importantly, to be the catalyst for change at club level. This has been demonstrated in the early stages of the 'Building Capacity' initiative; club feedback is that without the personal intervention the changes were unlikely to have been made. There must be a specific person taking responsibility for driving the programme.

Evidence is plentiful that this approach works, with the best examples being Steve Vernon's influence with the 5 clubs involved in the Building Capacity initiative; an example is included below. Building



Capacity has already seen a 20% increase or more in participation at some of the 5 clubs involved. This includes South Ribble Orienteering Club:

South Ribble Orienteering Club participation project Autumn 2007-Spring 2008:

- Autumn 2007: Saturday afternoons (12noon – 2pm) in Lancaster parks and small woods in and around the city
- Awards 4 All and British Orienteering grant funding used for publicity, equipment and new maps
- Much local publicity in newspaper, shops, library, large employers, hospital, university, schools etc
- Series of 'Try Orienteering' sessions with Young Leaders and coaches to welcome and help newcomers
- Numbers of participants rose from 90 in week 1 to 182 in week 4 with over 70% being newcomers
- After 4 weeks over 50 new members had signed up to join the club and British Orienteering
- Spring 2008: follow on series of sessions
- 1 of the new participants is now on way to qualifying as a Level 2 Coach (May 2008)
- Autumn 2008: plans for weekly training at a fixed venue in Lancaster

A further example is Malvern & District Orienteering (MADO) project (Autumn 2005 onwards):

- Autumn 2005: series of 8 local sessions at 2 weekly intervals in local open spaces and woods around Malvern
- Publicity via local major employer internet newsletter, local newspaper articles and flyers to schools
- Helpers to welcome and support newcomers
- Funding from Awards4All, local council, Sport Relief and British Orienteering for maps, equipment and publicity
- By end 2005, 57 new members joined the club of whom 38 were under 18s
- Project continued through 2006-08 with more new participants and members

How much will the intervention cost?

Please provide information on capacity and delivery cost and if you have identified any other possible routes for financial or in-kind support from partners.

The Development Team are the key intervention across the Grow/Sustain programmes and involves part of the Chief Executive, a full time Development Manager and 9 Regional Development Officer posts each based on 1 day per week (Full Time Equivalent of 0.2 each, total Development Team of 2.8 FTE). Approximately 60% of their work programme will be involved in this incentive. The remaining 40% of the Development Team cost is within the 'Sustain' programme.

In addition there is the new position of a full time Participation Manager to increase the work focus on Community 'O' and increasing participation. This will incur a programme cost of £36,000.

The current Participation Manager will continue for a further 2 years (to December 2010) on 'Building Capacity' funding but will need to be costed into the programme for the period Jan 2011 to March 2013).

A marketing and PR support strategy is required to maximise the impact of participation 'growth' and a template strategy is currently being developed.



The cost of the Community O intervention will be:

	2009/10	2010/11	2011/12	2012/13
<i>Sport England funding requested</i>				
Development team & Leadership (25%)	£94k	£94k	£94k	£94k
Participation Manager (current Building Capacity)-		-	£36k	£36k
Participation Manager South	£36k	£36k	£36k	£36k
Marketing/PR Support	£10k	£2k	£2k	£2k
Total funding requested:	£140k	£132k	£168k	£168k
<i>Partnership Funding</i>				
Volunteer coaching etc	£36k	£72k	£108k	£108k
Income generated (assumes 25 people/wk)	£15k	£30k	£45k	£45k
Total Partnership funding:	£51k	£102k	£153k	£153k
Total Community O intervention:	£191k	£234k	£321k	£321k

Rationale for the partnership funding is that club volunteers will provide the workforce required to implement this intervention and is calculated as:-

40 week programme of activity, once a week for 90 minutes by 2 coaches will be 120 hrs per club @ £20 per hr at 15 clubs (2009), 30 (2010), 45 (2011), 45 (2012). See comments in Excel re adding preparation time.

Additionally other costs, maps etc will be funded by income generated by participants at approximately £1 per session.

With the exception of the Development Team and some marketing/PR the majority of this intervention is establishing the Community O programme; once established, the remainder of the programme should be self-financing

Who are your key partners in terms of intervention delivery?

Where do you believe resources need to be focussed on other agencies to help you deliver your plan?

Key partners are:

- Clubs: providing maps, use of equipment, volunteers etc
- Sport Coach UK: assistance with the developing of training courses for coaches and cpd for coaches
- Skills Active: as above; translation of the orienteering course based resources into eLearning and apprenticeship training; access to other volunteer training and qualifications
- CSPs: British Orienteering sees the CSPs playing a significant role in facilitating training opportunities for club volunteers, support with local authorities in gaining access to land and facilities particularly at the focus clubs.
- CPSU: Research and information, support in establishing safeguards for the athletes, coaches and other staff working in this programme, support if and when case or issues materialize; training of club welfare officers
- Sporting Equals: Research and information; support in establishing meaningful diversity targets; information regarding diversity of local populations



- Women in Sport: Research and information; advice on specific issues such as recruiting more women into coaching

How will you review progress against the individual intervention at regular intervals?

Progress will be reviewed in the following manner:

- Throughput figures showing participant attendance at sessions
- 3 monthly review periods to consider progress at each club; the person leading the programme (Participation Manager or RDO) will be involved closely with the club and able to inform the National Development Manager of progress and performance and if further assistance is necessary
- Each club will work to agreed targets of participation and membership enabling assistance to be given early if issues arise; targets to be set by the Participation Manager and club to align to Sport England Strategic outcomes
- There will be secondary targets for coach and volunteer development making monitoring of the programme and intervention feasible

Are there any risks associated with the delivery of the outcome area/intervention? What mitigating action will be taken should these risks arise?

Risks are:

- Failure to engage with the club – managed through a recruitment process for clubs wishing to join the scheme and then personal intervention by National staff
- Failure to produce resources/tools to enable the coaches to do their job – tools have already been developed to provide support commenced, additional resource will be brought in if there is concern
- Lack of National staff time or insufficient priority, placed in the staff work programme – Line manager to ensure appropriate priority is placed on this work; enhancing the resource available if there is an issue
- Inability to recruit and train coaches – if necessary additional resource may have to be made available to support this or, if this fails, to pay for coaching support
- Inability to provide appropriate cpd for staff – work with partners, SportsCoach UK and CSPs to provide access to appropriate training for coaches and other volunteers
- lack of suitable venue for the activity base – managed at the recruitment stage of the clubs involved

How will the outcome be sustained at the end of the investment period in 2013?

Once clubs are made aware of the potential success and feasibility of this programme (and in their eyes an increase of 20% in participation would be a significant success) the clubs have indicated they will be willing to take on the programme. There are examples (Herts OC, South Ribble OC, etc) where coaches have become self funding through such activities.



PART 2: INTERVENTION DETAIL

Part 2 of the business planning template will be completed for each individual intervention that will contribute towards the achievement of the outcome area detailed above.

INTERVENTION: ‘O in HE/FE’

Briefly describe the intervention you are planning to undertake and also list the methods you will use to deliver the activity. Please use this section to provide more detail to clarify what Sport England is buying and how you plan to address the National Outcome area above.

This intervention will support the total Grow target by increasing participation in HE/FE by a minimum of 500 students over the 4 year period using the Active People participation once every 4 weeks as the basis.

	Baseline	2009/10	2010/11	2011/12	2012/13
Increase participants in orienteering from HE/FE:	115	240	365	490	615

Higher and Further Education establishments are excellent places to recruit new members who would be attracted to orienteering as a challenging adventure sport. British Orienteering already has strong ties with some universities such as Edinburgh and Sheffield and, to a lesser extent, Oxford and Cambridge. There are currently a total of 15 university clubs affiliated to British Orienteering and we would like to increase this figure.

To further develop the growth potential of the HE/FE structure we will need to work closely with Further and Higher Education establishments and British Universities & Colleges Sport (BUCS). A need to increase the number of university clubs, grow the number of university club members and build strong links with local orienteering clubs is required. British Orienteering would like to create a new position (2 days per week) either independently or in conjunction with BUCS to lead this work. This person would be tasked with promoting and developing the sport within targeted HE/FE establishments.

Aspects of the programme include:

- Developing HE/FE links with clubs; the local club(s) will be able to provide guidance to the HE/FE establishment on whether it is better for them to try to develop a new HE/FE club or whether it will be more effective to become a satellite centre of the club with the potential to become club members
Target: to develop links with 10 (2 per year) additional HE/FE establishments and to establish a regular participation of 50+ people per week for a minimum of 1x60 minute session.
- Training Coaches: Using lecturer/student body to identify and train coaches to drive and support the programmes.
Target: to develop and qualify 3 UKCC Level 1 coaches and 1 UKCC Level 2 coach per year (after the first year) at each of the HE/FE establishments.
- Promotion of orienteering within HE/FE establishments

Please provide a rationale and supporting evidence to demonstrate intervention need and the process by which the intervention will deliver on Sport England's strategic outcomes.

HE/FE is a stepping stone for young people from school to career. Currently British Orienteering has no focused programme to address this significant sector of the population.



Rugby has successfully implemented such a programme which has achieved considerable success. The amount of funding involved will enable orienteering to engage with HE/FE and judge the cost effectiveness of the strategy. At a programme cost of £15k per year this is seen as the opportunity to focus on this sector and make substantial gains in participation for relatively small financial resource.

This sector could, in its own right, help British Orienteering increase participation by the overall 'Grow' target established of increasing participation by 20%. Universities can help increase participation through the development of their own club membership and also through the support they can give as a volunteer resource to local clubs. An example of this is the work of the Yorkshire RDO who has established a link with Sheffield Hallam University to recruit and train volunteer coaches to work with the Sheffield club in its programme of weekly activities: free coach education course in return for a specified number of volunteer hours.

British Orienteering University Orienteering Clubs currently affiliated include:

Birmingham University, Cambridge University, Edinburgh University, Imperial, North College Glasgow, Nottingham University, Oxford University, Queens University Belfast, Sheffield University, University of Bristol, University of Durham, University of London, University of Manchester, University of Newcastle, University of Warwick

There are 55 members of university clubs that are also members of British Orienteering. This does not include the alumni orienteering clubs that have developed from ex-students experiencing orienteering at university and wishing to carry this on into later life. British Orienteering University Orienteering Alumni Clubs currently affiliated include:

Ex-Warwick Orienteering Club (Warwick University), Jesus Orienteering Club (Oxford University), King's Newcastle Old Boys Orienteering Club (Newcastle University), SPLOT (Cardiff University), SPOOK (Sheffield Universities)

There are currently 22 members of university alumni clubs that are also members of British Orienteering although there are likely to be significantly more members that we are unaware of. It is likely there are considerably more members who have joined orienteering clubs later in life as a result of experiencing the sport at university; this is supported by results from our internal participation survey on how members started orienteering. This highlights an area where a focused, relatively inexpensive, intervention could bring about long-term and sustained growth. Students experiencing orienteering at university could, in later life, bring their families to the sport and are likely to be those people who take up club official roles e.g. chair, treasurer etc.

Both these university groups of clubs represent significant areas for potential expansion. It is obvious from the number of university associated clubs that there is a demand for orienteering within HE/FE educational establishments. However as the clubs usually have relatively small memberships (volunteer base) they will often require support from local clubs with promoting and hosting events. It is also important to note that events put on by university clubs are not exclusive to students.

Example: A recent summer evening event run by a University of Durham Orienteering Club (UDOC)

The event started from a university site and was planned and organised by UDOC members. UDOC currently has just 8 members. To attract as many newcomers as possible entry fees were set at just £2.50 for seniors and £1.00 for juniors and students. The event attracted 23 participants which is a significant number in comparison to their current membership base. If UDOC, supported by British Orienteering, was able to organise a series of events and support newcomers with coaching, it is easy to see how membership could increase.

Examples such as this highlight how university clubs are an untapped resource and opportunity which can be used to increase participation and membership. With focused attention e.g. increased resources of a Development Officer, the events and membership numbers can be increased significantly. UDOC is very keen but requires assistance to progress their vision.

How much will the intervention cost?

