



Club & Association Conference 2018

Agenda

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|-------|---|
| 11:00 | Welcome |
| 11:10 | Review of 2017 Conference |
| 11:30 | Chief Executive's Review of British Orienteering Activities |
| 12:00 | Strategic Priorities and funding for 2019-2021 |
| 12:45 | Lunch |
| 13:30 | Performance and Talent the future |
| | Key objective of programme |
| 14:45 | Break |
| | Support and funding |
| 15:30 | Orienteering Foundation the 1% Club |
| 15:45 | Closing statements / Action points |

Review 2017 Conference

- Competitions
 - Competition Review
 - Competition survey
- Developing Event Volunteers
 - Webinars
 - Coaching
 - Club Development
 - Planning



Chief Executive's Review of British Orienteering Activities

Health & Safety

- My findings – not directed at any individuals or committees they are my observations
- They might be incorrect – just my interpretation from discussions

Key Tasks

- To understand the sport and the environment
- Day role continues
- To assess the operations and make recommendations to the board

Understanding the environment

- Chair
- Board
- Staff
- Steering Groups
- Associations
- Members
- IOF
- Still on-going

Confidence

- Good and wide range of competitions and events – too many
- Dedicated and committed volunteer workforce (volunteer & staff)
- Sound governance
- Good participation data
- Participation levels are holding
- Membership understands we have limited resources
- Achieving Sport England & Sport Ni targets

Leadership

- Strategic direction
- Lack of targets
- Decisions not referenced to Strategic Plan
- No measurement of success
- Poor internal (staff) and external Communications (members)

Other Challenges

- Major events and competition structure are *“not sustainable”*
- Future funding of the sport
- What commercial sustainability means
- Members not all understanding the relationship with Sport England
- Historical arrangements (contracts), culture & feelings
- Events & competitions a real risk

Identified Risks

1. Lack of Direction with limited resources
2. Lack of measurements
3. Competition structure, rules and resources
4. No guarantee of external funding beyond March 2021
5. Representing members
6. Contracts – individuals, companies, events



British Orienteering

Summary

1. To have a plan and targets that everyone understands and communicates
2. Stabilize the organisation and membership and provide a good service
3. To have a competition programme that is sustainable
4. Ensure our marketing products e.g. Xplorer and Teaching Orienteering are able to be delivered post 2021
5. Underpinned with good governance, financial stability and good communication



Moving Forward 2018-2021

Context

1. Strategic Plan & Targets
2. British Orienteering have a long term budget
3. Reviewed the operations and budget until 2021
4. Key Assumptions
 - a. *Membership fairly static*
 - b. *Participation static*
 - c. *No grant from Sport England (or Northern Ireland) after March 2021*
5. ***No long term plan yet for replacement of Performance Pathway & Development***

Context Membership Figures

<i>Year</i>	<i>Members</i>	<i>Source</i>
<i>2015</i>	<i>10,939</i>	<i>Board Minutes Dec</i>
<i>2016</i>	<i>10,891</i>	<i>Board Minutes Dec</i>
<i>2017</i>	<i>10,336</i>	<i>Board Minutes Dec</i>
<i>2018</i>	<i>10,059</i>	<i>Database August 2018</i>

Context Participation Figures

<i>Year</i>	<i>Competition Participation</i>	<i>Club Activity</i>	<i><u>Non Club</u></i>	<i>Totals</i>
<i>2015</i>	<i>165,639</i>	<i>49,345</i>	<i>8,103</i>	<i>223,087</i>
<i>2016</i>	<i>162,784</i>	<i>39,855</i>	<i>8,823</i>	<i>211,462</i>
<i>2017</i>	<i>155,120</i>	<i>34,800</i>	<i>1,777</i>	<i>191,697</i>
<i>2018</i>	<i>Not comparable</i>			

Finance - Income

	2018	2019	2020	2021
Membership & Levy	£243,970	£271,400	£286,925	£302,450
Events	£45,950	£38,000	£38,000	£38,000
Commercial	£51,000	£53,500	£63,500	£73,500
Grants	£377,292	£305,456	£282,111	£60,710
Totals	£718,212	£668,358	£670,535	£474,660

