

# **Orienteering**

## **Whole Sport Plan 2009/13**

*May 2008*

The document has NOT yet been proof read therefore please do not worry about typos, layout etc – Please focus feedback on the principles and ideas.

The following remain absent:

1. Dealing with the Home Countries issues and angles
2. Dealing with the disciplines of Trail O, MTO, Ski O
3. Some of the targets which are yet to be agreed as a draft
4. Some aspects of the strategic budgets for the 4 year period
5. Adding pictures etc to 'lighten' it

The following remain to be added:

6. Executive Summary
7. Appendices
8. Regional Targets inc Regional Association variations for the clubs that have participated in the process
9. Example of a Club Development Plan & template

## Introduction

This 'Orienteering Whole Sport Plan 2009/13' follows directly on from the 'Vision for Orienteering, published in 2007.

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 work orienteering needs to deliver over the next four years (2009 to 2013) if British Orienteering is to begin 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 2007 that it would try to 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 has included a survey to all clubs and articles asking for comment published both on the British Orienteering web site ([www.britishorienteering.org.uk](http://www.britishorienteering.org.uk)) and in the in house members magazine 'Focus'.

The survey was distributed to all 120 clubs and of the 95 open ('open' meaning open to the public) and active clubs 57 provided returns. Bear in mind that 'clubs' in orienteering are primarily event organisations and are often county wide. The survey collected information regarding the implementation of the British Orienteering Vision & Values and consisted of numerical data for the period of the Plan and text comments regarding the types of activities clubs would like to see promoted and the factors considered as being 'blockers' or risks to success.

The information collated from the survey is included in the Appendices.

Three underlying and important principles should be clear at the outset of this Plan.

1. **A Plan for the 'Whole' Game**: First, this document should not just be seen as a Plan for British Orienteering - but for the sport of orienteering as a '**whole**'. Unlike many Whole Sport Plans it has been developed from the grass roots up, by the sport, for the sport, over the course of some 18 months. It is offered as the overarching and fully costed framework for all those involved in the development of orienteering in Great Britain over the next four years – be they the membership associations (from England and the UK); the clubs; or those from outside of our sport, such as sponsors – local and national; the Government; Sports Councils; other key National Sports Agencies (Sportscoach UK and others including those for people with disabilities and with responsibility for sporting equality and diversity); the Institutes of Sport, Regional Sports Boards and County Sports Partnerships; Local and Regional Authorities; Specialist Sports Colleges and the wider education and health sectors.
2. **Orienteering Centred**: Second, the Plan has at its centre the **orienteer** - setting out a clear player pathway (based on 'Long Term Athlete Development' principles) that assesses individual athlete needs at whatever age (5 to 75), or standard (beginner to international), he or she is looking to 'Start, Stay or Succeed' in the sport.
3. **Funding**: Finally, this document can serve as the one clear and succinct **investment proposal** for all potential financial backers of the sport in this country – be they from the commercial sector; from Government (including the key Government Departments of Culture, Media and Sport, HM Treasury, Education, and Health; plus UK Sport, Sport England, sportscotland, Sport Council Wales and the Regional Sports Boards); or from within the sport itself (orienteering's governing bodies; the clubs; and indeed, the participants themselves).

# 1. Orienteering - 2007 to 2013

## Orienteering 2007

The latest set of orienteering statistics are for 2007 and show that Orienteering in the UK is on the up, and one of the country's growing sports, because it offers:

- ✓ High participation rates – **200,000 runs** having taken place in the last year (Source: Levy returns database) and knowledge of many people wishing to participate (Source: Development Review, County Sport Partnership reports).
- ✓ A genuine sport for life that can be started at **any age** – '5 to 75'.
- ✓ A huge range of existing **areas that have been mapped**, 5,500 in total – 682 maps in 2007 and a 124% increase seen since 2000 (Source: Map database)
- ✓ An **outdoor** sporting experience, at the same time conscious of protecting the environment.
- ✓ A **global** sports – people on all 5 continents worldwide take part.
- ✓ An **age class** system: A unique opportunity in any sport – the chance to compete against orienteers of similar age standard.
- ✓ Great **health/active** lifestyle benefits.
- ✓ **Character** building qualities such as challenge, survival, honesty, integrity and fairness – especially important for juniors.
- ✓ Tremendous benefits to **social** health / relaxation / good fun.
- ✓ A vibrant **club membership** base, totalling circa 11,500 people (Source: Membership Database).
- ✓ Enthusiastic **volunteers** that have a multitude of knowledge and skills that other sports are envious of.
- ✓ A genuinely well respected **coaching** structure, with increasing demand and throughput numbers.
- ✓ An **all year round** sport

## Orienteering 2013

Like all forward thinking sports, orienteering is seeking to continually improve. By 2013, via the successful implementation of this Plan, orienteering aims to see 10 significant changes having taken place:

1. An **orienteer centred**, not an organisation centred, approach to our sport's development.
2. A multitude of existing initiatives/programmes, are streamlined into just **2 major programmes** that address the need to **increase participation** and **build the capacity** to increase participation
3. A sport demonstrating, arguably better than most in the Sport England Priority 'Top 10' list, effective delivery against the **Government's agenda**.
4. A first ever and clearly understood participant pathway in operation, relevant to all orienteers, and founded at the outset on **Long Term Athlete Development (LTAD)** principles.
5. A more systematic approach to achieving **success** in world orienteering.
6. A sport valuing and investing heavily in its **volunteers**
7. Modern and forward thinking programmes making the sport more **inclusive** and **accessible** to all.
8. A sport that is working to maximise its opportunities to work with the emerging **network** of Specialist Sports Colleges, County Sports Partnerships and Regional Sports Boards.
9. A sport that is continually encouraging and supporting its clubs to be more **community aware**, **family friendly** and **environmentally friendly** in their approach.
10. A sport striving, in the long term, to become **financially self sufficient**.

## 2. Starting Point

In looking ahead at the journey towards 2020, and the next four years in particular, orienteering's starting point for this 'Whole Sport Plan 2009/13' has been to assess honestly the sport's current areas for improvement; to benchmark itself against other leading nations; and to then design its programmes leading to the future – all the time thinking innovatively about how the sport is changing – both in this country and globally.

### Areas for Improvement

The 'Vision for Orienteering' and the preparatory work for the 'Whole Sport Plan' has identified British Orienteering's weaknesses – and enabled the mapping out of "the course to follow" to rectify each one over the period to 2020.

In addition, no overarching strategy for increasing participation in the sport, or indeed participant pathway had previously been developed.

Learning from other sports and Governing Bodies has increased over recent years with UK Sport, Sports Coach UK, the Youth Sports Trust, Sport England and the other Sports Councils all becoming increasingly aware of their role in establishing good practice and facilitating cross sport discussion and development. Such practice has enabled British Orienteering to widen its thinking, consider ideas and practice from other sports and to develop the way forward with increasing confidence.

British Orienteering has a National Office based near Matlock, Derbyshire. This Office is a key component in presenting a 'professional' face to the membership, partners and potential sponsors. British Orienteering has however become increasingly aware that there are considerable benefits to be gained by locating the office close to other sports governing bodies. Not only could 'central services' be delivered in a cost effective manner but the benefits of cross sport discussions and initiatives will be invaluable. No immediate moves are planned but British Orienteering will keep its option open if an opportunity were to arise.

The strategy and programmes encapsulated in this Plan cover the three prime areas of recruitment, retention and success and are built upon the

good practice across sports from within the UK and overseas and to develop it in a manner that suits the peculiarities of the sport of orienteering.

### British Orienteering v the Competitors

Research and analysis into the world's greatest orienteers, and Britain's current leading and emerging competitors – particularly Sweden, Norway, Finland, and newly emerging Australia – unearthed further interesting lessons, and proactively helped to inform the process of producing this Plan.

In regard to recruitment and retention the examples of good practice from other sports and from orienteering overseas is clear, success is built upon weekly (or more frequent) sessions at a local facility that can provide a social environment in addition to a place or area of terrain that can be used for orienteering activities – but not necessarily orienteering events in the more traditional sense.

Success in competition including on the international front is built around good talent identification and development, training programmes with excellent coaching and support programmes that are meticulous and built to meet the needs of individual athletes.

Research into similar governing bodies and sports in the UK has identified the competition that orienteering must overtake and fight off; key headline findings were:

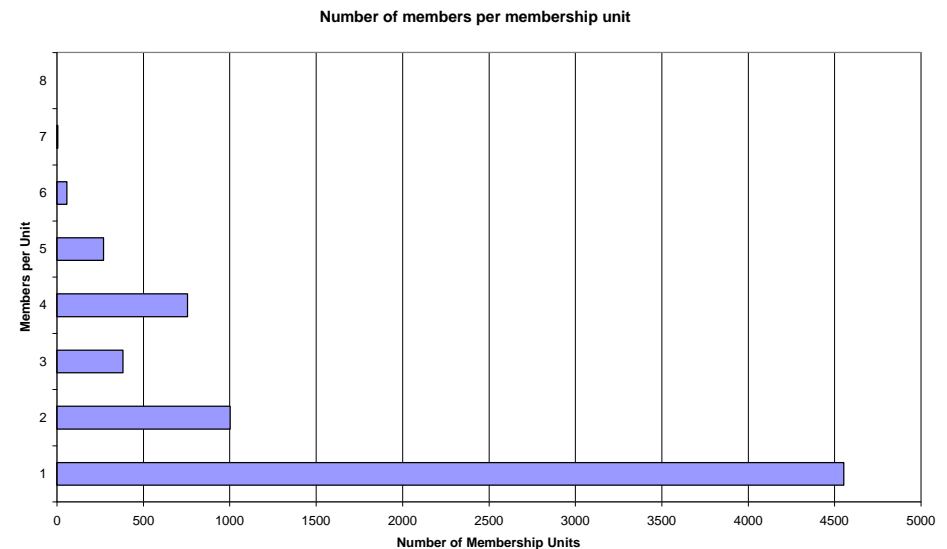
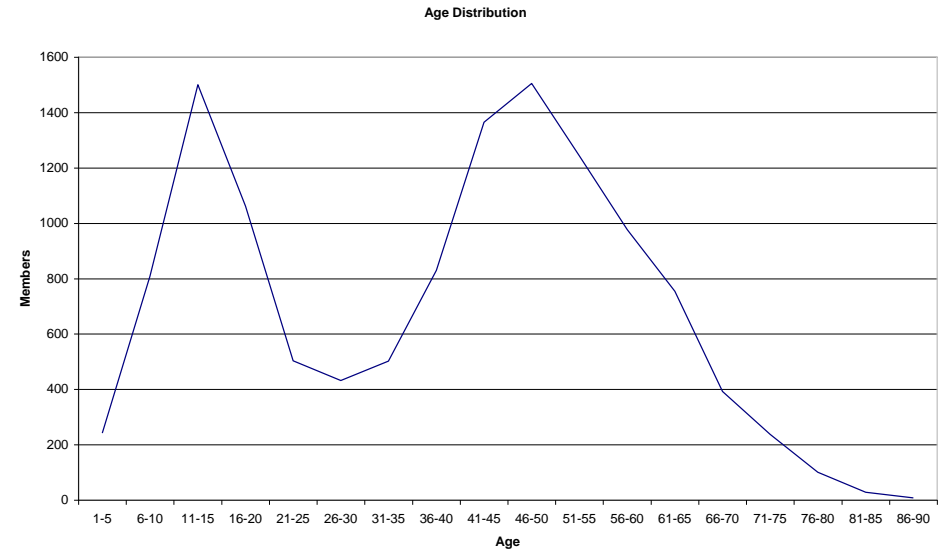
1. Orienteering is a ' <b>sport for life</b> '	The age distribution of members demonstrates that orienteering offers participation and competition for all ages of competitors from 5 to 75: See Chart 'Age Distribution' (Source: Membership database)
2. Orienteering is a ' <b>12 year elite sport</b> '	From an analysis of the best orienteers in the world it can be shown that the: Average starting age is ?? yrs (men), ?? yrs (women) Average age to winning an IOF ranking event is ?? yrs (m), ?? yrs (w) Average age winning first World Championship is ?? yrs (m), ?? yrs (w) (Source: IOF Rankings)
3. Orienteering is a <b>family sport</b>	It is recognised worldwide that orienteering is a family sport and the UK membership demonstrates this, see Chart 'Number of Members per Membership Unit' (Source: Membership Database)
4. A seamless <b>Talent Pathway</b> from starter to competitor and onto international performer enables athletes to achieve their potential	Evidence demonstrates that: <ul style="list-style-type: none"> <li>• once you recruit a person to try orienteering there is a correlation to the welcome they receive and the speed of follow up in persuading the person to stay involved with orienteering</li> <li>• talented athletes must be identified and developed, drawn into the talent pathway and 'managed', if they are not to be lost to other sports, or sport altogether</li> <li>• any 'gaps' in the pathway whereby a talented athlete is tempted to look elsewhere for their activity is likely to result in the athlete being lost to the sport</li> </ul>
5. A strong core <b>levy</b> on participation can significantly help raise revenue for club development programmes	The sports where development is successful, including orienteering in Scandinavia, are sports that have the club as the base and the club takes responsibility for their own development programme – meeting local needs and particularly the needs of local people
6. <b>Local, frequent activities</b> based upon a regular meeting place that has social facilities	The cost of transport is rising and research demonstrated that most people do not wish to spend money and time in travelling to events – unless it is a special event; therefore it is evident that local, frequent activities are most likely to be successful in attracting and retaining participants. This is evidenced in Scandinavian countries where the regularly, weekly activities and training are from the same base, local to the town or city.

