

# Board of Directors

Saturday, 18 June 2016

Meeting held at the National Office, Tansley



---

**Board attendees:** Philip Baxter (PB); Bob Dredge (BD); John Flook (JF); Mike Hamilton (MH); Judith Holt (JH); David Maliphant (DM); Elizabeth Pariag (EP); Martin Ward (MW); Julie Webster (JW)

**Minute taker:** MH

**Apologies:** All in attendance

## 1. Meeting Administration

### Any Other Business

MH raised the matter of open data which he would like the views of the Board on. To be dealt with under AOB.

### Declarations of Interest

No declarations of interest were made in addition to those held on the register. JW confirmed that her Declaration of Interest form had now been completed and added to the register.

### Actions from the May meeting

1. Longer term financial plan: MH/BD were asked to draft a longer term financial plan, setting out the way in which income to British Orienteering can be gradually increased; the plan to be communicated to the membership as soon as is feasible and before the AGM.  
*Formal plan not prepared pre-AGM; preparation of the plan is on-going and should be available for the September meeting.*
2. Disciplinary Procedures: The disciplinary procedures are to be reviewed during 2016 and the review should ensure that our procedures are robust and in line with good practice; action MH.  
*On-going, recommendations to be brought to the September Board meeting.*
3. 50<sup>th</sup> Celebration: MH to organise a small organising group.  
*Recruitment to a small organising committee has commenced. The Board noted that there is a need to include people who will be able to contribute to all aspects of the celebrations which should include the past, present and future of British Orienteering. MH reported that from a staff perspective Jennie Taylor, Marketing Manager, will lead on this work.*
4. Orienteering Foundation (OF): MH to confirm the number of bodies acting to fund orienteering activities and report back to the Board.  
*Situation has been confirmed and there appears to be only one other body funding orienteering activities in addition to the OF; this body is not a registered charity. On this basis the Board are comfortable with a link to the OF being included on the website whilst the funding situation is being reviewed.*
5. Membership & Levy: Consultation process to commence as soon as possible. MH to prepare briefs and communicate the consultation process to members, clubs and associations.  
*A brief paper has been agreed and circulated to Board members prior to the meeting. The briefing paper has also been circulated to association chairs in preparation for the first round of consultation.*
6. Association Links: JH/MH/BD to develop a brief for discussions that will take place between the Board and associations.  
*It was agreed that two simple questions should be included at the end of the Membership & Levy paper. Association Chairs will be asked for their opinions regarding communications and links between the board and associations.*
7. WMOC 2020: MH to communicate with David May about establishing a small organising group.  
*Communication has taken place and a small Organising Committee is being formed. MH has also been in contact with a partner that may be prepared to assist with the submission if support is required. The Board will be kept apprised as the situation progresses. BD to commence the promotion of the submission during his time at WOC 2016.*

8. JK 2017 Levy: MH to communicate the outcome of the Board discussion to the organiser.

*JK2017 Coordinator has been communicated with and has reported that she believes the proposed solution is agreeable to SEOA.*

## 2. Finance

The May accounts had been circulated to Board members prior to the meeting.

BD explained that when the athlete contributions are included and other timing matters addressed the accounts are in line with the budget.

The significant points to note are:

1. There will be an additional cost associated with Deloitte, the consultants used to challenge and complete the Strategic Plan and the High Performing NGB audit. This additional cost is associated with bolstering the Sport England funding, VAT and 'on-costs' and will probably amount to between £7,000 and £8,000 in total.
2. Major event accounts are yet to be closed and may not raise the £25,000 of profit for British Orienteering that was in the budget.
3. Athlete contributions are still some way from the amount expected but this is normal for this time of year.
4. WOC 2015 associated audit costs relating to additional work completed on VAT and clarifying the IOF/BOF cost amounted to almost £3,000 that had not been budgeted; information was received too late to be included in the 2015 accounts.

BD also pointed out that looking forwards it remains unclear as to the likely financial circumstances that will face British Orienteering post March 2017; it will probably be late in the year before the situation becomes any clearer.

No additional queries were raised.

## 3. EGM Preparation

Board members had received a report on the preparations for the EGM prior to the meeting.