Key Changes



	2018	2019	2020	2021
Membership & Levy	£243,970	£271,400	£286,925	£302,450

1. Based on a membership of 10,000
2. The income is net (not including club & association fees which are passed directly to clubs & regional associations)
3. Membership fee for adults going up to **£13 in 2020 and £15 in 2021**
4. Club affiliation fee increasing **£5 year on year from 2020**
5. Levy's and Junior membership staying consistent

Key Changes



	2018	2019	2020	2021
Events	£45,950	£38,000	£38,000	£38,000
Commercial	£51,000	£53,500	£63,500	£73,500

1. Increase in expectation in income from JK – has been static for a number of years at £25K – this has been increased to £30K – income shown is net
2. Remainder income is from British Long & Relay, Middle and Sprint championships at £2K per event
3. Commercial programme will need to be driven by new Business Manager – although initially on a 18 month contract income is based on being successful e.g. covering costs after initial start up. Only marketing and promotion programme / budgeted after 2020
4. Possibility of looking at raising additional optional income from membership & levys for specific projects – Performance / talent / youth?

Key Changes



	2018	2019	2020	2021
Grants	£377,292	£305,456	£282,111	£60,710

1. These payments are due in between January 2021 – 31 March 2021
2. There are no operational costs shown after December 2020

Known Risks

- Commercial Activities are not successful
- AGM voting (membership fees)
- Changes in behaviour (membership, participation, JK surplus)
- Ability to react quickly to changes as key source of adjustable income is through membership fees or the levy agreement

Finance - Expenditure



	2018	2019	2020	2021
BOF (Membership, office, finance)	£107,730	£109,680	£111,196	£112,943
Events	£3,500	£17,300	£17,300	£17,300
Commercial	£22,631	£54,458	£54,458	£54,458
Talent & Performance	£28,000	£33,000	£37,500	£35,500
Staff & Expenses	£172,576	£180,967	£179,967	£193,341
Promotion & development	£4,100	£4,000	£4,000	£6,000
Sport England / Ni	£332,193	£305,833	£282,488	£67,825
Projects	£5,000	£40,000	£0	£0
Totals	£675,731	£745,238	£686,909	£487,367

Finance - Expenditure



	2018	2019	2020	2021
BOF (Membership, office, finance)	£107,730	£109,680	£111,196	£112,943
Events	£3,500	£17,300	£17,300	£17,300

1. Events, assumed that the JK is a partnership event, included a cost of a consultant to support British Championships at £15K including expenses

Finance - Expenditure



	2018	2019	2020	2021
Commercial	£22,631	£54,458	£54,458	£54,458

1. Pulling together in the budget all the commercial activities such as Teaching orienteering, Xplorer and PGL agreements
2. Have a person to drive this (Xplorer, PGL type agreements, Teaching Orienteering) forward on an 18 month fixed term contract with the aim of breaking even in this time. If so the role will continue
3. The commercial activity will be our marketing / promotional activity moving forward

Finance - Expenditure



	2018	2019	2020	2021
BOF Staff & Expenses	£172,576	£180,967	£179,967	£193,341

1. Allowed £3,000 for international representation costs

Finance - Expenditure



	2018	2019	2020	2021
Talent & Performance	£28,000	£33,000	£37,500	£35,500
Promotion & development	£4,100	£4,000	£4,000	£6,000

1. Continue to fund the performance team at £26,000 a year - £6,000 per year from reserves.
2. In 2019, 2020 and 2021 have an additional fund for supporting athlete(s) that have an opportunity to win a medal at the 2022 championships at 2019 = £5K and 2020-21 = £7.5K p.a. from reserves.