Please provide information on capacity and delivery cost and if you have identified any other possible routes for financial or in-kind support from partners.

Create a new position for a HE/FE Development Officer for 2 days per week (FTE 0.4) at a total programme cost of £15k per year including expenses.

The cost of the HE/FE O intervention will be:

	2009/10	2010/11	2011/12	2012/13
<i>Sport England funding requested</i>				
HE/FE Development Officer (FTE 0.4)	£15k	£15k	£15k	£15k
Total funding requested:	£15k	£15k	£15k	£15k

Other methods of delivering this programme are being considered including working with British Universities & Colleges Sport (BUCS) however it is not clear that the outcomes of such a partnership would be as clear as those generated by an orienteering driven intervention.

Once again if this intervention was proven to be successful in attracting students to orienteering clubs and events, club or regions will be approached to try to make all or a proportion of the work self-financing in the future.

Who are your key partners in terms of intervention delivery?

Where do you believe resources need to be focussed on other agencies to help you deliver your plan?

Orienteering Clubs: in building close links to the HE/FE establishments

HE/FE establishments that are included in the project, a commitment to work with a club and coach to develop the links; also to support the development of individuals based at the HE/FE establishment, students or staff, in gaining competencies such as leadership or coaching

British Universities & Colleges Sport (BUCS): to assist in identifying suitable partners and facilitating the discussions; also possible to consider developing a partnership approach to this work

How will you review progress against the individual intervention at regular intervals?

On a quarterly basis:

- Measure the activity in HE/FE of participation throughput
- Measure the Club and HE/FE links that are formally established and the number of HE/FE Clubs established
- Measure club membership and club student membership increase

Are there any risks associated with the delivery of the outcome area/intervention? What mitigating action will be taken should these risks arise?

Inability to create interest in orienteering within the HE/FE sector – managing this will be part of the programme and the evidence suggests that the interest does exist.

Ensuring that orienteering is portrayed as an ‘adventurous, challenging activity that is attractive to adrenaline seeking youngsters’. This is being addressed by British Orienteering Marketing Manager.

Inability to generate interest at BUCS – managing this relationship will be the remit of British Orienteering staff.



How will the outcome be sustained at the end of the investment period in 2013?

4 years is quite a short period to make the changes in this area of work sustainable however the cost of a person to lead on this work will have to be found – without such support it is difficult to see the initiative progressing. Sponsorship is a possibility we are considering, as is partnering another organization to deliver this work. Further than 2013, we see that this post could be more self-sustaining based on possible increased sponsorship or closer links with clubs.



PART 2: INTERVENTION DETAIL

Part 2 of the business planning template will be completed for each individual intervention that will contribute towards the achievement of the outcome area detailed above.

INTERVENTION: ‘School O’

(Against the Grow – Children & Young Peoples Plan)

Briefly describe the intervention you are planning to undertake and also list the methods you will use to deliver the activity. Please use this section to provide more detail to clarify what Sport England is buying and how you plan to address the National Outcome area above.

Objectives based on Sport England’s Children & Young Peoples Plan targets are:

- 5-19 aged, 5 hour per week – orienteering to contribute 2 hours per week to 3,500 young people within this age range per year
- 16-19 aged, 3 hours per week – orienteering to contribute 1.5 hour per week to a further 1,500 young people within this age range per year
- 5-19 aged and volunteering – orienteering to train and use 100 young people within this age range per year; this will consist primarily of Young Leaders, some coaches and event volunteers
- 5-19 aged and taking part in club sport – a minimum of 3,500 children and young people compared to the current 2,600 per year, an increase of 36%

	Baseline	2009/10	2010/11	2011/12	2012/13
5-19 aged, 5 hr pw	?	3,500	3,500	3,500	3,500
16-19 aged, 3 hr pw	?	1,500	1,500	1,500	1,500
5-19 aged & volunteering	?	100	100	100	100
5-19 aged & club sport	2,600	3,500	3,500	3,500	3,500

Orienteering in schools is massive with the latest research indicating that 59% of schools are now offering orienteering and 51,200 (1.9%) of 11-15 year olds are participating in orienteering regularly (Sport England survey). We believe from a review conducted recently on behalf of orienteering that over 440,000 children under 10 experience orienteering each year in schools.

‘School O’ is the programme developed with the Youth Sports Trust to introduce students to orienteering in a friendly and innovative way. Teachers are provided with training and support to enable them to provide activities and small events that will motivate students to take part in orienteering both inside and outside of the curriculum.

The Regional Development Officers play a significant part in supporting ‘School O’, working with schools, SSPs and County Sports Partnerships. The RDOs broker the link between clubs and schools and represent the clubs at CSP meetings.

Key aspects of the programme include:

- Training Teachers (PESSYP – CPD strand): Promoting and providing courses for teachers using the successful Teaching Orienteering Part 1 & 2 courses and resources; this is a newly developed programme already proving highly popular and successful.
Target: 250 new teachers trained per year to Teaching Orienteering Part 1 level or above, currently approximately 110 teachers have been trained in 2008.



- Supporting the PESSYP Competition Framework for schools; developing the competition framework has been one of the successes of recent years and British Orienteering wish to continue to increase the number of schools and partnerships that are using the framework. The RDOs will support this programme.
Target: Currently 4 Competition Managers are working with orienteering; we would expect this to increase to at least 10 by 2013. The general pattern of the programme is to have a block of at least 10 weeks with children competing for 1x60 minutes per week, a substantial contribution to the 5 hour per week extended hours target.
- School / Club links: This is the major thrust of our work in this area; to ensure orienteering introduced in schools is translated into participation in and out of curriculum activity. The biggest drop-off in orienteering is between school and adult participation. Increasing the number of young people who continue to take part in orienteering once they leave school is a major challenge. Currently it is difficult to define exactly what a 'School / Club Link' is; various partners have differing perspectives. It is our intention to define the links more tightly in agreement with our partners. Once defined, a baseline figure will be produced enabling realistic targets to be developed. We will then work closely with clubs to achieve these targets. We would be very interested to work closely with Sport England and other partners to address this 'drop-off' and to increase the take up of school-leavers in continuing to participate in orienteering.
Target: to provide at least a 1x60 minute session per week for the students of all schools that have established School/Club links, current figures are unavailable.

Please provide a rationale and supporting evidence to demonstrate intervention need and the process by which the intervention will deliver on Sport England's strategic outcomes.

There are many examples of children being introduced to orienteering whilst at school, a recent internal survey ('How did you start orienteering' Aug08) demonstrated that almost 20% of participants started at school and for many that was before the recent upsurge in school orienteering. A further significant number (9%) of respondents to the survey were introduced as a result of being taken by their children! Orienteering is an 'adventure sport for all' that the whole family can enjoy. This family involvement is one of the major attractions and strengths of orienteering.

There is also a growing recognition in orienteering that the drop off as students leave school is an important factor the sport needs to address. The facts speak for themselves with an estimated 440,000 students (External Review of the Development Programme, Dec07) experiencing school orienteering each year. If only 10% of these pupils could be retained to orienteering it would have a significant impact.

We believe the answer to this is to continue to build School/Club links and to put in place a school competition programme that can as a stepping stone between school orienteering and local events. Experience and evidence demonstrates that successful focussed links with a few schools will improve the situation considerable. Similarly, the 'Community O' programmes will provide an alternative stepping stone for those wishing to develop through facility-based local orienteering activities and not 'competitive' events. Currently there is the British Schools Orienteering Association (BSOA) that stage annual Schools Orienteering Championship and Schools Score Championship but this is a national competition rather than regular competition at a local level.

Examples of Club Links working to put on after school competitions:

Carlisle area:

- 5 schools' competitions with points scoring for a league table
- 9 primary and 4 secondary schools teams
- 130 different children, with 83 of them coming to 3 or more competitions
- Year 12 students from one of the secondary schools helped at the competitions

Barrow in Furness area:



- Internal primary schools practices and competitions to select school teams
- 5 cluster competitions organised by the SSCos involving 19 primary schools and 400 children (boys and girls)
- SSP Final with teams from 5 clusters – 48 children
- 2 clusters organised year 3 & 4 festivals involving 330 children
- Over 70 children represented the district at the Cumbria Youth Games
- Local club organises weekly training through the year and group travel to competitions further afield. 1 junior member selected for England World Schools team in 2008.

West Cumberland (Workington / Cockermouth / Keswick area), during the period March to June:

- 12 after school orienteering competitions held in parks, small woods and on 3 school sites
- 6 primary school competitions attracting an average of 280 competitors / competition from a total of 22 primary schools
- 6 secondary competitions attracting an average of 81 competitors / competition from a total of 6 secondary schools
- Competitions run by 5-6 club coaches/volunteer helpers
- 450 children involved, many attending more than 4 competitions.

These are just three of a long list of school/club links projects in areas such as: Berkshire, Bristol, Derby, Oadby & Wigston Leicestershire, some districts of Nottinghamshire, Southampton, South Yorkshire, Tees Valley and many others

How much will the intervention cost?

Please provide information on capacity and delivery cost and if you have identified any other possible routes for financial or in-kind support from partners.

The Development team are the key intervention across this work and involve a Development Manager and 9 Regional Development Officer posts each based on 1 day per week (Full Time Equivalent of 0.2 each, total Development Team of 2.4 FTE). This is costed within the 'Sustain' programme.

Promoting orienteering in schools and training teachers is organised and staffed by the Development Team and such courses are financed by schools directly – no further costs.

Additionally, British Orienteering would like Sport England to consider funding 5 part time club coaching positions to build school/club link (and potentially HE/FE links). Provided this intervention demonstrates to clubs that there is a significant increase in participation and membership we believe the clubs will be prepared to sustain the intervention and other clubs will be attracted to appoint coaches to such positions. If funding is available this work will be greatly enhanced by providing 'project' funding to clubs at a rate of £5,000 per club in the following manner:

Year 1: 5 clubs total cost £25,000 per year. For each club project a Development Coach employed; project outline:

- 3 hours per week for 40 weeks per year (school terms)
- Coach contact time: all age range early evening club based on local secondary school/leisure centre/sports club 1.5 to 2 hours (preparation time included in the 3 hours)
- Publicity via SSCos to encourage family participation – under 18s and over 35s. May get some older participants – e.g grandparents
- 2 hours per week for 40 weeks mentoring new coach/helper/volunteers to put on weekend local sessions – parks and small local woods



- Estimated numbers in first year:
 - new participants = 20: of which 30-40% female
 - throughput of 800 (20 x 40)
 - new volunteer helpers (helping to run the weekly club (evening and weekend) activities mentored by the lead coach) = 4
 - eventual (in second year) new Level 1 coaches = 1 – 2
- Cost: £25 per hour x 5 hours x 40 weeks = £5000 on self employed basis to include travel costs
- Orienteering Club would provide maps and equipment
- Participation contributions and club would pay for venue cost – hopefully this would be at a discount in partnership agreement with Sports Partnership – this has happened in existing club/school agreements e.g. Nottingham club and Bramcote Hills Sports College.

Payment:

- Project funding to clubs
- Clubs to pay coach on self employed basis

Participation figures:

- Expected sign-up of participants as ‘Local’ members of the club and British Orienteering for data collection and insurance purposes; target is to translate 10% of school activity into participation at club events
- Coach will maintain register of participants as evidence of numbers and regularity of attendance

A very successful example of this type of delivery is the Coventry Club (OD) school/club links project in Kenilworth in 2007-08 which consisted of:

- 21 sessions of 2 – 3 hours for club and school juniors on Saturdays Sept to November, Feb to March, April to end June (i.e. all but winter and school holiday periods)
- 74 hours of prep and coaching contact @ £15 per hour = £1110. NB at £25 per hour this would be more realistic = £1850
- Cost to club of maps = £150; plus providing and maintaining electronic equipment and replacement when ‘lost’ = £500
- The SSP also paid the coach separately to do some coaching in school hours time – not included in above.
- Voluntary adult club member help in kind from the club x 2 people on all sessions

The cost of the School O intervention will be:

	2009/10	2010/11	2011/12	2012/13
<i>Sport England funding requested</i>				
School/Club Links Coach	<u>£25k</u>	<u>£25k</u>	<u>£25k</u>	<u>£25k</u>
Total funding requested:	£25k	£25k	£25k	£25k

This consists of 5 part time coaches at £5k each.

