

STRATEGIC PLAN



2011 - 2014

Orienteering Australia Inc
is proudly supported by
the Australian Sports Commission



Australian Government
Australian Sports Commission

EXECUTIVE OVERVIEW

This Strategic Plan for Orienteering Australia (OA) for 2011-14 presents a new Vision and new Strategic Directions. Since the 2009-12 Plan was developed in 2008, there have been substantial changes by our major partner, the Australian Sports Commission, in its strategic and funding directions as a result of the Crawford Review and the development of its policy and strategy report *Australian Sport: the Pathway to Success*.

The main objective of the ASC under *Pathway to Success* is 'to boost sports participation and strengthen sporting pathways while striving for international success'. This objective is also now OA's objective because the ASC has provided funding to OA for 2011-14, subject to meeting annual performance objectives, to provide the resources to achieve substantial gains in participation, strengthen the development pathway, and continue to have a strong high performance program.

The main purpose of this Strategic Plan and accompanying Operational Plan is to effectively implement strategies which will achieve significant growth in participation, strengthen the development pathway, and strengthen the high performance program, all in partnership with the state associations and clubs, the ASC and other sponsors. The Strategic Plan will also seek to maintain OA's past excellent performance in governance and financial management and to strengthen administration, communications and marketing.

The scope of this Plan is that it is an over-arching set of strategies for the sport of orienteering in Australia and not limited to the activities of the national body called Orienteering Australia. The ASC views the strategic plans of National Sporting Organisations as the collaborative strategies of the national and state and affiliated bodies of the sport in partnership. This is especially so in the context of the participation funding being provided as the great majority of that funding is to resource new programs and projects to be delivered by state associations and clubs. In this Plan, responsibility for actioning strategies is therefore delineated so that, where state associations and clubs are involved in implementation, this is identified.

Goal

To enhance the lives of Australians through orienteering.

Vision

Orienteering in Australia will be an inclusive sport and recreation activity which is well managed and provides wide opportunities for participation by people of all ages and abilities, from the recreational to excellence in elite performance.

Mission

Orienteering Australia in partnership with the state associations, clubs and Australian Sports Commission will:

- Drive growth in participation by competitors, organisers, coaches and mappers
- Continue to improve the high performance pathway in both foot and mountain bike orienteering and strive for world class competitive excellence within the national team programs
- Enhance the profile of orienteering and retention of members through further development of website and digital communication technologies
- Continue to maintain high standards in governance, financial administration and event management

Abbreviations

ASC	Australian Sports Commission
Clubs	orienteering clubs within state and territory orienteering associations
HP	High Performance
IOF	International Orienteering Federation
JWOC	Junior World Orienteering Championships
MTB	mountain bike
OA	national body of Orienteering Australia
States	state and territory orienteering associations
WOC	World Orienteering Championships

Key strategies

1. Increase growth in participation

Rationale

The ASC defines participation as having two elements:

- exposure
- engagement

'Exposure' occurs when a person finds out about orienteering and then participates in an orienteering activity either to find out whether he or she or the family wants to do it regularly, or because it is a voluntary or group activity within a school or scouting/guiding or military or corporate program of activities. In most states and territories there are part-time development or administrative officers funded from a mix of sources (Sport and Recreation Departments, Health Promotion Funds, private sponsors and user pay fees) to organise training in orienteering or competitive events for school students, scouts and guides and corporate groups.

'Engagement' means ongoing participation following participation in an exposure activity. Engagement comprises a number of elements:

- participation in an ongoing series of orienteering events
- full membership of an orienteering club
- renewing membership and/or renewing participation in an ongoing series
- encompassing not just competitors in events but also coaches, organisers, mappers, members of committees and Boards, and other people involved in running the sport

\$100,000 per year in participation funding is being provided by the ASC to Orienteering Australia to support activities that contribute to increasing engagement.