## Innovation

Finally, an innovative approach has been taken to the development of this Plan, with a constant eye on new approaches. Included for implementation are athlete and coach pathways, with all delivery programmes aligned to the Long Term Athlete Development model. The need for more proactive public relations in terms of high level political lobbying and networking, enabling topics such as orienteering's inclusion in the National PE Curriculum, and orienteering in the Olympic Games, has also been identified. A half million participants; the introduction of new initiatives such as sprint orienteering, urban orienteering; and the employment of dedicated staff working towards increasing participation by as much as 25% over the first 5 years of the Plan, are other potential targets identified on the road to 2020.

And finally, this Plan takes the information collected from clubs and members and introduces a totally innovative approach to orienteering that should over the period of the plan enable clubs to hit the aggressive targets they set themselves. In summary clubs are encouraged to develop satellite centres delivering orienteering activities to local people on a weekly basis. This approach is based on evidence from some of the very successful Scandinavian clubs although differences in terrain mean the approach reflects the needs and terrain available in the UK.

Although a wide range of traditional orienteering exists (some 608 'formal' events, 595 informal events and approximately 2,765 courses used in 2007), it is felt that the future growth of the sport may well hinge on a new breed of orienteers emerging - where local, weekly and family activity is the norm; where participants can take part for about 1 hour in activities that are physically and mentally testing after less than 20 minutes travel. These concepts require research and programme development, both of which have commenced in 2008 and are scheduled to continue during the first 3 years of the Plan.



### 3. Vision & Values

Our vision for orienteering in Great Britain is long term and simple.

Published as a separate document in its own right in April 2007, '*The Vision for Orienteering*' identifies the current strengths of our sport; confirms its position as one of the 'Top 30' sports; and makes the case for orienteering to be an immerging sport.

Our vision is clear. It is simply:

#### British Orienteering 2020 Vision

***“To be the Leading Orienteering Nation in the World”***

As a stepping stone to this long term vision a shorter term vision was also agreed:

***“More People, More Places, More Podiums”  
(MP3)***

The vision statement encompasses three threads which are crucial to the future of British Orienteering and which had considerable support during the consultation:

1. **Expanding the numbers of people** aware of, participating in, and assisting as volunteers in, orienteering. This will also swell the number of members of British Orienteering and its Clubs.
2. **Widening the range of places** where orienteering takes place – bringing the excitement, fun and skills of navigation at speed to a wider public by holding events more locally, including in or near urban areas, closer to where they live or can reach in the time they wish to devote, and with less environmental impact arising from travel to events.
3. **Winning more places on the podiums** at international competitions – stressing the competitive nature of the sport and increasing our already creditable success by winning more medals and podium places internationally.

Inherent to these is awareness of the need to build the capacity of the sport to enable and support the above to be achieved.

## Values for British Orienteering

The values we wish to observe in all our conduct in orienteering as we pursue our vision are:

### 1. Health & welfare

We will be concerned about the **health and welfare** of everyone involved in orienteering. We will strive to ensure that orienteering provides a safe environment for everyone to have fun and enjoy themselves, and to take advantage of orienteering's huge potential for developing physical and mental well-being. We will balance the necessary risks of an adventure sport with policies to manage and mitigate risk. We will aim to ensure that all volunteers and staff members are treated with respect, offered appropriate training, and not unreasonably overburdened. We will pay particular attention to safeguarding children and vulnerable adults.

### 2. Fair play

We will expect **fair play** in all aspects of our sport. In accordance with this value of fair play, we will take strong action against violators, eg by punishing cheats and those who commit doping offences.

### 3. Environment

In everything we do, we will be conscious of the impact on the **environment** and strive to keep this to the minimum. This will apply not only at events to preserve the natural environment and make future land access more likely, but will also be a factor in the design of our competitive programme, and in all other activities.

### 4. Inclusiveness

By adopting and implementing an equality and **inclusiveness** policy we will ensure not only that our sport has no barriers to involvement, but we will also seek actively to interest and involve underrepresented groups (eg participants between the ages of approximately 18 and 40, and ethnic minorities).

### 5. Governance

We will operate using high standards of **governance**, acting ethically in everything we do, practising openness and transparency, whilst ensuring that any conflicts of interest are managed appropriately. We will compare our governance to best practice models and make changes where necessary, or ensure that known deviations are explained and agreed.

### 6. Members' interests

All our actions will be taken in our **members' interests**. We will establish systems and processes to enable us to understand members' needs and current satisfaction levels, and to make changes where necessary.

### 7. Operational practice

In our Rules, our Guidelines and our documented processes and our general practice we will endeavour to ensure that all decisions are taken with proper authority and have been researched thoroughly beforehand. Appropriate appeal processes will also ensure that these principles are upheld (or decisions reversed or suspended when they are not).

## 4. Strategic Objective

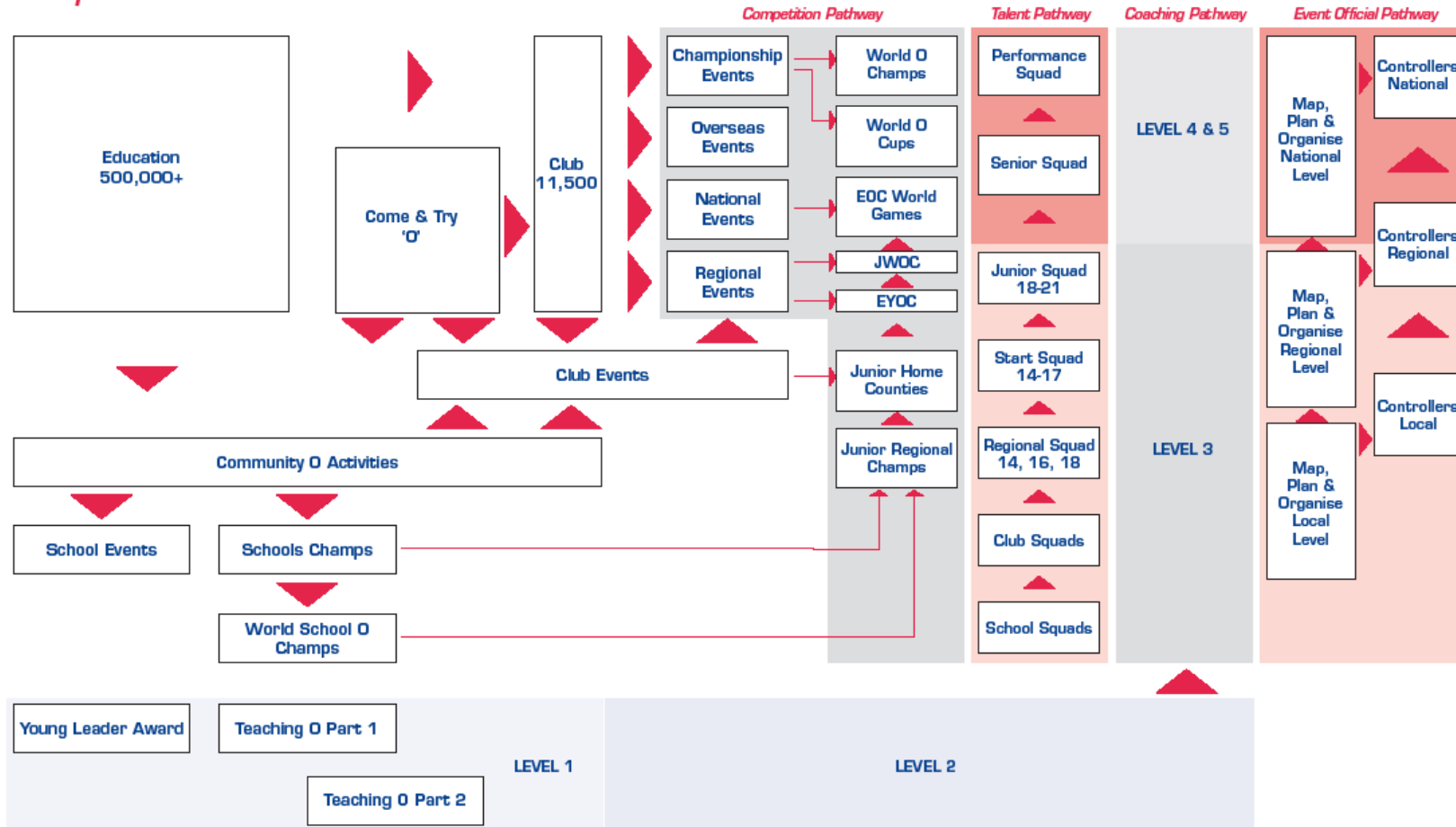
Progress towards each headline KPI will be monitored annually. The following table shows the baseline starting point for each of the 3 KPIs, expected growth per annum, and how progress will be measured:

2009 KPI	2007 Baseline	2009-10 Year 1	2010-11 Year 2	2011-12 Year 3	2012-13 Year 4	Measure	Proposed Monitoring Improvements over the Four Year Period	Risk Factors
<b>KPI 1: Participation</b>								
To increase participation by 20% over the period to March 2013	200,000	205,000	215,000	225,000	240,000	Event statistics based on levy returns	Logging of 'orienteering activities' and their throughput	<i>Foot &amp; Mouth, Avian Flu etc Cancellation of Major Events Increased costs Lack of capacity to stage events (Volunteers etc)</i>
To increase membership by an equivalent 20% over the period to March 2013	11,500	12,000	12,750	13,500	14,250	Membership database		<i>Benefits not perceived as worthwhile Increased costs, Focus etc</i>
<b>KPI 2: Places</b>								
To increase the number of maps used to stage 'traditional' orienteering events by 5% over the period of the Plan	5,500 total	70 new maps 5,570 total	70 new maps 5,640	70 new maps 5,710 total	70 new maps 5,780 total	Map database Event database	Develop a mechanism to identify 'new' maps as well as 'updated' maps	<i>Volunteer capacity, mappers etc</i>
To increase the number of places used for local, weekly orienteering activities by 20 per year	0	20	40	60	80	Activity database	Logging of venues	
<b>KPI 3: Podiums</b>								
To increase the number of podium places in WOC and EOC to ?? by December 2013	1					IOF Results		<i>Injuries, retirements</i>
To increase the medal places in World Orienteering Championships to ?? by December 2013	0					IOF Results		<i>Injuries, retirements</i>
To develop a tool able to demonstrate improved individual performance ie Personal Bests	N/A	Tool developed	Tool tested	Tool used across Talent Pathway				

## 5. 'The Whole Picture' – pathways and programmes

The detail of our 'Whole Sport Plan 2009/13' has been built around the phasing in of a first ever 'Participation Pathway' in orienteering - based on LTAD (Long Term Athlete Development) principles – that will serve as the planning framework over the next four year period. This pathway in conjunction with the Talent pathway is 'orienteer centred' – showing by age and ability where on a continuum from beginner to World Class performer, every orienteer, at whatever level, sits. This illustrates on 'one side of paper' the outline content of all the Plan's programmes:

### Participation Model



## The Programmes Explained

### **More People, More Places – grow and retain participation**

The aims of the 'More People, More Places' programmes are to give everyone – no matter how old – the opportunity to experience the sport of orienteering and then to retain their interest and involvement with orienteering.

Growth in participation will be achieved by further developing existing school and out of school based programmes for juniors, and by rationalising the current number of starter programmes for adults. Energy will be focused into delivering local, weekly orienteering activities to diverse groups of people.

The second aim of the 'More People, More Places' programme is to ensure all participants enjoy a motivating experience when they orienteering. This 'good experience' will be delivered through clubs and events by the volunteers involved.

Both aspects of the programmes rely on the work of volunteers based at club level and building the capacity of these volunteers to meet the needs of these programmes will be a significant challenge.

'More People, More Places' is delivered through several inter-linked programmes:

1. '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 within and outside of the curriculum.

The Regional Development Officers play a significant part in supporting 'School O', working with schools, partnerships and County Sports Programmes.

Aspects of the programme include:

- Training Teachers: Using the successful Teaching Orienteering Part 1 & 2 courses and resources
- Supporting the 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
- School / Club links: Currently there is a problem in defining exactly what a 'School / Club Link' is; various partners have differing perspectives. It is our intention to define the links more tightly – hopefully in agreement with our partners. Once defined a baseline figure will be produced enabling realistic targets to be developed.

2. 'O' in FE/HE: Further and Higher Education establishments are excellent place to recruit new members and orienteering has strong ties with a few universities such as Edinburgh, Sheffield University and to a lesser extent Oxford and Cambridge.

To develop the potential of the FE/HE structure will require a Development Officer devoted to working with the establishments and BUSA to grow the presence of orienteering either by establishing FE/HE based clubs or building strong links to local clubs or both.

Aspects of the programme include:

- Developing FE/HE links with clubs; the club membership will be able to provide guidance and support in the development of FE/HE orienteers or club
- Training Coaches: Using lecturer/student body to identify and train coaches to drive and support the programme.

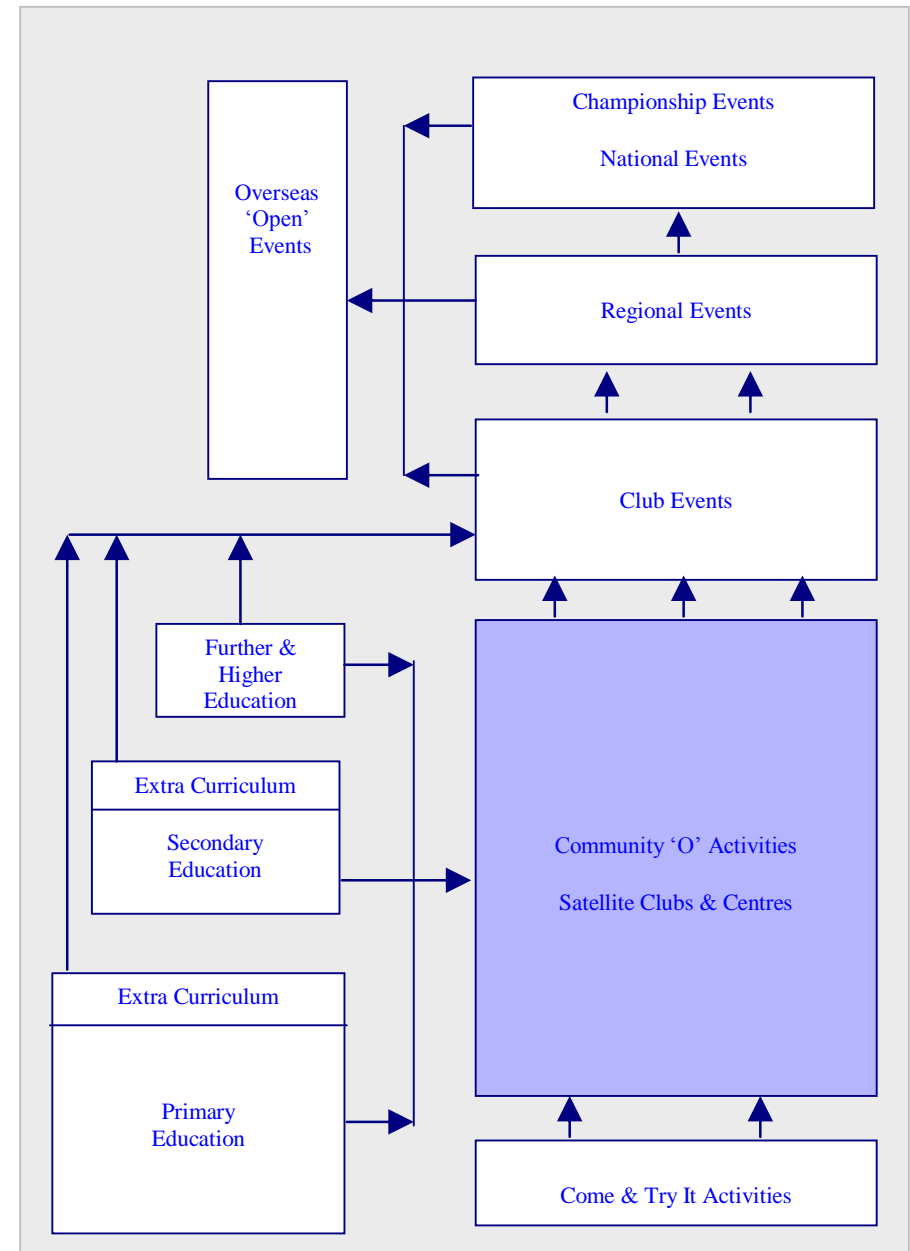
3. 'Community O'; is a new initiative albeit a combination of ideas many of which have been tried individually in the past. The blue box on the right of the 'Participation Pathway' which is a key stepping stone for newcomers to orienteering could, in traditional orienteering terms, be described as the 'mini-bus' that has picked people up and transported people to events.

Traditionally orienteering has been about events. Travel has been considerable and the need to use areas that orienteers are unfamiliar with has dominated the fixtures schedule. 'Community O' is a programme designed to build the stepping stones providing orienteering activities for those that want to stay involved in orienteering at the community level. This programme will gradually develop people through activities to a level where they have the skills and confidence to take part in local orienteering events and enjoy them. The ideas behind this programme have been adopted from other sports and orienteering in parts of Scandinavia and 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 events. This programme 'Community O' is designed to meet the needs of urban dwellers and the less fortunate people who may only be able to afford local public transport to reach leisure activities.

Aspects of this programme include:

- Satellite Centres: Use of local areas on which a variety of 'activities' can be used, including city streets and parks
- Coaching Programme: The coach as a leader to develop beginners through local activities
- Facility Base – Café or social environment: The need to establish a regular meeting place and time; one that can be used as a social centre as well as a changing facility.
- Activity Programme: Keeping people interested and developing their skill and confidence.



4. 'Quality O Experience'; is focused on delivering a good experience to all participants at all levels of the sport, local activities to national events. We believe this to be key to both retaining current members and recruiting new participants and converting them into members.

Aspects of this programme include:

- Caring Clubs: Clubs are the foundation of the sport and helping clubs to become more able to meet the needs of members and potential members through the Clubmark standard is improving the services that clubs deliver. At the time of writing 25 clubs (over 25% of the open clubs) have attained Clubmark accreditation. These clubs and others from the Home Countries that are not eligible for Clubmark need to be challenged to demonstrate that they; audit their status, plan for the future, deliver on their planning and review their progress. Preferably this will be done against the framework established within the Whole Sport Plan.
- Local Activities and Events: Encouraging and supporting clubs to deliver activities and events at a local level more frequently.
- Event organisation: Two challenges exist; to make it easier to stage local events and to deliver high quality events at a regional and national level that will provide the quality experience that participants and spectators require. The Competition Review recommendations recently agreed will need to demonstrate that they will promote the British Orienteering Vision and Values and then be implemented to meet these challenges.
- Coaching: Providing a welcome to participants and coaching to help them develop and get the most out of activities and events. Historically much of coaching has been targeted at the elite or talented; recent reviews of the coaching structure have addressed this issue and there are now awards targeted at people teaching orienteering and at the introduction of beginners to orienteering. The coaching structure has been aligned to the UK Coaching Certificate standards and there is more emphasis on fun and the ability to motivate participants. More information is available under the next section 'Volunteering' and the 'Delivery' section of the Plan; a 'Coaching Action Plan' is currently under development.



5. 'Volunteering'; Encouraging participants to help out at activities and events and appreciate what enjoyment there is in helping others to enjoy the sport; encouraging people to have a go at event organisation and to support them to develop the knowledge and skills they need. Many young people are yet to appreciate how evidence of such knowledge and skills can help them be more attractive to future employers.

Orienteering has a culture of participants volunteering and it is appropriate to consider the various aspects of volunteering as they exist in 2008:

- 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 by 'on the day' support for example staffing the entry tent, start area, arena if there is one, car park, welcoming and many more.
- Club officials, 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 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 already successful and proven volunteer schemes that are planned for the period of the Whole Sport Plan.

In general 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 the needs
- Home Learning: Delivering and testing the knowledge at the convenience of the candidate.
- Workshops: When appropriate to use 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 will enable volunteers to be developed within a club environment whilst providing the quality assurance now being required of British Orienteering. This should reduce costs of training and make access to training materials easier.

