

STRATEGIC PLAN



2016 - 2019

As at Oct 2017

Orienteering Australia Inc
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the Australian Sports Commission



Australian Government

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INTRODUCTION

This Strategic Plan for Orienteering Australia (OA) for 2016-19 updates the 2014-17 Plan to reflect the dynamics of major changes in the areas of:

1. Participation development following the 2015 changes of a doubling in ASC annual funding to \$200,000 per year, the introduction of the ASC Play.Sport.Australia strategy, and the commencement of the Sporting Schools program in primary schools. From 2018, ASC annual funding reduces to \$100,000 per year;
2. High Performance with the cessation of ASC funding support from the commencement of 2016 but a commitment by OA to continue to implement the strategies developed for its *High Performance And Athlete Development Pathway Strategic Plan*;
3. Governance, with the ASC requiring all of its funded sports to move to better business practices and corporate governance over time as a condition of funding;
4. Website, media and communications and other marketing as essential tools evolving with technology to grow participation, improve athlete development outcomes, and more efficiently and effectively run the business operations of the sport;
5. Event management with the IOF embracing Eventor for World Ranking Events, World Cups and World Championships, and implementing new timing technology.

Positive outcomes can only be achieved in partnership with the state associations and clubs, the ASC and other sponsors.

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. At the state level, state Sport and Recreation Departments funding state associations expect alignment between the national and state strategic plans. 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.

GOALS AND VISIONS

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 the Australian Sports Commission will:

- Drive growth in participation by competitors, organisers, coaches and mappers
- Continue to improve the athlete development 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 ongoing development of website and digital communication and event management technologies
- Continue to maintain high standards in governance, financial administration and event management

Vision for where we want orienteering to be in 2023

Participation vision

- 30,000 registered orienteers participating across a wide range of different forms of the sport, and inclusive of all age groups, both genders, and across the major population groups in the community
- mass participation orienteering events in cities and large rural centres to give the sport a much higher public profile, level of acceptance and sponsorship support
- orienteering as a sport in many geographic areas not served by orienteering in 2015, or not served in weekly or seasonal time periods in 2015 orienteering geographic catchments
- large numbers of juniors participating in club orienteering events at both the primary and secondary levels and flowing through to the post-school tertiary education age group

Athlete development and high performance vision

- well supported training, coaching and information resources to provide the opportunity for any orienteer of any age or skill level to develop their orienteering skills
- a development pathway achieving excellent results for young orienteers with potential to aspire to become world class senior orienteers representing Australia in their 20s and 30s
- high levels of retention of talented orienteers from the junior to the senior ranks
- Australian podium placegetters in World Championships and World Cup events
- full Australian teams of A final standard in foot and mountain bike orienteering
- major international orienteering events regularly staged in Australia and New Zealand
- a high profile, showcase elite orienteering event annually in every state capital
- a strong network of active coaches throughout Australia

Administration and governance vision

- a single national common membership, event registration and calendar system integrated with website and social media servicing
- an appropriately resourced national office to support the preceding system; marketing of the sport; development resources; technology expertise
- a high level of compliance with best practice principles for governance for Australian National Sporting Organisations
- adequate paid staffing for efficient and effective implementation of the Strategic and Corporate Plans

Technology and event management vision

- live tracking, online streaming and live results for major orienteering events in Australia
- easy to use electronic timing systems for low cost community and schools orienteering events
- significant participation in orienteering from smartphone and other technology models

Media vision

- effective multi-media strategic and operational plans
- national television coverage in Australia of at least one major orienteering event per year and access to television coverage of the World Championships
- articles on orienteering regularly appearing in national print media
- quality OA magazine and Enews online for members, sponsors and the media

Sponsorship vision

- Government and corporate sponsorship of \$500,000 to \$1 million per year to support development and operational programs
- sponsorship partnerships for iconic, high profile events and for national carnivals and national league events