Finance - Expenditure



	2018	2019	2020	2021
Sport England / Ni	£332,193	£305,833	£282,488	£67,825

1. Grant from Sport England and Sport NI is reducing.
2. Operational costs and talent funding are both reducing
3. Talent funding with in effect finish in at the end of the 2020 season

Finance - Expenditure



	2018	2019	2020	2021
Projects	£5,000	£40,000	£0	£0

1. Projects will be funded from reserves – if required
2. £5,000 for the VAT review has already been approved
3. £40,000 to be set aside, underwritten by reserves, for a competition structure and rule review

Income - Expenditure



	2018	2019	2020	2021
Income	£718,212	£668,356	£670,536	£474,660
Support from Reserves	£11,631	£84,458	£13,500	£13,500
Total	£729,843	£752,814	£684,036	£488,160
Expenditure (BOF)	£343,538	£439,405	£404,421	£419,543
Expenditure (SE & Sport NI)	£332,193	£305,833	£282,488	£67,825
Total	£675,531	£745,238	£686,909	£487,368

Known Risks

- Commercial Activities are not successful
- AGM voting (membership fees)
- Changes in behaviour (membership, participation, JK surplus)
- Ability to adjust income/expenditure in a timely manner – need AGM approval
- What this does not address is Performance Pathway & Development programme



Performance Pathway the future

Performance Pathway the future

Position in January 2021

World Championships support = £26K
(£6k from reserves)

An additional fund for supporting athlete(s) that have an opportunity to win a medal at the 2022 championships = additional £7.5K from reserves

No further funding for the Performance Pathway currently identified



Strategic Plan

Report to the British Orienteering Federation

December 2016
Member and public publication

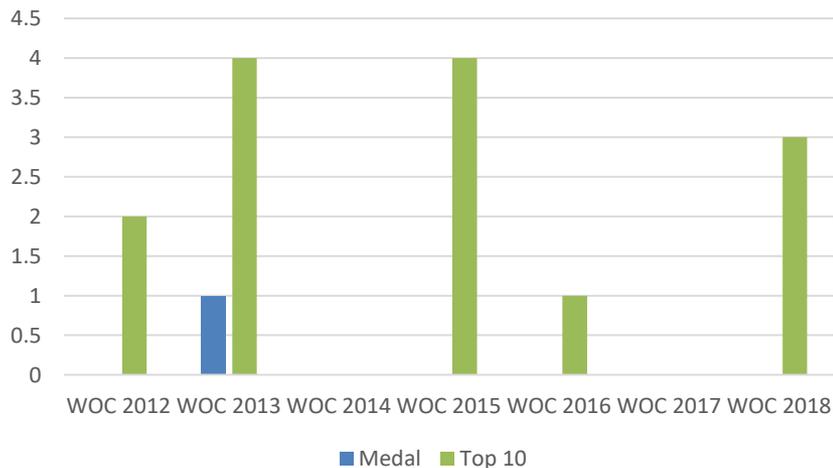
Strategic Plan - Podium

Aim:

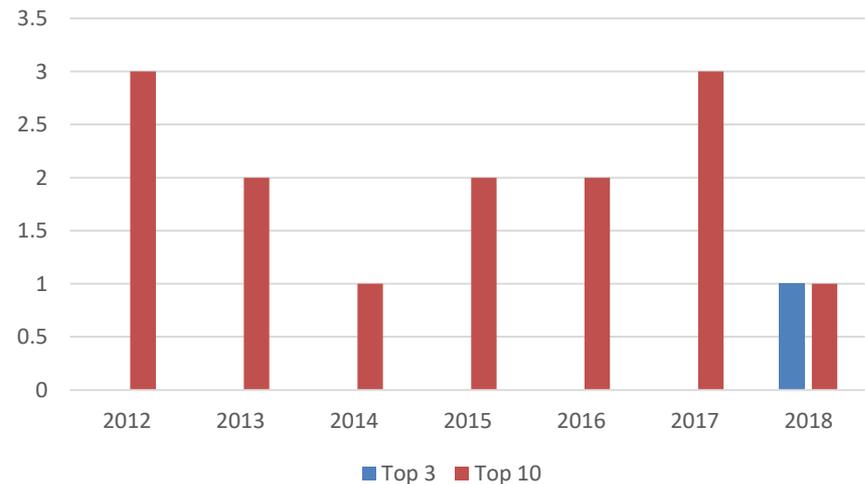
Sustained success for British orienteers at international competitions, the pinnacle being the World Championships (“WOC”) and Junior World Orienteering Championships (“JWOC”)