MH explained that plans are now in place to deliver the EGM at the Club & Association Conference on 29 October with the following timeline:

2016		Action/event
18 June	Sat	Board meeting – agree consultation document
June		Consultation – Association Chairs
July		Consultation – Clubs & members
19 August	Frid	Last day for written notification of EGM <i>[Clause 33 – 70 clear days before AGM]</i>
08 September	Thur	Last date for agenda items & member proposals <i>[Clause 34.4- &gt;= 50 clear days before AGM]</i>
17 September	Sat	Board meeting – agree EGM proposal
04 October	Tues	EGM Booklet inc proxy papers to members <i>[Clause 33 - &gt;=21 clear days prior to AGM - 3 days posting]</i>
07 October 2016	Frid	Members need to receive agenda <i>[Clause 33 - &gt;=21 clear days prior to AGM]</i>
29 October 2016	Sat	EGM

It was agreed that the wording of the Membership & Levy proposal will be confirmed at the September Board meeting. It was also agreed that if necessary a board conference call could be scheduled to deal with any outstanding matters related to this matter prior to the September meeting.

MH also explained that significant planning had also been put in place by Jannette Blunden and the admin team to deal with member renewals which commence only 2 days after the EGM on 1 November. A detailed schedule was included in the board briefing papers.

## 4. Association Matters

- a) Liaising with Associations: During this discussion some directors indicated that they find making time available for visiting an association's meetings difficult.

PB expressed a view that when he has to step down as a director next Easter maintaining strong links with NIOA may be more challenging.

LP pointed out that associations should be made more aware that they can initiate either discussions or a director visiting a particular meeting.

It is clear that the original intention, documented in the brief, is for a director to visit an association meeting once in a year. Over recently years the actions of directors have led to an increase in expectation from associations and some now expect a director to be present at every meeting. With 12 associations, up to 5 meetings a year and 5 directors filing this need there is considerable pressure on certain directors.

BD and DM reinforced the importance of face to face meetings with associations.

JF wondered if the idea of grouping associations, as we are doing with the current consultation, could be exploited further.

It was also discussed that technology such as Skype or Google Hangout could make the travel to meetings less arduous. BD commented that this is already happening for some of the Welsh OA meetings and appears to be working well.

It was agreed that the feedback from associations will shape this discussion to a large extent.

b) To consider any Association matters raised since the last Board meeting

BD reported on the South Central Orienteering Association meeting where he had been asked to raise two matters with the Board:

1. O-Safe: SCOA have taken this issue very seriously and wish to ensure that they do all that is needed to implement the policy in full and protect their clubs and members and, of course, the individuals it is designed to protect. They are concerned that the policy issued by British Orienteering requires associations and clubs to amend their constitutions to include the adoption of the policy but that the specific guidance is not easy to find.

Specifically, they have asked that British Orienteering (italics for note taken from SCOA emails):

- *Notify all members about O-Safe and that they agree to abide by the British Orienteering Safeguarding Policy and Procedures. And that they are deemed to have read, understood and assented to the British Orienteering Code of Ethics and Conduct ("Code") and as such recognise and adhere to the principles and responsibilities embodied in the Code.*  
*(This is something that we have to incorporate into our Articles, so arguably each club and association will have to do this notification. But it feels to me much easier if this were done at a global level, and documented so that it could be demonstrated that it had been done - for example by a letter to be circulated with Focus. It might be something that British Orienteering repeated every, say, 5 years, to ensure it remained front of mind for our membership.)*  
*Make the Code clear and easy to find on the British Orienteering website.*
- *Include the statement "I, [name of person] have read and understood the British Orienteering Code of Ethics and Conduct ("Code") and as such agree to fully recognise and adhere to the principles and responsibilities embodied in the Code." into the membership application process on the British Orienteering website.*
- *Ask online entry services (notably Fabian4 and Si entries) to include appropriate wording about the sport's photographic policy into their entry systems. (This avoids each club asking them to do something slightly different for each of them.) Clubs can then include equivalent wording into their paper entry forms.*
- *Give further publicity to this in the next Mikes eNews as all clubs and most members see this.*

*It would be useful to know the timeline in which British Orienteering expects clubs to incorporate all the changes.*

MH agreed that clauses can be made available for clubs and that this work will be completed over the next few weeks. It was also agreed that a date be given by which time British Orienteering will expect such clauses to be included in the governance documents of clubs and associations.

