

ORIENTEERING AUSTRALIA STRATEGIC PLAN (2019-2021)

for action by the Australian orienteering community

Our aim:

'More people, more places'

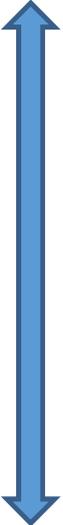
We want to:

Make it more attractive to participate	Organise events more efficiently	Streamline our administration	Communicate effectively	Perform at our best
<p>Our participants range in age from under 10 to over 90, and include world champions, club members, school groups and families. We want it to be more attractive for people to start and to continue all forms of orienteering.</p>	<p>Our events range from permanent courses and club events, to major state, national and international events. Most events are run by volunteers and we want to make it easier for them to organise great events.</p>	<p>Orienteering is administered at three levels (club, state and national), mostly by volunteers. We want to ease their workload by streamlining our administrative processes.</p>	<p>New participants, current members and stakeholders need relevant and timely communication about orienteering. We want to listen, collaborate and communicate to those within and those outside our orienteering community.</p>	<p>Our participants range from novices to aspiring champions in a range of orienteering disciplines and age classes. We want every orienteer to realise their potential, regardless of their age, ability or chosen form of orienteering.</p>
<ol style="list-style-type: none"> 1. Increase the attractiveness of orienteering to new and current participants and club members. 2. Increase youth involvement in orienteering 3. Make orienteering more time and cost effective for participants 4. Encourage and acknowledge volunteering in orienteering. 	<ol style="list-style-type: none"> 5. Encourage and reward our workforce: volunteers, paid officials, and those who innovate to improve our events 6. Improve access to and information available about suitable terrain and maps for events and acknowledge our landowners 7. Maintain technical standards for state and national events and improve our workforce's capability and capacity to meet them 	<ol style="list-style-type: none"> 8. Maintain a high level of governance and regulatory compliance, and support an inclusive sport 9. Have the best information available to support management of our sport 10. Ensure our sport is financially sustainable 	<ol style="list-style-type: none"> 11. Establish a single unified web presence 12. Consolidate document management 13. Use our communications infrastructure effectively to communicate with our members 14. Develop unified approach to event and resource administration 15. Support the Australian Orienteer 	<ol style="list-style-type: none"> 16. Maintain strong programs to support teams and squads at the state, national and international levels 17. Encourage every orienteer to improve their performance through a strong coaching infrastructure and training culture.

How does this plan fit with other plans?

Orienteering Australia will support the state associations to increase participation in orienteering, through facilitating a consistent and collaborative national approach aligned with the intent of the National Sport Plan [Sport 2030 - National Sports Plan](#) and the IOF Strategic Directions.

The plans at every level should link.



Administrative level	Plan	Purpose	Associated action plan	Performance indicators
National	Orienteering Australia strategic plan	Provides strategic directions for all levels of orienteering in Australia. Aligned with the National Sports Plan and the IOF Strategic Directions	OA actions (plus partnership actions)	National data (including mandatory reporting to Sport Australia). Collated from state association data.
State	State association strategic plans	Provides strategic directions for state association and clubs. Aligned with the OA strategic directions.	State association actions (plus partnership actions)	State data (including mandatory reporting to OA, for the purposes of reporting to Sport Australia). Collated from club data.
Club	Club strategic plans	Provides strategic directions for clubs and members. Aligned with state association strategic directions.	Club actions (plus partnership action)	Club data (including mandatory reporting to state associations, for the purposes of reporting to Sport Australia)

Actions, responsibilities and performance indicators

The actions listed in the sections below are those where OA is responsible or has a shared responsibility.

Performance indicators are internal, except where indicated (those identified as 'Sports Australia SIA' are required under the Sports Australia / OA Sports Investment Agreement [SIA]).

Make it more attractive to participate

Background

We want more people to start and to continue orienteering. Events are held in many different locations and involve a range of courses of different distances and degrees of difficulty. Depending on the event, participants can walk or run, ride a bike, use a wheelchair or even cross country ski, and our most popular disciplines are foot and mountain bike orienteering.

Orienteering combines map reading with physical activity: it helps participants build physical, cognitive, psychological and social capabilities, and helps them to live active and healthy lifestyles, while bush orienteering provides a connection with nature.