Key Performance Indicator = Medals and top 10 places at WOC and JWOC

Senior World Championships

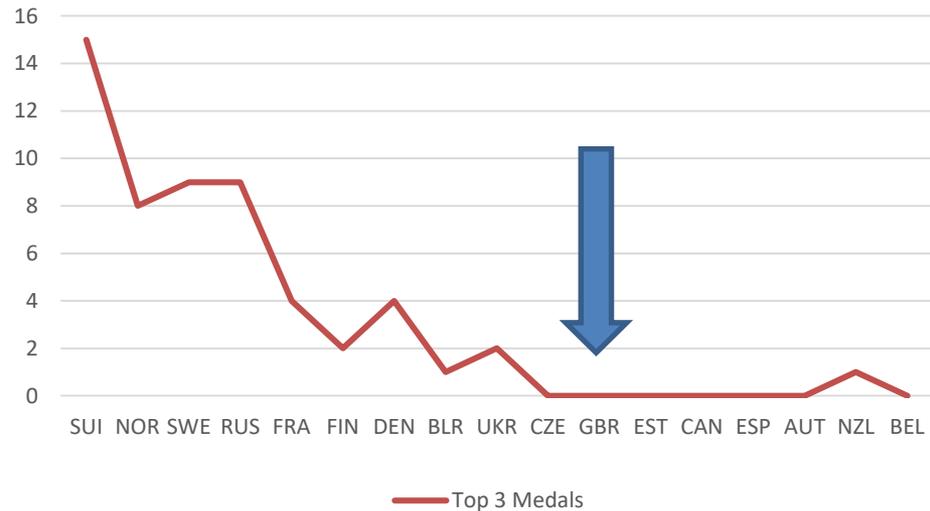


Junior Results

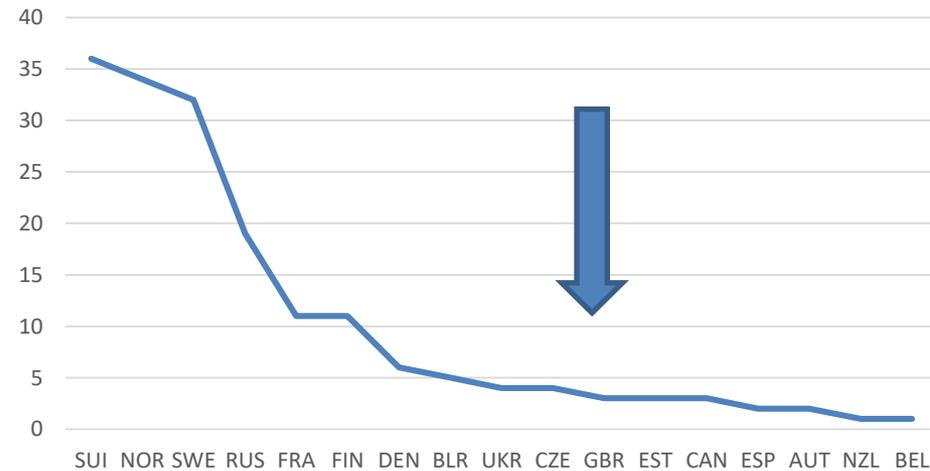


WOC comparison Individual Results 2016-18

2016-18 Medals

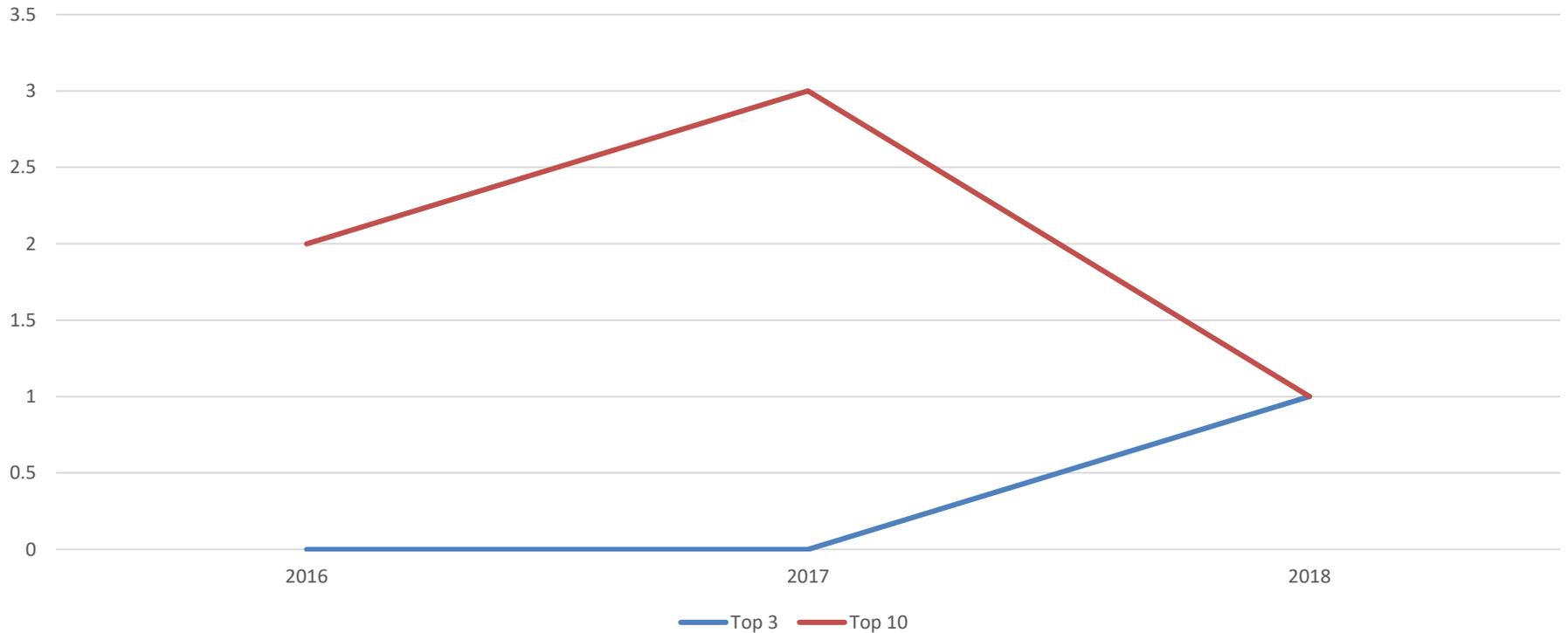


2016 -18 Top 10 finishes

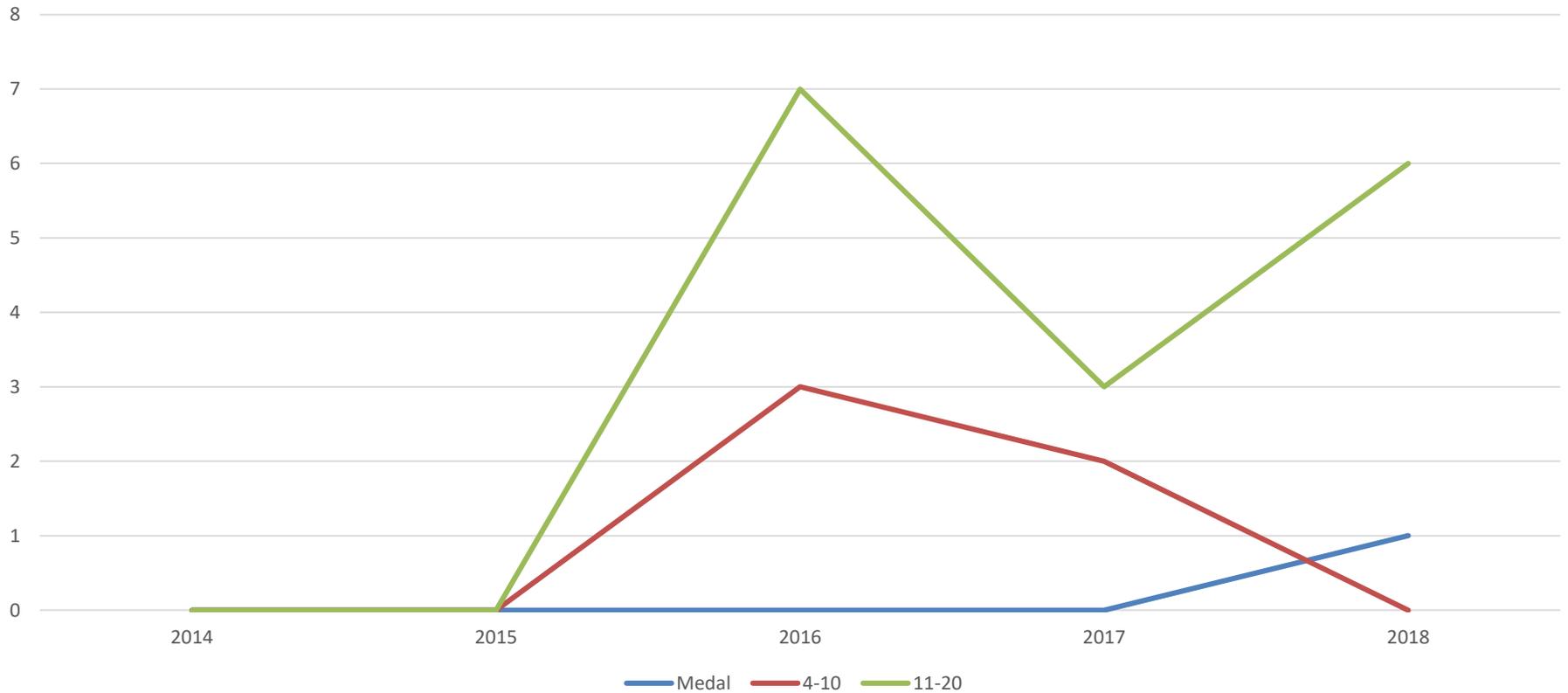


JWOC Individual Results 2016-18

2016 - 2018 JOC Results



European Youth Results 2014-18



What should our Aim be?

To consider what the aim
of the Performance
Pathway should be after
2020

*This exercise is purely about the Aim
not the How*

*If you have ideas on the How please
feel free to complete the post it notes
and we will pass these on to the
Performance Steering Group.*

What should our Aim be?

To consider what the aim of the Performance Pathway should be after 2020

Task 1

Split into 3 groups for xx minutes and discuss

Strategic Plan - Podium

Aim:

Sustained success for British orienteers at international competitions, the pinnacle being the World Championships (“WOC”) and Junior World Orienteering Championships (“JWOC”)

Key Performance Indicator

Medals and top 10 places at WOC and JWOC

Financially
how do
we
achieve
this?