Volunteer Coordinators at club level are seen as vital to the successful implementation of the Plan. Not only will they be able to coordinate development but also place volunteers, provide mentors and most importantly, motivate the volunteers and show them how valued they are! The biggest risk to the Plan in its entirety is that the Volunteer Coordinators fail to be brought in operation. To minimise this risk an education and training workshop is to be produced and delivered to ensure Volunteer Coordinators understand their role and how to fulfil it.

The coaching 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.

## More People, More Places – growing and retaining participation

Programme	Outcomes	Baseline	2009	2010	2011	2012	Impact on	Responsibility	Resources
1. School Orienteering	No of School links to Clubs	Various - to be determined Informal targets shown	200	250	290	320	Recruit	DM, RDOs	RDO time
	No of schools taking part in School Competitions; National/Local	To be determined					Recruit	DM, RDOs	RDO time
2. O in FE/HE	No of FE/HE links to clubs	To be determined					Recruit	NDO (FE/HE)	NDO time
	No of student members older than 18	109					Recruit	NDO (FE/HE)	NDO time
3. Community O	No of clubs/centres in programme 'Focus' Clubs	5	15	25	35	45	Recruit / Retain	PM	PM, RDO time
	Participants involved in weekly activities	To be determined	400	650	900	1,200	Recruit / Retain	PM	PM
	Participants becoming members						Retain	PM	PM
4. Quality O Experience	No of clubs with Clubmark	16 (18% of open clubs)	24	30	35	40	Recruit / Retain	DM, RDOs	RDO time
	No of Local Events/participation	1,090/135,000	1,150	1,170	1,240	1,300	Recruit / Retain	PM	
	No of Regional Events/participation	98/56,300					Retain	EM	
	No of National Events/participation	15/13,877					Retain	EM	
	Quality of Major Events	To be determined					Retain	EM	Time, support
	No of participants receiving coaching through a club	14,560					Recruit / Retain	CM	
	No of participants acting as event officials	823 (exc. mappers)	1,200	1,250	1,300	1,350	Recruit / Retain	VCs	Training materials
	No of participants helping at events	To be determined					Recruit / Retain	VCs	
5. Volunteering	No of clubs with established Volunteer Coordinators	0	15	25	35	45	Recruit / Retain	DM	Training prog
	No of volunteers signed onto training programmes per year	19 known					Recruit / Retain	DM	
	No of UKCC accreditations per year	0	50	150	160	180	Recruit / Retain	CM	
	No of coaches completing NGB training each year (other than UKCC)	To be determined					Recruit / Retain	CM	

DM – Development Manager; RDO – Regional Development Officer; PM – Participation Manager; NDO (FE/HE) – FE/HE Development Officer; EM – Events Manager; CM – Coaching Manager

## More Podiums – ‘Team GB’ Programme

The aim of the **‘International’ Programme** is to systematically identify, train and support the best orienteers 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’.

### Introduction

Stimulated by a need to provide input for the Whole Sport Plan, and recognising a need to provide a clear overall direction for the sport’s international programme, a working group from International Committee and the World Class Programme staff have refined the vision for the future of the British Orienteering International Programme and the structure required to deliver that vision.

In addition, this initiative is seen as an excellent way of reinvigorating the volunteer/professional relationship within the international programme and highlighting and enhancing the links between the international programme and the sport in general.

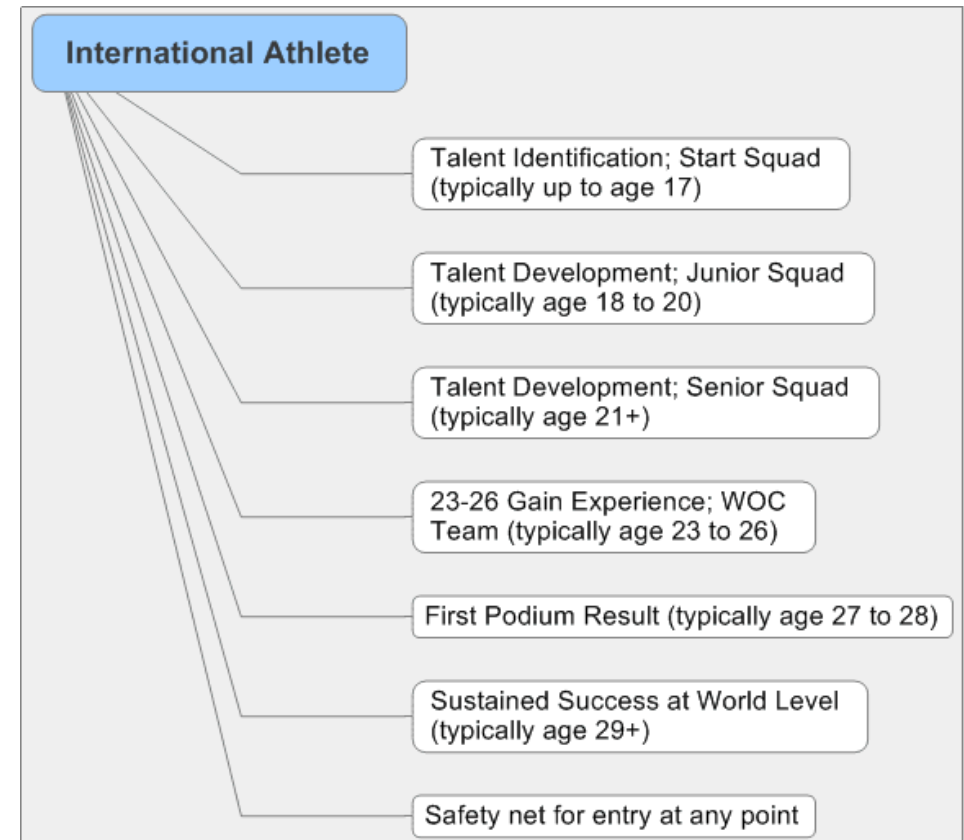
It is also anticipated that some elements of the structure required to deliver international excellence for the future will provide clear benefits for all orienteers, of all ages and of all levels.

To achieve this, the outline strategy has two clear stages:

1. The creation of an overall skills development framework that will be of value for the development of orienteers of all ages
2. 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 output from this initiative will also enable both internal and external targets to be set and agreed within realistic bounds, with a

### Typical International Athlete Lifecycle



comprehensive understanding of what is required to deliver those targets being available to all.

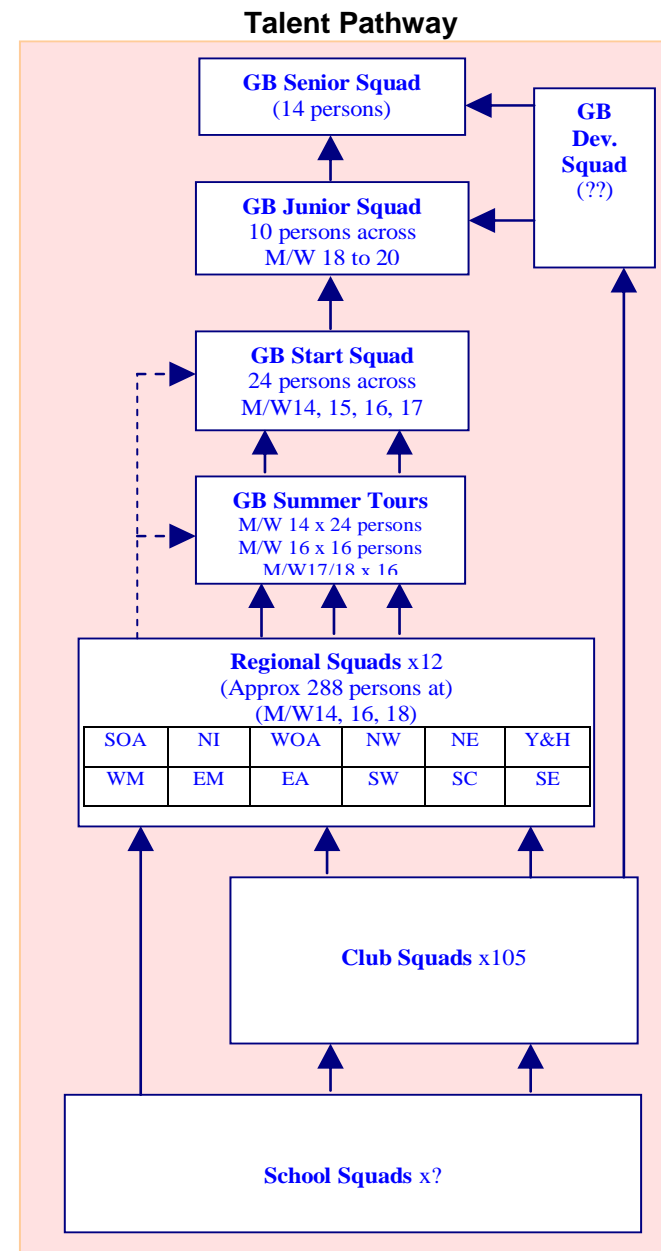
A holistic, unified structure and plan for the long term future of the British Orienteering International Programme; designed to deliver the 'More Podiums' element of the Whole Sport Plan, whilst providing benefits across the whole sport.

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 – see 'Talent Pathway'.
- 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 attached).
- 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) 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, both in and outside the sport.

These key elements are discussed in more detail within the programmes in the following section.



## Programmes

'More Podiums' is delivered through a series of inter-linked programmes:

1. 'Regional Squad Programme': Regional Squads are the basis for talent identification and development. The squads are the natural link between schools and clubs (which are often county wide) and entry into the Start programme. The squads are operated entirely by experienced volunteers and developing a common understanding of the criteria used to identify talented youngsters and the skills structure used to develop these athletes is vital. If the squads work effectively the athletes with the most potential will be developed and available for selection into the Start programme.

Aspects of the programme include:

- **Skills Structure** - a series of "whole sport" frameworks (e.g. physical, technical, mental) that can be applied consistently across all levels of British Orienteering – "Key stages for all ages". There needs to be a seamless link between coaching at all levels that allows athletes to move through a unified system from club, to region, to international programme with a consistent set of reference points
  - Talent Identification: developing the criteria used to identify the athletes with talent and potential talent and working with the squad coaches to make the use of the criteria consistent and widely used
  - Talent Development: Agreeing the Skills Structure and using the Structure to develop athletes in the squads
2. 'Start Programme': This programme provides opportunities to develop athletes that have been identified as having the potential to become 'World class' orienteers. Athletes are identified from the Regional Squads and mainstream orienteering events. Due to the long period required to develop competencies, fitness and experience, identifying commitment as well as natural technical or physical talent is an important part of the talent identification process.

Teenage orienteers also need to develop 'rock steady' basic techniques in a variety of terrain, and a solid foundation of physical training.

Aspects of the programme include:

- Talent Identification: working with the previously identified athletes to determine those that have the potential to become 'World Class'
  - Start Activity Programme: providing athletes with opportunity to experience different terrains, work with different coaches and compete against one another and overseas talented athletes
3. 'Potential Programme': In terms of experience and consistency the gap between the Start athletes and senior athletes delivering international success is wide. The Potential Programme provides opportunity for gaining technical and high level competitive experience. Athletes are given training and international competition on relevant terrain, essential for ultimate success. The importance of psychological preparation and physiological testing under competition conditions ('in the forest') is increasingly acknowledged, and needs to be developed and applied to all athletes with international potential.