Strategies to increase growth in participation are therefore divided as follows into those to

- 1A. Increase community exposure to orienteering, and
- 1B. Increase participant engagement and membership growth

1A. Increase community exposure to orienteering

Strategies	Implementation
i. Increase availability and marketing of locally-based come and try orienteering events and new park, street and sprint programs in areas previously not serviced or under-serviced by orienteering	OA, States, Clubs

ii. Improve marketing and outreach to secondary and primary schools, building on regional and state schools championships, winter weekend or mid-week competition and school-friendly orienteering such as the Space Racing Program	OA, States, Clubs
iii. From 2012 promote OA's online resources to schools, scouts, running and cycling organisations, and other community groups	OA, States, ASC
iv. Increase involvement in the Active After Schools Program using a curriculum of after school on-site orienteering activities	OA, States, ASC
v. Improve cross promotion of orienteering with target groups such as adventure racing, rogaining, mountain biking, running, bush walking, scouts, outdoor education, defence force and other bodies with an interest in outdoor fitness	OA, States
vi. Increase promotion of orienteering as a recreational activity for non-running participants	OA, States, Clubs
vii. Continue to offer corporate orienteering on a user pays or sponsorship basis	OA, States
viii. Improve website resources for beginners on the what, why, where and how of orienteering	OA, States, Clubs
ix. Annually hold a national orienteering day, evaluate outcomes and improve it year by year	OA, States, Clubs

1B. Increase participant engagement and membership growth

Strategies	Implementation
i. Convert newcomers into ongoing participants and members by capturing contact details and expeditiously providing casual membership services (Ebulletin emails, calendars, club information, training and competition advice)	States, Clubs
ii. In 2012, 2013 and 2014 roll out new park and street and sprint orienteering programs in urban areas and rural centres across Australia and develop new clubs where appropriate to increase long term sustainability	OA, States
iii. Facilitate roll outs of new park and street programs by development of a comprehensive park and street organisers manual in 2011	OA
iv. Enhance the orienteering experience for beginners through improved website resources for beginners on the what, why, where and how of orienteering, including videos and training guides prepared in 2011 for bush, park and street, sprint and mountain bike orienteering	OA - website resources; States & clubs - promote to beginners
v. Subsidise training of organisers, coaches & mappers for new areas and rural centres to increase long term sustainability of new programs	OA, States

vi. Once new park and street programs are developed in large rural centres currently not serviced by orienteering, develop new clubs or outreach membership groups from existing clubs to provide long term sustainability	States, Clubs
vii. Increase retention of members through improved communications services by further development of website and digital communication technologies	OA, States, Clubs
viii. Increase recruitment and retention of organisers and controllers through improved documentation of event organisation, increased training activities and mentoring programs	OA Technical Committee, States
ix. Develop models for operating school clubs and increase the numbers of school orienteering clubs	OA, States
x. Increase ongoing participation in weekend orienteering by primary school age orienteers through promotion of group activities (such as the Blue Sparks and Mini Cyclones groups currently in the ACT and Queensland respectively)	States, Clubs
xi. Use the incentives of the 2-yearly World Military Orienteering Championships and the orienteering events in the World Firefighter Games in Sydney in 2012 to attract new members from the defence and fire fighting services	OA, States

Targets:

1. Increase the numbers of registered orienteers by 10% per year over the period 2011-14
2. 13,000 registered orienteers by the end of 2014

2. Improve high performance (HP) results

Rationale

HP has a pathway from beginner to elite Australian representative at World Orienteering Championships level. To progress along the pathway principally requires improvements in physical fitness and orienteering-specific skills. The inputs to these include access to competition, coaching and training groups, as well as support services including online information, psychology, sports medicine and travel support.

Funding for HP travel, training camps, uniforms and management comes almost entirely from an annual ASC grant of \$86,000 and from self funding by HP squad members. The ASC funding has been the same for several years in absolute dollars, representing a significant decline in real dollars after taking into account inflation.

In this funding context, achieving improvement in HP results is most likely only to be achieved either if additional funding can be obtained in dollars or in kind from new sponsors, or if low cost strategies are employed. For example, if

- efficiencies can be achieved through strategies such as combined training camps
- there is increased use of technology as an effective coaching tool
- more Level 2 and Level 3 coaches are trained
- more partnerships with other groups that can assist in improving orienteering performance are developed
- there is increased retention of elite junior orienteers to the senior elite ranks.

ASC participation funding initiatives are also expected to boost the numbers of new foot and MTB orienteers with the potential to develop into elite orienteers and therefore, in the longer term, improve HP outcomes.

Given this background, strategies to achieve improvement along the HP pathway are ongoing and include the following.