2018 Position

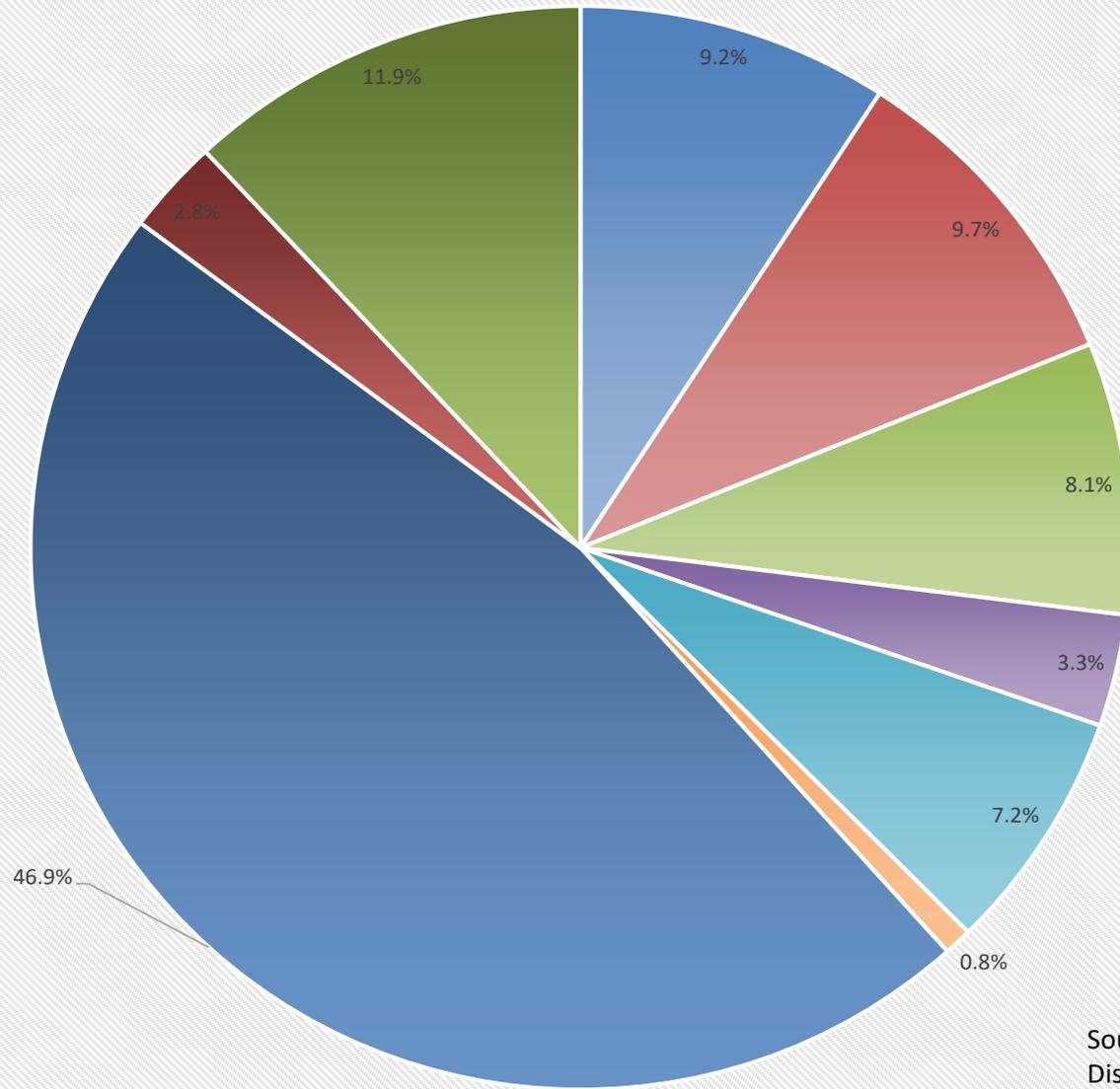
Senior Team funded £26K a year

Talent funded at £75K a year

2021-22

Senior Team budgeted £26k a year plus £6K for medal(s) in 2022

Talent = £0

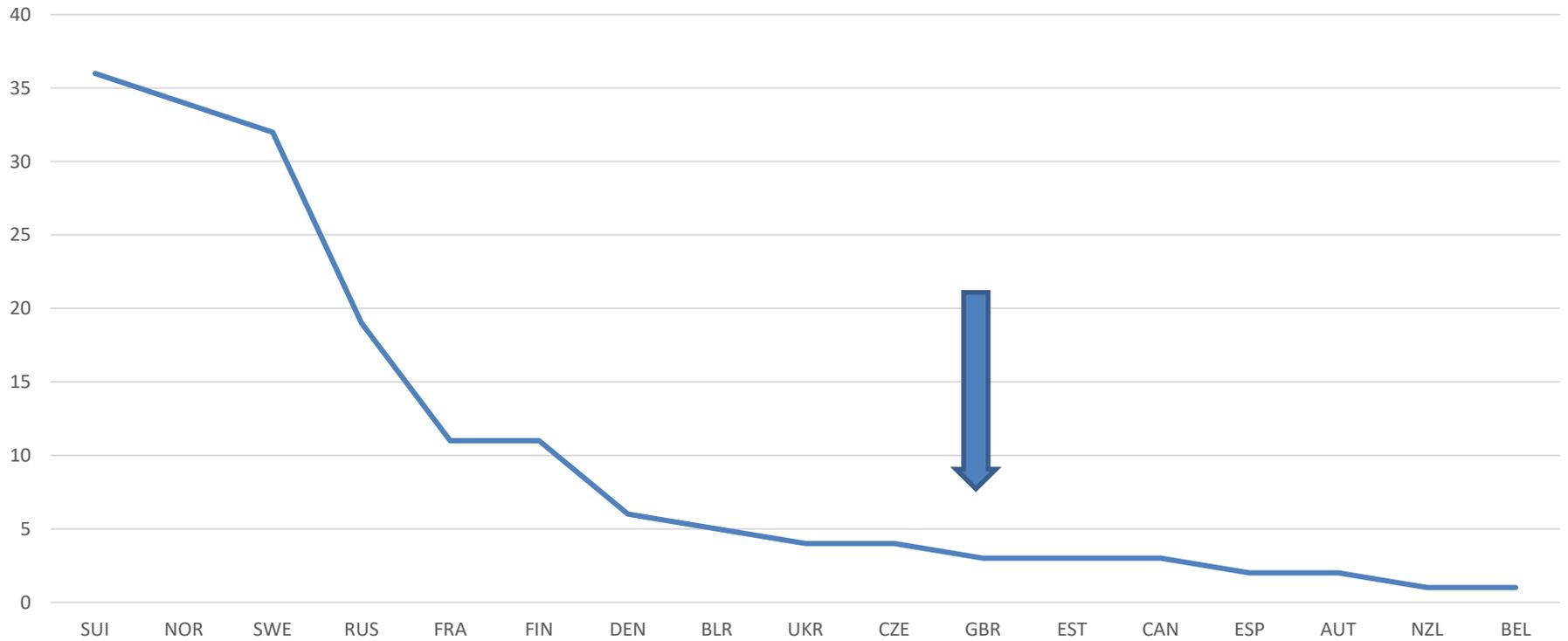


- Members = 9.2%
- Major Events = 9.7%
- Governance = 8.1%
- Development = 3.3%
- Performance = 7.2%
- Promoting the Sport = 0.8%
- Salaries and staff expenses
- Finance costs
- Other costs

Source: Annual Report 2017
Discretionary British Orienteering funds

WOC Individual Results 2016-18

2016 -18 Top 10 finishes





British Orienteering

Ranked 1 - SWITZERLAND

- Well, our funding is more than 20 times higher than that...

Ranked 7 - DENMARK:

- Budget = £575.000 (including national teams (senior, junior, u16), our elite centre in Aarhus and 5 regional talent development squads)
- Staffing costs = £230.000

Ranked 10 - CZECH

- Senior Team 2017 - €100,000
- Staffing costs = €30,000
- A-Team athletes receive €3,000 – 7,000 year from state/federation

Our Competitors

How do we
resource the
Performance
Pathway?

How much should British
Orienteering budget?

Financially
what
should
this look
like?

Task

Split into 3 groups for xx minutes and discuss

“How much should be spent on the Performance Pathway as a percentage of turnover, given that it is one of the three main planks of the orienteering business”

Email from a member

How do we
resource the
Performance
Pathway?

What financial and physical
resources can the Clubs &
Associations present contribute

How do
we
resource
this?
Member
email

Having British elite representation at championships and other high profile events is vitally important to motivate youngsters to orienteer.

Being a member of a regional or national squad is very useful when applying for grants/bursaries/free gym use etc

It is expensive to be an elite orienteer.

Clubs and regional squads in the UK could help more Elites could talk at club night or at a local school, give out prizes, provide map updates, coaching etc if need be in return

Many British elites get a lot of help from their overseas club which often results in them not competing in the UK very much which is a shame.

Training with and coaching regional squads can be a big help and could be encouraged with free coaching courses perhaps?

I believe clubs, members and elites can help each other in lots of ways.



British Orienteering

How do we resource this? Member email

A number of colleagues I have spoken to across the UK advocate a levy of some kind on events, which might be ring-fenced for expenditure on T&P.

Some favour a blanket addition to the BO levy, others prefer an additional levy on the more senior events to which largely dedicated orienteers come, and others prefer an optional levy via the on-line event entry systems.

One has even suggested that the levy from regional and local events goes to development more generally while the levy from major events goes to T&P



Summing Up





With more we can do more

Tell us what you think about the programme

Consider supporting us with a 1% gift in your will

Tell people about the programme to give them an opportunity to get involved

Closing & Action Points



Club & Association Conference 2018