

British Orienteering – Core Business

Orienteering and orienteering activities at all levels have to be organised and administered. The National Governing Body (NGB), British Orienteering, provides much of this work in the background whilst clubs and volunteers are heavily involved at the point of delivery.

British Orienteering as an organisation is a mixture of paid employees and volunteers, both working to deliver the core business. Core business is by its very nature work that is necessary, some of which is 'internal' to the sport, for instance dealing with members, and some of which is with 'external' partners such as the IOF, Government Departments and Sports Councils.

The nature of the work makes it very interrelated so for instance 'finance' and 'marketing' sit as areas of work but are intrinsically linked with other areas of work – this makes separating the work into descriptive blocks challenging.

The core business described does not include 'contracted' work where it is clearly not core business, for instance the work contracted with Sport England to deliver Xplorer through Local Authorities is not included in this overview. However not all work is so cleanly defined, for instance Sport England funds substantial work within talent which would normally lie within our core business. Such funding is normally agreed on the basis that it 'enhances' what is already within the core business; in our case we cannot afford to deliver a full range of services expected of a National Governing Body of Sport without such support.

The 'Core' business of British Orienteering is summarised in a diagram over page.

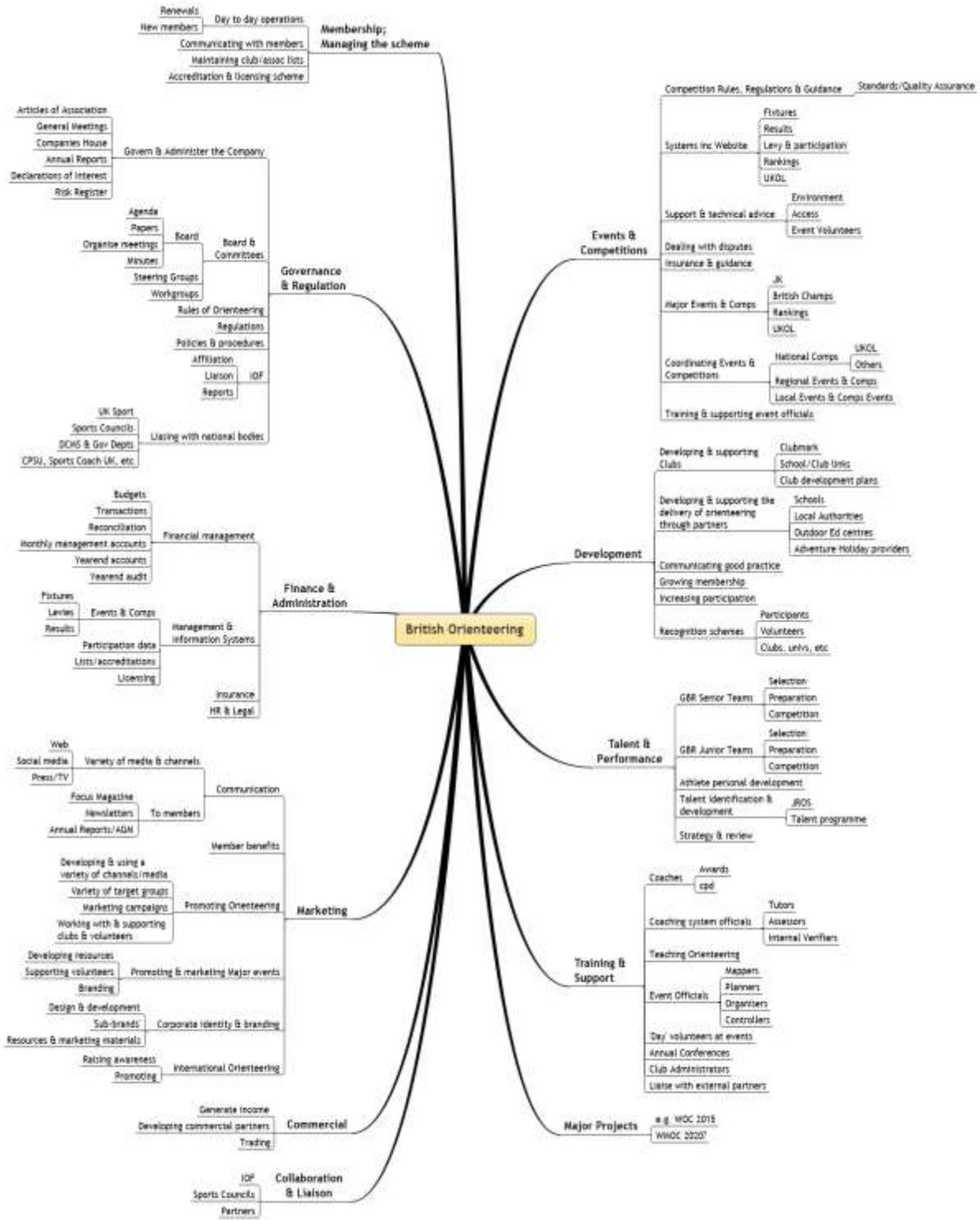
All NGBs deliver such work which in very broad terms normally includes:

- Governance – including safeguarding and risk management
- Rules, regulations & statutes – often including discipline
- Events &/or Competitions – usually including major events
- Membership scheme
- Talent & Performance
- Development – usually meaning developing participation & clubs
- Education, training & support – often referred to as volunteering/volunteers or coaching
- Promoting the sport
- Finance
- Commercial – usually including trading and marketing

The larger NGBs often have departments looking after each of the above as well as: IT support, legal matters, safeguarding, sponsorship, national teams.

British Orienteering – Overview of Core Business

In the following overview of ‘core’ business the contracted work delivered against funding is excluded – there remains a discussion about whether some of this contracted work should be ‘core’.



Core Business – Brief Description

In considering 'core business' there are interrelationships between work done by paid staff and volunteers. This relationship varies based on the type of work and is also flexible where the role of both paid staff and volunteers varies depending on the aspect of work being dealt with.

Examples are:

- Website – updating and developing the website is a staff role although articles and advice on the website also comes from volunteers
- Safeguarding policy – there is a strong lead from paid staff who do much of the work but volunteer Club Welfare Officers deliver in the club and event environment
- Recent junior development workgroup in England – volunteers are willing to do the work but are not in a position to drive it; paid staff act as a catalyst to lead, coordinate, chair, act as secretary
- Events & Competitions group – most operational work is done by volunteers and both the Chairs and minute takers are volunteers
- Fixture scheduling and coaching where most work is done by club, association and national volunteers; the maintaining of the website systems and supporting volunteers in using the website systems is delivered by paid staff

Where volunteers or groups of volunteers lead or do work on behalf of British Orienteering it is signified with a [V] otherwise the work is delivered by staff [S]:

1. Events & Competitions:

- a. Competition rules, regulations and guidance
Maintain, review and update the competition rules [V], regulations and guidance [S&V]; address questions from event officials [S&V]
- b. Events & competitions website including participation returns, results, rankings
Considerable work behind the scenes supporting members and dealing with issues; chasing participation & levy data [S], chasing event details [V]
- c. Providing technical advice to clubs
When responding to queries the office acts as the front line but does at times bounce queries on to [V]
- d. Dealing with disputes
Initially disputes within orienteering are dealt with locally by [V]
Above this disputes, complaints, grievances and appeals are organised and managed through the office; Appeal Panels generally consist of volunteers but require staff support and facilitation [S&V]
- e. Providing insurance and support regarding insurance matters
Establishing the insurance required and recruiting/agreeing the broker/provider;
Responding to the many queries that are insurance related; recording and reporting all insurance queries and incidents;
Agreeing principles and specifics with the insurance providers over particular matters;
Preparing and updating guidance to members and event officials
- f. Supporting the major events and national competitions including the Rankings Scheme
Agreeing budgets and providing account management
Working to resolving access issues when asked by event officials
Contracting and procuring from access to toilets
Gaining sponsorship and prizes
Providing marketing and promotional support
Debriefing, reviewing producing reports that lead to the Major Events Conference

Organise and run the Major Events Conference in full; a staff role until 2016 and then volunteer