Strategies	Implementation
i. At the apex of the HP pyramid, have an effective HP Management Group comprising OA Board HP Director, the HP Manager, HP Operations Manager and a strong team of coaches and support personnel working together with highly competitive squads of elite senior and junior foot and MTB orienteers who aspire for excellence on the national and international stage	OA HP Management Group
ii. Continue ongoing development of the current high quality national series of competitions in both foot and mountain bike orienteering	OA Manager HP Operations; OA MTBO Committee
iii. Annual elite test matches against New Zealand	OA
iv. Regular collaboration with regional partners New Zealand in conducting joint training camps	OA HP Management Group
v. Have a minimum of two national training camps per year for each of the senior Australian foot and MTBO squads and at least one national training camp per year for each of the national junior foot and MTBO squads	OA HP Management Group
vi. Establish linkages or partnerships where possible with state and national sports institutes and university sport research centres	OA HP Management Group
vii. Establish a performance framework for orienteering-specific skills, physical performance and training level along the HP pathway	OA HP Director & HP Manager
viii. Build on and formalise international partnerships with European clubs	OA Board
ix. Strengthen links with running and cycling sports to develop the physical capacity of our athletes	OA HP Management Group
x. At the base of the HP pyramid increase the numbers of secondary students participating regularly in bush, sprint and mountain bike orienteering through more school-based clubs, more coaching and training of juniors by traditional orienteering clubs and a pathway to the state junior squads	States, clubs
xi. Increase retention of school leaver orienteers through more high quality events close to home for time-poor uni students, and international representation opportunities post-JWOC and pre-WOC for both foot and MTB orienteering	OA HP Management Group
xii. Increase the numbers of active coaches and improve communications between, and networking of, coaches	OA Coaching Committee

Targets:

1. Increase the number of podium finishers at foot and MTB WOC and JWOC
2. Increase the numbers of A finalists at foot and MTB WOC and JWOC
3. Increase the numbers of elite orienteers at WOC representation standard of performance to be able to fill male and female teams for both foot and MTB WOCs
4. Within 5 years of their last JWOC, at least 20% of JWOC team members reaching a WOC final and 50% being a member of the National Senior Squad
5. Increase the number of active Level 1 and Level 2 coaches by at least 5% per year
6. Qualify at least 1 extra Level 3 coach per year

3. Improve communication services

Rationale

Orienteering is in a highly competitive sport and recreation market that itself is in serious competition with passive leisure activities (television, internet, social media, and so on). Orienteering therefore can only thrive as a sport if it is able to communicate and market itself effectively to potential participants, to newcomers and to members. Otherwise it will lose market share both to other sport and recreation alternatives and to passive recreation alternatives.

However, every other sport is also in 'this space' of trying to be on the cutting edge of use of website and social media technologies and tools to market itself and communicate as well as it can to its target audiences.

Orienteering has developed relatively new disciplines in sprint, street and mountain bike orienteering which are much less well known than traditional bush and park orienteering. Orienteering therefore has a major communications challenge to market these disciplines as effectively as possible to the wide range of target groups to whom these should be attractive. Growth in participation supported by ASC funding will only be optimal if driven by effective communication strategies.

Improved communication services are a major strategy in reducing the non-renewal rate of members as well as encouraging newcomers to become members.

The most effective marketing outcomes in orienteering have been found in the past to have been achieved at the grass roots levels by clubs with good club newsletters and success in achieving a profile in local media with stories, results and interviews in local newspapers, radio and television. National and state media are very hard to penetrate because of competition for media space from the major sporting codes. Therefore improved communication services can be best achieved through a combined effort from the national, state and club levels, and across the different orienteering disciplines.

Strategies to improve communication services are ongoing, unless a time period is specified.

Strategies	Implementation
i. In 2011 undertake a consultancy to define the requirements for an integrated website and supporting digital communication technologies for Orienteering Australia and State Associations, and consider options for the implementation of these requirements.	OA Board, OA Conference
ii. During 2012-14 implement the recommendations of the consultancy	OA Board, States
iii. In 2011 appoint an Orienteering Australia Website Communications Manager to undertake website updates, coordinate provision of news announcements via the OA website and other social media outlets, and produce a national monthly Enews bulletin.	OA Board, OA Website Communications Manager
iv. At the 2011 OA Conference review the ongoing need for the Website Communications Manager and determine ongoing funding sources if the position is to continue in 2012-14	OA, OA Conference