Abbreviations

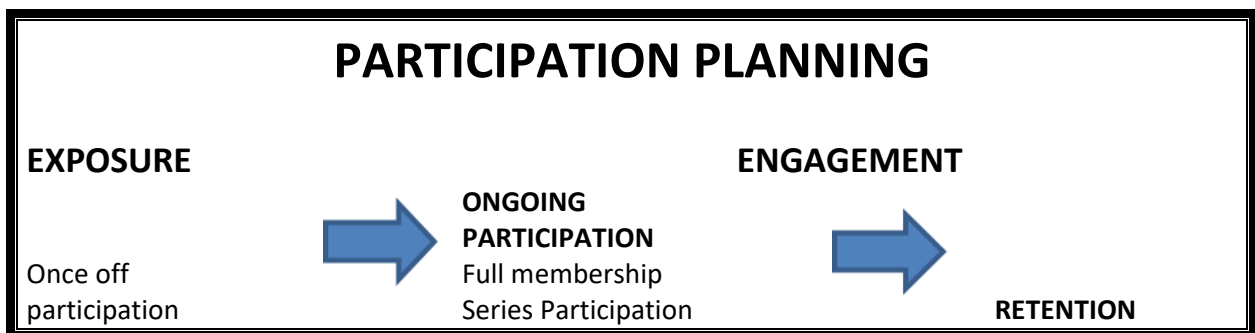
ASC	Australian Sports Commission
Clubs	orienteering clubs within state and territory orienteering associations
FTEM	Foundation, Training, Excellence, Maintenance of Elite Performance
HP	High Performance
IOF	International Orienteering Federation
JWOC	Junior World Orienteering Championships
MTB	mountain bike
OA	national body of Orienteering Australia
SSP	Sporting Schools Program
States	state and territory orienteering associations
WOC	World Orienteering Championships

Summary of strategic objectives

- increase participation
- enhance performance from beginner through to international
- improve communications
- improve governance and business management
- increase workforce
- improve technical infrastructure and event management

Objectives

1. Increase growth in participation



Rationale

In 2015 the ASC defined a sport participant using the Australian Bureau of Statistics definition: a person who has participated in one or more competition or other organised activities for that sport during the last year.

In 2011 the ASC saw 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 (ASC Sporting Schools Program, Sport and Recreation Departments, Health Promotion Funds, private sponsors and user pay fees) to organise coaching/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.

\$200,000 per year in participation funding is now being provided by the ASC to Orienteering Australia each year from ASC financial year 2015-16 to support activities that contribute to increasing engagement. For the purposes of the Strategic Plan it is assumed that this will continue annually. In addition to this, supplementary funding to support implementation of Sporting Schools Program (SSP) orienteering was provided in 2015 and it anticipated that some level of funding assistance will be needed from 2016 onwards to pay for national and state SSP project development and management.

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

- 1A. Increase community exposure to orienteering
- 1B. Increase participant engagement and membership growth
- 1C. Increase participation in orienteering by school students

1A. Increase community exposure to orienteering and the numbers of new people trying orienteering

Strategies	Implementation
i. Identify priority geographic areas not serviced or under-serviced by orienteering and over the 2016-2018 period increase availability and marketing of locally-based come and try orienteering events and new park, street, sprint and MTBO programs in priority geographic areas previously not serviced or under-serviced by orienteering	OA, States, Clubs
ii. Run promotional orienteering events on the campuses of universities and other tertiary education institutions	States, Clubs
iii. Improve cross promotion of orienteering with target groups such as Parkrun, adventure racing, rogaining, mountain biking, running, bush walking, scouts, outdoor education, defence force and other bodies with an interest in outdoor fitness	OA, States
iv. Increase promotion of orienteering as a recreational activity for walkers	OA, States, Clubs
v. Promote corporate orienteering on a user pays and/or sponsorship basis	OA, States
vi. Organise and promote information and coaching sessions for first timers on the what, why, where and how of orienteering	States, Clubs
vii. Partner with charities, media organisations and sponsors to develop high profile mass participation, fun run-style orienteering events	OA, States, Clubs
viii. Orienteering information stalls at selected major public events (eg. fun runs, annual shows) and at major shopping centres promoting start of season registration	Clubs
ix. Research the methods used by Parkrun, Mud Run, Colour Run and other high participation organisations/events which are in competition with orienteering	OA
x. Recruit to the OA Board a person with a record of achievement in professional marketing	OA