Who are your key partners in terms of intervention delivery?

Where do you believe resources need to be focussed on other agencies to help you deliver your plan?

Key partners are:

- CSPs: to broker links between British Orienteering, orienteering clubs and School Sport Partnerships
- School Sport Partnerships: To build strong relationship between schools and local clubs
- Sport Coach UK: assistance with the developing of training courses for coaches and cpd for coaches
- Skills Active: as above; translation of the orienteering course based resources into eLearning and apprenticeship training; access to other volunteer training and qualifications
- CPSU: Research and information, support in establishing safeguards for the athletes, coaches and other staff working in this programme, support if and when case or issues materialize; training of club welfare officers
- Sporting Equals: Research and information; support in establishing meaningful diversity targets; information regarding diversity of local populations
- Women in Sport: Research and information; advice on specific issues such as recruiting more women into coaching

How will you review progress against the individual intervention at regular intervals?

Quantitative participation figures will enable British Orienteering to monitor all aspects of this programme on a quarterly basis:

- Teacher Training – throughput
- School competitions and participation – registered for insurance via British Orienteering and participation figures verified by club results systems as well as via Competition Managers (YST)
- School Club Links – Youth Sports Trust gather data, internally British Orienteering gather data through the club network and verified by RDOs

Are there any risks associated with the delivery of the outcome area/intervention? What mitigating action will be taken should these risks arise?

Risks are:

- SSPs do not want to participate in orienteering – this is unlikely particularly as SSPs appreciate the added bonuses of the sport e.g. team building, citizenship, project work for subject areas, curriculum links etc.; mitigation by educating CSPs and coaches of the mutual benefits
- Competition Framework – It is becoming obvious that some Competition Managers do not want to work outside their comfort zone and wish to work with the mainstream sports they are more familiar with. CSPs and Coaches to be educated to market the strengths of including orienteering in the programme. Certainly as more Competition Managers realize the benefits of delivering an outdoor pursuit activity they better appreciate that orienteering has a lot to offer them and the pupils. Orienteering also has to 'sell' itself and demonstrate that it has something different to offer that is attractive to a different set of pupils – a great attraction for Competition Managers as they realize that many non-sporting pupils can be motivated to take part in orienteering and that relatively large participation numbers can be involved compared with other individual sports.
- Pupil 'culture' – is a potential risk as the inclination to be 'couch potatoes' and watch TV and play on their computer is tempting; work with the schools to develop a culture of activity and participation – easier with London 2012 on the horizon.



- Failure of the club to engage with the scheme – managed through a recruitment process for clubs wishing to join the scheme and then personal intervention by National staff; since this intervention is building on a lot of positive PESSCL (now PESSYP) work it is becoming easier to provide evidence of success
- Failure to produce resources/tools to enable the coaches and teachers to do their job – these tools have been produced and must be marketed; there is a need for CPD suitable for coaches and teachers
- Lack of National staff time or insufficient priority, placed in the staff work programme to support this work – Line manager to ensure appropriate priority is placed on this work; enhancing the resource available if there is an issue
- Inability to recruit and train quality coaches – if necessary additional resource may have to be made available to support this or, if this fails, to pay for coaching support
- Inability to provide appropriate cpd for staff – work with partners, SportsCoach UK and CSPs to provide access to appropriate training

How will the outcome be sustained at the end of the investment period in 2013?

Once evidence is available to demonstrate that the involvement of young people who are introduced to orienteering in schools can be continued, the clubs will willingly take on board the associated costs. The clubs need to be made aware of a process that will work and will then be happy to take the initiative. .

Schools will find that clubs offer great opportunities and benefits to other aspects of the curriculum. Schools are actively looking for opportunities for the 'semi-sporting' students.





NGB 09-13: Assessing the Need

Optional Submission Template

PART 1: OUTCOME DETAIL

Part 1 of the submission template will provide clarity on the Strategic Outcomes being addressed and demonstrate how NGB proposals will contribute to Sport England Strategic Outcomes.

Please clarify the National Outcome area you are addressing (Excel, Sustain or Grow). Please provide a quantitative measure against this National Outcome area.

Sustain

- To use the Sport England Participant Satisfaction Survey to establish during 2009 the baseline level of satisfaction of participants in orienteering.**
- To liaise with Sport England and agree the percentage increase in satisfaction that orienteering will achieve by 2013, this increase may be around the 5% mark.**
- To deliver interventions that will increase the level of satisfaction amongst participants.**

	2009/10	2010/11	2011/12	2012/13
Increase satisfaction:	Baseline	1%	3%	5%

The satisfaction level of participants in orienteering will be measured by the ‘Participant Satisfaction Survey’ commissioned by Sport England and the transition out of the sport will be measured using internal mechanisms (participation database) and a phone exit survey.

The interventions to increase satisfaction and reduce transition out of orienteering consist of:

- **Developing Quality Clubs:** that deliver a well planned development programme of local activities and events and provide coaching for the personal development of participants
- **Volunteering:** to increase the number of volunteers available to support participants and stage activities and events by establish a network of club Volunteer Coordinators. These co-ordinators will support potential volunteers in gaining the knowledge and competencies required for the roles at a local, club level
- **Quality events:** to appoint an Events Manager to lead the development of events both national and local and to enhance the level of satisfaction gained by participants and event volunteers



The cost of the Sustain interventions will be:

	2009/10	2010/11	2011/12	2012/13
<i>Sport England funding requested</i>				
Quality Events	£25k	£25k	£25k	£25k
Developing Clubs (50% split with Grow)	£26k	£26k	£26k	£26k
Volunteering (50% split with Grow)	£63k	£63k	£58k	£58k
Total funding requested	£114k	£114k	£109k	£109k
<i>Partnership Funding</i>				
Quality Events	£10k	£10k	£10k	£10k
Developing Clubs (50% split with Sustain)	£72k	£72k	£72k	£72k
Volunteering (50% split with Sustain)	£51k	£57k	£63k	£63k
Total Partnership funding:	£133k	£139k	£145k	£145k
Total Sustain intervention:	£247k	£253k	£254k	£254k

Part of these costs will be used to improve participant satisfaction in a way that is self-sustaining and self-financing. However there will be continued costs regarding the employment of an Events Manager and the drive to improve the long-term quality of events. It is hoped that raising the quality of events will attract more sponsors. This may, in the longer term, go towards funding the Events Manager position.

Briefly provide a description or reference of how this fits the sports wider strategic priorities/whole sport plan.

The Orienteering Whole Sport Plan 2009/13 provides the rationale for these interventions as summarised below.

In order to recruit participants and volunteers and sustain their involvement in orienteering it is recognised that the following need to be put in place and reviewed on a regular basis:

1. A forward looking, developmentally driven club infrastructure that is supportive of its members
Evidence: The increase in participation and motivation of club members at clubs that have achieved Clubmark, this was provided in the feedback for the Whole Sport Plan internal survey
2. Personal development opportunities for participants and volunteers at a local level
Evidence: The SportsCoachUK review 'Increasing Participation in Sport: The Role of the Coach', December 2007 provides excellent rationale and evidence to support the subjective views agreed within orienteering
3. A competition structure that meets the needs of participants and potential participants
Evidence: Feedback from clubs and members during the Whole Sport Plan consultation phase endorsed the need for local, frequent events and for high quality major events.

These interventions provide the mechanism to deliver the above. Orienteering is unlikely to have a professional infrastructure at club level; consequently the role of the governing body is to act as a catalyst to raise awareness and continue to effect cultural change at club level. The governing body has commenced this role with the 'Building Capacity' initiative and would like to increase the impact it has at club level through this programme of interventions.



PART 2: INTERVENTION DETAIL

Part 2 of the business planning template will be completed for each individual intervention that will contribute towards the achievement of the outcome area detailed above.

INTERVENTION: Quality Events

Briefly describe the intervention you are planning to undertake and also list the methods you will use to deliver the activity. Please use this section to provide more detail to clarify what Sport England is buying and how you plan to address the National Outcome area above.

This intervention will increase the satisfaction level of participants in orienteering by improving the quality of events. The Sport England Satisfaction Survey will be used to determine the baseline level of satisfaction of participants in 2009 and a percentage increase year on year agreed with Sport England.

Additionally British Orienteering wish to:

- **Implement the recently ratified Competition Structure Review and use the satisfaction survey to baseline the level of participant satisfaction with the new structure.**
- **Decrease the number of participants leaving the sport, by improving the quality of events**
- **Increase participation satisfaction at the major events that British Orienteering is directly responsible for, particularly the Jan Kjellstrom (JK) Festival and the British Orienteering Championships (BOC). Satisfaction will be measured through internal surveys and methods and will cover the satisfaction of both new and existing participants.**
- **Support regions and clubs in staging regional and local events and disseminate good practice so enhancing the experience for participants**
- **Consider other formats for major events which may meet the needs of a diverse range of participants and add not just to satisfaction but also to the degree of competitiveness which is inherent within the competition structure**

An Event Manager will be employed to increase the satisfaction level of participants at major events and investigate how these can be modified to increase participation and ensure the participants have a positive experience.

This intervention will increase participant satisfaction with orienteering through enhancing the quality and 'welcoming' at competitions and events at all levels.

Please provide a rationale and supporting evidence to demonstrate intervention need and the process by which the intervention will deliver on Sport England's strategic outcomes.

The current situation is that events are staged at 5 levels, Local, District, Regional, National and Championship. A review of the competition structure made recommendation after a long consultation period that this structure should be changed to 3 levels of events, Local, Regional and National. The prime reasons for the change were:

- a) It better meets the needs of participants – in Sport England's terms this will directly increase the level of participant satisfaction once 'bedded in'
- b) The need to make the development pathway for participants easier both to understand and to participate in



- c) To simplify the organisation of events and particularly to make less the work involved in staging Local Events

This new competition structure is being implemented in 2009 although it is recognised that 2009 will be a transitional year. These changes are required to help make orienteering more participant friendly – a feature that increasing participation and increasing satisfaction urgently require.

Unfortunately lack of capacity at staff level has meant that the implementation of these changes has been ponderous. The appointment of an Events Manager to provide leadership and drive in the area of competition is urgently required. There is considerable evidence to support the appointment of a person or group to take responsibility for delivery of the targets from both across sport in the UK and across orienteering in Europe.

The evidence most often quoted in orienteering is the use of the Scottish Professional Officer to coordinate the Scottish 6-Day Orienteering Event which has over 3,000 participants on each day of the event and perceived to be very satisfying to participants. Other major events in the orienteering calendar also use professional staff include the O-Ringen (Swedish 5 day event with 20,000+ participants), Jukola Relay (an orienteering relay race with over 1400 teams participating in 2008), Tiomila (Swedish relay race consisting of over 350 teams in 2008).

At local level the need for the collection and dissemination of good ideas about events and orienteering activities is desperately required and this will be coordinated and managed by the Events Manager.

This intervention will improve participant satisfaction not just at the major event level but also at regional and local events by disseminating information about organisation and competition formats.

How much will the intervention cost?

Please provide information on capacity and delivery cost and if you have identified any other possible routes for financial or in-kind support from partners.

The cost of the Quality Events intervention will be:

	2009/10	2010/11	2011/12	2012/13
<i>Sport England funding requested</i>				
Quality Events - Event Manager	£25k	£25k	£25k	£25k
Total funding requested:	£25k	£25k	£25k	£25k
<i>Partnership funding</i>				
Event Manager, from membership funds	£10k	£10k	£10k	£10k
Total partnership funding:	£10k	£10k	£10k	£10k
Total Quality Events intervention	£35k	£35k	£35k	£35k

British Orienteering will invest £10k per year in this programme from membership funds.

Who are your key partners in terms of intervention delivery?

Where do you believe resources need to be focussed on other agencies to help you deliver your plan?

Key partners are:

- Clubs that stage major and regional events on behalf of British Orienteering or the regional associations

How will you review progress against the individual intervention at regular intervals?