Providing technical support and advice

- g. Scheduling competitions from association level to international level
Role completed by the Events Scheduling Work Group [V]
Some marketing work done on behalf of certain events
- h. Access & environment, providing guidance and support, working with partners
Bulk of this work is by [V]; issues raised by event officials are dealt with by staff interceding on behalf of volunteers with national organisations such as Forestry Commission, National Trust, ministry of defence contacted land managers; we try to use what 'leverage' we can to help resolve these issues
Environmental work primarily [V] although staff do try to deal with issues that come our way before passing them on
- i. Training & supporting event officials
Staff communicate good practice developed by [V]
Review and update of resources, course, etc is facilitated by staff but implemented by [S] and [V]
Organising training session predominately delivered by [V] coordinated by staff; resources, packs etc along with course outlines etc forwarded by [S]
Providing admin support; providing advice guidance
Outcomes of courses usually involves considerable admin support

2. Membership, Managing the membership system:

- a. Running the membership system
All aspects including payment transactions, new members, renewals, changes, insurance
Providing reports and analysis
- b. Communicating with members
Wide variety of communications on all topics
- c. Communications with clubs/associations
Maintain lists of officials and respond to queries
- d. Accreditation & Licencing schemes
Maintain list of coaches, event officials that have attended training/workshops, achieved accreditation and/or licences

3. Talent & Performance:

- a. Selecting and preparing international teams
Selection is a combination of staff and [V]; preparation of teams; accompany all teams to significant events [S] sometimes with [V]; physio support is staff and medical [V]
Developing the strategy, programme and reviewing performance is facilitated and delivered
- b. Identifying and developing talent
Junior Regional O Squads (JROS) [V]
National talent programme, strategy, programme, delivery, review and report
- c. Organising and managing the squads
Organising travel, accommodation, food etc for camps and competition
Managing travel arrangement and expenses
Administering athletes, squads and teams
Managing the finances
- d. Promoting and reporting on the squads, teams, athletes and programme

4. Developing and supporting the participation pathway:

- a. Work with clubs to develop and promote orienteering
 - Stimulate creation of new clubs
 - Support clubs to develop plans and programmes to increase membership/develop talent
 - Support clubs to improve retention of existing members
 - Linkages to wider sport infrastructure
- b. Work with external partners to support them in delivering and promoting orienteering
 - Schools liaison and product development – XplorerSchools [S&V]
 - Outdoor centres
 - Land owners – Gruffalo Orienteering, permanent courses Olympic Park [V]
- c. Communicating good practice
 - Club resources – Year In A Box, Club Activity Guide
 - Club liaison
- d. Work with clubs to improve their plans and practices
 - Managing and supporting the Clubmark scheme
- e. Recognition of participants and volunteers [S&V]
 - National awards
 - Incentive schemes

5. Major projects:

- a. Projects such as WOC 2015 where we provided or helped to provide support, guidance and project leadership and management

6. Finance & administration:

- a. Managing the finances across the organisation
 - Budgeting in detail by cost centre and department
 - Invoices, payments, reconciliations, production of management accounts for sign-off and the board
 - Membership & levy, club affiliation payments and admin
 - Salaries, all calculated internally prior to payment, etc
 - Yearend roll over and accounts
- b. Managing any funding agreements that are in place
 - Invoicing, payments, reconciliations, productions of accounts for each funding stream; sign-off with funding partner; on occasions specific audit required by funding partner
 - Productions of cash flow and estimated year ends etc.
- c. Audit(s)
 - Prepare for audit; work with auditors to provide access to documents etc; respond to queries/challenges from the auditors; meetings with auditors; sign-off on audited accounts etc.; production of final paperwork; circulating of individualised correspondence with partners to be included with audited accounts
- d. Administration across all work areas
- e. Managing the website
 - Managing the website carries with it the need for bugs to be reported, issued resolved etc.
 - Updating news items, page content etc
- f. Providing analysis and reports across the systems and schemes

7. Governance and regulation:

- a. Governing and administering the Company
 - Updating the Articles; organising and communicating the AGM details; managing the voting at the AGM; agenda, minutes
 - Annual Report