1B. Increase participant engagement and the retention of ongoing participants

Strategies	Implementation
i. Convert newcomers into ongoing participants and members by capturing contact details and expeditiously following them up post event, including providing casual membership services (Enews emails, calendars, club information, training and competition advice)	States, Clubs
ii. Help for beginners at each event (meet, greet and follow up) and community coaching sessions for beginners, with sessions/training camps specific to target groups such as women, children and Masters orienteers	States, Clubs
iii. Subsidise training of organisers, coaches & mappers for new areas and rural centres to increase long term sustainability of new programs	OA, States
iv. Once 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
v. Increase ongoing participation in weekend orienteering by primary school age orienteers through promotion of group activities and innovation in events offered	States, Clubs
vi. Increase participation and retention of university students through events on campus and nearby, exploring collaborations with university sport and recreation staff, university like-minded clubs (running and mountaineering clubs etc) and Australian University Sports university sports carnivals	OA, States
vii. Increase retention of members through follow up (enews, training, coaching, social activities, trips to interstate and international events)	States, clubs
viii. Research: <ul style="list-style-type: none"> • Compile a research database from the ASC, other orienteering countries and other sources on the motivators and barriers to participation • conduct an annual Eventor survey of members to identify priorities for improving the sport in order to increase retention • survey first time participants at a sample of events each year to ascertain how they found out about the event and their level of satisfaction in participating 	OA, States, Clubs

1C. Increase participation in orienteering by school students

Strategies	Implementation
i. Improve marketing and outreach to secondary and primary schools, building on the Sporting Schools Program, regional and state schools championships, and other club-run competitions for schools	OA website, States, Clubs, OA Development Committee

ii. Experiment with different options to evaluate what works best to attract Sporting Schools orienteering participants and their parents to club orienteering events	OA Sporting Schools Coordinator, State Sporting Schools coordinators
iii. Innovation in new orienteering products for juniors: Space Racing, Spooks In The Park, Adventure Races, smart phone technologies, maze orienteering, online orienteering games, permanent courses etc	OA website, States, Clubs, OA Development Committee
iv. Build on known research that most students are more likely to participate if they can do so with a friend, and to participate on weekends if there is parental engagement by ensuring that competition formats allow for junior teams and parent-child teams	OA website, States, Clubs
v. Encourage parents to participate (targeted information and coaching sessions, awards, invitations to social activities, help with simple jobs at events if help issues preclude participation)	OA website, States, clubs
v. Research methods used in New Zealand, the UK and other countries to successfully increase junior participation to much higher levels than in Australia	OA Development Committee
vi. Attend ASC Sporting Schools and Participation workshops and communicate the key points on increasing participation to the OA Board, States and OA Development Committee	OA Executive Officer, OA Sporting Schools Program Coordinator

KPIs:

1. Increase the numbers of registered orienteers by 3% per year over the period 2016-2018
2. Increase retention rates from 78% to 80% by the end of 2017.
3. Commence an annual survey of member feedback on service delivery and satisfaction by end of 2017.
4. Increase the number of schools undertaking Sporting Schools orienteering and the number of participants in schools undertaking Sporting Schools orienteering by 3% in 2017.

2. Improve the high performance and athlete development pathway

Introduction:

Comprehensive plans, priorities, strategies and KPIs for high performance and athlete development are in the Orienteering Australia document ***High Performance and Athlete Development Pathway Strategic Plan 2014-2018***. Refinement of strategies and processes to achieve these involve a focus on these additional principles at a club, state and national level:

- streamlining initiatives aiming to minimise gaps in our pathways across our systems. To reach our goals, there is a need to develop collaborative processes between states, OA and clubs to share responsibilities and develop practical strategies to create strategic alignment in strengthening the FTEM athlete pathway and participation pipeline.

- Effective and clear best practice human resource structures across our systems. While there is a need to have the right strategies, resources and programs in place, there is a need to focus on the people that make up our systems, and this focus should prevail at every level of the systems.
- Resourced transition programs and agreed protocols for connectivity between levels, and having people in place, are crucial for success.
- Ongoing improvement is a key feature of this process involving the recognition of gaps in our orienteering athlete pathway, at all levels (club, state and national), and monitoring, evaluating, promoting and streamlining initiatives aiming to minimise these gaps.
- Coaches and incentives for coach development are central to ongoing development of a pipeline of athletes in vibrant national and state squads with a team of coaches working together in a coordinated national and state calendar. Turning around the decline in the number of coaches is something we must make a central focus across our systems, particularly the training, accreditation, encouragement and empowerment of younger coaches and mentoring, encouragement and subsequent authority given to young coaches (and coaching teams) in our activities.
- Talent development works across systems so connectivity is crucial. The talent identification process recognises the importance of structured pathways in providing enabling experiences for talented athletes to progress through the system (also as coaches, event organisers and mappers) and includes specific reference to:
 - a) having clear talent pathways;
 - b) having mentors within the pathway;
 - c) critical ages to commence a pathway;
 - d) the geographic reach of the pathways;
 - e) costs to participate; and
 - f) the role of school sport in association with clubs.