Progress will be reviewed in the following manner:

- Assessing and monitoring the programme through the Events Committee (A volunteer and staff based committee with responsibility for events and associated programmes)
- Surveying the satisfaction levels of participants at events
- Throughput figures showing the athlete attendance at events

Are there any risks associated with the delivery of the outcome area/intervention? What mitigating action will be taken should these risks arise?

Risks are:

- Failure to engage with the club volunteers and members that stage major events – the Events Manager will need to be able to build relationships with clubs/volunteers and see this as a high priority
- Failure to engage with participants taking part in events – managed through personal intervention by the National staff
- Failure to disseminate resources/tools to enable event officials to do their job effectively – the process of developing a Major Events Handbook has already commenced; these tools are a priority so additional resource will be brought in if there is concern
- Lack of National staff time or insufficient priority placed in the work programme – Line manager to ensure appropriate priority is place on this work; enhancing the resource available if there is a need
- Inability to recruit and train quality event volunteers – if necessary additional resource may have to be made available to support this or, if this fails, to pay for support
- Inability to provide the appropriate CPD for staff – work with partners to investigate what training, experiences are available; visit to overseas events for experience
- Inability to market any cultural changes to the orienteering membership – marketing strategy to promote the changes

How will the outcome be sustained at the end of the investment period in 2013?

The post of Event Manager will become largely self-sustaining and self-financing from levy income, and possibly sponsorship, income but will require topping up, in the short term, until additional income can be found.

Longer-term, by increasing the quality of major events, the participant numbers should increase. Increasing participant numbers at major events will increase income and contribute to the sustainability of the intervention.

PART 2: INTERVENTION DETAIL

Part 2 of the business planning template will be completed for each individual intervention that will contribute towards the achievement of the outcome area detailed above.

INTERVENTION: Club Development – raising the quality of experience

Briefly describe the intervention you are planning to undertake and also list the methods you will use to deliver the activity. Please use this section to provide more detail to clarify what Sport England is buying and how you plan to address the National Outcome area above.

The level of satisfaction of participants in orienteering will be increased through an improvement in the quality and variety of services offered by clubs. 40 ‘focus’ clubs (60% of the ‘open’ clubs) will be developed to increase participation and participants’ satisfaction in the sport.

	Baseline	2009/10	2010/11	2011/12	2012/13
Clubmark clubs (total)	27	30	33	36	40
Focus Clubs	6	15	25	35	45

‘Club Development’ is focused on delivering a good experience to all participants in club orienteering. We believe this to be the key to both retaining current members and recruiting new participants and converting them into members.

This intervention is about developing clubs to provide a service that meets the needs of a diverse participant base and motivates participants to continue to take part in orienteering. The intervention includes:

- To further developing the ability of clubs to provide what the participants need at activities and events. Clubs are the foundation of the sport and helping clubs become more able to meet the needs of members and potential members is vital to all programmes. The Clubmark standard has proved an effective tool to deliver this change in improving the services clubs deliver. At the time of writing, 27 clubs (almost 40% of the open clubs) have attained Clubmark accreditation. These, and the other English clubs, need to be challenged to demonstrate that they: audit their status, plan for the future, deliver on their planning and review their progress. This will be done against the framework established within the Whole Sport Plan.
Target: Increase the number of clubs with Clubmark accreditation from the current 27 by a minimum of 3 per year to a total of 40 by 2013; this will represent 60% of all open clubs.
- Local Club Activities and Events: As in the ‘Community O’ intervention, encouraging and supporting clubs to deliver activities and events at a local level more frequently; such facility-based activities will include more variety of experience such as Trail O and MTBO; it will also encouraging them to link in with other sports and share facilities and best practice.
Target: All focus clubs will have at least 1 base for weekly Local Activities and increase the Local Events staged by the club by an agreed amount that averages at 10% increase across the clubs involved.
Target: 20% of Focus clubs will stage 1 or more Trail O events per year and similarly 20% of Focus clubs will stage 1 or more MTBO events per year.
- Event organisation: Three challenges exist: a) to make it easier to stage local events b) to deliver high quality events at a regional and national level, c) to provide the positive experience that participants and spectators require. The recently agreed Competition Review recommendations align the competition structure closely to the participation pathway (see the



Whole Sport Plan) and are to be implemented from January 2009.

Target: Implementation of the new competition structure and a review of it after 2 years.

- Coaching: Providing a warm welcome to participants and helping participants get the most out of activities and events by providing coaching. Historically most coaching has been targeted at the elite or talented; recent reviews of the coaching structure have addressed this issue and awards are now targeted at people teaching orienteering, at the introduction of beginners to orienteering and at the personal development of people participating in orienteering. The coaching structure has been aligned to the UK Coaching Certificate standards and more emphasis is placed on fun and the ability to motivate participants. More information is available under the next section 'Volunteering'; the 'Delivery' section of the Plan, a 'Coaching Action Plan' is currently under development.

Target: All Focus Clubs to have provided 'meet & greet' support at their events and to provide coaching for participants at all local activities.

The Development Team will continue to be the catalyst for change at club level, supporting clubs to gain Clubmark and develop the volunteer base.

Please provide a rationale and supporting evidence to demonstrate intervention need and the process by which the intervention will deliver on Sport England's strategic outcomes.

The rationale is fully developed within the Whole Sport Plan but in outline is:

- a) Clubs play an increasing role in generating the environment that participants enjoy and are motivated by. Evidence from the Henley Study shows the drivers that are at work in making sporting experience positive and include:
 - Diversion / Release / Escape; the buzz of taking part and letting off steam
 - Performance; seeking to perform better
 - Exertion / Fitness; taking part to improve health and fitness
 - Social life / Belonging; being a part of a group, friendship
- b) The opportunity to take part in local activities and events significantly improves member satisfaction. A recent 'increasing participation' survey (August 2008) asked members 'What do you think prevents people from becoming 'a regular orienteer?' the responses (see below) further reinforced the need for more local and regular club activities: Events not local enough - 14.4% Too much Travelling - 18.3% Lack of regular orienteering activities i.e. Weekly Club – 13.3% (representing a total of 46% of the available answers). One member stated 'There are too few local events. If you tell someone the next local event is in 2 months time they will lose interest' another stated 'juniors without parents taking part find transport to events almost impossible'.

Similar evidence from a volunteer organiser states:

'More district events aren't practical, as they need too much effort. Most other clubs in the region overcome this with regular local events, which need much less effort. NATO attracts 30 to 35 for a weekend local events, sometimes on 'second string' areas that would struggle to put on a district event. The CLOK summer series mid-week events and Saturday sprint events both attract an average of 45. So a more frequent, year round weekend program of local events would attract a reasonable number of runners in Cleveland – if the volunteers could be found to organise them.'

These comments further emphasise the need for clubs to deliver more frequent and local activities rather than investing so much effort in larger events.

- c) Clubmark has made a significant difference to the clubs that have already gained accreditation; club responses to the WSP survey identified Clubmark as a catalyst which raised the awareness of clubs regarding developmental issues. It has encouraged clubs to plan and implement strategies to increase participation and respond to the needs of members.



The red clubs are those that have achieved clubmark, the yellow clubs are working towards it and the white are yet to commence.

- d) Personal Development of Participants, the 'increasing participation' survey (August 2008) revealed that 17.7% of members who took part answered - 'not enough coaching available' when referring to 'what prevented people from becoming regular orienteers?'. There is also evidence provided by SportsCoach UK that coaching provision is a significant factor in increasing participant satisfaction (Increasing Participation in Sport: The Role of the Coach, December 2007) which states:

'Research conducted in 2007 for sports coach UK in a variety of sports (Townend & North: 'Sports Coaching in the UK II'; Oct 2007) shows that there is an excellent match between what individuals want from participating in sport and what good coaches provide. Participants want sporting environments that emphasis fun, enjoyment, a potential to develop and socialise. They want environments where they feel secure, confident, motivated and are effective. They want their individual needs to be reflected in the structure of the sporting activity, in the environment or setting, yet to feel part of a group or community. Good, athlete centred coaching would establish sporting environments that tick all these boxes. Coaches provide the encouragement and engagement; they are locally based

community / club role models.

There is a growing evidence base to support the role of coaches in inducing and sustaining participation. The research suggests that good coaches provide participants with the sporting environments they require; they provide participants with fun, engaging and motivating sport; they provide the individuals with the skills and confidence to enjoy sport and to enjoy being part of a sports setting. There is specific evidence to suggest that participants who have received coaching have longer participation duration and lower drop off rates than participants who have not received coaching.'

How much will the intervention cost?

Please provide information on capacity and delivery cost and if you have identified any other possible routes for financial or in-kind support from partners.

The cost of the Club Development intervention will be: (Note the funding request will be split 50/50 between Grow and Sustain)

	2009/10	2010/11	2011/12	2012/13
Sport England funding requested				
Development Team & Leadership (20%)	£31k	£31k	£31k	£31k
Club Development	£11k	£11k	£11k	£11k
Personal Development of participants	£10k	£10k	£10k	£10k
Sport England funding requested	£52k	£52k	£52k	£52k
<i>Partnership funding</i>				
Clubmark, volunteer support (4 clubs per year)	£6k	£6k	£6k	£6k
Clubmark, reaccreditation (6 clubs per year)	£6k	£6k	£6k	£6k
Local Activities/Events (volunteer time)	£60k	£60k	£60k	£60k
Volunteer coaching	£72k	£72k	£72k	£72k
Total: In-kind support	£144k	£144k	£144k	£144k
Total intervention cost:	£196k	£196k	£196k	£196k

The in-kind value of this support across this intervention is considerable and difficult to cost accurately but in volunteer coaching terms is based on 2 hrs per club @ £20 per hr for 40 weeks at 45 clubs.

Who are your key partners in terms of intervention delivery?

Where do you believe resources need to be focussed on other agencies to help you deliver your plan?

Key partners are:

- CSPs: providing access to local authorities, facilities and land access, volunteer training
- Sportscoach UK: assistance with the developing of training courses for coaches and CPD for coaches
- Runningsports and Skills Active: as above; translation of the orienteering course based resources into eLearning and apprenticeship training; access to other volunteer training and qualifications
- CPSU: Research and information, support in establishing safeguards for the athletes, coaches and other staff working in this programme, support if and when case or issues materialize; training of club welfare officers



- Sporting Equals: Research and information; support in establishing meaningful diversity targets; information regarding diversity of local populations
- Women in Sport: Research and information; advice on specific issues such as recruiting more women into coaching

How will you review progress against the individual intervention at regular intervals?

Progress will be reviewed in the following manner using the following targets.

- Number of English clubs with Clubmark accreditation will have increased from the 27 (as of August 2008) to 40 which will be 60% of the active clubs in England
- Number of 'Focus' clubs delivering programmes of 'local activities' will have increased from 6 to 45
- Number of local events staged by clubs in England will have increased from 1,090 to 1,300; an increase of almost 20%
- Number of participants receiving coaching at least once a month will have been established for each club and a percentage increase agreed
- The diversity of participants receiving coaching on a regular monthly basis and the coaches delivering the coaching has been increased and strengthened. At the clubs involved, this diversity of participants/coaches matches the local population

	Baseline	2009/10	2010/11	2011/12	2012/13
Clubmark clubs (total)	27	30	33	36	40
Focus Clubs	6	15	25	35	45
Local Events	1,090	1,140	1,195	1,245	1,300
Weekly Participants coached ?		To be agreed with each club in 2009			
Club diversity	?	To be agreed with each club in 2009			

The monitoring will be performed in the following way:

- Assess and monitor club development through the Development Team
- Number of local activities and events staged – from the activity/event returns
- Throughput figures showing participant attendance at local activity and coaching sessions and at local events

Are there any risks associated with the delivery of the outcome area/intervention? What mitigating action will be taken should these risks arise?

Risks are:

- Inability to recruit sufficient volunteers to help stage and coach at local activities/events – this will need to be carefully monitored and interventions made if adequate levels are not forthcoming, a marketing strategy to outline the benefits would assist
- Failure to engage with the club – managed through a recruitment process for clubs wishing to join the scheme and then personal support and intervention by National staff
- Failure to produce resources/tools to enable the coaches to deliver programmes of activities – this will be a priority for the Development Team and additional resources will be utilised if necessary



- Lack of staff time or insufficient priority, placed in staff work programme – line manager to ensure appropriate priority is placed on this work; enhancing the resource available if there is an issue
- Inability to recruit and train quality coaches – if necessary additional resource may have to be made available to support this or, if this fails, to pay for coaching support

How will the outcome be sustained at the end of the investment period in 2013?

