



## **Operational Plan 2007**

Drafted: December 2006 v5

03 Sep. 07

## **Introduction**

1. This Operational Plan 2007 provides the basis for the work programmes of staff, volunteers and committee structure for British Orienteering. It is based on the British Orienteering Strategic Plan 2004/09 that outlines our corporate objectives and highlights how these support and contribute to the shared vision and values for the sport of Orienteering in Great Britain.

## **Vision**

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2. The shared vision for the sport of Orienteering in Great Britain is: {To be added once agreed

*“British Orienteering – Leading the Orienteering World”*

3. “Orienteering - a sport widely understood and highly regarded for its physical and mental challenges and its care for the environment; a growing sport that is accessible and attractive to all.”
4. There are 3 components to the Vision:
5. “More people, more places, more podiums” (MP3)

More people – To make more people aware of orienteering and to increase participation in orienteering

More places – To make orienteering more accessible by using urban areas

More podiums – To win more medals and podium places

## **Values**

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British Orienteering is committed to:

### **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.

### **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.

### **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).

### **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.

### **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 under-represented groups (eg participants between the ages of approximately 18 and 40, and ethnic minorities).

### **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.

### **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.

### **Mission**

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6. Our shared mission is to establish the sport of Orienteering in Great Britain as being the best in the world as evidenced by levels of participation, international medal winning performances and world class structures and systems.
7. British Orienteering aims to:
  1. increase participation in the sport of orienteering in Great Britain
  2. produce sustained medal winning performances on the world stage
  3. underpin the delivery of our participation and performance objectives by improving capacity to deliver orienteering at local, regional, national and international levels

### **High Level Outcomes – Key Performance Indicators**

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8. British Orienteering will measure success through achievement of the following high level outcomes:
  1. By 2009 total annual participation in registered events in Great Britain will exceed ?? {200,000}

2. During the period 2007-2009 Great Britain's senior elite athletes will win a total of {5} medals at World Orienteering Championships and European Orienteering Championships
3. By 2009 the sport will have in place structures and systems which ensure the effective delivery of the sport at local, regional, national and international levels. The effectiveness of this delivery to be assessed through an independent review.

### **Strategic Programmes**

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9. The Strategic Plan 2007-2009 will be delivered through five strategic programme areas:
  1. Leadership & Governance
  2. Events & Member Services
  3. Development
  4. Talent & Elite Performance
  5. Finance & Business Support (Corporate Services)
10. The five programmes delivering British Orienteering's Strategic Plan have the following objectives for the period January to December 2007:
11. The significant change to the plan is to **'take orienteering to the public'** by:
  6. Promoting an increase in the number of more local events close to towns and cities but also including Park-O, Sprint-O, Street-O, and urban orienteering in general
  7. Promoting an increase in regular and frequent orienteering opportunities including weekly, mid week evening events
  8. Developing a new generation of event volunteers to support the above
  9. Marketing orienteering as an adventure racing sport particularly to young people and students

### **Programme Objectives**

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12. This section details programme outcomes for British Orienteering. These outcomes will be used to monitor and evaluate the performance of British Orienteering.

### **Leadership & Governance**

13. **Structure & Strategy** - To review, develop and implement structures and strategies aimed at delivering the sport's high level outcomes

British Orienteering's roles and responsibilities:

1. Review the governance of British Orienteering and whether it is fit for purpose for the next 10 years
  - a. Governance Review Group to report back to Council with their recommendations and implementation plan (Jan – GRG Chairman)
  - b. Council to consider and agree implementation plan (Feb – Council)
  - c. Implementation plan to be delivered (Timescale to be determined – Council)
2. Review existing structures and strategies to deliver the sport's high level outcomes

- a. To establish the review group with robust Terms of Reference (March - MC)
  - b. Review Group to consider the current structures and strategies and report their recommendations to Council (Sept – Review Group Chairman)
  3. Agree and implement revised structures to deliver the sport's high level outcomes
    - a. To consider and implement the recommendations made by the review group (Jan 08 – Council/MC)
    - b. To implement a staff and volunteer structure that is fit for purpose and capable of delivering the sport's high level outcomes (Jan 08 – MC)
- 14. Policy Making – To review, develop and implement policies aimed at delivering the sport's high level outcomes and meet the objectives in the Strategic Plan**

British Orienteering's roles and responsibilities:

1. Set British Orienteering budget and finance policies
    - a. Establish Finance Group with agreed Terms of Reference (Jan – MC)
    - b. Finance Group to develop a budget for 2008 that will support the delivery of the Strategic Plan
    - c. Finance Group to review all financial policies and make recommendations for modifications or additions (Apr – FG)
    - d. As determined in the Budget Procedures a 2008 Budget to be drafted and agreed by Council no later than Sept (FG – Sept)
  2. Liaise and advise in relation to UK wide policies across a range of strategic issues in areas of common interest such as child protection, equity & inclusion, coach education and anti-doping
    - a. All policies to be reviewed and recommendations for changes or additions to be made to MC (Feb – CEO)
    - b. MC to consider changes and make recommendations to Council (Apr – MC)
    - c. All appeal processes to be standardised in format and where possible brought within an umbrella process (Feb – MC)
- 15. Decision Making – To review, develop and implement procedures that will deliver transparency, clarity and accountability regarding decision making within British Orienteering**

British Orienteering's roles and responsibilities:

1. To review the decision making procedures within British Orienteering
  - a. Governance Working Group to review the delegation of decision making authority
2. To establish procedures that determine the decision making authority at each level of governance within British Orienteering
  - a. Governance Working Group to draft the delegation of decision making authority

- b. Council to consider and finally adopt a delegation of decision making authority statement (Jun – Council)
  - c. AGM to adopt the final version of the above as a part of the rules of the Federation (AGM – 08)
  - 3. To clarify lines of accountability
    - d. All decisions when communicated should include the committee or person responsible for the decision (Jan – All)
- 16. Performance Management – To monitor performance of the organisation against its objectives**

British Orienteering's roles and responsibilities:

- 1. Monitor performance in relation to its objectives using agreed performance indicators
    - a. MC to monitor progress against the Operational Plan 2007 and produce regular reports to Council (Each Council meeting – MC Chairman)
    - b. MC to monitor progress on achieving the agreed key performance indicators specified in the Strategic Plan 2007/09 and report progress to Council (Annual Report – Council)
  - 2. Receive monthly financial management reports and monitors financial performance
    - a. Treasurer and CEO to receive monthly financial reports, to discuss any significant issues and report them to MC (Monthly – Treasurer/CEO)
    - b. Auditors to provide Annual Accounts and feedback to stakeholders (Auditors – Jan each year)
    - c. Members to be provided with a financial overview at each AGM (Feb – Treasurer/CEO)
    - d. Annual Accounts to be posted on the web site for members and other stakeholders to consider (Mar each year – Finance Manager)
  - 3. Assess and manage risk to British Orienteering and to the sport of orienteering
    - a. Staff to assess and report on risks to British Orienteering and to the sport (6 monthly – All staff)
    - b. Report and recommendations from staff to MC for consideration; MC to take action as appropriate and report any significant concerns to Council (Jan & Jun – CE)
- 17. Representation – To represent the interests of British Orienteering both nationally and internationally**

British Orienteering's roles and responsibilities:

- 1. Represent British Orienteering at the International Orienteering Federation and European Orienteering Federation
  - a. CE to keep MC members and staff informed of any IOF/EOF issues that require their attention (As required – CE)

- b. CE to respond to any day to day issues (As required – CE)
  - c. Council to nominate delegates to attend the IOF/EOF Congresses or meetings at which representation is required (Apr & as required – Council)
  - d. Support attendees at the various IOF/EOF committees or panels (As required – Chairman/CE)
  - e. Support the nominations of British representatives to posts on the International Orienteering Federation and European Orienteering Federation
2. Represent British Orienteering on the CCPR
    - a. Identify suitable representatives and support them in their role; representatives to report issues that will be of interest to British Orienteering to CE/Chairman
  3. Work with UK Sport and other UK stakeholders to promote Orienteering in Great Britain
    - a. Liaise with the stakeholders and produce reports and information as required
  4. Work with the other stakeholders including the home countries Sport Councils to promote Orienteering in the UK
    - a. Liaise with Sport England and other English partners, produce reports and information as required
    - b. Liaise with Sport Scotland, Sports Council for Wales and the Northern Ireland Sports Council to promote orienteering
    - c. Develop links with other national bodies (inc YHA, Scouts & Guides and other youth organisations) to promote orienteering
    - d. Coordinate support from partners regarding funding at all levels
    - e. Work with other agencies to promote Orienteering in Great Britain and Northern Ireland
    - f. Promote the active lifestyle benefits of orienteering within the Government's health agenda

### **Events & Member Services**

18. **Major Events** – To organise a programme of British Championships, JK and International Events to be hosted in the UK and Northern Ireland