Orienteering events include people from all ethnic, religious and social backgrounds, from across all generations and with varying physical abilities. Success by women and men is equally recognised. Our participants include individuals, families, and school, scout and disabled groups: their abilities range from complete beginners to world champions, with each person choosing a course of the distance and difficulty that suits them and often socialising together afterwards.

We are working towards overcome some potential barriers in participation:

Although our regular participants include many juniors, including those who may have little interest in traditional sport, plus a large contingent of older participants, for whom orienteering provides a complete activity to facilitate a healthy older age, we struggle to recruit and retain young adult participants.

- The timing, travel (and therefore cost) involved in traditional orienteering events can be a barrier to participation: however, systems such as MapRun are now making it possible for people to go orienteering in local areas at a time that suits them, as well as easing the organisational burden.
- Our events almost completely depend upon a tremendous effort put in by many volunteers: we want to encourage them and formally acknowledge their efforts, so that they continue to volunteer into the future.
- Our state associations report that people are more likely to continue orienteering if they feel welcomed, included and have friends or family who also participate.

Most of the actions to strengthen participation are carried out by state associations and clubs. Orienteering Australia still plays an important role in areas such as providing systems and infrastructure to support states and clubs in that work, and in facilitating the national rollout of initiatives which have been successful in individual locations.

Our goals

- 1. Increase the attractiveness of orienteering to new and current participants / club members / volunteers**
- 2. Increase youth involvement in orienteering**
- 3. Make orienteering more time and cost effective for participants**
- 4. Encourage and acknowledge volunteering in orienteering.**

Our actions

2019	2020	2021	Responsibility
1. Increase the attractiveness of orienteering to new and current participants and club members.			
<i>New and upgraded initiatives</i>			
Encourage the development of participation programs that have potential for rollout at the national level.			OA / state associations
<i>Ongoing activities</i>			
When opportunities arise for funding, identify and prioritise programs with the greatest potential to increase the total number of unique participations.			OA / state associations
Facilitate opportunities for state associations to share information about successful participation programs.			OA / state associations
2. Increase youth involvement in orienteering			
<i>New and upgraded initiatives</i>			
Develop and promote a youth policy aimed at increasing the involvement of people aged 30 years and under in all aspects of orienteering.			OA / state associations / clubs
<i>Ongoing activities</i>			
Support and manage the role of the Sporting School Coordinator, with documented responsibilities.			OA
3. Make orienteering more time and cost effective for participants.			
<i>New and upgraded initiatives</i>			
Promote the development of digital systems (such as MapRun) that enable people to go orienteering at any time.			OA / state associations
4. Encourage and acknowledge volunteering in orienteering			
<i>New and upgraded initiatives</i>			
Develop and implement a volunteer recognition policy, including awards for volunteers and recognition in annual reports.			OA / state associations

Measuring our performance:

- An increase in the number of registered orienteers by 3% annually. (Sport Australia SIA)
- An increase of 3% in schools registering for Sporting Schools Programs annually. (Sport Australia SIA)
- Achieve and maintain a minimum 80% membership retention rate. (Sport Australia SIA)
- An increase in the number of participants who use MapRun or similar platforms to go orienteering (information downloaded from MapRun and similar systems).
- OA and state association to have annual awards for volunteers, and recognise volunteers in annual reports.

Organise events more efficiently

Background

In any sport, the number of competitions which can be organised and the numbers of participants are highly dependent on the numbers of organisers and administrators; however, within orienteering, volunteers far outweigh paid staff, and many of those who compete in races are also volunteers at those same competitions. In addition, orienteering in Australia exists in competition with other sport and recreation activities for consumer time, enjoyment and financial outlay, and in an environment where access to public and private land is sometimes restricted.

Orienteering is unique as a sport in that competitors may be of all ages and abilities and the competition needs to be organised to cater for all their needs, with very little pre-existing infrastructure apart from the map. Orienteering's human infrastructure includes mappers, event organisers, controllers and course planners, plus helpers, coaches, and administrators and committee members - at club, state, national and international levels.

Orienteering Australia is a member of the International Orienteering Federation, which is continually improving technical and event management for the sport of orienteering, in collaboration with its committees and the organisers of its major international events. For many years OA has been fortunate to have had Australian members of the IOF Council and a number of its major committees, resulting in Australia maintaining a credible international presence in terms of both elite athletes' race results and international event advising.