Work in these areas will be self-sustaining and is designed to be so. The funding is being used as a catalyst to raise awareness in clubs and to initiate the work outlined above. Once the local activity programmes are in place and the 'catalyst' work has been done, staff can move onto other clubs leaving the programmes to develop further.

Finance will be required to continue the monitoring of the programme and provide CPD etc for the staff involved.



PART 2: INTERVENTION DETAIL

Part 2 of the business planning template will be completed for each individual intervention that will contribute towards the achievement of the outcome area detailed above.

INTERVENTION: Volunteer Development

Briefly describe the intervention you are planning to undertake and also list the methods you will use to deliver the activity. Please use this section to provide more detail to clarify what Sport England is buying and how you plan to address the National Outcome area above.

To support the increase in participation and the increase in levels of satisfaction amongst participants by increasing and modernising the training and accreditation of volunteers to staff other interventions.

This support will take the following form:

- **All 'Local' Level training and accreditation schemes will be reviewed, updated and converted into training that can be delivered at local club level**
- **Each of the 45 Focus Clubs will have a trained Volunteer Coordinators**
- **Each Focus Club will agree individual targets for the number of volunteers they will support to be trained; the basis for the agreement has already been reached and is attached as Appendix B**
- **A least 45 clubs will have a minimum of 3 UKCC accredited coaches (currently there are 0 as the roll out of UKCC Level 1 coaches commences in Sept 2008)**

Debatably, this intervention is the most important of all the interventions – increasing the volunteer workforce will enhance significantly the ability to deliver the targets agreed with Sport England and detailed in the Orienteering Whole Sport Plan 2009/13.

Orienteering has a well established culture of volunteering and a high quality volunteer workforce that is currently growing older. The challenge is to encourage people to 'have a go' at event organisation or coaching and support them in developing the knowledge and skills necessary to succeed. In this context many young people are beginning to appreciate the enjoyment in helping others to enjoy the sport and how evidence of such knowledge and skills can help make them more attractive to future employers.

The volunteering roles required in orienteering include:

- Events officials, the key people who make staging events possible including, mappers, planner, organisers, controllers and coordinators for multi-day events. Training courses and accreditations are available for most of these roles at Local, Regional and National level.
- Event helpers, the participants who are willing to help 'on the day' for example staffing the entry tent, start area, arena if there is one, car park, welcoming and many more.
- Club officials and administrators, essential to help even the smallest club function and including treasurer, membership secretary, secretary, chairman, welfare officer, etc. Club Welfare Officer are offered training and support through the 'Safeguarding & Protecting Courses' and 'Time To Listen' courses but currently most other roles have little or no support.
- Coaches, currently British Orienteering has a scheme that consists of Teaching Orienteering Parts 1 & 2 followed by a 5 level coaching awards system of which 3 levels are on the national framework.



It is worth considering the changes to the internal volunteer schemes that are already planned for the period of the Whole Sport Plan 2009/13. All training schemes will be reviewed and, where feasible, delivered against the following framework:

- Induction: What outcomes the package has to offer, is it the appropriate one for the candidate, does it meet their needs
- Home Learning: Delivering and testing the knowledge at the convenience of the candidate.
- Workshops: When appropriate, use of workshops to investigate issues and deal with the aspects of the role in a group environment.
- Apprenticeship: Candidates to work with an experienced person to gain the competencies required for the role in a supportive environment.
- Recognition: During the various learning situations to recognise competence when it is demonstrated and ultimately to enable the trainee to operate on their own.

This framework will apply to most of the roles previously identified and enable volunteers to be developed within a club environment through apprenticeships whilst providing the quality assurance now being required by British Orienteering. This should reduce costs of training, and make access to training easier for a diverse range of participants.

Volunteer Coordinators at club level are vital to the successful implementation of the Plan. Not only will they be able to coordinate overall development but also place volunteers, encourage diversity amongst volunteers, provide mentors and most importantly, motivate the volunteers and show them how valued they are! The biggest risk to the entirety of this intervention is that the Volunteer Coordinator network fails to be implemented. To minimise this risk an education and training workshop is to be produced and delivered to help Volunteer Coordinators understand their role. Staff time will be allocated to support the network.

With regard to coaching, the training and accreditation scheme is strongly aligned to the UK Coaching Framework (UKCF) and many of the threads of the UKCF are already in place or planned including:

- a clear coaching pathway aligned to the participation pathway and talent pathway
- a coaching strategy aimed at education, club, regional and national level
- training and support to meet the needs of participants and aligned to the UK Coaching Certificate standards at levels 1, 2 and 3
- a programme of continuous development for coaches, tutors and assessors
- a licensing and registration scheme for coaches, tutors and assessors
- a research and development programme to provide guidance and support to all levels of coaches and programmes

A separate, detailed 'Action Plan for Coaching' is currently under development and a final draft will be reviewed at a Coaching Committee meeting in early November with the expectation of ratifying the draft at the December Board meeting.

The intervention to increase the number and quality of volunteers will be delivered by national staff.

Please provide a rationale and supporting evidence to demonstrate intervention need and the process by which the intervention will deliver on Sport England's strategic outcomes.

On analysis of the recent Whole Sport Plan 2009/13 club returns, the single, largest area of intervention sought by clubs was an increase in volunteer support. Clubs appreciate that their volunteer resource is aging and a new generation of volunteers needs to be trained. Across the volunteering roles an increase of 25% was the national average required to meet club needs. For example one club commented:



'Volunteers - Expanding our activities require more volunteers, especially in the coaching area. Particular problem for schools O and other events to be run during work hours.'

A recent analysis of the effort required to stage a District Event by the organiser stated:

'Afterwards I felt uncomfortable about the amount of volunteer effort used, which seemed out of proportion with the number of runners. Over 20 people gave up about 125 hours of their time, but we only had 106 entries – so each run required well over an hour of volunteer effort. All this at a time when the club is having problems finding volunteers, especially major event officials.'

This evidence from the grass roots of the sport identifies that there needs to be a simplification of events to make the volunteer workload easier and a recruitment campaign to bring more volunteers from diverse backgrounds into the sport.

Orienteering is a sport that requires high levels of planning and organising in order to stage activities or events and, for continued development of the sport, increasing and rejuvenating volunteer capacity is vital, together with a simplification of organising local orienteering activities.

How much will the intervention cost?

Please provide information on capacity and delivery cost and if you have identified any other possible routes for financial or in-kind support from partners.

The cost of the Volunteer Development intervention will be: (Note the funding request will be split 50/50 between Grow and Sustain)

	2009/10	2010/11	2011/12	2012/13
Sport England funding requested				
Developing coaches	£15k	£20k	£20k	£20k
Developing event officials & helpers	£10k	£10k	£10k	£10k
Club officials & administrators	£10k	£10k	£5k	£5k
Updating training programmes/resources	£10k	£5k	-	-
Dev' Team & Leadership (1 FTE + 20%)	£81k	£81k	£81k	£81k
Sport England funding requested	£126k	£126k	£116k	£116k
Partnership funding				
Volunteer coordinators	£12k	£24k	£36k	£36k
Training courses (5 disciplines)	£90k	£90k	£90k	£90k
Total partnership funding:	£102k	£114k	£126k	£126k
Total Volunteer intervention	£228k	£240k	£242k	£242k

Partnership funding is based on:

- Volunteer Coordinators: 40 hrs per year @ £20 per hr at 15 clubs in 2009, 30 clubs in 2010, 45 clubs in 2011, 45 clubs in 2012.
- Training Courses: 3 people per discipline (5 disciplines) per club, average of 20 hours per accreditation @ £20 per hr at 15 clubs in 2009, and a further 15 clubs in each of 2010 to 2012.

Delivery capacity is dependent on the role of the Volunteer Manager which is incorporated in the Leadership infrastructure.

Support from other organisations may be forthcoming but is unlikely to reduce the cost of the programme; more likely is that it will reduce the cost to trainees.

Who are your key partners in terms of intervention delivery?

Where do you believe resources need to be focussed on other agencies to help you deliver your plan?

Key partners are:

- CSPs: providing access to local authorities, facilities and land access, volunteer training
- Runningsports and Skills Active: as above; translation of the orienteering course based resources into eLearning and apprenticeship training; access to other volunteer training and qualifications
- Sportscoach UK: assistance with the developing of training courses for coaches and cpd for coaches
- CPSU: Research and information, support in volunteer training for Club Welfare Officers
- Sporting Equals: Research and information; support in establishing meaningful diversity targets; information regarding diversity of local populations
- Women in Sport: Research and information; advice on specific issues such as recruiting more women into coaching and other volunteer activities
- Volunteering England: support regarding recruitment and using other sources of training.

How will you review progress against the individual intervention at regular intervals?

Each club will be provided with a member of staff as a contact person that will be able to monitor and support the club. Progress will be reviewed in the following manner:

- Assessing and monitoring each club in regard to the targets agreed with the club
- Numbers of volunteers on training programmes to be monitored on a 6 monthly basis

Are there any risks associated with the delivery of the outcome area/intervention? What mitigating action will be taken should these risks arise?

Risks are:

- Inability to recruit sufficient volunteers to help stage local activities/events and coach at them
- Failure to engage with the club – managed through a recruitment process for clubs wishing to join the scheme and then personal support and intervention by National staff
- Failure to produce home learning courses with resources that can be used by mentors and apprentices to enable volunteers to gain knowledge and prove competence
- Lack of National staff time or insufficient priority, placed in the staff work programme – Line manager to ensure appropriate priority is placed on this work; enhancing the resource available if there is an issue
- Inability to recruit and train quality mentors, tutors and trainers – if necessary additional resource may have to be made available to support this or, if this fails, to pay for coaching support
- Inability to provide the appropriate CPD for staff – work with partners, SportsCoach UK and CSPs to provide access to appropriate training

How will the outcome be sustained at the end of the investment period in 2013?

Once training programmes and resources are developed, and a sufficiently large pool of mentors, tutors and trainers is accumulated, a great deal of this work will be self-sustaining and is designed to be so. It is important to note that the success of this intervention will vastly increase the value in kind of the volunteer resource. For every volunteer hour required there will be an increase in numbers of volunteers



and thus a reduction in burden on established volunteers. This is the self-sustaining cycle. The funding is being used to modernize this programme and put in place the trainers and mentors to continue the development post 2013.

NGB 09-13: Assessing the Need

Optional Submission Template

PART 1: OUTCOME DETAIL

Part 1 of the submission template will provide clarity on the Strategic Outcomes being addressed and demonstrate how NGB proposals will contribute to Sport England Strategic Outcomes.

Please clarify the National Outcome area you are addressing (Excel, Sustain or Grow). Please provide a quantitative measure against this National Outcome area.

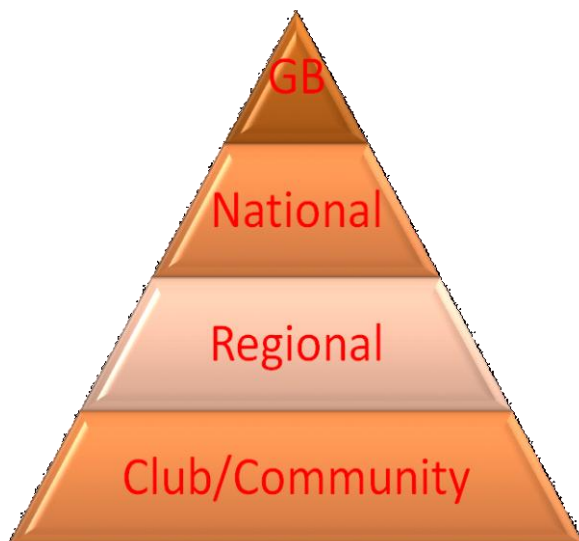
Excel

During the period to March 2013 to modernise the talent pathway in orienteering that will identify and develop athletes in a systematic manner from community/club, through a regional structure into the international squads.

