

Strategic planning in orienteering

A major focus of this year's Conference will be to lay the groundwork for a major update of the strategic plan for orienteering in Australia.

It is important that this is thought of as a strategic plan for orienteering in Australia, not a strategic plan for Orienteering Australia – we see it as covering all levels of the sport, with state plans dovetailing into it. Whatever plan we end up developing, many of the actions to implement it will be undertaken at state and club level, and the involvement of State Associations and clubs will be critical in our achieving our objectives (and delivering on our commitments to ASC). We are also conscious that programs which are successful in one state have a good chance of being successful in others, and see this process as forming an avenue for cross-fertilisation of successful strategies between states.

The existing Strategic Plan, and a background paper on some issues to consider, are included with this paper.

We expect that we will devote at least half a day to this area. The way we would envisage this as proceeding would be:

- (a) An initial discussion on process and the overarching strategic goals which we want to achieve.
- (b) A review of the specific items in the current strategic plan (we would likely have three breakout groups with each reviewing two of the six areas). For each item, we will be looking for an assessment of:
 - Have we successfully implemented it?
 - If not, what are the barriers to our successfully implementing it?
 - Is it something we should be placing more emphasis on, continuing at a similar level of emphasis, downgrading in importance or abandoning altogether?

We will also be looking for ideas on new activities (if any are relevant) in these subject areas.

- (c) A report back from the breakout groups on this.
- (d) A discussion to agree on overarching strategic goals and the overall structure of the plan.
- (e) Developing a consolidated view on performance indicators, activities with increased priority (or new activities not in the current plan) and activities to downgrade or cease altogether.

In this discussion, we should keep in mind potential opportunities which are open to us, and potential risks that we face.

From the position which we agree at the Conference, we will then draft a detailed new plan, for final consideration by States at the 2018 Annual General Meeting – we do not propose to try to do a point-by-point plan at the Conference. Depending on the way the discussion involves, we may be seeking State involvement in a working group to finalise the drafting.

This process will be most valuable if State representatives have given it substantial consideration before the Conference. We are aware that some states (and at least one club) are currently going through strategic planning processes of their own, and hope that their representatives will be able to bring those perspectives to the discussion at a national level.

Blair Trewin
President
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