Across most of these aspects, the level of sophistication in managing these aspects will determine the success of talent ID initiatives.

Specific new high priorities for 2016-2018 include:

- i. Table of strategies

Strategies	Implementation
i. Transition to new funding arrangements for high performance and athlete development using donations to the Australian Sports Foundation, organisation of fund raising orienteering events, private sector sponsorship, State government funding grants and other sources	OA, HP Management Group
ii. Strengthen the structures and linkages between State/club coaching and the national squad structure	OA, State Coaching Directors, HP Management Group
iii. Develop Talent Identification benchmarks and state Talent Identification programs that integrate with a national Talent identification squad program	OA Head Coach, State Coaching Directors

iv. Develop a comprehensive set of resource materials on the OA website for club and state squad coaching	OA Head Coach, State Coaching Directors
v. Increase the priority given to the World University Championships and World Cup and World Ranking Events in Europe for WOC squad development; encourage participation in these by Australian elite orienteers residing in Europe or visiting Europe	OA Head Coach; OA WOC coaches
vi. Invite high achieving international coaches to Australia on a regular basis to enhance local coach and elite athlete development	OA Director, HP; OA Head Coach
vii. Enhance high performance development engagement with Orienteering New Zealand	OA Director, HP; OA Head Coach; Orienteering NZ Director, HP
viii. Within funding constraints, increase use of technology which supports high performance development	HP Management Group
ix. Develop a culture of the elites helping members of the squads below them with mentoring, training and social interaction	HP Management Group

ii. Strengthen the structures and linkages between State/club coaching and the national squad structure. Key goals:

- State Directors of Coaching appointed to the National High Performance Management group as a forum to strategically align projects and streamline initiatives aiming to minimise gaps in our pathways across our systems. In addition this is a forum to coordinate NOL / JNOL leadership and contribution to the development of the National Orienteering League.
- An agreement be made between OA and states about a roster/calendar of HP coach visits to states to support state level 2 coaching courses with visiting HP coaches.
- Draft an exemplar state coaching structure linking with OA structures and role descriptions for possible state coaching roles. Key principles - States seek to appoint 2 people to co-ordinate state based coaching activities/pathway planning along the lines of development (F2/3) and performance (T1-4). These appointments be made before the OA Conference each year and be communicated to the OA coach co-ordinator (F2/3) / OA Head Coach (T1-4).

iii. Develop Talent Identification benchmarks and state Talent Identification programs that integrate with a national Talent Identification squad program. Key goals:

- Compile talent identification and development manuals with input from experienced coaches to aid benchmarking at all levels for development coaches and to ease transitions between stage

- OA and states work together to streamline talent ID process. At the beginning of the year, states provide a contact for OA TTA squad nomination after Australian championships and ongoing camp invitations to state and national TID processes. Develop process and protocols to streamline club, state and national TID practices.
- Refinement and adoption of the National TID policy by clubs and states.

vi. Invite high achieving international coaches to Australia on a regular basis to enhance local coach and elite athlete development thus providing mentors within the pathway. There is a need to balance this in a manner that builds, rather than undermines, the development of Australian based coaches and the education and development of local coaches. International coaches are used to promote and educate Australian based coaches particularly to be mentors for younger coaches and coaching teams.

vii. Enhance high performance development engagement with Orienteering New Zealand. Increase the accolades, acclaim and kudos given to the Junior Bushranger test match and senior test matches. Streamline the regular calendar of a return schools test match and continue to work closely with NZ during international tours to pool coaching expertise.

ix. Develop a culture of the elites helping members of the squads below them with mentoring, training and social interaction. Start this early in the athlete development process by integrating level 1 and level O coaching courses, controller courses and mapping into club, state and national training camps. Facilitate mentoring along the pathway for contribution back to the program.