The aim of the talent pathway is to provide seamless identification and development from community clubs through to international performance. The structure and methodology has an aspirational target to increase the number of athletes that are in serious contention for selection to the World Orienteering Championship team to 3 times the number selected i.e. if the WOC men's team is 6 athletes there are 18 in contention for places and selection of any 6 would not significantly change the outcomes. It is unlikely this will be achieved in less than 10 years.

Implement an improved talent pathway that will be measurable by:

- Establishing 'Talent Squads' at a minimum of 30 of English clubs (50%); these clubs will use the identification and development programmes developed by British Orienteering
- Number of athletes graduating from club talent groups that are 90% competent when measured against the Basic Fundamental level of the 'Skills Structure'
- Number of athletes graduating from the regional programme that are 90% competent when measured against the Talent Identification level of the 'Skills Structure' (available in the WSP as a working draft)



14	14
35	35
271 Mixed ability	250 Known ability
No talent squads	450 30 clubs



The cost of the Excel interventions will be:

	2009/10	2010/11	2011/12	2012/13
<i>Sport England funding requested</i>				
Club Talent Squads	£41k	£56k	£46k	£46k
Regional Talent Squads	£32k	£32k	£27k	£27k
England Talent Squad	<u>£127k</u>	<u>£127k</u>	<u>£127k</u>	<u>£127k</u>
Sport England funding requested	£200k	£215k	£200k	£200k
<i>Partnership Funding</i>				
Club Talent Squads	£20k	£40k	£60k	£80k
Regional Talent Squad	£31k	£42k	£53k	£53k
England Talent Squad	<u>£18k</u>	<u>£18k</u>	<u>£18k</u>	<u>£18k</u>
Total Partnership funding:	£69k	£100k	£131k	£151k
Total Excel intervention:	<u>£269k</u>	<u>£315k</u>	<u>£331k</u>	<u>£351k</u>

Part of these costs will be used to establish a self-sustaining and self-financing Talent Pathway however the National part of the pathway will require continued funding if it is to be successful in achieving the aim of this programme.

None of the funding identified above is used for Performance athletes and a reduction of funding from UK Sport (currently £110k in total) would also threaten the ultimate aims of the programme. Similarly the above assumes access to the EIS is available to the England Talent Squad and Performance Squad, if this is not feasible there will be a cost of delivering sports science and sports medicine support of approximately £40k. Both are significant risks to the success of this intervention.

Briefly provide a description or reference of how this fits the sports wider strategic priorities/whole sport plan.

The aim of the orienteering International Programme is to systematically identify, train and support UK orienteers to be the best in the world – both men and women. Working from the typical life-cycle of successful international orienteers, from talent identification to sustained delivery of world class results, the stages in development have been identified and are shown in the diagram ‘Typical International Athlete Lifecycle’ contained in the WSP. The relationship between the various pathways within orienteering including: Talent, Participation, competition and coaching are also shown in the WSP.

It is also anticipated that some elements of the structure required to deliver international excellence for the future will provide clear benefits for all orienteers, of all ages, background and talent levels.

To achieve this, the strategy has three clear stages:

1. The creation of an overall ‘Skills Development Framework’ that will have value for the development of orienteers of all ages and abilities – this work has already commenced and a consultation draft has been produced. The ‘Skills Development Framework’ includes all aspects of the skills required including technical, tactical, sports science, sports medicine, etc.
2. Establishing a systematic talent pathway that uses tools developed from the ‘Skill Development Framework’ to identify, develop and support talented athletes from community/club through to the international programme.
3. The development of a comprehensive view of the elements required to deliver World Class performances at major international competitions, such that the relative priorities and possible trade-offs are fully understood when financial and other constraints are taken into account.



The stages also provide an holistic, unified structure and plan for the long term future of the British Orienteering International Programme; designed to deliver the 'More Podiums' element of the Whole Sport Plan, whilst providing benefits across the whole sport.

This structure needs to be capable of identifying and developing talent to the point where it can be supported to deliver sustained world class results at major international competitions.

It will need to contain:

- The ability to identify those athletes with the potential to achieve international success.
- A common skills development structure across the sport that provides a clear reference point for the development of athletes and allows the seamless movement of athletes and coaches between the different levels (a partial draft of this is contained in the WSP). This will also aid in cross-sport movement e.g. fell running or track athlete moving to orienteering.
- Long term and short term plans that identify all the elements and resources required to develop athletes through the various frameworks and to deliver World Class performances.
- A support structure (e.g. staffing, finance, events, sports science, sports medicine) to enable the delivery of the plans, the consistent application of the skills development structure, and the support of the athletes in the programme.
- A communications plan designed to ensure efficient interaction with those both in and outside the programme, inside and outside the sport.

These key elements are discussed in more detail within the WSP and in the interventions in the following sections.



PART 2: INTERVENTION DETAIL

Part 2 of the business planning template will be completed for each individual intervention that will contribute towards the achievement of the outcome area detailed above.

INTERVENTION: Club Talent Squads

Briefly describe the intervention you are planning to undertake and also list the methods you will use to deliver the activity. Please use this section to provide more detail to clarify what Sport England is buying and how you plan to address the National Outcome area above.

Club Talent Squads will form the base of the Talent Pathway, ensuring the identification and development of young athletes.

By the end of 2013 the following will have been achieved:

- **80% of athletes graduating from Club Talent Squads into Regional Squads are 90% competent when measured against the Basic Fundamental level of the 'Skills Structure'**
- **A minimum of 50% of English Clubs have a 'Talent Squad'; these clubs use the identification and development programmes developed by British Orienteering**
- **Coach contact time for athletes in Club Talent Squads will average 90 minutes per week (outside of camps and competition) – this will be challenging for our volunteers**
- **All talented athletes in the programme have an agreed personal development plan**
- **Coaches and other staff involved in delivering the programme will:**
 - a) **be trained, mentored and monitored in the use of the tools provided to identify and develop the athletes**
 - b) **have a personal development plan that includes annual technical updates**
- **The diversity of athletes and coaches in the pathway has been increased and strengthened and, at clubs involved, matches the diversity of the local population – this is recognised as being extremely challenging in some parts of England i.e. North West and West Midlands**

Currently club coaching is hit and miss with few clubs having structured coaching to talented juniors. This intervention will create a culture of clubs taking responsibility for establishing a talent programme which includes:

- Identifying talented athletes, generally up to the age of 25, using the assessment tools provided e.g. Skills Structure Framework
- Developing these athletes using the programme provided
- Passing information and recommendations on to the Regional Talent Squad regarding the athletes and coaches

The intervention will be delivered by National staff to a small number of clubs each year. National staff will act as a catalyst for change with an end goal being that the Club Talent Squad programme will be self-sustaining.

This intervention will plug the gap in the talent pathway that currently exists between the community/club level and the regional squads and will deliver quality coaching to approximately 500 talented athletes and 100 coaches into the talent pathway.

Please provide a rationale and supporting evidence to demonstrate intervention need and the process by which the intervention will deliver on Sport England's strategic outcomes.

This intervention will significantly improve the talent pathway in orienteering at the community/club level and will increase the satisfaction people get from participating in the sport; consequently this intervention is costed 80% in Excel and 20% in Sustain.

Currently first time formal coaching is offered to most juniors at regional level.

Where coaching, pre-regional level and often informal, has been offered to athletes the effect has been pronounced and athletes have been moved into the system.

Evidence:

A few orienteering clubs have already developed junior coaching as a part of their programme, these clubs provide strong evidence of the success of this strategy.

Club and Regional Junior squad numbers who achieved squad/tour/team selections 2008

Region	Selected to GB Squads	Club(s)
East Midlands	7	Nottinghamshire (NOC): 5 of those 7
West Midlands	4	Warwick (OD): 3 of those 4
South West	8	South Wiltshire (Sarum): 5 of those 8
Yorks & Humber	5	Airienteers (North Yorkshire): 3 of those 5

5 Clubs produce the majority of the athletes selected for GB training groups: Notts OC, Warwicks OC (OD), West Cumberland OC, South Ribble OC and South Wilts OC (Sarum). Considering there are over 60 active English Clubs this highlights the gap that exists within the talent pathway i.e. 8% of clubs produce over 50% of the GB training groups.

How much will the intervention cost?

Please provide information on capacity and delivery cost and if you have identified any other possible routes for financial or in-kind support from partners.

The cost of the Club Talent Squad intervention will be:

	2009/10	2010/11	2011/12	2012/13
<i>Sport England funding requested</i>				
Develop pathway resources	£20k	£10k	-	-
Training of deliverers	£5k	£10k	£10k	£10k
Identifying talent – Club Talent Squads	-	£20k	£20k	£20k
Leadership & support infrastructure (15%)	£16k	£16k	£16k	£16k
Total Sport England funding	£41k	£56k	£46k	£46k
<i>Partnership funding</i>				
Volunteer coaching of Club Talent Squads	£20k	£40k	£60k	£80k
Total cost of the intervention:	£61k	£96k	£106k	£126k

Delivery capacity is dependent on the role of Talent Manager, which is incorporated into the 'Development of Talent' intervention and the ability to develop a volunteer workforce of coaches who will share the workload at club level.

The partnership funding is volunteer support based on: 1.5 hrs/wk + 0.5 hrs/wk preparation x £20/hr x 50 wks per club = £2K; and for 10 clubs (2009), 20 (2010), 30 (2011), 40 (2012)

Who are your key partners in terms of intervention delivery?

Where do you believe resources need to be focussed on other agencies to help you deliver your plan?

Key partners are:

- Sport Coach UK: assistance with the developing of training courses for coaches and CPD for coaches
- Skills Active: as above; translation of the orienteering course based resources into eLearning and apprenticeship training; access to other volunteer training and qualifications
- The National Mountain Centre at Plas y Brenin: used by clubs for personal development and talent development
- CPSU: Research and information, support in establishing safeguards for the athletes, coaches and other staff working in this programme, support if and when case or issues materialize; training of club welfare officers
- Sporting Equals: Research and information; support in establishing meaningful diversity targets; information regarding diversity of local populations
- Women in Sport: Research and information; advice on specific issues such as recruiting more women into coaching
- Sport England TASS programme: providing funding for personal development to some athletes

How will you review progress against the individual intervention at regular intervals?

Progress will be reviewed in the following manner:

- Assess and monitor the personal development plans and progress of athletes from Club Talent Squads when they attend Regional Talent Squads – based on the talent identification and development tools produced
- Throughput figures showing athlete attendance at training/coaching sessions
- Monitor the delivery of the coaching programme on a 3 monthly basis

Are there any risks associated with the delivery of the outcome area/intervention? What mitigating action will be taken should these risks arise?

Risks are:

- Failure to engage with the club – managed through a recruitment process for clubs wishing to join the scheme and then personal intervention by National staff
- Failure to produce resources/tools to enable the coaches to do their job – process of developing tools has commenced; these tools are a priority, additional resource will be brought in if there is concern
- Lack of National staff time or insufficient priority, placed in the staff work programme – Line manager to ensure appropriate priority is placed on this work; enhancing the resource available if there is an issue
- Inability to recruit and train quality coaches – if necessary additional resource may have to be made available to support this or, if this fails, to pay for coaching support
- Inability to provide appropriate CPD for staff – work with partners, SportsCoach UK and CSPs to provide access to appropriate training



How will the outcome be sustained at the end of the investment period in 2013?

Club Talent Squads will be self-sustaining and are designed to be so. The funding is being used to initiate this programme.

Finance will be required to continue the monitoring of the Squads and provide CPD etc for the involved staff



PART 2: INTERVENTION DETAIL

Part 2 of the business planning template will be completed for each individual intervention that will contribute towards the achievement of the outcome area detailed above.

INTERVENTION: Regional Talent Squads

Briefly describe the intervention you are planning to undertake and also list the methods you will use to deliver the activity. Please use this section to provide more detail to clarify what Sport England is buying and how you plan to address the National Outcome area above.

The regional squads will deliver quality coaching to approximately 250 talented athletes and enhanced programmes of personal development to approximately 50 coaches operating within the programme.