v. Increase profile by continuing to provide national media outlets with previews, event reports and results for all major national and international orienteering events, with states and clubs to provide news stories to local media outlets	OA Media Liaison Officer, States, clubs
vi. The <i>Australian Orienteer</i> will continue to be Orienteering Australia's flagship publication but content and frequency of production will be reviewed in 2011 as part of a review of the most cost effective communication methods within an overall communication strategy	AO Editor, OA Board
vii. Website information for newcomers, beginners, teachers and other members of the public with a potential interest in orienteering will be enhanced through videos and training guides to be produced in 2011 on the what, why, where and how of orienteering. These will be loaded on the OA website with links from state association and club websites	OA, States
viii. OA, State associations and clubs will review and update website content and presentation during the 2011-14 period to ensure details of their event programs and other activities are easily accessible to potential participants, beginners and ongoing participants	OA, States, clubs
ix. OA, State associations and clubs to use social media tools to promote forthcoming events and news announcements	OA, States, clubs
x. Provide orienteering coverage in each issue of national running magazine Run For Your Life	OA
xi. Provide MTBO coverage regularly in a national MTB magazine	OA MTBO Committee

Targets:

1. Increasing annual growth in visitor internet 'hits' on the OA, State association and club websites
2. OA Facebook friends and OA Facebook page visits to increase by at least 20% per year from 350 in March 2011
3. Readership of the national Enews bulletin to become accessible in 2011 to all subscribers of state and territory Enews bulletins
4. All newcomers at regular orienteering events to become registered orienteers and those with email addresses expeditiously added to the state association Enews circulation lists on an Opt Out basis

4. Maintain and improve high standards of governance and business management

Rationale

Orienteering Australia has established a reputation with its stakeholders for high standards of governance, financial management and business management. To maintain and improve these standards requires regular review and update of procedures and documentation.

Strategies are ongoing.

Strategies	Implementation
i. Continue to manage the day to day business operations of Orienteering Australia through the OA Board, part-time paid officers and a national office	OA Board, paid officers

ii. Ensure succession planning is in place and recruit new members to the OA Board to ensure all Board positions are filled	OA Board
iii. Maintain high standards of financial management and annually review actual and projected income and expenditure, levies and charges, in order to continue to achieve a close to budget neutral position during 2011-14	OA Director, Finance
iv. Maintain financial reserves of at least 50% of annual income	OA Director, Finance
v. Ensure all legal and regulatory requirements are met	Exec Officer, OA Director, Finance
vi. Annually review risk management issues and update procedures as required	OA Board, States
vii. Maintain comprehensive up to date documentation on the OA website of the operations of Orienteering Australia	Paid officers, OA Board
viii. Optimise the use of the OA Results Database to provide event participation statistics	States, OA Technical & IT Committees
ix. Improve membership information and collection where needed to facilitate statistical reporting to the ASC, IOF, and state and territory sport and recreation departments.	States, OA

Targets:

1. Board positions and appointed positions all filled
2. Balanced budget over a 3-4 year period
3. Website documentation fully up to date within 3 months of each Annual Conference
4. Risk management issues reviewed annually, issues identified and procedures up to date and effective
5. Statistical needs for membership, event and participation information met through tabulations from accurate state membership data and national results databases

5. Improve human infrastructure and support

Rationale

In any sport the number of events that can be organised and the numbers of participants are highly dependent on the numbers of coaches and volunteer and paid organisers and administrators. In addition coaches play a very major role in skills improvement and retention. Athletes who are members of a training and coaching group are far more likely to be retained in any sport than those participating without such support.

Orienteering's human infrastructure includes mappers, event organisers and helpers, coaches, and administrators and committee members at the club, state and national levels.

Strategies are ongoing.