MH also agreed to check that the member renewal statement contained an appropriate clause.

2. Event categorisation

There was a discussion on event levies and the way some clubs are categorising between activities that do not attract a levy and category D events that do. It was obvious that there are significant inconsistencies in the way this is done and some clubs are clearly categorising competitive events as activities.

They suggest that we remind clubs about the rules regarding activities. An "Activity" is defined as a gathering of people who intend to participate in activities related to orienteering, e.g. to practice, train or as an introduction to the sport, and where there is no intention to rank or publish the competitive outcome of the gathering other than the results of coach-led exercises for the purposes of training. British Orienteering may even like to query those activities which appear questionable.

BD pointed out that this is an important point particularly if we move to a higher levy charge as the incentive to

classify local events as non-levy activities will be increased and it could impact on our modelling of income if there was a shift towards this.

It was agreed that the definition for activities be reviewed and that more should be done to raise the matter of clubs acting responsibly towards one another in this respect rather than expecting the honest clubs from bearing more than their share of the costs of running British Orienteering.

## 5. Development Programme Report (Craig Anthony to join the meeting)

The Development Programme report had been circulated prior to the meeting and is attached to these minutes. CA also explained the Northern Ireland development programme funded by Sport Northern Ireland which British Orienteering manages.

CA took Board members through the report section by section responding to queries as they arose.

Points raised through the queries and responses included:

- Local Authorities are the largest group of partners we collaborate with, in 2016 there are approximately 100 delivering Xplorer.
- The team have engaged with their first scout group to delivery Xplorer.
- Xplorer will generate participation figures of around 120,000 in 2016 of which approximately a third will be over the age of 14.
- Club development: a key question asked of clubs is ‘what are you expecting to achieve from your events and activities?’ It is surprising how few clubs have considered this.
- The key issue remains how we move participants taking part in Xplorer and other activities across into club orienteering.
- School Xplorer is a significant part of our work promoting orienteering in schools.
- Permanent Orienteering Courses (POCs): A new POC portal has been made live on the website and is already generating considerable usage of maps for the clubs involved. POCs and ‘semi’ POCs are becoming an increasingly important part of the introducing orienteering pathway.

## 6. Sport England Update & Funding Position

MH had circulated a paper prior to the meeting which provided a brief overview of the DCMS ‘Sporting Future’ strategy and of the Sport England strategy ‘Towards an Active Nation’.

It is clear that Sport England do not expect every NGB to bid for funding against all categories identified in their strategy nor do they expect a single programme or plan to cover all or many categories. Sport England have reported that they will consider programmes that cover one or two categories but are not seeking submissions that involve multiple categories; they need to be able to directly link funding and programme to outcome in Sporting Future.

MH explained that we continue to await the publication of the Sport England ‘NGB Investment Guide’, promised first at the end of May and now the ‘middle of June’. Once this is available it will be circulated to Board members.

Sport England will invest against 7 new investment programmes:

1. Tackling inactivity (13% of funding)
2. Children and young people (17%)
3. Volunteering – a dual benefit (3%)
4. Taking sport and activity into the mass market (6%) – probably not of interest to orienteering
5. Supporting sport’s core market (29%) – probably to include ‘talent’
6. Local delivery (16%) – funding of several cities who are piloting local delivery
7. Facilities (16%) – probably not involving orienteering

After considerable discussion the Board agreed the following:

- a) It is likely that our funding submission will focus on 4 sections of the investment programmes: Tackling inactivity, Children and young people, Volunteering, supporting sport’s core market – including ‘talent’.
- b) Tackling Inactivity: British Orienteering and our clubs are unlikely to be heavily involved in this category of investment with the following exceptions
  - Clubs and their normal work to recruit – normally around ‘Come & try It’ events
  - Developing our ‘products’, persuading partners to deliver them and training of their, activators, instructors and coaches in how to deliver them.  
Products currently include: Xplorer (Young families), Schools Xplorer (primary schools), POCs (families, adults, etc). We are also working to develop: The Route (adults), Orienteering on demand (POCs, so called semi-POCs) and a product for older people.
  - The training of activators and workforce

The Board confirmed that this was aligned to our strategic discussions to date and that we would not be involved in developing products or programmes outside of the sport unless they were fully funded. The Board see it as important that ‘members’ funds’ are invested in ways that the membership will have empathy with.