British Orienteering's roles and responsibilities:

1. Establish JK and British Championship events as premier world orienteering events; this will entail a review of the manner in which they are delivered
  - a. Create events that are professional, spectator friendly and accessible to newcomers and the public – World Class events; friendly, social and high quality
  - b. Good Practice – British Orienteering to identify and promote good practice at events and make it available to organisers
2. To support organisers of major events in making the events more spectator friendly

- a.
  - 3. Promote international events in Great Britain
    - a. Review the strategy for hosting International events
  - 4. To establish a major series of high quality urban orienteering events
    - a.
  - 5. Review the award and ranking system and provide an up to date incentive scheme linked to events of all standards
    - a.
19. **Events** – To coordinate the calendar of orienteering events and encourage the development of more local, frequent events

British Orienteering's roles and responsibilities:

- 1. Facilitate the coordination of competition calendars across the associations and the publication of a joint fixtures calendar of events
  - a. Association representatives on Fixtures Group to work together to deliver coordinated fixture list
  - b. Promote urban orienteering through sprint-O and urban events; encourage clubs and associations to add these to their lists of events to be organised
  - c. Encourage the development of events that include other disciplines ie Trial-O, MTBO
  - d. Review the Rules and Guidelines and confirm that they are 'fit-for-purpose' and support the strategic objectives
  - e. Support Home Nations in establishing an appropriate range of representative competitions
  - f. To create 'national' events that will provide a professional sporting environment and be spectator friendly
  - g. Develop baseline participation figures under the new membership scheme (SE-KPI-1<sup>1</sup>)
- 2. Promoting an increase in the number of more local events close to towns and cities but also including Park-O, Sprint-O, Street-O, and urban orienteering in general
  - a.

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<sup>1</sup> **SE-KPI 1 Participation:** The key participation figures for the year 1 April 2005 to 31 March 2006 are as follows: Seniors 110k, Juniors 70k, Schools 1m+; The major task for 2006/7 is to implement a system to record the number of people actually taking part in these runs and establish baseline participation figures for the new membership scheme

3. Promoting an increase in regular and frequent orienteering opportunities including weekly, mid week evening events
    - a.
  4. Review the award and ranking system and provide an up to date incentive scheme linked to events of all standards
    - a. To review the incentive schemes attached to events and determine whether or not they support the objectives of strategic plan; make recommendation for modification (Nov 07 – Rules Group)
    - b. To consider and implement the recommendations agreed (08 – MC)
20. **Membership Scheme** – To manage the membership scheme
- British Orienteering's roles and responsibilities:
1. To monitor and review the implementation of the 2007 Membership Scheme
    - c.
  2. To develop key performance indicators (KPIs) for membership levels under the new scheme
    - a. Develop baseline membership figures under the new membership scheme (SE-KPI-2<sup>2</sup>)
  3. Develop a web based membership system
    - a. Implement the web based system to commence Nov 07
  4. To support clubs in developing strategies and examples of good practice to recruit and retain members
    - a.
  5. Work with BSOA to review the place of BSOA schools within the membership scheme and to investigate ways of transferring participation in school orienteering into junior membership of British Orienteering
    - b. Add SE PESSCL targets for junior membership of accredited clubs:
      - c. March 2007: 550 junior members in 16 accredited clubs
      - d. March 2008: 1200 junior members in 24 accredited clubs
21. **Communicating with the membership** – To communicate effectively with the membership both in regard to keeping them informed and actively listening to their views

British Orienteering's roles and responsibilities:

1. To provide information to the membership in ways that both push information out to the members but also enable members to draw down the information they require

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<sup>2</sup> **SE-KPI 2 Membership:** Provisional baseline figures of 1.1m target for 2005/6 is to modified under the 2007, expended membership scheme.

- a. Develop the 'front-desk' ability to respond to members queries
  - b. Develop an interactive web site that meets the majority of members needs
  - c. Review Focus and RC#5 and ensure they are an effective means of informing members
  - d. Establish a schedule of Road Shows for members
  - e. To consider more proactive means to keep members informed and make recommendations to MC
2. To encourage examples of good practice and other information to flow between members and stakeholders by providing or coordinating mechanisms for this interchange
    - a. Increase the gathering of examples of good practice by raising awareness amongst members, volunteers and staff
    - b. Develop the web site to more effectively 'market' examples of good practice
22. **Rules & Standards** – To facilitate the development of common rules and standards across the UK

British Orienteering's roles and responsibilities:

1. Facilitate the development of competition rules and event standards
    - a.
  2. Appoint Controllers for all British Championships, JKs and National events held in the UK
    - a.
23. **Marketing & Promotion** - To promote and market the sport of Orienteering in the UK

British Orienteering's roles and responsibilities:

1. Improve the image of orienteering and create a welcoming environment to members and the public
  - a. Remove the mystique – provide newcomers with comprehensive information to get started
  - b. Support clubs in developing friendly promotional material
  - c. Support event volunteers in creating a welcoming atmosphere
  - d. Encouraged clubs to stage events that are accessible to newcomers. e.g. parks and woods local to urban areas
  - e. Support clubs in providing and promoting coaching
  - f. Provide a simple membership structure and an easy method to join British Orienteering
  - g. Initiate research into membership recruitment and retention

- h. Improve membership benefits
  - i. Draft good practice guidelines for membership recruitment and retention
  - j. New corporate identity rolled out across all medias and all external communication
  - k. Deliver a programme of 'British Orienteering Road Shows' across the UK
  - l. Improve the image and perception of orienteering with its members and the public
  - m. Improve the members magazine 'Focus'; use members survey to review members opinions of the magazine
  - n. New Website developed and brought 'live' and ensure it will provide the services required by members
  - o. Monitor our ability to communicate effectively with members and clubs
  - p. Improve the ranking position Orienteering has in the Sport England 'Active People' survey (09 – Marketing)
2. Support clubs to develop a local marketing strategy that will enhance recruitment
- a. Encourage all clubs to develop a local marketing strategy
  - b. 80% of all clubs to have a PR Officer
  - c. Establish a PR Officer Award
3. Promote British Orienteering within markets that are interested in the outdoors
- a. Target new markets that are already interested in the outdoors
  - b. Have a stand at the Outdoor Show
  - c. Advertise at adventure races/running events
  - d. Promote through outdoor/fitness magazine
  - e. Link with Outdoor Centres or YHA
  - f. Visit club events and AGM's
4. To support the development of major events
- a. Create a corporate identity for events
  - b. Provide a stand at major events for members to ask staff, management and council questions
  - c. Support the development of an Urban O race series
  - d. Sponsorship for all British Orienteering Major Events

5. Identify new revenue sources to reduce reliance on Government/Sports Council funding
  - e. Increase merchandising and supply commercial training courses
  - f. Provide navigation training courses
6. Promote the elite squad and their success
  - a. Through the national press/magazines
  - b. Locally through clubs
  - c. Elite to attend events and actively promote the sport
  - d. Manage Sponsorship agreements

### **Development**

24. **Coach Education & Development** – To develop a coach education and development programme aligned to UK standards that can be the foundation on which development in orienteering is built

British Orienteering's roles and responsibilities:

1. To promote coaching within orienteering
  - a. Promote British Orienteering coaching at events eg coaching clinic(s)
  - b. Continue to develop a corporate identity for coaches eg kit
  - c. Encourage clubs to provide at least one coach at events for newcomers
  - d. Updated website information, newsletters and publications
  - e. Continue to encourage more people to become coaches through positive marketing eg "Coaching – the right route choice"
  - f. Provision of professional coaching stand / display
2. Develop and maintain a coach education programme and accreditation scheme, which meets UK Coaching Certificate standards
  - a. Produce and publish a clear coaching structure with defined competencies, knowledge and experiences based on the UKCC accreditation Levels 1 to 3
  - b. Establish and implement a clear development pathway for coaches both in regard to formal qualifications and personal development
  - c. Develop UKCC Levels 1 and 2
  - d. Maintain the current scheme and develop more coaches
  - e. Monitor the current UK coverage provided by active coaches and if appropriate target training courses to increase the geographic coverage
  - f. Develop commercial courses or workshops that will develop navigation skills

- g. Review the membership management system and determine if it is able to meet the data collection requirements of British Orienteering including the number of coaches at each level and the amount of coaching they provide
  - h. Establish procedures for the 'Licensing' of coaches including to modify the database to enable effective management of the scheme
  - i. Continued development of learning and assessment resources
  - j. To provide all coaches with the tools to market orienteering and participate in the talent identification and development scheme
  - k. Provide day-to-day operational management of and support for coaching through the British Orienteering office
  - l. Develop standard office procedures for dealing with routine coaching matters
  - m. Dealing with general enquiries concerning coaching
  - n. Monitoring the coaching budget
3. To provide a clear structure and pathway for coaches
- a. To provide a succinct pathway model
  - b. To promote the pathway through Focus and the web site
4. Development of learning and assessment resources
- a.
5. Coordinate training for, and monitor, tutors, assessors and verifiers
- a. To foster and facilitate the sharing of ideas and resources especially between tutors through the provision of seminars and the annual coaching conference
  - b. To support the implementation of UKCC Levels 1 and 2 in 2008
  - c. To support the implementation of courses and workshops for teachers and outdoor pursuits staff
25. **Event Official Training & Development** – To develop a training and development programme aligned to British Orienteering standards