Strategies	Implementation
i. Increase the numbers of qualified coaches, controllers and mappers by a regular program of training courses and promotional strategies	OA, States
ii. Maintain coach and controller training course curricula on the OA website and update curricula according to the ASC standard review timetable	OA Manager, Coaching & Officiating; OA Technical Committee

iii. Update level 1 coaching and controller manuals during 2011 and 2012 respectively	OA Manager, Coaching & Officiating; OA Technical Committee
iv. Encourage development of additional mappers through training courses, OA website documentation and provision of mapping resources including OCAD software, OCAD upgrades, EPIRBs and GPS units	OA Mapping Committee; States, Clubs
v. Encourage gender equity by targeting and encouraging female orienteers who would have the required skills to be good coaches, controllers, organisers, and club, state and national administrators and Board members	OA, States, clubs

Targets:

1. 5% annual growth in the numbers of active coaches and controllers
2. At least 30% female representation in each of the human infrastructure categories

6. Improve technical infrastructure and event management

Rationale

OA is a member of the IOF which is continually improving technical and event management for the sport of orienteering, in collaboration with its committees and the organisers of its major events. For many years OA has been fortunate to have had Australian members of the IOF Council and a number of its major committees. An outcome has been ongoing updating of technical and event management guidelines, standards, rules and technology in Australia.

In addition orienteering event management in Australia exists in an environment of competition with other sport and recreation activities for consumer time, enjoyment and financial outlay. Orienteering therefore has to continue to incrementally embrace management improvements to attract and retain participants, and attract and retain event organisers.

Strategies are ongoing.

Strategies	Implementation
i. Through the Technical Committee, on an ongoing basis monitor changes in international rules, standards, practices and technological event management advances in software and hardware, and adopt and promote changes as appropriate in Australia	OA Technical Committee
ii. Through the Technical Committee collect and evaluate reports on all group A events conducted in Australia and incrementally improve event management by sharing information on lessons learnt	OA Technical Committee
iii. Through the Mapping Committee, on an ongoing basis monitor changes in international rules, standards, practices and mapping software and hardware, and share information on such changes to the mapping community in Australia	OA Mapping Committee
iv. Through the Technical and IT Committees, improve the event results production process to enable results to be expeditiously provided to the media and made available on club, state and national websites as appropriate	OA Technical Committee; OA IT Committee
v. Contribute to the international technical development of orienteering by maintaining Australian representation on the IOF Council and technical committees and at the IOF Presidents Conference, IOF Congress and other major IOF forums	OA

vi.	Over 2011-14 increase the proportion of event registrations which are online	States, clubs
vii.	Over 2011-14 increase provision of online membership	States, clubs

Targets:

1. Course setting, controlling and event management standards for all Group A events in Australia meet the OA Rules and Guidelines and, where applicable, IOF Rules and Guidelines

ORIENTEERING AUSTRALIA MANAGEMENT STRUCTURE

Orienteering Australia Council – OA Board plus one councillor and one delegate from each State and the ACT and one councillor representing the elite athletes

ACT	NSW	QLD	SA	TAS	VIC	WA	Elites
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Orienteering Australia Board (President & Directors elected for 2 years by councillors and delegates at Annual General Meeting)