- c) Children & Young People: This market is provided for by Xplorer and, to a lesser extent, POCs. Currently, orienteering has a significant market in primary schools (outside of the Sport England strategy) which we meet with Schools Xplorer, school/club links and the Teaching Orienteering training. The Board agreed that we continue to deliver the above and to develop the 3 main thrusts in primary schools. Additionally, we may work with a few significant members to develop a secondary school product or products as well as seeking to gain orienteering the status of being on the GCSE list of sports that schools can choose to deliver.
- d) Volunteering: This is a priority area of work over the next period. Current or planned work programmes include:
- Coaching and updating of the coaching courses and resources – possible update also due to UKCC
  - Event officials; a complete overhaul of the system to update and modernise the approach. This will include a more realistic approach to the training of officials and the support for them.
  - Event officials licencing; a review of the current system hopefully leading to a simplified approach built around recognition of experience and trust in clubs and associations to identify the appropriate person for an event official role. Less bureaucracy and an ‘opening’ of the system.
  - Review of the work areas and the identification of any gaps in our support for volunteers.
  - That Sport England/Government want to count volunteering time as important as participating time was welcomed.
- Alongside this work will be the development of training packages for other members of the workforce both within orienteering and the workforce of external partners in delivering orienteering.
- It was agreed that the development of training and resources for external delivery partners should be a priority for investment through Sport England.
- Developing people is central to the future plans of British Orienteering – both participants and volunteers.
- e) Supporting the core: A priority for British Orienteering is to support the talent programme and it is an area where Sport England investment will be critical. It was agreed that discussions with Sport England should also consider the investment value of support club development.
- f) MH was given authority to develop a submission to gain Sport England investment once the NGB Investment Guide is published provided the framework of any submission aligns with our strategic objectives. It was also agreed that a submission or submissions should be made at the earliest opportunity.

There was also discussion about the impact of this period of uncertainty on staff and whilst the Board is committed to caring for all staff there is a need for the staff structure to be fit for purpose.

## 7. Strategic Plan – Way Forward - Update

MH reported that progress has been made in procuring an agreement for Sport England to fund the development of a strategic plan for orienteering. It was also noted that the work would now include the audit work for British Orienteering to gain the status of a ‘High Performing National Governing Body’ at the request of Sport England. An offer letter had recently been received and circulated to Board members prior to the meeting. Board members agreed that finalising the strategic plan continues to be a priority and authorised MH to accept the funding offer. Work should progress as quickly as is feasible.

## 8. Monitoring Reports

The Board was asked to consider the various monitoring reports:

- a) Key Performance Indicators – to June 2016

Work area	KPI	Baseline end of 2015	To date
<b>Participation</b>	<b>Number &amp; frequency of people orienteering (participation)</b>	<b>392,548</b>	
	Club Event (participation)	188,184	65,916
	Club Activity (participation)	54,148	14,347
	Xplorer (participation)	48,015	
	Activity non-club (participation)	109,490	
<b>Membership</b>	<b>Members (no of)</b>	<b>10,328</b>	<b>10,427</b>
	New members (no of)	1,874	1,495
	Lapsed members (no of)	1,568	1,880
	Retained members (no of)	8,219	8,939
	Junior members (no of)	3,000	2,825

It was noted that talent and performance measures are gathered over the summer period.

MH reported that membership figures are up on this time during 2015 but that participation is down.