X Development of a coach development plan. There is a strong need for the coaching group to work together to develop a national coach development strategy between OA and states with strategic alignment and resource sharing. Collaboration with states to develop this plan for conference 2016. State and national coaching plans to be developed and harmonised. A Level O Coaching courses be regularly used to initiate parents, athletes, juniors easily into a coaching pathway.

KPIs:

1. Funds raised from new sources to support the HP and athlete development program pathway
2. Number of Talent Identification athletes recruited to squads
3. Number of Talent Identification athletes who are promoted to State and National Junior Squads
4. Realistic KPIs for each of the other tiers of the athlete development pathway

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.

ASC-commissioned research in 2012 (the ‘market segment’ project study) found that up to 4 million Australians who are interested in fitness and the social activities associated with that are not members of sporting clubs, but might be if approached with the right marketing. Over 90% are predominantly interested in participation for social and fitness reasons; few are primarily motivated by competition. Cost and accessibility are major considerations. Orienteering is therefore well placed to tap into this market, providing low cost entry fees can be offered to events relatively close to home, and easy courses are offered for beginners which represent value for money.

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. All three have much easier navigation than for a bush event which can be quite daunting for a newcomer. Orienteering 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 through websites, enews, Facebook and printed newsletters are a major strategy in reducing the non-renewal rate of members as well as encouraging newcomers to become members. It is also essential to develop the full potential of the Eventor integrated event, calendar, results and membership system as part of the communications strategy.

The most effective marketing outcomes in orienteering in the past have been found 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.

However, increasingly the most effective marketing outcomes for sports in the last few years have come through use of social media tools, partnerships with charities and sponsors to create a media footprint, creative naming of events, and cross promotion with allied sports.

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

Strategies	Implementation
i. Develop national and state marketing plans	OA, States
ii. Improve website resources for beginners on the what, why, where and how of orienteering	OA, States, clubs
iii. Increase retention of members through improved communications services by further development of website and digital communication technologies and personal follow up	OA, States

iv. Continue to develop the OA, State and club websites as user-friendly, informative sources of information on news, events, results, beginner information, club and social activities, coaching, the development pathway, and mapping, event organisation and other technical and administration information.	OA, States, Clubs
v. Continue to develop social media (Facebook, Twitter, Instagram and other social media) as communication tools to members and to promote orienteering to a much larger public audience	OA, States, Clubs
vi. Continue to improve the quality of Enews bulletins by OA, State Associations and clubs	OA, States, Clubs
vii. Develop the full potential of the Eventor integrated event, calendar, results and membership system as a communications tool	OA, States
viii. Promote orienteering in media outlets and in specialist publications outside orienteering	OA Media Liaison Officer, OA Executive Officer, States, clubs
ix. Maintain the <i>Australian Orienteer</i> as Orienteering Australia's flagship publication	AO Editor, OA Board
x. Promote OA and state association online resources to schools, scouts, running and cycling organisations, and other community groups	OA, States, Clubs
xi. Continue to provide orienteering coverage in each issue of national running magazine <i>Run For Your Life</i>	OA President and Executive officer
xii. Provide MTBO coverage regularly in a national MTB magazine	OA MTBO Committee
xiii. Develop a cross promotional agreement with Parkrun Australia for advertising and content in the Parkrun Australia national enews and applicable local Parkrun Facebook pages	OA Executive Officer and Board; clubs with Parkruns in their catchment areas
xix. Monitor and incorporate as appropriate current or new communication technologies such as Smartphone apps and orienteering apps	OA Director of Media and Communications

KPIs

1. Increase annual growth in visitor internet 'hits' on the OA website by 10% per year.
2. Increase OA Facebook friends by 5% or more per year.