President	Director (Finance)	Director (Development)	Director (High Performance)	Director (Technical)	Director (International) (IOF Council member)
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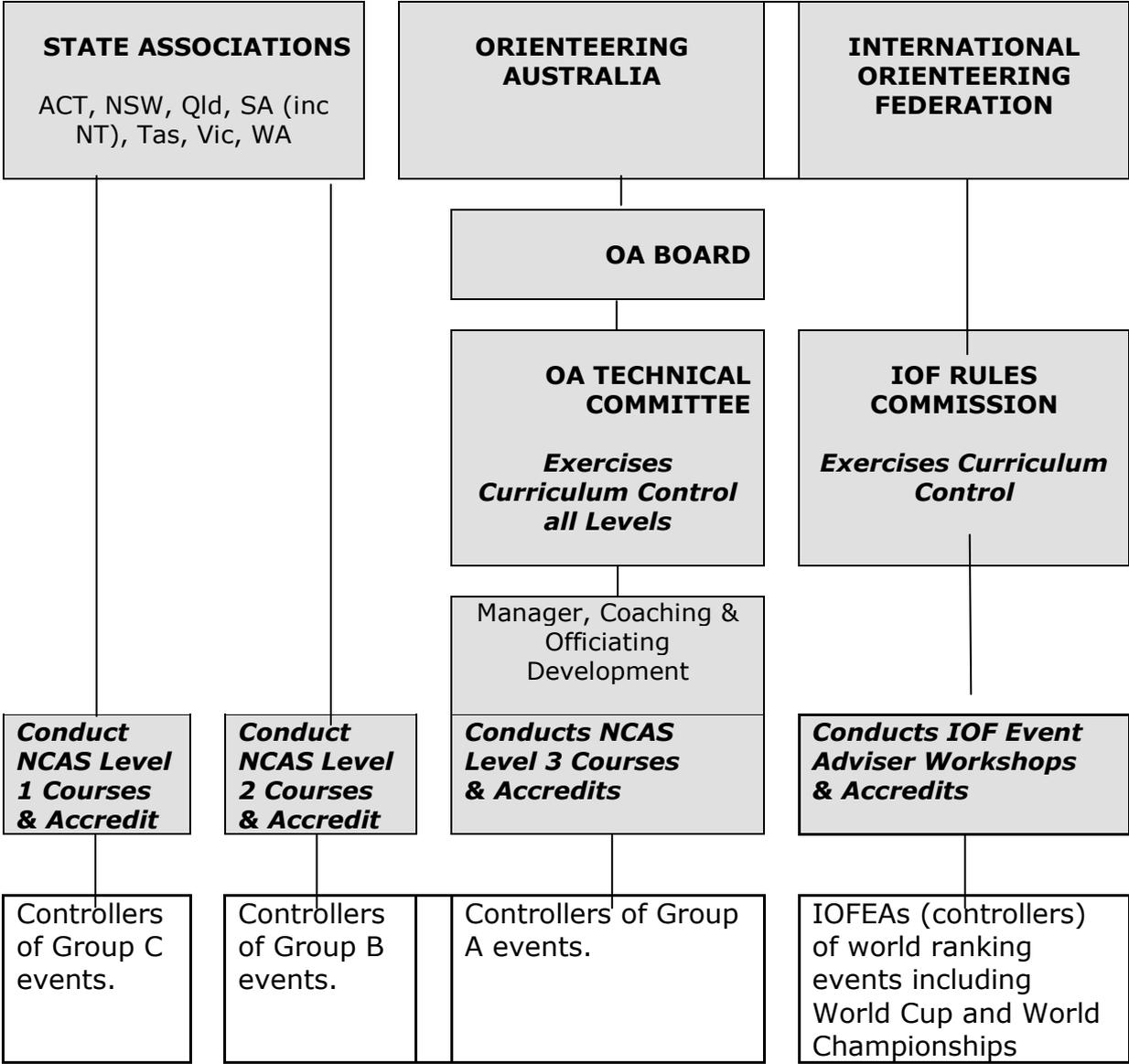
Orienteering Australia Committees and Working Groups

Coaching	Schools	Development	High Performance		Technical
Mapping	Events	Mountain Bike Orienteering	Selection (Foot) (Senior & Junior)	Selection (MTB)	Information Technology

Orienteering Australia Contracted Professional Officers

Executive Officer	Manager, High Performance Manager, High Performance Operations	Manager, Coaching & Officiating Development	Editor of <i>The Australian Orienteer</i>
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OFFICIATING EDUCATION IN ORIENTEERING AUSTRALIA



STRUCTURE OF PATHWAY FOR DEVELOPMENT OF ATHLETES IN ORIENTEERING AUSTRALIA

ORIENTEERING AUSTRALIA COUNCIL
ORIENTEERING AUSTRALIA BOARD
DIRECTOR (HIGH PERFORMANCE)

High Performance Management Group (HPMG)

Director, High Performance
Manager High Performance
Manager High Performance Operations

Foot:

National Senior Men's Coach
National Senior Women's Coach
National Junior Coach
Chair of Selectors

MTBO

National Coach
Chair of Selectors
MTBO Convenor

Roles

- Preparation of National Teams
- Conducting National Coaching Camps
- Evaluation of Team Performances

Coaching Committee

Chair Coaching Committee
Manager, Coaching & Officiating
Development
State/Territory Directors/Managers of
Coaching:
ACT, NSW, QLD, SA & NT,
TAS, VIC, WA

Main Areas of Responsibility:

Coach Education and Development:

1. Level 1
2. Level 2
3. Level 3
4. High Performance

National and State Representative Squads
National and State Development Squads
State Junior Squads and State Schools Teams
Club Coaching and Training Groups
Come and Try It Coaching Sessions
Online Coaching Resources

DEVELOPMENT OF COACHES IN ORIENTEERING AUSTRALIA