British Orienteering's roles and responsibilities:

- 1. Develop a controller training and accreditation scheme
  - a.
- 2. Develop training programmes (and accreditation schemes??) for other personnel involved in delivering events; planners, organisers, mappers
  - a.
- 3. Develop learning and assessment resources
  - a.

4. Coordinate training for tutors, assessors and verifiers
  - a.
26. **Volunteer Training & Development** - To develop training and development programmes aligned to national standards, where possible, which support other orienteering volunteers

British Orienteering's roles and responsibilities:

1. Development of a workforce development plan
    - a. Establish a 'Volunteer Charter' to establish terms of reference for volunteers, particularly committee members, without increasing bureaucracy
    - b. Establish targets for the recruitment and retention of volunteers across each function at Club, Association and National level
    - c. Establish an award system to recognise Volunteers and praise their endeavours; the scheme should feed into other local and national schemes
    - d. Determine generic job descriptions for Club/Association officers that can be placed on the 'Good Practice' section of the web site
    - e. Encourage all clubs to include volunteer strategies in their development plans
  2. Development of training programmes and resources for volunteers who contribute to the administration of the sport at all levels
    - a. Encourage clubs to concentrate on recruiting and retaining volunteers
    - b. Support clubs in the recruitment, retention and development of volunteers; where appropriate organise courses or other forms of training
  3. Audit the training programmes and resources available for volunteers who contribute to the organisation of events and modify or add to them as required
    - a. Provide simple guidelines for Clubs to support them in using low key events for training event officials as part of a development and succession plan
    - b. Create a 'learning group' of event orienteers in order that good practice can be recognised and repetitive mistakes reduced
  4. Coordinate training for, and monitor, tutors, assessors and verifiers where appropriate
    - a. Establish and deliver training programmes for all of the support personnel required to make a training programme effective and quality assured
    - b. Monitor the effectiveness of training programmes
  5. Transfer the volunteer skills database onto the web
    - a. Establish and maintain a web based database
27. **Club Development** – To guide and support the development of clubs through use of the Clubmark Accreditation Scheme or equivalent

British Orienteering's roles and responsibilities:

1. Identify and support key people within each club to audit the club's activities and create a club development plan
    - a. All clubs to be approached and database to be developed of contact people, roles and activity (End 07 – RDOs)
  2. Provide examples of good practice to assist club development
    - a. Regional 'Club Road Shows' to be held, 2 in 2007, to disseminate examples of good practice (End 07 – Dev Team)
    - b. Examples of good practice placed on the web site
    - c. Examples to include a) urban orienteering to take orienteering to the population centres, b) permanent orienteering courses ( location, different types for different users etc) c)integrated events to expand Trail-O and MTBO d) adding variety, frequency and social aspects to events e) how to attract runners/running clubs
  3. Support clubs in gaining Clubmark (or equivalent) accreditation
    - a. 24 clubs accredited ( RDO) (SE-KPI-33)
  4. Make clubs aware of funding opportunities to assist them to finance their development plans
    - a. Information sheets developed, supplied to clubs and placed on the web site (Aug – RDO)
    - b. Promote club development through a 'Club of the Year' competition
28. **Developing Orienteering in Education** – To guide and support the development of orienteering in education

British Orienteering's roles and responsibilities:

1. Establish centres of excellence within specified universities
  - a. Identify suitable universities and establish a programme to support talented athletes
  - b. Establish a database of juniors that go onto university to encourage the sport in the university
  - c. Link high performance coaches to the university and students
2. Encourage clubs to develop links with universities
  - a. Clubs to host university events and provide cheaper student entries
  - b. Encourage clubs to promote joint coaching/training sessions and attend 'Freshers Fairs'
3. Work with BUSA to establish a university league

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<sup>3</sup> **SE- KPI 3 Accredited Clubs**

To support 24 clubs in gaining Clubmark accreditation by end March 2008.