To maintain an international standard of competition and event management requires constant updating of technical and event management guidelines, standards, rules and technology. Orienteering Australia therefore has to continue to incrementally embrace new technology and other management improvements in order to attract and retain participants, and attract and retain event administrators. Even at the grassroots local event level, while technology has made event management more efficient on the day and streamlines the experience for competitors, the preparation beforehand requires volunteers to be experienced and competent with the processes. Therefore, resource availability, ongoing education, mentoring and positive reinforcement are essential so that our volunteers can progress with confidence through the levels of event management.

Almost all events are organised by State Associations or clubs, with Orienteering Australia playing an important role in providing the supporting framework and infrastructure for these to happen. While one of Orienteering Australia's primary goals is to enhance participation at all levels of our beloved sport, we need to minimise volunteer burnout, therefore we aim to maximise participation return per unit of effort by volunteers.

Our goals

5. **Encourage and reward our workforce: volunteers, paid officials, and those who innovate to improve our events.**
6. **Improve access to and information available about suitable terrain and maps for events and acknowledge our landowners.**
7. **Maintain technical standards for state and national events and improve our workforce's capability and capacity to meet them.**

Our actions

2019	2020	2021	Responsibility
5. Encourage and reward our workforce; volunteers, paid officials, and those who innovate to improve our events.			
<i>New and upgraded initiatives</i>			
Encourage use of electronic maps on phones (My O-Maps or similar)			OA / state associations
Investigate alternate event software, e.g. for events organised by only one person			State associations / clubs
Acknowledge event and other volunteers at all levels			OA / state associations
Mentoring programme for group B/C events			State associations
Shared resource platform on OA website			OA / state associations
<i>Ongoing activities</i>			
Make information-sharing easier			OA / state associations
Maintain resources on OA and state websites for course planning, event management, e.g. OE, OR, O-Lynx, OCAD, Purple Pen, Corpse, Condes etc.			OA / state associations
Acknowledge OA's volunteer officials (e.g. Group A controllers)			OA
Encourage opportunities to take up volunteer grants (club & individual)			OA / state associations
Encourage pre-entry to events and pre-printed maps/courses for all levels			OA / state associations
Encourage travel cost reimbursement for volunteer officials			OA / state associations

Measuring our performance

- Increase number of controllers by 3% by end of 2019 financial year (Sport Australia SIA)
- Number of accredited controllers re-accrediting greater than 75% by end of 2019 financial year (Sport Australia SIA)
- Every state should have a resource library available for course planners/event organisers

2019	2020	2021	Responsibility
6. Improve access to and information available about suitable terrain and maps for events and acknowledge our landowners.			
<i>New and upgraded initiatives</i>			
Educate mappers on use of ISOM 2017 compliance tools e.g. CheckOMap	Prepare new forest maps using ISOM 2017		OA (Mapping Chair)
OA map database (OMaps); encourage states to use Eventor for this purpose – Vic and Tas also have databases			OA / state associations
Implement ISSOM 201X when it arrives			OA (Mapping Committee), mappers
<i>Ongoing activities</i>			
Identify areas with difficulty of access, and the reasons why. States to inform OA of their access issues and request assistance where appropriate (noting that the key stakeholders may be state rather than federal level, or private landowners). OA to respond supportively as required – and keep records of issues/outcomes.			OA / state associations
Maintain portfolio of (lack of) environmental impact evidence			OA
Maintain public liability insurance			OA
Maintain risk management and event safety guidelines and documents			OA / state associations
Acknowledge traditional and other landowners (consider memorandum of understanding with traditional landowners)			State associations / clubs
Identify map areas required for major carnivals			State associations
Maintain pool of trained mappers			State associations / OA Mapping Committee / Chair
Hold mapping workshops			Mapping Chair / state associations
Hold mapping committee meeting annually and correspond electronically			Mapping Committee
Maintain mapping resources on OA website			Mapping Committee
Update forest maps to ISOM 2017 as appropriate and when required for major carnivals			States, individual mappers
Make clear statement on any maps printed, as to which specifications they follow; and document level of compliance			
MTBO maps to be made & maintained according to IOF specifications			MTBO mappers

Measuring our performance

- Percentage of new forest maps for IOF events successfully prepared to ISOM 2017 compliance = 100%
- Percentage of existing maps updated to ISOM 2017 – as appropriate, prioritising Group A, then Group B events
- Documentation of level of compliance: new symbols, visual legibility check, software check
- Percentage of sprint maps at 1: 4000 or 1: 5000 prepared to current ISOM = 100% if used for group A or B events
- Central database of access issues and resolutions undertaken – maintain as a resource