By the end of 2013 the following will have been achieved:

- **80% of athletes graduating from Regional Talent Squads into the England Talent Squad are 90% competent when measured against the Talent Identification level of the 'Skills Structure'**
- **All 9 English Regions have a Talent Squad; these regions will be using the identification tools and development programmes established by British Orienteering**
- **Contact time for athletes with coaches in the Regional Talent Squad will average 180 minutes per month (outside of competition)**
- **All talented athletes in the programme will have an agreed personal development plan**
- **Coaches and other staff involved in delivering the programme will:**
 - a) **have been trained, mentored and monitored in the use of the tools provided to identify and develop athletes**
 - b) **have a personal development plan that includes annual technical updates**
- **The diversity of athletes and coaches in the pathway will have been increased and strengthened and will match the diversity of the regional population – this is recognised as being very challenging particularly in regions such as North West and West Midlands**

Currently regional squad provision varies considerably from good to poor. The Squads are age group based (14, 16, and 18) and provide a mixture of coaching aimed at both personal development and talent development. This intervention will create a regional system that will cater for the invited, talented athletes selected from Club Talent Squads. The system will not be age group based but rather develop the identified athletes according to their needs, competence and maturity.

There are significant benefits from regions offering 'personal development' sessions to a wider group of orienteers; traditionally many of our coaches and volunteers have come from this group. It is certainly not our intention to drop this aspect of a region's work from the programme and some regional squads will choose to continue to deliver personal performance coaching for other non-selected junior athletes. However this will be on top of the Regional Talent Squad and not interfere with the development of the selected, talented athletes.

Regional Talent Squads will be responsible for:

- Organising 3 hours of coaching or more for the squad each month



- Linking with the Club Talent Squads in their region and identifying talented athletes using the assessment tools provided
- Developing these athletes using the programme provided
- Passing information and recommendations on to the England Talent Squad regarding the athletes and coaches

The intervention will be delivered by National staff and will be delivered to an invited number of the 9 English regions each year. National staff will act as a catalyst for change with an end goal being that the Regional Talent Squad programme will be largely self-sustaining at the end of the intervention period.

This intervention will enhance the current structure and provide more accountability for the sector of the talent pathway that currently exists below national level.

Please provide a rationale and supporting evidence to demonstrate intervention need and the process by which the intervention will deliver on Sport England's strategic outcomes.

This intervention will significantly improve the talent pathway in orienteering at regional level and will also increase the satisfaction a number of people get from participating in the sport.

Currently there is a variety of formal coaching to talented juniors within the talent pathway at regional level. Even with the current situation there is evidence of some talented athletes being well served by the programmes in some regions.

Evidence of the variation of success in promoting junior athletes from regional squads in 2008 into junior GB training camps:

Region	% of membership	% of GB junior selections
EAOA	8%	2%
EMOA	7%	5%
NEOA	3%	0%
NWOA	14%	24%
SCOA	8%	3%
SEOA	13%	12%
SWOA	12%	8%
WMOA	8%	3%
YHOA	9%	8%
Northern Ireland OA	2%	5%
Scotland OA	12%	24%
Wales OA	3%	5%

Demonstrating the NWOA, that has a well organised regional squad (& Scotland, Northern Ireland), does extremely well whilst YHOA, EMOA and SEOA perform to expectation but that the other regions are well below what can realistically be expected.

How much will the intervention cost?

Please provide information on capacity and delivery cost and if you have identified any other possible routes for financial or in-kind support from partners.

The cost of the Regional Talent Squad intervention will be:

	2009/10	2010/11	2011/12	2012/13
<i>Sport England funding requested</i>				
Identifying talent – Regional Talent Squads	£15k	£15k	£10k	£10k
Leadership & support infrastructure (15%)	£17k	£17k	£17k	£17k
Sport England funding	£32k	£32k	£27k	£27k
<i>Partnership funding</i>				
Volunteer coaching at Reg. Talent Squads	£11k	£22k	£33k	£33k
Access to equipment, maps etc	£20k	£20k	£20k	£20k
Total Partnership funding	£31k	£42k	£53k	£53k
Total Regional Squad Intervention	£63k	£74k	£80k	£80k

Delivery capacity is dependent on the role of the Talent Manager which is incorporated into the 'England Talent Squad' intervention and the ability to update the volunteer workforce of coaches who work at regional level.

The partnership funding for this intervention is based on 36 hrs per region x 5 coaches @ £20 per hr at 3 regions (2009), 6 (2010), 9 (2011), 9 (2012). Additionally maps will be approx £1 per person per session and the loan of SI/Emit kit approx £1k per year per region.

Who are your key partners in terms of intervention delivery?

Where do you believe resources need to be focussed on other agencies to help you deliver your plan?

Key partners are:

- Sport Coach UK: assistance with the developing of training courses for coaches and cpd for coaches
- The National Mountain Centre at Plas Y Brenin: used by regions for talent development at weekend or week training camps
- CPSU: Research and information, support in establishing safeguards with the coaches and other staff working in this intervention, support if and when case materialize; training of club welfare officers
- Sporting Equals: Research and information; support in establishing meaningful diversity targets; information regarding diversity of regional populations
- Women in Sport: Research and information; advice on specific issues such as recruiting more women into coaching

How will you review progress against the individual intervention at regular intervals?

Progress will be reviewed in the following manner:

- Assessing and monitoring the personal development plans and progress of athletes from Regional Talent Squads when they attend National Talent Squads – this will be based on the talent identification and development tools produced
- Throughput figures showing the athletes attendance at training/coaching sessions



- Monitoring of the delivery of the coaching programme on a 6 monthly basis

Are there any risks associated with the delivery of the outcome area/intervention? What mitigating action will be taken should these risks arise?

Risks are:

- Failure to engage with the regions and current staff – managed through a recruitment process for regions wishing to join the scheme and then personal intervention by National staff
- Failure to produce resources/tools to enable the coaches to do their job – the process of developing these tools has already commenced; these tools are a priority so additional resource will be brought in if there is concern
- Lack of National staff time or insufficient priority placed in the staff work programme – Line manager to ensure appropriate priority is place on this work; enhancing the resource available if there is a need
- Inability to recruit and train quality coaches – if necessary additional resource may have to be made available to support this or, if this fails, to pay for coaching support
- Inability to provide the appropriate cpd for staff – work with partners, SportsCoach UK and CSPs to provide access to appropriate training

How will the outcome be sustained at the end of the investment period in 2013?

Regional Talent Squads will be self-sustaining and are designed to be so. The funding is being used to modernize and standardise this programme.

Finance will be required to continue monitoring the Squads and provide CPD etc for the staff involved.



PART 2: INTERVENTION DETAIL

Part 2 of the business planning template will be completed for each individual intervention that will contribute towards the achievement of the outcome area detailed above.

INTERVENTION: England Talent Squad

Briefly describe the intervention you are planning to undertake and also list the methods you will use to deliver the activity. Please use this section to provide more detail to clarify what Sport England is buying and how you plan to address the National Outcome area above.

This intervention will create a seamless programme between the Regional Talent Squads and the GB Performance Squad.

By the end of the 2013 the following will have been achieved:

- **50% of athletes in the England Talent Squad are 90% competent when measured against the Talent Fulfilment level of the 'Skills Structure' and a further 40% are 90% competent against the Talent Development level of the 'Skills Structure'**
- **Contact time for athletes with coaches in the England Talent Squad will average 90 minutes per week (outside of camps and competition)**
- **All talented athletes in the programme will have an agreed personal development plan that is monitored and updated twice a year**
- **Coaches and other staff involved in delivering the programme will:**
 - a) **have been trained, mentored and monitored in the use of the tools provided to identify and develop athletes**
 - b) **have a personal development plan that includes annual technical updates**
- **The diversity of athletes and coaches in the pathway will have been increased and strengthened and will better represent the diversity of the English population**

Currently the international programme is split into 4 parts, start, juniors, seniors and World Class. There are gaps between programmes/squads as a consequence of insufficient resource and frustrations for talented juniors and staff that programmes are not fully integrated; at times this has resulted in talented athletes falling by the wayside.

The GB Performance Squad is currently funded by UK Sport although if this funding were to be halted it will leave serious questions to be addressed regarding the programme. The England Talent Squad will generally consist of athletes under 25 but will be treated as a group not split by age; teams will be selected from this to attend international competition at a variety of ages. To increase contact time between athletes and expert coaches the feasibility of the England Talent Squad attending 'Centres of Excellence' will be investigated early in 2009 with a view to establishing them during the 2009/10 period. These are significant culture changes that should not be underestimated.

The England Talent Squad will:

- Link with the Regional Talent Squads and identify talented athletes using the assessment tools provided
- Develop these athletes using the programme provided



- Provide leadership to the programme, and manage the development of the athletes and staff
- Provide access to support from the EIS for sports science and sports medicine
- Pass information and recommendations on to the Regional Talent Squad regarding the athletes and coaches

The intervention will be delivered by National staff and the programme will impact on the development of invited athletes. National staff will act as a catalyst for change across the talent pathway and although the Club and Regional aspects of the pathway will be largely self-sustaining the England Talent Squad will continue to require funding. Efforts are being made to try to identify sponsorship to support this programme.

This intervention will enhance the current structure and provide more accountability for the national section of the talent pathway. The England Talent Squad will deliver quality coaching to approximately 30 talented athletes and enhanced programmes of personal development to approximately 6 coaches operating within the programme.

Please provide a rationale and supporting evidence to demonstrate intervention need and the process by which the intervention will deliver on Sport England's strategic outcomes.

This intervention will significantly improve the talent pathway in orienteering in England at the national level.

There is now considerable evidence of the success delivered through a 'Centre of Excellence' structure from across sports (netball, triathlon, rowing, cycling) and from orienteering overseas (Denmark, France, Norway) all of which use a Centre of Excellence based Talent Squad approach to great success. Even in Scotland the Scottish Elite Development Orienteering Squad (the equivalent of the England Talent Squad) has made a significant impact being largely responsible for Scotland producing 24% of GB junior selections from only 12% of the participants in the UK.

The England Talent Squad will enable lessons learnt from many countries Norway, France Australia, USA, etc to be put into practice and the few resources orienteering has need to be pooled to best effect to increase the contact time with athletes.

Several pieces of academic evidence demonstrate the relationship between athlete, coach, quality of coaching and contact time:

Cobley (2001) concluded that the expert coach played a critical role in structuring an optimal practice environment that exemplified the tenets of deliberate practice.

Cobley, S. P. (2001) Evaluating the microstructure of practice: The relationship between coach expertise and practice structure. Unpublished master's thesis. Queen's University, Kingston, Ontario, Canada.

And:

'The Role of Coaching and Instruction

... targeted athletes often get access to better resources, including better instruction. Research is starting to show the distinct advantages of having access to an expert coach. A coach normally constructs a high percentage – in some cases 100 percent - of an athlete's practice time. The ability of the coach to devise an environment that fosters optimal learning thus becomes one of the most significant keys to athlete development. Meticulous planning of practice is one hallmark of coaching expertise.'

*Nurturing Sport Expertise: Factors Influencing The Development Of Elite Athlete; Joseph Baker *, Sean Horton, Jennifer Robertson-Wilson and Michael Wall; School of Physical and Health Education Queen's University, Canada; Published: 01 March 2003*

Both articles support the need for a development environment that has expert coaching and significant contact time between coach, athlete and other support structures.

Currently contact time with expert coaching is camp-based and calculated as being less than 30 minutes a week; contact time with other support staff is even less. The Talent Squad approach will increase this



significantly at Club and Regional level and at the England Talent Squad level will increase to between 2 and 6 hours per week, on top of the current camp time.

There is considerable evidence (cycling, cricket, hockey and orienteering in Denmark and France) that the Talent Squad approach brings about a change in the identification/selection of athletes moving from judging 'current performance' to judging on the potential that an athlete has.

How much will the intervention cost?

Please provide information on capacity and delivery cost and if you have identified any other possible routes for financial or in-kind support from partners.