- a.
- 29. Support and encourage schools and School Sports Partnerships to introduce orienteering and to take part in orienteering competitions
  - a. Advise and support as required (RDOs)
  - b. Liaise with School Competition Managers – orienteering to be in the programme of at least 1 County Sports Partnership SCM programme
  - c. Establish a list of known school/club link agreements (RDOs)
  - d. Provide information and support via the web site
- 4. Establish orienteering as a part of the physical education national curriculum
  - a.
- 5. Support the work of BSOA
  - a.

**Talent & Elite Performance**

- 30. **World & European Orienteering Championship Performance** - To produce medal winning performances at World & European Orienteering Championships across the disciplines

British Orienteering's roles and responsibilities:

- 1. Establish targets for winning medals in elite competitions and process targets that will support the development of good practice
  - a. Review the programme from Start to Performance; establish targets for the period to 2012
  - b. Through wide consultation and athlete involvement, establish a World Class Performance Plan for the period 2008-2012
- 2. Select and manage British Orienteering squads
  - a. Develop a 2 squad system where the 'A' squad is those athlete deserving of inclusion in the World Orienteering Championships and the 'B' squad that consists of athletes whose performances challenge for inclusion in the 'A' squad and those athletes selected as having potential to gain 'A' squad selection within the next 3 to 4 years
  - b. Set selection criteria and schedules for the senior squads on an annual basis
  - c. Establish competition and training programmes for the squads
  - d. International committee to work with Fixtures Group to ensure that the domestic calendar supports the athletes' season progression
  - e. Coordinate support structures for members of the squads
  - f. Provide teams with information, management and support services

3. Coordinate delivery of High Performance Coaching to squad athletes
    - a. Clarify the role of the personal coach and establish communication pathways between international coaches and personal coaches
    - b. Establish continuous professional development plans for all staff
    - c. Encourage coaches to use SportsCoachUK programmes to develop their coaching
  4. Establish a programme of performance events held within the UK
    - a.
31. **Talent Identification & Development** – To produce medal winners of the future by identifying and developing young athletes

British Orienteering's roles and responsibilities:

1. Coordinate a UK wide approach to talent selection and support providing a pathway for talented athletes to progress through to elite status
  - a. Review current practices and establish and implement a pathway for talented athletes
2. Select and manage British Orienteering junior squads
  - a. Set selection criteria and schedules for the junior squads on an annual basis
  - b. Establish competition and training programmes for the junior squads
  - c. Coordinate support structures for members of the squads
  - d. Provides teams with information, management and support services
3. Coordinate delivery of High Performance Coaching to squad athletes
  - e. Establish a programme to disseminate information between senior and junior coaches
  - f. Establish continuous professional development plans for all staff

### **Business Support**

32. **Financial Management** - To provide robust financial management which ensures British Orienteering's long term viability and enables it to deliver the sport's strategic objectives

British Orienteering's roles and responsibilities:

1. Manage the financial affairs of British Orienteering
    - a.
  2. Publish annual audited accounts
    - a.
33. **Human Resources** - To recruit, deploy and manage a competent and motivated team of both salaried and non-salaried officers to deliver British Orienteering's strategic objectives

British Orienteering's roles and responsibilities:

1. Provide job descriptions for all appointments made by British Orienteering both salaried and non-salaried
    - a.
  2. Recruit, select and appoint all salaried staff employed by British Orienteering
    - a.
  3. Recruit, select and appoint non salaried officers to British Orienteering Council, committees and working groups
    - a.
  4. Provide contracts of employment/appointment and sets terms and conditions of employment/appointment for British Orienteering salaried and non salaried officers
    - a.
  5. Appraise and manage performance of British Orienteering salaried and non-salaried officers
    - a.
34. **Ethics** - To establish and implement the policies which will ensure British Orienteering has the highest ethical standards and promotes fair play

British Orienteering's roles and responsibilities:

1. Promote fair play through the rules and procedures of the sport
    - a.
  2. Set an anti-doping policy for British Orienteering in accordance with IOF and UK Sport policies
    - a.
  3. Co-operate with National and International Anti-Doping Agencies to deliver GB wide anti-doping testing and education programmes
    - a.
  4. Promote a drug free sport through the anti-doping programme
    - a.
35. **Information Communication Technology** - To provide cutting edge information and communication systems to support delivery of British Orienteering's strategic objectives

British Orienteering's roles and responsibilities:

1. Provide a management system for information
  - a.
2. Provide a central database which links to web based information systems
  - a.

3. Provide an interactive website
    - a.
  4. Provide a range of online administration services
    - a.
- 36.