Aspects of the programme include:

- Talent Identification: working with athletes to determine those that have the potential to become 'World Class', to identify the training needs of the athlete, and to agree development programmes with the athlete
  - Junior Squad Programme: providing athletes with opportunity to experience different terrains, work with different coaches and compete against one another and overseas talented athletes in international competition
4. 'Performance Programme': it is recognised that World class orienteers need to be able devote themselves full or at least part-time to international competition and preparation. Many of the British top

athletes have reached this status by living for extended periods in Scandinavia, where both terrain and competition is of a high standard. Athletes are provided with specialist training, including warm weather and altitude training, which are required preparation for world level competition. Staff work with athletes to provide them with individualised training programmes and support that meet their needs and the needs of orienteering at the top level. Athletes demand a fully professional service from the management team, including coaches, medical support and team officials, as well as personal coaches and lifestyle support.

Aspects of the programme include:

- 'Profiling': The process of holding 'case-conferences' with athletes and developing a profile based on the 'Skills Structure' is seen as vital in laying the foundation for individualising training and preparation
  - 'Sports Science/Sports Medicine' Support: Since the reduction in the World Class funding this aspect of the programmes has been significantly reduced. It is questionable whether a programme without such support can be referred to as 'World Class'. During the life of the Whole Sport Plan SS/SM support will be delivered either by gaining access to the Institutes of Sport, which will be by far the most cost effective delivery mechanism or, failing that, to develop a relationship with an academic institution and deliver support through them.
  - Senior Squad Programme: providing athletes with opportunity to comprehensively prepare for and compete in European and World Championships
5. Programme Enhancements: The following are the enhancements to the programmes that will benefit the full range of programmes from Start to Performance:
- **Planning** – both short and long term, identifying the activities that need to take place to produce international success over a sustained period. The planning cycle needs to be extended.

Currently there is little or no focus beyond the next but one World Championships (less than 2 years). Links need to be built between the current start / junior plans and the future senior plans. Individual plans need to exist at all levels (e.g. programme, season, championship, camp, athlete) and be integrated to ensure the alignment of needs and resources.

- **Staffing Structure** – A clear understanding of the short and long term staffing requirements from the Programme Director downwards is required. There needs to be identification of how the professional international programme staffing structure will integrate with both the professional (e.g. RDOs) and volunteer staff (e.g. regional and personal coaches) working both within the programme and within linked areas. Identification of where outside expertise is required to enhance the programmes ability to deliver (e.g. strength coaches, nutritionists, sport scientists etc.) needs to be included.
- **Communications** – Clear strategies, responsibilities and mechanisms need to be in place to ensure clear unambiguous communication with athletes (both in and outside the programme), other orienteers, external bodies (UK Sport, Sport England), sponsors etc.

All of these plans and strategies need to be living entities, developing detail as the timeline moves forward and constantly evolving on the basis of feedback and innovation. There needs to be a clear process of appraisal and evaluation through out the programme designed to identify what worked and what didn't and to pinpoint the missing elements that will add to the end result. The International Committee will play a key role in helping with this appraisal/evaluation of the programme.

## More Podiums – developing excellence

Programme	Outcomes	Baseline	2009	2010	2011	2012	Impact on	Responsibility	Resources
1. Regional Squads (12)	No of regions with squad staff using the nationally agreed criteria for identification	0	3	9	12	12	Quality of athletes identified	S&PM	Criteria, workshop
	No of regional squads implementing on 'Skills Structure' based programmes	0	3	9	12	12	Quality of athletes	S&PM	Time
2. Start Programme	No of athletes graduating from the programme that are 90% competent when measured against the Start level of the 'Skills Structure'	To be determined					Quality of athletes passed on to Potential	S&PM	Time
3. Potential Programme	No of athletes graduating from the programme that are 90% competent when measured against the Potential level of the 'Skills Structure'	To be determined					Quality of athletes passed on to Performance	S&PM	
	No of athletes achieving top 20 places at JWOC – a measure of depth in prog.	To be determined					Quality of the pathway	S&PM	
4. Performance Programme	To increase the number of podium places in WOC and EOC to ?? by December 2013	1					KPI & Funding	PD, NC	
	To increase the medal places in World Orienteering Championships to ?? by December 2013	0					KPI & Funding	PD, NC	
	Training and preparation programmes based on 'case conference' profiling is delivered to all athletes	0	All	All	All	All	Quality of programme	PD	
	No of athletes demonstrating 90% competence when measured against the Performance level of the 'Skills Structure'	To be determined					Quality of programme	PD, NC	
5. Programme Enhancements	Short & long term plans are established and reviewed annually		All	All	All	All	Quality of programme	PD & programme mangers	
	Survey demonstrates that staff and athletes have a good understanding of the staff structure, roles and responsibilities						Motivation of those in programmes	CE or Consultant	
	90% of athletes are of the opinion that the support programmes are meeting their needs and the programme needs	To be determined					Quality of support programmes	CE or Consultant	
	Survey demonstrating understanding of the programme by members	To be determined	15%	25%	35%	40%	Marketing of programme	MM	

## 6. Delivery Structure

Over the period 2009/13 orienteering will continue to develop the optimum structure for delivery of the Whole Sport Plan. It is evident from past experience and from the Building Capacity programme (commenced January 2008) that to deliver the change envisioned in this Plan British Orienteering is dependent on personal support and intervention at club level.

### Club Delivery

The term 'Focus Club' is used to describe clubs that have shown an interest in working closely with British Orienteering to develop the programmes described within the Whole Sport Plan. If funding is not made available to increase the time available to RDOs to support the Plan then a number of Focus Clubs will be identified and worked with to implement the Plan. At a minimum level this will require a full time National Development Officer taking personal responsibility for working with 5 Focus clubs in year 1, another 5 in year 2 whilst maintaining support for the first 5. In this manner approximately 20 Focus clubs will be supported over the 4 year programme. Additionally, providing funding enables the RDO network to be continued on 1 day per week in each region, each RDO will work with 1 Focus Club per year on a similar basis. In total across the 4 year period of the Whole Sport Plan around 45 Focus clubs could be developed and supported through this approach. (It is worth noting that a full implementation of the RDO scheme, costing approximately £250,000) would result in all open orienteering clubs being supported in delivering the programmes.)

Each Focus club will be asked to deliver all or most of the 'More People, More Places' programmes and in particular they will be required to identify a person that can be developed to fill the role of 'Volunteer Coordinator'. This is seen as being a significant role coordinating the recruitment, development and retention of volunteers. The volunteers at a club will provide the capacity to deliver the remainder of the programmes.

An outcome of the Whole Sport Plan will be to provide clubs with a development framework that each club will be able to tailor to their

particular circumstance. This should, arguably for the first time, provide a mechanism to focus resource into an agreed framework of programmes.

### Regional Delivery

The Regional Development Officers will be the backbone of much of the work delivered through the Whole Sport Plan. This will enable regional Associations to maintain an overview of development within their region and to support developments as and when they are able. It is hoped that the Whole Sport Plan will enable the time available from RDOs to be increased, hopefully towards the full time in each region although it is recognised that this will be at significant cost, approximately £250,000. Recognising that this may be unlikely, the alternative delivery mechanism of the National Development Officer supported by the part time RDOs has been planned.

Associations will play a major role in coordinating training workshops for volunteers and in coordinating the work of the Volunteer Coordinators.

The talent pathway and the identification of talent, potential talent and the development of that talent will be delivered through the Regional Squads and Associations will be provided with a number of tools to underpin this work. Support should also be available to help Regional Squads use the tools and modify programmes if change is required.

The role of Associations in identifying and developing talented athletes should become increasingly significant with the development of the Whole Sport Plan.

## Key Delivery Targets

Some major milestones have been identified during this period to guide future change, these are shown below:

### When?

### What?

#### **By start year 1 (April 2009)**

British Orienteering will be governed by an established Board of Directors.

The staffing structure will be aligned to the WSP and the funding available.

Staff will be focused on delivering the programmes and targets established and reviewed as a part of the WSP process.

The volunteer situation driving the sport at a local, regional and national level will be audited.

Either RDO time is increased or a National Development Officer is employed.

#### **By end year 2 (March 2010)**

British Orienteering will have adapted the Governance structure from Board downwards to reflect a clear and transparent decision making mechanism with authority and accountability spelled out.

Volunteer recruitment, training and continuous development will be established and delivered to the second round of 'Focus' clubs

#### **By end year 3 (March 2011)**

British Orienteering will reflect good practice and will have in place a governance structure and effective delivery structure for the Whole Sport Plan programmes.

Volunteer recruitment, training and continuous development opened out to all clubs and delivered through regional coordination.

The review of the Whole Sport Plan commences.

## 7. 'Underpinning' Programmes

Finally there are the following 4 sub-programmes that underpin and support the 'More Participants, More Places, More Podiums' continuum:

1. Business & Finance including IT
2. Membership Administration
3. Leadership & Governance
4. Marketing & Communications

### Critical success factors

Such is their importance; some of the above 'Underpinning' Programmes are 'Critical Success Factors' affecting the full delivery of the Plan. All 10 need to be implemented if the KPIs in this Plan are to be achieved. Each success factor is shown using a 'traffic light' system to illustrate their current state of readiness, where:

**Red = Planned programme, but not yet in place**

**Amber = In place, but still being developed**

**Green = Fully in place, and being implemented or ready for implementation**

Critical Success Factor	Current Status	'Traffic Light' - Red, Amber or Green
1. 'Information Technology' Strategy & Action Plan	<i>Strategy &amp; Action Plan to be developed in Year 1</i>	Red
2. 'Membership Review' Strategy & Action Plan	<i>Review of the membership scheme is required</i>	Red
3. 'Governance Review' Strategy & Action Plan	<i>Remainder of the review needs to be completed and a strategy for continued roll out required</i>	Amber
4. 'International Influence' Strategy & Action Plan	<i>Strategy in place Action Plan to be developed</i>	Amber Red
5. 'Training & Education' Strategy & Action Plan	<i>Strategy being worked up</i>	Amber
6. 'Safeguarding' Action Plan	<i>Policy and Procedures in place Action Plan under development Foundation standard achieved Intermediate, conditional pass</i>	Amber Red Green Green
7. 'Equality' Action Plan	<i>Policy and Action Plan in Place Foundation Standards achieve Preliminary submission made</i>	Green Green Amber
8. 'Coaching Framework' Action Plan	<i>Deliver UKCC, with plan in place to implement from 2008</i>	Amber
9. 'Volunteer' Strategy & Action Plan	<i>Strategy to be developed in Year 1</i>	Red
10. 'Competition Structure Review' Implementation Plan	<i>Initial analysis undertaken - comprehensive review completed?</i>	Amber
11. 'Commercial/Marketing Plan'	<i>To be developed in Year 1</i>	Red