Governance Actions: Progress in completing the outstanding actions is:

1. Financial Regulations (2.5, 7.1): updated and ratified by the Board September 2015
2. Standing Orders (2.5): updated and ratified by the Board, September 2015
3. Chair and CEO Roles (2.11): Roles confirmed and published, September 2015

4. Strategic Plan (4.1, 4.2): Work developing a new plan progresses and the overview is ready for final consultation January 2016
  5. Financial Manual/Handbook (7.1): updating continues and will be presented to the Board in Dec → JB ref MH/BD → delayed until February 2016
  6. Budgets & Expenses 2013 - Staff Handbook complete update and rewrite; produced by Peninsula our HR out source
  7. Director Appraisals (10.1): new process agreed and being implemented Nov/Dec 2015, report made to the Board December 2015
  8. CEO Appraisal (10.2): Performance appraisal completed February 2015 → MW with MH
  9. Equality Action Plan (11.3): requires updating and approving by the Board → MH put back to September 2016 for Board meeting
  10. Business Continuity Plan (12.4): updated post the national office relocation; approved by the Board Sept 2015
- b) Risk Register
- The changes to the risk register since the last meeting included:
- 1.5 Vision & Strategic Plan focus: Continues to be a challenging time with a transition from the old plan whilst the new plan is developed. Staff depend on a plan to maintain their priorities and create a backdrop to work plans.
  - 1.6 The organisation lacks the necessary competencies, knowledge, experience or commitment: As the thinking around the Strategic Plan and Sport England submission develop it is becoming clear that we will have to review the human resources we have access to. (From 10 to 11 risk)
  - 2.3 Fraud Strategy: The risk has lessened somewhat (from 5 to 4) as new policies and procedures have been implemented.
  - 2.5 Inadequate insurance cover: Risks have become less (12 to 11) as our insurance cover has improved; additionally, there is a much improved understanding of the need to implement our policies – inc O-Safe.
  - 3.1 Failure to finance and resource the strategic plan: As it becomes more obvious that we will be challenged to receive SE funding the risk associated with delivering the Strategic Plan has increased. (14 to 15)
  - 3.3 Commercial activities: Risk increased as the programme has effectively ceased; generating income is continuing but only on a small scale. (From 11 to 12)
  - 3.6 Income from Levy: Evidence increases that clubs are delivering events under the auspices of activities
  - 5.3 Staff change: risk increasing as the funding period draws to an end; risk increase from 11 to 12.
  - 5.14 Funding Agreement – NEW risk: It is now fairly certain that funding will be significantly less causing challenges across the width of our work.
- These were noted by the board.
- c) Matters of Significance
- Matters that have arisen since the last Board meeting include:
1. Complaints & Grievances  
There has been a formal complaint during the period. A Disciplinary Panel was formed consisting of 3 experience orienteers. Their adjudication has been communicated with the parties involved.  
A review of the disciplinary procedures has been planned during 2016 to ensure the Board is comfortable with the procedures. A draft update will be circulated prior to the September Board meeting.
  2. Safeguarding  
There have been no safeguarding matters raised since the last meeting.
  3. Insurance  
No significant insurance matters have been raised during the period.  
A reminder that British Orienteering will be tendering for insurance provision during late summer.

## **9. Company House Annual Return (MH)**

The Company House Annual Return had been completed and circulated prior to the meeting. Several minor changes to the personal information of directors were reported and MH will make these changes with Companies House.

## **10. Steering Group and Committee Matters (JH)**

The Board considered matters that have been raised since the last meeting that have not been dealt with elsewhere in the agenda. These include:

### **E&CC: E&CC Operational Update June 2016**

Meeting to take place on 2nd July, key matter will almost certainly be the simplification of the rules and of the event officials scheme

**Coaching:**

A meeting of the Coaching CPD group took place on 3 June. It was a very positive meeting and the minutes have been published. Significant matters included:

- Coaching Conference 2017 confirmed: 14th & 15th January 2017: 11am start Sat, finish 5pm; Sunday 9am start, finish 1pm after lunch
- Review of the CPD process to try to encourage more licenced coaches to meet the renewal requirements
- Update from Hilary Palmer on the coaching qualifications
- Consideration of the addition of 'self-funded' meetings of the group
- Role of coaching in the Strategic Plan:
  - Where does 'coaching' fit? Yet to be defined; consultant will help to define this as a part of the 'How?' Coaching should have a significant part to play here.
  - What resources are there to put towards coaching? Sport England will be investing in volunteering in England – too early to say what this will be, strings attached etc.
- Review of the Coaches Code of Conduct is to take place to ensure it is fit for purpose.

No specific matters were raised for the attention of the Board.