2019	2020	2021	Responsibility
7. Maintain technical standards for state and national events and improve our workforce's capability and capacity to meet them.			
<i>New and upgraded initiatives</i>			
	Prepare "Handbook to Accompany Curricula to prepare Controllers for Foot Orienteering Events in Australia"		Working group overseen by OA Technical
Endorse/upload MTBO L1 curriculum	Prepare MTBO L2 curriculum	Prepare "Handbook to Accompany Curricula to prepare Controllers for Mountain Bike Orienteering Events in Australia"	MTBO technical subgroup
Hold MTBO Event Advisers' Workshop			MTBO manager / OA Technical (delegate)
<i>Ongoing activities</i>			
Allocate major events to host states			Events Committee
WA: Australian 3-Days/Aust Sprint Champs ACT/Vic/NSW: Oceania Champs, Aust Long/middle	NSW: Australian 3-Days Tas: Australian Championships	Qld: Australian 3-Days Vic: Australian Championships	OA / state associations
Call for state(s) to host Oceania 2023 if allocated to Aust			OA
Encourage competitors to attend national and international events, e.g. Oceania 2021 in NZ			OA
Scheduling of National Orienteering League races			Head Coach / High Performance Group / Events Committee
Endorse level 3 controllers appointed to Group A events			Director, Technical
Endorse Level 2 controllers appointed to Group B events			State associations
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 Disseminate information to course planners, event organisers, controllers and competitors regarding changes to rules, mapping standards, control descriptions etc			Director, Technical / Chair, Technical Committee / Chair, Mapping Committee
Update OA rules annually in line with IOF updates and other practice changes			OA (Technical Committee)
Update NOL guidelines as required and disseminate information to competitors and event officials			Head Coach / NOL Manager / Director, Technical
Produce major event management documents			OA Technical & other interested parties

2019	2020	2021	Responsibility
Ongoing activities (continued)			
States to maintain their own rules and guidelines as applicable to Group C events			State associations
Hold Level 3 controllers' workshops approximately every 2 years			Director, Technical
Hold Level 2 +/-1 workshops according to demand			State associations
Hold course planning & event organisation workshops			State associations
Maintain course planning & event organisation documents/resources			State associations
Collect and evaluate reports on all group A events conducted in Australia and incrementally improve event management by sharing information on lessons learnt			Technical Committee
Compliance with IOF regulations and standards for conducting World Ranking Events in both foot and mountain bike orienteering in Australia			OA Technical / IOF Event Advisors
Maintain numbers of accredited IOF Event Advisers			OA, IOF
Revise controllers' curriculum for Level 3	Revise & simplify controllers' curriculum for Level 1	Revise controllers' curriculum for Level 2	Working group overseen by OA Technical

Measuring our performance

- Annual review of Orienteering Australia rules – update in line with international changes
- Course planning, controlling and event management standards for all Group A events in Australia to meet the OA Rules and Guidelines and, where applicable, IOF Rules and Guidelines
- Regular face to face meetings and electronic communication of the OA Technical, Mapping and Events Committees to monitor and maintain rules, standards and technology for event management; information sharing of issues arising from the organisation of Group A events in both foot and mountain bike orienteering
- Controllers' curricula at all 3 levels to be revised in 2019 to meet the updated framework (to be determined)

Streamline our administration

Background

Orienteering Australia (OA) 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 Sport Australia in Sport Australia's Annual Sport Performance Review (ASPR) as a condition of funding from Sport Australia. To maintain and improve standards requires regular review and update of policies and procedures documentation.

Orienteering Australia also has to maintain regulatory compliance, and continually update our governance processes and structures to meet our requirements and those of external stakeholders. We also have an important role in supporting and encouraging our affiliated associations to do likewise.

In most cases States affiliated with OA have similar obligations to their State Government Offices of Sport or equivalent, and are likewise required to provide annual reports appropriate to their State. With these objectives in mind, maximising the use of the Eventor database of membership and participation, OA should provide all States with the reports that they require, and at the same time be able to aggregate such reports to achieve a consolidated report for OA's use in reporting to Sport Australia.

By working with the States it should be possible to minimise the effort require to maintain common documents, and to provide reports, or possibly report generators that will provide both OA and the States with the statistical information that is need to manage the administration of orienteering at State and national level.