## 8. Finance

British Orienteering WSP Budget 2009/13 v1							
Prog	Detail	Funds 2009	Inflation 2009	2010	2011	2012	
<b>1</b>	<b>Membership</b>						
	British O Funds	73					
a	Membership: Salaries, expenses, overheads		23	24	24	25	
b	Membership Management System		3	3	3	3	
c	Membership: Communication with members		47	48	50	51	
	<b>Total Membership Services</b>		<b>73</b>	<b>75</b>	<b>77</b>	<b>79</b>	
<b>2</b>	<b>Event Operations</b>						
	British O Funds	34					
a	Event Ops: Salaries, expenses, overheads		15	15	16	16	EM (.5 split cost with Dev) to enhance quality of events & activities
b	Event Management and Support		17	18	18	19	OS Licence fee, insurance etc
c	Competitions Groups		2	2	2	2	Fund the groups to coordinate & lead competition development
e	Incentive Schemes						
	<b>Total Event Operations</b>		<b>34</b>	<b>35</b>	<b>36</b>	<b>37</b>	
<b>3</b>	<b>Development (England)</b>						
	British O Funds	20					
	Sport England WSP						
a	Infrastructure (DM, RDO, related expenses, office & admin)		100	103	106	109	DM (FT), RDOs (.2x9), salaries, expenses, etc
b	Development programmes						
	School O		20	20	20	20	Developing & support S/C links at club level
	FE/HE O		25	25	25	25	DO (.6) to establish prog. & implement
	Community O		30	30	30	30	PM (FT) to lead the programme & work with clubs, resources
	Quality O Experience		35	35	35	35	EM (.5) to work with clubs etc to improve quality, coordinate & support activities & ev
	Volunteering		12	12	12	12	Develop a range of Volunteer training programmes & resouces
c	Coach Education						
	Develop UKCC	*	10	5			Continuation funding from UKS to develop level 3
	Train coaches towards UKCC - support NOT full cost		19	15	15	15	Develop new training courses & subsidise candidates
	CPD for Coaches		3	3	3	3	Series of workshop, part subsidised
d	Development Projects						
	Club & Coach ?	*	19	0	0	0	C&C DO (.6) To coordinate & drive the scheme
	Building Capacity	*	36	36	27	0	Continuation of current scheme
	<b>Total Development Programme</b>		<b>309</b>	<b>284</b>	<b>273</b>	<b>249</b>	
<b>4</b>	<b>International Programmes</b>						
	British O Funds	15					
	Sport England WSP						
	<u>Start Programme (England)</u>						
a	Start Programme: Salaries, expenses, overheads		17	18	18	19	S&PM (.5 split with Potential)
b	Start Programme: Talent Identification & Development		45	46	48	49	Programme cost
c	Start Programme Support & Development		5	5	5	5	Support for SS/SM/Lifestyle etc
d	Support for TID beneath Start prog		20	20	20	20	Support to develop Reg Squad programmes
	<b>Total Start Programme</b>		<b>87</b>	<b>89</b>	<b>91</b>	<b>93</b>	
	<u>Potential Programme (England)</u>						
d	Potential Programme: Salaries, expenses, overheads		47	48	50	51	S&PM (.5 split with Start) plus other prog staff, coaches etc
e	Potential Programme (Junior & Senior)		40	41	42	44	Programme cost inc JWOC
f	Potential Programme: Support		12	12	13	13	Support for SS/SM/Lifestyle etc
	<b>Total Potential Programme</b>		<b>99</b>	<b>102</b>	<b>105</b>	<b>108</b>	
	<u>Performance Programme (GB)</u>						
g	Performance Programme: Salaries, expenses, overheads		100	103	106	109	PD (FT), NC (.4?), & other prog staff, coaches etc
h	<b>Total Performance Programme</b>		<b>50</b>	<b>52</b>	<b>53</b>	<b>55</b>	Programme costs inc WOC, EOC, etc

i	Performance Programme: Support		20	21	21	22	Support for SS/SM/Lifestyle etc
	Total Performance Programme		170	175	180	186	
	Other International Programmes (inc MTBO, Ski O, Trail O)		5	5	5	5	
	<b>Total International Programmes</b>		<b>361</b>	<b>371</b>	<b>381</b>	<b>392</b>	
	<b>5 Business &amp; Finance</b>						
	British O Funds	53					
	Sport England WSP						
	<u>Administration</u>						
a	Administration salaries, expenses, overheads		36	37	38	39	EO (FT) & on costs
b	Administration inc Office costs, overheads (postage, services, etc)						Costs are covered by work areas
	Total Administration		36	37	38	39	
	<u>Financial and Legal Costs</u>						
c	Salaries, expenses, overheads		33	34	35	36	AM (FT) & on costs
d	Legal & Auditing costs		7	7	7	8	
	Total Finance & Legal		40	41	42	44	
	<u>Marketing</u>						
e	Marketing: Salaries, expenses, overheads		25	26	27	27	MM (6)
f	Marketing: Promoting the sport		7	7	7	8	Support & resources to develop the sport
g	Marketing: Trading		(4)	(5)	(7)	(10)	Steady, but realistic increase
	Total Marketing		28	28	27	25	
h	Staff Recruitment & Professional development		3				
i	Contingency		5				
	<b>Total Business &amp; Finance</b>		<b>112</b>	<b>106</b>	<b>108</b>	<b>108</b>	
	<b>6 Governance &amp; Leadership</b>						
	British O Funds	30					
	Sport England WSP						
a	Leadership salaries, expenses overheads.		56	58	59	61	CE (FT) & on costs
b	Governance inc AGM, Board		12	12	13	13	Other committee & groups within work areas
c	Liaison with external partners (ie IOF)		5	5	6	6	IOF affiliation
	<b>Total Governance &amp; Leadership</b>		<b>73</b>	<b>75</b>	<b>78</b>	<b>80</b>	
	<b>TOTAL EXPENDITURE I/(trading income)</b>	225	<b>962</b>	<b>946</b>	<b>953</b>	<b>946</b>	
	<b>Funding the Federation</b>						
	<b>7 BOF Income (inc fees, levies)</b>						
a	Membership Fees		110	115	120	125	
b	Event Income		100	105	110	115	
c	Sponsorship			10	10	25	Drive in gain income generating sponsorship
d	Other Income		15	15	15	15	Assorted interest etc.
	<b>Total BOF Income</b>		<b>225</b>	<b>245</b>	<b>255</b>	<b>280</b>	
	<b>8 Grants</b>						
a	UK Sport: Exchequer Grant						
b	UK Sport: World Class Performance Operational						
c	SportsCoachUK - Coaching for Teachers (in Coach)						
d	Sport England: WSP						
e	Sport England: Club & Coach, National		19	0	0	0	
	<b>Total Grants</b>		<b>19</b>				
	<b>Total Income</b>		<b>244</b>	<b>245</b>	<b>255</b>	<b>280</b>	
	<b>Budget Deficit/(Surplus)</b>		<b>718</b>	<b>701</b>	<b>698</b>	<b>666</b>	

Analysis of the WSP Targets Returned by Association									
<u>Association</u>	<u>(All)</u>								
		2006	2009	2010	2011	2012	Diff. 2006/12	% diff.	
<b>Participation</b>	Low	124,921	128,335	129,178	128,047	130,622	5,701	4.6%	
	High	124,921	141,942	146,604	146,984	151,691	26,770	21.4%	
<b>Membership</b>	Low	8,180	7,864	7,963	8,076	8,182	2	0.0%	
	High	8,180	8,977	9,419	9,821	10,231	2,051	25.1%	
<b>Events</b>	C1-C5	448	544	555	568	580	132	29.5%	
	Series	1,234	1,140	1,170	1,237	1,291	57	4.6%	
<b>Maps</b>	Reg.	447	201	195	195	199	- 248	-55.5%	
<b>School-Club Links</b>		77	218	251	292	327	250	324.7%	
<b>Talent Development</b>	Reg14	49	114	131	142	157	108	220.4%	
	Reg16	41	105	117	133	132	91	222.0%	
	Reg18	32	87	91	117	127	95	296.9%	
	Start	31	34	43	48	53	22	71.0%	
	Jun/Sen	28	40	44	49	53	25	89.3%	
<b>Coaches - Qualified</b>	Lv2	248	231	242	257	270	22	8.9%	
	Lv3	198	139	145	153	164	- 34	-17.2%	
	Lv4	36	40	40	45	47	11	30.6%	
	Lv5	10	12	11	14	16	6	60.0%	
<b>Coaches - Licensed</b>	Lv2	52	148	161	179	191	139	267.3%	
	Lv3	35	89	99	110	119	84	240.0%	
	Lv4	15	27	30	35	37	22	146.7%	
	Lv5	4	10	10	13	15	11	275.0%	
<b>Controllers</b>	Active d	206	236	243	249	254	48	23.3%	
	Lv3	294	312	321	331	338	44	15.0%	
	Lv2	118	134	139	146	148	30	25.4%	
	Lv1	61	58	58	63	63	2	3.3%	
<b>Organisers</b>		325	479	498	516	535	210	64.6%	
<b>Planners</b>		292	499	521	540	558	266	91.1%	
<b>Number of clubs inc in data</b>		57							

Analysis of the WSP Targets Returned by Association										
Association	EAOA						Diff. 2006/12	% diff.		
		2006	2009	2010	2011	2012				
Participation	Low	3,547	3,557	3,497	3,417	3,437	-	110	-3.1%	
	High	3,547	3,982	4,057	4,132	4,207		660	18.6%	
Membership	Low	369	260	252	245	250	-	119	-32.2%	
	High	369	355	365	375	385		16	4.3%	
Events	C1-C5	18	20	21	22	23		5	27.8%	
	Series	18	8	8	8	8	-	10	-55.6%	
Maps	Reg.	9	7	6	7	6	-	3	-33.3%	
School-Club Links		-	2	3	4	4		4		
Talent Development	Reg14	-	1	2	2	2		2		
	Reg16	-	-	-	2	2		2		
	Reg18	-	-	-	-	-		-		
	Start	-	1	2	2	3		3		
	Jun/Sen	-	1	1	1	1		1		
Coaches - Qualified	Lv2	5	4	4	5	5	-	0	0.0%	
	Lv3	3	1	2	2	2	-	1	-33.3%	
	Lv4	-	-	-	-	-		-		
	Lv5	-	-	-	-	-		-		
Coaches - Licensed	Lv2	1	2	2	2	3		2	200.0%	
	Lv3	-	-	1	1	1		1		
	Lv4	-	-	-	-	-		-		
	Lv5	-	-	-	-	-		-		
Controllers	Active d	11	11	12	12	12		1	9.1%	
	Lv3	17	11	11	11	11	-	6	-35.3%	
	Lv2	3	2	3	3	3		-	0.0%	
	Lv1	-	-	-	-	-		-		
Organisers		12	16	16	17	17		5	41.7%	
Planners		14	16	17	18	18		4	28.6%	
Number of clubs inc in data		3								

Analysis of the WSP Targets Returned by Association										
Association	EMOA						Diff. 2006/12	% diff.		
		2006	2009	2010	2011	2012				
Participation	Low	18,928	19,418	19,665	19,868	20,127		1,199	6.3%	
	High	18,928	19,816	20,295	20,856	21,403		2,475	13.1%	
Membership	Low	740	780	803	827	846		106	14.3%	
	High	740	809	870	928	978		238	32.2%	
Events	C1-C5	57	63	63	63	63		6	10.5%	
	Series	161	210	210	240	270		109	67.7%	
Maps	Reg.	55	17	17	17	17	-	38	-69.1%	
School-Club Links		6	13	16	18	19		13	216.7%	
Talent Development	Reg14	9	20	20	22	22		13	144.4%	
	Reg16	14	15	17	21	21		7	50.0%	
	Reg18	3	10	15	18	22		19	633.3%	
	Start	4	6	7	8	9		5	125.0%	
	Jun/Sen	3	4	5	6	7		4	133.3%	
Coaches - Qualified	Lv2	30	35	36	39	40		10	33.3%	
	Lv3	15	20	22	25	26		11	73.3%	
	Lv4	5	5	5	6	6		1	20.0%	
	Lv5	1	2	2	3	3		2	200.0%	
Coaches - Licensed	Lv2	5	15	17	21	23		18	360.0%	
	Lv3	6	12	14	17	18		12	200.0%	
	Lv4	3	3	3	4	4		1	33.3%	
	Lv5	1	1	1	2	2		1	100.0%	
Controllers	Active d	21	27	28	29	30		9	42.9%	
	Lv3	27	39	40	41	42		15	55.6%	
	Lv2	9	11	12	13	14		5	55.6%	
	Lv1	1	3	3	4	4		3	300.0%	
Organisers		41	48	50	52	53		12	29.3%	
Planners		32	44	46	49	52		20	62.5%	
Number of clubs inc in data		3								