#### **Talent & Performance:**

No meeting has taken place since the last Board meeting.

#### **Development:**

Meeting of the sub-group considering junior development is scheduled for 20 June.

JH asked the Board to consider the appointment of Lyn West as Chair of the Development Steering Group, this was agreed. It was pointed out that terms of reference for the group will be required. JH went on to explain that the group is predominantly about junior development in England. PB was asked how he thought this would be received in the other home nations and he stated that he did not see this as being a problem provide the terms of reference were clearly aligned to this.

#### **TrailO:**

No further meeting of the group has taken place.

The matter of payment for the IOF Athlete registration system established by the IOF has continued to be an issue and MH explained that a working solution that is equitable is being sought. The Board agreed that all of the athletes selected by British Orienteering should be treated in a similar manner and that, on this occasion for 2016, the IOF registration fees of TrailO athletes should be paid. This applies to 2016 and does not provide a pretext for subsequent years as it is likely that all athletes will be required to pay their own IOF registration fee.

### **11. Welfare & Safeguarding**

JH reported that we have had our annual review with our relationship manager at the Child Protection in Sport Unit (CPSU).

The following reports were circulated to Board members prior to the meeting:

- a. Update since the last Board meeting
- b. Annual review statement from CPSU/SE
- c. Review of the 2015 Action Plan
- d. 2016 Action Plan

Board members were asked to note the actions on the Board which consisted primarily of ensuring a baseline knowledge of safeguarding matters is developed amongst directors before further Board training is engaged.

MH agreed to circulate information about the eLearning safeguarding module which will be used to develop a baseline of knowledge.

### **12. IOF matters**

It was noted that the date for the 2017 World Orienteering Day is now available and it was agreed that the date should be circulated and promoted as soon as possible.

BD raised queries about the meetings surrounding WOC which he will be attending; these were responded to by MW. MH was asked to circulate the papers for Congress as soon as they are available.

### **13. Any Other Business**

Vice-Chair: MW stepped down as acting Vice Chair of the board and DM agreed to take up the office.

Open Data: MH informed the Board that he has been working with Open Data Institute to make our non-confidential event and activity data open and accessible on the website. The Board confirmed they are in agreement with this provided there is no risk to the confidential data of members.

#### **14. Future meetings**

Saturday 17 Sep, Thursday 8 Dec

Oct Club & Association Conference Saturday 29 Oct

Further Conference calls to be organised as required.

#### **Meeting close**

There being no further business the meeting closed at 16:30.

# Development Board Report – June 2016

This report outlines the British Orienteering Development position from April 2015 to present specifically related to the Sport England increasing participation programme.

## Current Position

### Xplorer

Xplorer continues to take up the bulk of the team's work with 2016 seeing over 100 partners delivering Xplorer. Since the previous report the variety of partners we are working with has changed significantly to include:

- Local Authority (LA) Sport Development
- LA Park Departments
- Children's Services
- Housing Associations
- Forestry Commission
- National Trust
- Friends of Park Groups
- Uniformed Groups
- County Sport Partnerships
- Amusement Parks
- Holiday Villages

This variety has been both a conscious decision and a reaction to the diminishing resources with local authorities due to austerity measures.

In 2016 we are projecting to work with 120 partners delivering over 1500 events with a target of 120,000 runs from all ages contributing 48,000 to the total Sport England target.

Biggest concern in this area is how Xplorer will continue post March 2017.

### Recognised Centres and Outdoor Industry

The Recognised Centre scheme launched in April 2015 and, despite some initial disappointments, has continued to grow. There are currently 14 centres signed up to the scheme with 8 having received a visit from one of our advisors. Of those 8 centres 4 centres have now been recognised:

Plas y Brenin, English National Centre

East Lothian Outdoor Learning Service, East Lothain

Colomendy, Kingswood – the first of 9 centres they intend to put through the process

Dolphin House, South Ayrshire

Our work with the outdoor industry has continued to expand and as well as the 14 centres signed up to the recognised centre scheme we have relationships with a number of other centres across the country and have had a presence at a number of outdoor conferences and workshops to raise the profile of orienteering.