- Maintaining Companies House records, returns etc
- Maintaining the declarations of interest register for the organisation
- Leading on safeguarding matters and other legally required policies
- Maintaining the risk register for the company
- Insurance for the company, commercial liability, directors & officers, etc
- b. Supporting and advising the Board and Steering Groups
 - Organising all aspects of Board meetings, venue, agenda, papers, minutes
 - Chairing Board meeting and sitting on the Board [V}
 - Organising venues and calling notices for steering group meetings
 - Chairing of meeting, agenda, papers, minutes [V &/or S]
- c. Maintaining & Developing the rules, regulations and policies that support orienteering; combination of staff and [V]
- d. Affiliating to and liaising with the IOF [S&V]
- e. Organise the annual Club & Association Conference
 - Organise and deliver
- f. Liaising and working with UK national bodies such as government, sports councils, CPSU, etc

8. Training & Support:

- a. For coaching and coaches
 - Developing, reviewing and updating coach qualifications and resources [V]
 - Establishing, developing and supporting the coach education structure and staff including tutors, assessors, verifiers, etc [S&V]
 - Administering the coach education and development scheme, staff with some [V]
 - Delivering a Coaching Conference [V]
 - Responding to queries, [S&V]
 - Maintaining accreditations and licences [S&V]
- b. Teaching Orienteering Part 1 & 2
 - Administering the delivery of courses
 - Reviewing and updating the course and resources
- c. For event officials
 - Event safety
 - Developing, reviewing, administering and updating event officials' qualifications, licences and resources; [S&V]
 - Establishing, developing and supporting event officials and trainers [S&V]
 - Administering the associated schemes
 - Delivering a Major Events Conference [V]
 - Responding to queries, [S&V]
 - Event Safety Workshop, administering the programme of workshops
- d. For club officials and administrators
 - Liaising with external training providers to identify and coordinate appropriate courses
 - Supporting and providing guidance
- e. Work with external providers such as 1st4Sport to maintain awarding body status and maintain/update qualification lists etc.; [S&V]
- f. For external partners
 - Working with external partners to manage and administer the delivery of a variety of orienteering courses and resources, including tailoring resources

9. Promoting the sport & Marketing:

- a. Promoting orienteering and developing the profile of orienteering through a variety of channels for a variety of target groups
Work closely with colleagues, clubs, members and other key partners
Plan and deliver marketing and communication campaigns e.g. permanent orienteering courses, world orienteering day
Developing the use of website, social media, national, regional and local media
- b. Working with volunteers and clubs to promote and market orienteering
Assist clubs with their marketing and communications by providing marketing templates, communication resources, PR and social media advice via the website
Maintaining and updating the Print Portal
- c. Working with volunteers, clubs and partners to promote events
Produce marketing materials (flyers, postcards) and manage corporate identity/branding for major events (design of major event logos)
Source photos and news
- d. Promoting the success and performance at major international and domestic events
Produce template websites for major events and provide advice and support to volunteer webmasters [S&V]
Support volunteer Publicity Officers with updating and monitoring social media channels to communication event entry deadlines
Gaining sponsorship, fulfilling sponsorship agreements and sourcing prizes for major events
- e. International orienteering: Raising awareness of members, the media and partners about the squads, teams, athletes and talent and performance programme
- f. Managing the corporate identity of British Orienteering and sub-brands;
Delivering the branding, design and development of resources across all work areas
Produce high quality marketing materials for a range of target markets and 'products'/programmes
- g. Member communications: Managing, writing, coordinating, editing and delivering membership communications e.g. Focus membership magazine, press releases, etc.
Production of e-newsletters and membership related literature including the Annual Report and AGM Booklet
Produce, distribute and analysis of questionnaire for membership related research
- h. Member benefits: Manage and enhance member benefits

10. Commercial activity:

- a. Servicing our current partners
Currently 2 significant partners (generating income) and 6 others;
- b. Developing commercial activities and partners
Identifying likely partners, engaging and developing a relationship
Developing a mutually beneficial agreement