Analysis of the WSP Targets Returned by Association								
Association	NEOA	2006	2009	2010	2011	2012	Diff. 2006/12	% diff.
		Participation	Low	5,967	6,099	6,249		
	High	5,967	6,339	6,589	6,739	6,889	922	15.5%
Membership	Low	354	373	390	410	425	71	20.1%
	High	354	430	460	485	510	156	44.1%
Events	C1-C5	28	34	34	34	34	6	21.4%
	Series	53	58	58	58	58	5	9.4%
Maps	Reg.	35	14	12	12	12	-	23 -65.7%
School-Club Links		1	7	9	11	13	12	#####
Talent Development	Reg14	-	7	8	9	10	10	
	Reg16	-	6	7	8	9	9	
	Reg18	5	5	6	7	8	3	60.0%
	Start	2	1	1	1	1	-	1 -50.0%
	Jun/Sen	3	4	4	4	4	1	33.3%
Coaches - Qualified	Lv2	15	13	15	15	15	-	0.0%
	Lv3	15	10	10	10	10	-	5 -33.3%
	Lv4	2	2	2	2	2	-	0.0%
	Lv5	-	-	-	-	-	-	
Coaches - Licensed	Lv2	2	5	7	8	9	7	350.0%
	Lv3	5	8	8	8	8	3	60.0%
	Lv4	1	3	3	3	3	2	200.0%
	Lv5	-	-	-	-	-	-	
Controllers	Active 0	14	13	13	13	13	-	1 -7.1%
	Lv3	27	25	25	26	27	-	0.0%
	Lv2	4	5	5	6	6	2	50.0%
	Lv1	3	4	4	5	5	2	66.7%
Organisers		15	25	27	29	31	16	106.7%
Planners		19	25	27	29	31	12	63.2%
Number of clubs inc in data		3						

Analysis of the WSP Targets Returned by Association									
Association	NWOA	2006	2009	2010	2011	2012	Diff. 2006/12	% diff.	
		Participation	Low	14,092	18,597	18,997			18,797
	High	14,092	20,727	22,022	21,927	22,652	8,560	60.7%	
Membership	Low	1,254	1,263	1,264	1,270	1,275	21	1.7%	
	High	1,254	1,408	1,468	1,518	1,582	328	26.2%	
Events	C1-C5	78	101	102	107	110	32	41.0%	
	Series	224	229	236	246	253	29	12.9%	
Maps	Reg.	65	26	26	23	24	-	41 -63.1%	
School-Club Links		18	22	26	30	34	16	88.9%	
Talent Development	Reg14	11	15	18	21	24	13	118.2%	
	Reg16	6	21	21	23	24	18	300.0%	
	Reg18	5	20	18	21	23	18	360.0%	
	Start	5	9	11	12	13	8	160.0%	
	Jun/Sen	1	5	5	8	8	7	700.0%	
Coaches - Qualified	Lv2	59	41	51	52	55	-	4 -6.8%	
	Lv3	39	23	26	30	33	-	6 -15.4%	
	Lv4	6	8	8	9	11	5	83.3%	
	Lv5	4	3	3	4	4	-	0.0%	
Coaches - Licensed	Lv2	10	25	31	33	34	24	240.0%	
	Lv3	5	17	20	25	28	23	460.0%	
	Lv4	3	4	6	7	9	6	200.0%	
	Lv5	2	3	4	5	5	3	150.0%	
Controllers	Active 0	17	22	22	24	25	8	47.1%	
	Lv3	32	38	39	41	41	9	28.1%	
	Lv2	17	21	23	24	24	7	41.2%	
	Lv1	15	12	12	14	14	-	1 -6.7%	
Organisers		38	69	74	80	85	47	123.7%	
Planners		33	64	69	75	79	46	139.4%	
Number of clubs inc in data		8							

Analysis of the WSP Targets Returned by Association								
Association	SCOA						Diff. 2006/12	% diff.
		2006	2009	2010	2011	2012		
Participation	Low	6,667	8,632	5,651	5,652	5,653	- 1,014	-15.2%
	High	6,667	10,077	7,317	7,558	7,849	1,182	17.7%
Membership	Low	452	405	405	405	405	- 47	-10.4%
	High	452	525	547	570	599	147	32.5%
Events	C1-C5	14	15	16	16	16	2	14.3%
	Series	41	41	44	47	47	6	14.6%
Maps	Reg.	18	16	13	15	15	- 3	-16.7%
School-Club Links		1	-	-	-	-	1	#####
Talent Development	Reg14	1	7	8	6	8	7	700.0%
	Reg16	5	7	8	9	8	3	60.0%
	Reg18	-	5	5	8	6	6	
	Start	-	1	1	2	2	2	
	Jun/Sen	2	2	2	1	1	- 1	-50.0%
Coaches - Qualified	Lv2	7	5	4	5	7	-	0.0%
	Lv3	12	4	3	3	4	- 8	-66.7%
	Lv4	1	1	1	1	1	-	0.0%
	Lv5	1	1	1	1	1	-	0.0%
Coaches - Licensed	Lv2	-	4	4	5	6	6	
	Lv3	3	2	2	2	2	- 1	-33.3%
	Lv4	1	1	1	1	1	-	0.0%
	Lv5	-	1	1	1	1	1	
Controllers	Active 0	10	8	8	7	7	- 3	-30.0%
	Lv3	12	12	12	11	11	- 1	-8.3%
	Lv2	4	5	5	4	4	-	0.0%
	Lv1	2	2	2	2	2	-	0.0%
Organisers		10	14	15	16	17	7	70.0%
Planners		11	18	19	20	21	10	90.9%
Number of clubs inc in data		4						

Analysis of the WSP Targets Returned by Association									
Association	SEOA						Diff. 2006/12	% diff.	
		2006	2009	2010	2011	2012			
Participation	Low	19,173	19,482	20,987	19,662	19,737	564	2.9%	
	High	19,173	22,014	24,734	22,854	23,574	4,401	23.0%	
Membership	Low	1,167	1,073	1,080	1,086	1,087	- 80	-6.9%	
	High	1,167	1,206	1,267	1,329	1,392	225	19.3%	
Events	C1-C5	55	75	77	80	82	27	49.1%	
	Series	147	138	138	138	138	- 9	-6.1%	
Maps	Reg.	37	35	36	34	37	-	0.0%	
School-Club Links		3	17	19	24	26	23	766.7%	
Talent Development	Reg14	10	9	11	11	12	2	20.0%	
	Reg16	3	9	11	10	10	7	233.3%	
	Reg18	8	8	5	11	11	3	37.5%	
	Start	3	2	4	6	7	4	133.3%	
	Jun/Sen	1	2	4	4	5	4	400.0%	
Coaches - Qualified	Lv2	12	14	15	17	18	6	50.0%	
	Lv3	24	8	10	9	11	- 13	-54.2%	
	Lv4	-	1	1	1	1	1		
	Lv5	1	-	-	-	-	- 1	#####	
Coaches - Licensed	Lv2	6	15	16	17	18	12	200.0%	
	Lv3	4	9	10	10	11	7	175.0%	
	Lv4	3	3	4	4	4	1	33.3%	
	Lv5	1	1	1	1	1	-	0.0%	
Controllers	Active 0	26	31	33	34	34	8	30.8%	
	Lv3	27	29	31	32	34	7	25.9%	
	Lv2	14	14	15	18	19	5	35.7%	
	Lv1	10	10	10	10	10	-	0.0%	
Organisers		53	74	77	81	85	32	60.4%	
Planners		51	100	102	106	109	58	113.7%	
Number of clubs inc in data		8							

Analysis of the WSP Targets Returned by Association								
Association	SOA						Diff. 2006/12	% diff.
		2006	2009	2010	2011	2012		
Participation	Low	7,246	9,214	9,514	9,314	9,614	2,368	32.7%
	High	7,246	9,927	10,407	10,397	10,897	3,651	50.4%
Membership	Low	548	535	538	540	543	5	-0.9%
	High	548	633	647	660	674	126	23.0%
Events	C1-C5	30	30	30	30	30	-	0.0%
	Series	94	79	82	81	84	10	-10.6%
Maps	Reg.	41	5	5	5	5	36	-87.8%
School-Club Links		2	6	7	8	9	7	350.0%
Talent Development	Reg14	6	4	5	5	5	1	-16.7%
	Reg16	2	7	7	5	5	3	150.0%
	Reg18	-	7	6	7	7	7	
	Start	1	2	3	3	3	2	200.0%
	Jun/Sen	1	5	5	5	5	4	400.0%
Coaches - Qualified	Lv2	16	11	12	11	12	4	-25.0%
	Lv3	14	9	9	9	9	5	-35.7%
	Lv4	1	1	1	1	1	-	0.0%
	Lv5	-	-	-	-	-	-	
Coaches - Licensed	Lv2	7	11	11	12	12	5	71.4%
	Lv3	1	7	8	8	8	7	700.0%
	Lv4	-	-	-	-	-	-	
	Lv5	-	-	-	-	-	-	
Controllers	Active 0	21	24	23	24	23	2	9.5%
	Lv3	24	27	27	27	27	3	12.5%
	Lv2	13	14	14	14	14	1	7.7%
	Lv1	11	8	8	8	8	3	-27.3%
Organisers		26	38	39	39	40	14	53.8%
Planners		24	42	42	43	43	19	79.2%
Number of clubs inc in data		5						

Analysis of the WSP Targets Returned by Association									
Association	SWOA						Diff. 2006/12	% diff.	
		2006	2009	2010	2011	2012			
Participation	Low	18,878	18,180	19,442	18,362	19,852	974	5.2%	
	High	18,878	20,903	22,256	21,414	21,993	3,115	16.5%	
Membership	Low	1,289	1,258	1,288	1,313	1,344	55	4.3%	
	High	1,289	1,356	1,408	1,461	1,517	228	17.7%	
Events	C1-C5	70	87	92	92	96	26	37.1%	
	Series	125	106	110	112	116	9	-7.2%	
Maps	Reg.	41	35	38	38	39	2	-4.9%	
School-Club Links		46	99	110	125	140	94	204.3%	
Talent Development	Reg14	-	21	24	26	30	30		
	Reg16	-	14	16	21	18	18		
	Reg18	-	10	12	17	19	19		
	Start	3	5	6	5	5	2	66.7%	
	Jun/Sen	3	1	1	1	2	1	-33.3%	
Coaches - Qualified	Lv2	48	40	35	40	39	9	-18.8%	
	Lv3	27	24	24	24	27	-	0.0%	
	Lv4	3	3	3	6	6	3	100.0%	
	Lv5	-	2	1	1	3	3		
Coaches - Licensed	Lv2	11	30	29	34	34	23	209.1%	
	Lv3	5	15	16	16	19	14	280.0%	
	Lv4	-	3	3	6	6	6		
	Lv5	-	2	1	2	4	4		
Controllers	Active 0	39	47	49	51	54	15	38.5%	
	Lv3	44	47	49	51	51	7	15.9%	
	Lv2	13	17	18	20	20	7	53.8%	
	Lv1	10	10	10	10	10	-	0.0%	
Organisers		55	81	83	83	86	31	56.4%	
Planners		49	86	90	89	92	43	87.8%	
Number of clubs inc in data		9							