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. OA has to report on these annually to the ASC in the ASC's Annual Sports Assessment Review as a condition of funding from the ASC. To maintain and improve 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

i.	In consultation with the ASC and the states, annually review and improve OA governance against published ASC standards	OA Board
iii.	Maintain high standards of financial management and quarterly report to the OA Board on actual and projected income and expenditure for the year, and annually review actual and projected income and expenditure, levies and charges for the current and next 3 years	OA Director, Finance; OA Board; OA Risk and Audit Committee
iv.	Maintain monitoring and evaluation of financial and risk management and present reports to the OA Conference each year and in the OA Annual Report	OA Director, Finance; OA Director of Special Projects; OA Risk and Audit Committee
v.	Ensure all legal and regulatory requirements are met	OA Exec Officer; OA Director, Finance; OA Board
vii.	Maintain comprehensive up to date documentation on the OA website of the operations of Orienteering Australia	Paid officers, OA Board, relevant OA committees
viii.	Maximise use of the Eventor database in uploading membership data and event results to provide comprehensive membership and event participation statistics	OA Executive Officer, OA Eventor Management Committee, States and clubs
ix.	Contribute to the international 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 Board; OA Technical and Mapping Committees

KPIs:

1. Annual review and update conducted of OA governance against ASC recommended guide lines
2. Balanced budget over a 3-4 year period
3. Audit and Risk management issues reviewed annually, issues identified and procedures up to date and effective
4. Annual review and update conducted of OA Operational Manual documentation
5. OA Board meetings at least 5 times per year

5. Increase volunteer workforce and improve workforce 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. In 2016 the ASC developed a framework toolkit to encourage comprehensive planning for workforce development

http://www.ausport.gov.au/participating/coachofficial/ncasnoas/framework_toolkit

The toolkit has identified that one of the gaps in OA's workforce development plan in the past has been the lack of a training program for lecturers for the courses which are run for coaches, controllers, event organisers, course planners, mappers and administrators. Such a training program will include modules to develop presentation skills.

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
ii. Use the ASC Framework Toolkit to develop a comprehensive national workforce training plan, which will include a national workforce training calendar and development and training support for training course lecturers	OA Manager, Coaching & Officiating; OA Technical Committee; OA Coaching Committee
iv. Update level 1, level 2 and level 3 coaching and controller training curricula as required during 2016-2018 to ensure ASC accreditation is maintained	OA Manager, Coaching & Officiating; OA Technical Committee
v. Maintain a national level 0 coaching curriculum to meet the accreditation standards of the Sporting Schools program for primary schools	OA Manager, Coaching & Officiating; OA Sporting Schools Program Coordinator; OA Head Coach
vi. 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
vii. Encourage gender equity by targeting and encouraging female orienteers who would have the required skills to be good coaches, controllers, organisers, mappers, and club, state and national administrators and Board members	OA, States, clubs
viii. Increase recruitment and retention of organisers and course planners through ongoing improvement of documentation and mentoring programs	OA Technical Committee, Eventor Management Group, States
ix. Review and enhance online resources for workforce development	OA Coaching Committee; OA Technical Committee
x. Ensure adequate numbers of officials are trained and accredited for World Ranking Events and other events	OA Technical Committee
xi. Each state appoint a Director of Coaching, a Director of Controlling and a Mapping Coordinator with responsibility for workforce development	State Boards

KPIs:

1. Increase the total orienteering coaching workforce (Level 0, Level 1, Level 2 and Level 3) by 5% per year during the 2016-2018 period.
2. Increase the numbers of club orienteers and teachers and others trained in Level 0 coaching for sporting schools orienteering by at least 5% in 2017.
3. Maintain the workforce of controllers during 2016-2018

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 new technology and other management improvements to attract and retain participants, and attract and retain event organisers.

Strategies are ongoing.

Strategies	Implementation
i. Monitor changes in international rules, standards, practices and technological event management and mapping advances in software and hardware, and adopt and promote changes in standards, practices and technology as appropriate in Australia	OA Technical Committee; OA Mapping Committee
ii. 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. Compliance with IOF regulations and standards for conducting World Ranking Events in both foot and mountain bike orienteering in Australia	IOF Event Advisors; Level 3 Controllers; OA technical Committee

KPIs:

1. 100% of group A (national and international carnival) events in Australia to meet the OA rules and guidelines, and, where applicable IOF Rules and Guidelines, for course planning, controlling and event management. Written reports using the OA reporting template to be received by OA from controllers of these events.
2. At least 75% of accredited controllers to reaccredit after 4 years, with all to maintain activity logs to facilitate re-accreditation, and all accredited controllers to attend an update workshop within every 8 years.