The reason for doing this? We estimate that somewhere between 500,000 and 1,000,000 people have a first or early experience of orienteering in this environment each year. As demonstrated by the fact that less than 50% of centres became recognised during their visit the quality of this delivery is very varied and often not a positive first experience. The aim of the scheme and our other work is to improve the profile and experience of orienteering within the outdoor industry so that more people enjoy a positive experience of orienteering and understand that the sport is an option for them.

### Club Development

Following on from discussions at the Club and Association meeting in 2015 a Junior Club Development Meeting was held in March. This enabled a number of more development minded volunteers to come together to discuss development of the sport. It was clear that communication between clubs on these topics is limited and there was a recognition that.

Our learning from a number of clubs that have been successful in recruiting more members has highlighted a few areas which we would like to support clubs on. These areas focus on:

**Recruiting and retaining juniors** – into and through the sport

**Fixtures and coaching** – how are the club's events and activities scheduled and delivered to attract and retain members

**The membership offer** – what is the value of membership to existing and potential members

**Promotion and communication** – how is the club promoted both internally (to members) and externally

**Volunteer recruitment and development** – the processes for recruiting, retaining and developing volunteers in all areas of orienteering delivery and club management

Clubmark continues to be of interest to clubs across England and enables a continuous development approach with clubs engaged with the accreditation scheme.

## **Partnerships**

The Development Team have continued to develop partnerships with national partners including the National Trust, on a small pilot series of challenge events, the Forestry Commission, on Gruffalo Orienteering and Hoseasons, on introductory orienteering at their holiday parks.

The most successful of these, Gruffalo Orienteering, will this year see 7 sites hosting the permanent courses based around the children's book. In 9 months with one site, participation on the course has reached over 15,000 runs.

## **Schools**

XplorerSchools has not been as successful as hoped. Feedback indicates there are two main reasons for this:

1. Limited promotion by ourselves due to capacity
2. Price of the product

Despite this we have had very good feedback from people both in and out of the sport and believe that with some adjustments in the product to achieve a better price and some increased promotion the product does have the opportunity to regularly generate profit.

## **Permanent Orienteering Courses**

As was reported in the previous development board report there is significant opportunity to capture existing participation on permanent orienteering courses and to increase participation in orienteering through permanent orienteering courses. The creation of a new more public friendly portal on the website has enabled us to incorporate mechanisms for capturing participation and give us a focus for promotional activities.

The launch of the permanent orienteering course at the Queen Elizabeth Olympic Park will start a summer of promotion focused on encouraging young families to use permanent orienteering courses as a way to get outside, get active and explore.

In the first few months after launch of the new portal, with limited take up from clubs, the portal has recorded over 4000 participants.

## **Future Opportunities**

Clearly there are significant changes ahead for the Sport England funding that the Development team receive; our work on the strategic plan has identified 5 areas that we would like to work on if possible.

1. Xplorer or similar young family based initiative

To continue to develop Xplorer into a position that it can be self-sustaining and continue to engage young families in fun navigational challenges at a local level. Improving the connection with clubs and deliverers.

2. Adult focused Semi-POC

Feedback from our Xplorer partners indicates that there is interest in the sector for a more semi-permanent approach targeted at the adult market. The aim being that these Semi-POCs would be placed around the country for a number of weeks before

being moved or revised to continue to add different challenge to participants and encourage them to explore other areas. Similar to the ROMP initiative in Scotland I believe this has the ability to increase participation and introduce more people to orienteering.

### 3. Permanent Orienteering Courses

Continue to develop the marketplace approach whilst exploring the potential of British Orienteering coordinated scheme to significantly increase number of courses and ensure quality of experience.

### 4. Club Development

Focused on the 5 key areas working with clubs to analyse and improve their abilities in each of these areas

- Recruiting and retaining juniors
- Fixtures and coaching
- The membership offer
- Promotion and communication
- Volunteer recruitment and development

### 5. Partners

Working with partners who deliver orienteering on a significant scale to impact perception of the sport to ensure that they are delivering a positive experience and providing knowledge of the sport where required.

In addition to these five areas of focus the national focus on underrepresented groups has highlighted opportunities in the disability population. Specifically, there are two groups where we have demonstrable interest and demand:

- Hearing loss
- Mental health and impairments

CA, June 2016