Analysis of the WSP Targets Returned by Association								
Association	WMOA						Diff. 2006/12	% diff.
		2006	2009	2010	2011	2012		
Participation	Low	13,250	13,275	12,725	13,975	14,025	775	5.8%
	High	13,250	14,925	14,675	16,425	16,925	3,675	27.7%
Membership	Low	905	865	882	910	927	22	2.4%
	High	905	1,050	1,115	1,165	1,205	300	33.1%
Events	C1-C5	34	36	35	38	39	5	14.7%
	Series	199	180	184	200	205	6	3.0%
Maps	Reg.	89	18	20	21	22	-	67 -75.3%
School-Club Links		-	39	47	57	66	66	
Talent Development	Reg14	9	14	17	20	22	13	144.4%
	Reg16	7	13	16	19	21	14	200.0%
	Reg18	8	8	10	14	15	7	87.5%
	Start	5	3	4	3	4	-	1 -20.0%
	Jun/Sen	4	4	4	4	4	-	0.0%
Coaches - Qualified	Lv2	24	32	34	34	36	12	50.0%
	Lv3	16	15	14	15	15	-	1 -6.3%
	Lv4	8	9	9	9	9	1	12.5%
	Lv5	1	1	1	1	1	-	0.0%
Coaches - Licensed	Lv2	4	19	21	21	23	19	475.0%
	Lv3	3	6	6	8	8	5	166.7%
	Lv4	2	5	5	5	5	3	150.0%
	Lv5	-	-	-	-	-	-	
Controllers	Active 0	18	21	22	23	24	6	33.3%
	Lv3	41	40	41	45	46	5	12.2%
	Lv2	20	20	21	22	22	2	10.0%
	Lv1	5	5	5	5	5	-	0.0%
Organisers		24	36	37	38	39	15	62.5%
Planners		23	36	39	40	41	18	78.3%
Number of clubs inc in data		5						

Analysis of the WSP Targets Returned by Association									
Association	WOA						Diff. 2006/12	% diff.	
		2006	2009	2010	2011	2012			
Participation	Low	3,256	3,255	3,525	3,675	3,825	569	17.5%	
	High	3,256	3,556	4,076	4,506	4,976	1,720	52.8%	
Membership	Low	306	322	331	340	350	44	14.4%	
	High	306	330	352	375	399	93	30.4%	
Events	C1-C5	26	37	38	41	42	16	61.5%	
	Series	124	55	61	63	65	-	59 -47.6%	
Maps	Reg.	7	11	6	7	6	-	1 -14.3%	
School-Club Links		-	1	2	1	2	2		
Talent Development	Reg14	-	8	7	6	6	6		
	Reg16	-	6	7	8	7	7		
	Reg18	-	6	6	6	8	8		
	Start	3	2	2	2	2	-	1 -33.3%	
	Jun/Sen	1	4	4	4	4	3	300.0%	
Coaches - Qualified	Lv2	8	9	10	10	11	3	37.5%	
	Lv3	10	5	5	5	5	-	5 -50.0%	
	Lv4	2	2	2	2	2	-	0.0%	
	Lv5	-	-	-	-	-	-		
Coaches - Licensed	Lv2	2	6	6	6	6	4	200.0%	
	Lv3	-	5	5	5	5	5		
	Lv4	1	2	2	2	2	1	100.0%	
	Lv5	-	-	-	-	-	-		
Controllers	Active 0	8	12	13	13	13	5	62.5%	
	Lv3	17	16	17	17	18	1	5.9%	
	Lv2	9	11	9	9	9	-	0.0%	
	Lv1	1	1	1	1	1	-	0.0%	
Organisers		16	31	33	34	35	19	118.8%	
Planners		7	19	21	22	23	16	228.6%	
Number of clubs inc in data		5							

Analysis of the WSP Targets Returned by Association									
Association	YHOA						Diff. 2006/12	% diff.	
		2006	2009	2010	2011	2012			
<b>Participation</b>	Low	13,917	8,626	8,926	8,926	8,826	-	5,091	-36.6%
	High	13,917	9,676	10,176	10,176	10,326	-	3,591	-25.8%
<b>Membership</b>	Low	796	730	730	730	730	-	66	-8.3%
	High	796	875	920	955	990	-	194	24.4%
<b>Events</b>	C1-C5	38	46	47	45	45	-	7	18.4%
	Series	48	36	39	44	47	-	1	-2.1%
<b>Maps</b>	Reg.	50	17	16	16	16	-	34	-68.0%
<b>School-Club Links</b>		-	12	12	14	14	-	14	
<b>Talent Development</b>	Reg14	3	8	11	14	16	-	13	433.3%
	Reg16	4	7	7	7	7	-	3	75.0%
	Reg18	3	8	8	8	8	-	5	166.7%
	Start	5	2	2	4	4	-	1	-20.0%
	Jun/Sen	9	8	9	11	12	-	3	33.3%
<b>Coaches - Qualified</b>	Lv2	24	27	26	29	32	-	8	33.3%
	Lv3	23	20	20	21	22	-	1	-4.3%
	Lv4	8	8	8	8	8	-	-	0.0%
	Lv5	2	3	3	4	4	-	2	100.0%
<b>Coaches - Licensed</b>	Lv2	4	16	17	20	23	-	19	475.0%
	Lv3	3	8	9	10	11	-	8	266.7%
	Lv4	1	3	3	3	3	-	2	200.0%
	Lv5	-	2	2	2	2	-	2	
<b>Controllers</b>	Active 0	21	20	20	19	19	-	2	-9.5%
	Lv3	26	28	29	29	30	-	4	15.4%
	Lv2	12	14	14	13	13	-	1	8.3%
	Lv1	3	3	3	4	4	-	1	33.3%
<b>Organisers</b>		35	47	47	47	47	-	12	34.3%
<b>Planners</b>		29	49	49	49	49	-	20	69.0%
<b>Number of clubs inc in data</b>		4							

## Skills Development Structure – Consultation draft May 2008

	No Experience (0)	Basic Fundamentals (1)	Talent Identification (2)	Talent Development (3)	Talent Fulfilment (4)	World Class (5)
<b>World Class Attitude / Behaviour</b>	Commitment	Interested and Engaged, Inspired	Core commitment, inspired, motivated	Dedicated, Priority in life planning	Single minded, making sacrifices, completely committed	Completely immersed, every decision based on becoming World Champion
	Coachability	Listens to instruction, asks questions, picks up basic principles, learns the basics well	Asks questions, does the basics exceptionally, learns more advanced principles well, open to advice	Asks questions, aims for perfection, understands requirements for success, actively seeks knowledge. Accepts constructive criticism and accepts mistakes as an opportunity to learn		
	Organisation	Punctual, regular exercise and activity, regular orienteering	Basic training schedule, regular physical training with key weekly sessions, weekly orienteering training, daily organisation, training aimed at key races each year, goals for training and competition	Comprehensive training schedule incorporating all elements, work/school/life organised around training, training periodised to peak for key events but overall training aim to become World Class		Prioritises the key elements of becoming World Class
<b>Technical Excellence</b>	Leg planning	Break leg into sections, identify strategy to complete each section	Attackpoint, Routechoice, Exit Point, Choosing the easiest option, identifying correct skill/s used on each leg	Choosing the best route choice based on skill level, identifying obvious features on each leg	Choosing the best route choice, considering visibility and runnability	
	Skills	Map symbols, line features, basic contour shapes, map orientation	Short accurate compass, basic simplification, identifying lines to follow	Complex simplification, navigating in fine detail		
	Execution	Only moving when plan is formulated, using correct skill at correct time, stopping at key points	Executing basic skills quickly and accurately, taking time to get more advanced skills right	Executing advanced skills quickly and accurately, executing basic skills perfectly every time	Executing skills perfectly every time	
	Analysis	Rate success of each leg and discuss reasons	Basic race/training analysis, split times, was there leg plan, was it executed?	Good race/training analysis, split times, effective route choice, effective skill execution, running/terrain speed, identify strengths and weaknesses	Advanced race/training analysis, best route choice, perfect skill execution, speed of skill execution, constantly monitor areas for improvement	World Class race/training analysis, identify every second lost, monitor performance in all areas to identify any possibilities for improvement

	<b>No Experience (0)</b>	<b>Basic Fundamentals (1)</b>	<b>Talent Identification (2)</b>	<b>Talent Development (3)</b>	<b>Talent Fulfilment (4)</b>	<b>World Class (5)</b>
<b>Physical Excellence</b>	Fitness	General fitness, ability to move through terrain, speed. Intervals once per week, orienteering once per week	Endurance and speed. Solid terrain running ability. Training with athletics club, intervals, running drills, speed/sprint drills, orienteering 1-2 per week	3km M 10 min W 12 min, strong terrain running ability, endurance for 50/60 (W/M) minute races. Training with athletics club, intervals (inc hills) 2 per week, running drills, speed/sprint drills, long run 1 per week, orienteering 2 per week	5km M 16 min W 18 min, outstanding terrain running ability, strong uphill and down, endurance for 65/80 (W/M) minute races. Intervals (inc hills/terrain) 2-3 per week, running drills, plyometrics, speed/sprint drills, long run 1-2 per week, orienteering 2-3 per week	10km M 31min W 35 min, world class terrain running ability, national level fell running, endurance for 75/95 (W/M) minute races
	Injury Prevention	core stability, posture, flexibility	core stability, posture, flexibility, ankle/knee/hip stability, body weight circuits	core stability, posture, flexibility, ankle/knee/hip stability, basic resistance programme for leg and core strength	core/ankle/knee/hip stability, posture, flexibility, free weights strength training, regular massage	core/ankle/knee/hip stability, posture, flexibility, free weights, regular massage
<b>Mental Excellence</b>	Competition	Concentration, winning attitude	Patience, discipline			
	Complimentary	Not afraid of making mistakes	Resiliency, Independence			
<b>Experience</b>	Racing	Local/Regional Events, Schools Championships	JIRCs, Regional/National Events, World Schools, British, JK	JHIs, FCC, EYOC, International Multi-days	JWOC, JEC, Eurometing, International relays and events, UK Cup, World Cup	WOC, EOC, World Cup, International relays and major events
	Training	Club training, athletics or running group	Regional Squad training weekends and camps, Lakeside	Start Squad weekends and Summer Tours	Junior Squad training camps, EDS/SEDS weekends, self-help senior training	Senior Squad training camps, EDS/SEDS training, self-help training

No Experience (0) --School/Club--> Basic Fundamentals (1) --Regional Squads--> Talent Identification (2) --Start Squad--> Talent Development (3) --Junior Squad/EDS/SEDS--> Talent Fulfilment (4) --Senior Squad--> World Class (5)

Each of our programmes will be aimed to transition an athlete from one key stage to the next (ie Regional Squads take athletes from stage 1 to stage 2) the aim should be that by the time they move on to the next level they should have fulfilled all the major requirements (ie before entering Start Squad and beginning transition to level 3 they should have met the key requirements of level 2)