The cost of the England Talent Squad intervention will be:

	2009/10	2010/11	2011/12	2012/13
<i>Sport England funding required</i>				
England Talent Squad	£50k	£50k	£50k	£50k
Leadership & support infrastructure (70%)	£77k	£77k	£77k	£77k
Total Sport England funding	£127k	£127k	£127k	£127k
<i>Partnership funding</i>				
Programme funding	£10k	£10k	£10k	£10k
Volunteer staff	£8k	£8k	£8k	£8k
Total partnership funding	£18k	£18k	£18k	£18k
Total cost of England talent Squad	£145k	£145k	£145k	£145k

The remaining 30% of the Leadership & Support Infrastructure costs are within the other Excel interventions. The partnership funding is calculated on the basis of 100 hrs x 4 people @ £20 per hr equating to £8k per year.

Additionally British Orienteering invests £10k in programme funding from membership funds.

These figures assume access to the EIS for sports science and sports medicine support for the 30 athletes within the England Talent Squad; if this is not feasible it will add approximately £40k to the cost of the programme or reduce the effectiveness of the programme. Access to EIS facilities would also allow cross-sport communication and sharing of best practice with regard to talent programmes and squads for both athletes and staff.

Who are your key partners in terms of intervention delivery?

Where do you believe resources need to be focussed on other agencies to help you deliver your plan?

Key partners are:

- EIS: providing support and research to the programme across sports science and sports medicine
- Sport Coach UK: assistance with the developing of training courses for coaches and cpd for coaches
- The National Mountain Centre at Plas Y Brenin: used by the squad for talent development at weekend or week training camps
- CPSU: Research and information, support in establishing safeguards with the coaches and other staff working in this intervention, support if and when cases or issues materialize
- Sporting Equals: Research and information; support in establishing meaningful diversity targets; information regarding diversity of regional populations



- Women in Sport: Research and information; advice on specific issues such as recruiting more women into coaching
- Sport England: providing TASS support to a number of athletes

How will you review progress against the individual intervention at regular intervals?

Progress will be reviewed in the following manner:

- Assessing and monitoring the personal development plans and progress of athletes in the England Talent Squad – this will be based on the talent identification and development tools
- Tracking and analysing the performance of Squad athletes in competition
- Throughput figures showing the athletes attendance at training
- Monitoring the delivery of the coaching programme on a 6 monthly basis

Are there any risks associated with the delivery of the outcome area/intervention? What mitigating action will be taken should these risks arise?

Risks are:

- Failure to engage with the athletes within the current system/structure – managed through personal intervention by the National staff
- Failure to gain access for athletes (a maximum of 30 but more likely 25 resident in England) in the squad to EIS support – will dramatically reduce the effectiveness of the programme and put pressure on achieving the targets agreed.
- Failure to produce resources/tools to enable the coaches to do their job – the process of developing these tools has already commenced; these tools are a priority so additional resource will be brought in if there is concern
- Lack of support from the EIS – the programme requires EIS support, if this is not forthcoming some work could be delivered against the sports science and sports medicine needs of the Talent Squad although it would be minimal and take resource from the remainder of the programme
- Lack of National staff time or insufficient priority placed in the work programme – Line manager to ensure appropriate priority is place on this work; enhancing the resource available if there is a need
- Inability to recruit and train quality coaches – if necessary additional resource may have to be made available to support this or, if this fails, to pay for coaching support
- Inability to provide the appropriate CPD for staff – work with partners, SportsCoach UK and CSPs to provide access to appropriate training
- Inability to market these cultural changes to the orienteering membership – marketing strategy to promote the changes

How will the outcome be sustained at the end of the investment period in 2013?

The England Talent Squad will not be self-sustaining. If funding or financial support is not available the programme will have to be significantly reduced and re-structured. Similarly, a lack of EIS support will also impact on the overall success of the intervention.



Appendix A: Equality Survey

Ethnicity/ Religion/ Disability	New Members		Staff		Council Members		Coaches		International Programme		UK 2001 Census
	Total	%	Total	%	Total	%	Total	%	Total	%	%
Total sent	456	-	31	-	20	-					
Total returned	325	71%	24	77%	15	75%	1,729		41		
Ethnicity											
Not answered	4	1%	0	-	0	-					
White											92.1%
English	238	73%	19	79%	9	60%	1,532	89%	26	63%	
Irish	4	1%	1	4%	1	7%	25	1%	0	0%	
Scottish	30	9%	1	4%	3	20%	138	8%	12	29%	
Welsh	9	3%	1	4%	2	13%	34	2%	3	7%	
Other	29	9%	2	8%	0	-	0				
Mixed											1.2%
White & Black Caribbean	1	0.3%	0	-	0	-	0		0		
White & Black African	1	0.3%	0	-	0	-	0		0		
White & Asian	3	0.9%	0	-	0	-	0		0		
Other	0	-	0	-	0	-			0		
Asian or Asian British											
Indian	3	0.9%	0	-	0	-	0		0		1.8%
Pakistani	1	0.3%	0	-	0	-	0		0		1.3%
Bangladeshi	0	-	0	-	0	-	0		0		0.5%
Other	0	-	0	-	0	-	0		0		0.4%
Black or Black British											
Caribbean	0	-	0	-	0	-	0		0		1.0%
African	0	-	0	-	0	-	0		0		0.8%
Other	0	-	0	-	0	-	0		0		0.2%
Chinese or other Ethnic Group											
Chinese	1	0.3%	0	-	0	-	0		0		0.4%
Other	1	0.3%	0	-	0	-	0		0		0.3%
Religion											
None	89	27%	10	42%	6	40%					14.9%
Christian	181	56%	14	58%	8	53%					71.6%

Buddhist	1	0.3%	0	-	0	-					0.3%
Hindu	2	0.6%	0	-	0	-					1.0%
Jewish	0	-	0	-	0	-					0.5%
Muslim	2	0.6%	0	-	0	-					3.0%
Sikh	2	0.6%	0	-	0	-					0.6%
Other	0	-	0	-	0	-					0.3%
Do not wish to disclose	48	15%	0	-	1	7%					7.8%

Ethnicity/ Religion/ Disability	New Members		Staff		Council Members		Coaches		International Programme		UK 2001 Census
	Total	%	Total	%	Total	%	Total	%	Total	%	%
Disability											
Not considered disabled	316	97%	23	96%	13	86%	1,712	99%	41	100%	
Visual impairment	2	0.6%	0	-	0	-	5	0%	0		
Hearing impairment	2	0.6%	0	-	0	-	9	1%	0		
Physical impairment	1	0.3%	0	-	1	7%	3	0%	0		
Learning disability/difficulty	3	0.9%	1	4%	0	-	0		0		
Other	2	0.6%	0	-	1	7%	0		0		
Gender											
Male	-	-	10	42%	12	80%	1,086	63%	22	54%	48.7%
Female	-	-	14	58%	3	20%	643	37%	19	46%	51.3%

Equality Survey Findings

After analysis and consideration of the survey results the following conclusions can be drawn.

New Members

The main areas of concern from the new membership data are the deficits shown in numbers of Asian/Asian British and Black/Black British people joining British Orienteering. Compared to the population as a whole, Asian/Asian British people constitute only 1.2% of new membership figures compared with 4% of the population. There is a similar deficit for Black/Black British new members. In 2007 there were no new Black or Black/British members of British Orienteering whereas the figure for the whole population is 2%.

The new membership figures suggest that with regard to ethnicity, British Orienteering compares well with the whole population with numbers of White, Mixed Race and Chinese.

The major cause for concern with regard to religions represented is the deficit in numbers of Jewish and Muslim new members. British Orienteering had no new members of Jewish religion in 2007. Similarly, only 0.6% of new members were Muslim, compared to 3% of the population as a whole.

Orienteering is an activity that can cater well for people with disabilities. Of new members, a total of 3% reported some kind of disability. This highlights the suitability of Orienteering as a sport that caters for many varying impairments. However there is need to provide further support to Trail-O and encourage the offering of suitable courses in conjunction with more events.



Staff

The major area of concern with regard to the staff statistics is that 100% staff members are White. There are no Mixed, Asian, Black, Chinese or other races represented.

This is unfortunately also reflected in the religion statistics, 42% of staff classified themselves as atheist and a further 58% are Christian. There are no other religions represented within the staff.

With regard to disability in the workplace, only one staff member reported a disability.

Council members

A survey of the Board membership will be completed during 2008 however the now defunct Council did represent a similar picture with regard to ethnicity and religion. 100% of Council members were White. There are no Mixed, Asian, Black, Chinese or other races represented. This is important to note as Council and now the Board is the decision-making body within British Orienteering and is made up entirely of people of White ethnicity.

40% of Council members classified themselves as atheists and a further 53% as Christian. The remaining 7% did not wish to disclose their religions however this still means that there are no people declared as Buddhist, Hindu, Jewish, Muslim, Sikh or any other religions represented on the highest authoritative body within British Orienteering. This is unlikely to change with the development of Council and Management Committee into a Board of Directors.

Council compared well to new members and staff with regard to disability rates. 14% of Council members reported a disability of some form. This shows the inclusive nature of Orienteering, especially Council, and hopefully ensures the needs of disabled members are considered and met by the decisions British Orienteering make.

The statistics for the gender percentages represented on Council do not read as favourably. 80% members of Council are male and only 20% female. Therefore the majority of those making strategic and operational decisions within British Orienteering are male. As Orienteering is a sport open to both men and women, and of the membership as a whole (approximately 11,000) 40.3% are female and 59.7% male, the decision-making body should reflect this more closely.

Coaches

The mix of male/female coaches almost matches (+/- 3%) the overall membership of British Orienteering. This is a significant strength in that many sports reflect the difficulty of engaging women in coaching activities.

The same issues regarding the lack of coaches from ethnic minorities are reflected.

International

By the very nature of international competition the mix of male/female athletes is very close and it has been a point of discussion amongst the international programme as to whether there should be selection of equal numbers of men/women. After discussion the international committee have agreed that flexibility should be available to selectors to select differing numbers of men/women and reflect the strengths of a particular group of athletes.

The international programme reflects the same concerns regarding the ethnic mix of athletes as does the membership in general and requires thought as to how positive role models from other ethnic groups can be developed.

There are considerably more Scots involved at international level probably a reflection of the excellent and challenging terrain to be found in Scotland and the support provided by Sport Scotland to develop a junior international development group.



Policies, Procedures and Plans

An audit of the policies, procedures and plans of British Orienteering has demonstrated that there is still considerable work required in order to integrate the Equality Policy (and Safeguarding Children & Vulnerable Adults Policy) fully. Examples of where this has commenced are:

- a) Work on the International Selection Policy where a review group recently identified ways in which the policy should be improved to clarify some equality issues;
- b) The need for the consideration of disabilities to be integrated into several policies and procedures;
- c) Consideration to the repatriation of offenders to be integrated into selection and recruitment policies.

There are other areas to be addressed which reflect the amount of work that has been undertaken by Council and staff over the last 18 months to bring up to date a wide range of policies, procedures and plans.

Orienteering Literature

The corporate logo was changed in 2006 and a significant amount of work went into not only changing the logo but reviewing all the marketing literature and other literature produced and used by British Orienteering. An audit of this material during 2007, after these major changes, has demonstrated that much of the material is now 'equality aware' and can be considered examples of good practice. An example of this is the thought and consultation that went into the choice of font and font sizes for the corporate material to make it more appropriate for the visually impaired.

There is still work to do to continue to demonstrate equality principles and to maintain currency of the materials however this is on-going and has recently included a significant amount of work to revamp the entire web site.

Major issues:

1. The inclusion of more members from the ethnic minorities and particularly black and Asian populations in all aspects of orienteering.
2. The increase of females on Council.
3. Continued effort to update policies, procedures, plans and literature and ensure they are 'equality aware' and integrated.



Appendix B: Club Targets

Attached as a separate documents:

- a) WSP Club Returns Details @Jan08 – includes current state of clubs and targets for next 4 years
- b) WSP Club Projects & Barriers @jan08 – textual material produced by clubs regarding the projects they are working on or would like to work on and the perceived barriers to progress
- c) Focus article (in-house magazine for all members) informing them of the WSP and brief analysis of the data collected from clubs.