Our goals

- 8. Maintain a high level of governance and regulatory compliance, and support an inclusive sport**
- 9. Have the best information available to support management of our sport**
- 10. Ensure our sport is financially sustainable**

Our actions

2019	2020	2021	Responsibility
8. Maintain a high level of governance and regulatory compliance, and support an inclusive sport			
<i>New and upgraded initiatives</i>			
Consider moving to a unified membership structure across states, in particular to encourage new members and family groups			OA / state associations
Establish a process for regular review of OA policies and procedures			OA
	Regularly review OA policies and procedures and make available through the OA website		OA
Review national and State governance documents to identify those documents that should be maintained at a national level			OA / state associations
Review number, composition and role of OA committees			OA / state associations
Encourage gender equity in all areas of the sport by targeting and encouraging female orienteers who would have the required skills to be good coaches, controllers, organisers, mappers and administrators			OA / state associations
Develop and promote a Child Safe Sport Framework.			OA / state associations / clubs
<i>Ongoing activities</i>			
Maintain awareness of, and compliance with, all regulatory requirements, and keep affiliated bodies aware of changes which affects them			OA / state associations
Engage with Sport Australia and submit reports and plans as required			OA
Stage general meetings of OA at Easter, OA Annual Conference, and at other times as required			OA
Stage meetings of the Board and OA committees as required			OA
Review OA's risk register as required			OA
Continue strong engagement with the International Orienteering Federation and other orienteering organisers in our region, to strengthen the international development of orienteering			OA/ IOF /Orienteering NZ / other orienteering organisations in Oceania and Asia
Ensure we offer programs which are open and inclusive to all members of the community			OA / state associations / clubs
Develop and maintain a national member protection policy that ensures orienteering is safe, fair and inclusive for everyone, including children			OA / state associations
Implement an education program about the OA Member Protection Policy.			OA / state associations

2019	2020	2021	Responsibility
9. Have the best information available to support management of our sport			
<i>New and upgraded initiatives</i>			
Maintain Eventor as a national membership, event and participation database			OA / state associations / clubs
Review database requirements and available providers			OA
Identify what statistical reports are required at State and national level			OA / state associations
Extract participation and membership data from Eventor			OA / state associations / clubs
<i>Ongoing activities</i>			
Develop tools within the Eventor platform to support our requirements			OA/ SOFT
10. Ensure our sport is financially sustainable			
<i>New and upgraded initiatives</i>			
Review models for collecting membership-based payments from states			OA /state associations
<i>Ongoing activities</i>			
Maintain financial records and make reports as required			OA
Plan and update OA budgets as required			OA
Encourage philanthropic contributions to sport, including through the Australian Sports Foundation (ASF)			ASF

Measuring our performance

- Governance policies and procedures created and maintained at national level including:
 - Development and promotion of a Child Safe Sport Framework (Sport Australia SIA)
 - Review and update of the OA Member Protection Policy (Sport Australia SIA)
 - Active implementation of an education program about the OA Member Protection Policy (Sport Australia SIA)
- Board approved consolidated budget (including subsidiary entities where applicable) for 2020 submitted (Sport Australia SIA)
- 2018 audited consolidated financial statements (including the respective notes to the accounts) submitted by 30 April 2019 (Sport Australia SIA)
- 2017/18 Sport Australia Acquittal Statement submitted by 30 April 2019 (Sport Australia SIA)
- Formal quarterly financial reports to the OA Board
- Required state association and national reports available as and when required.

Communicate effectively

Background

Communications includes a range of well targeted and managed plans, products and services which assist increase public awareness of, and engagement in the sport of orienteering in Australia. This communications strategy is adaptable to all levels of Australian orienteering.

The [Sport 2030 - National Sports Plan](#) clearly outlines some high level goals sports should be aiming for. In the Communications space this includes;

- Reducing the digital divide, including by ensuring that people can do business with a sport in the same way that they do business in other aspects of their daily lives
- Acknowledging the aging and time-poor demographics
- Enhancing digital connectivity to streamline delivery and operations
- Allow the sharing of data, information, knowledge, systems and processes to increase engagement
- Improving the user experience through a customer focus
- Orienteering Australia will focus its attention on
- Creating a harmonised set of tools and processes to more effectively engage with the broader community
- Facilitating the development of centralised tools which foster information sharing amongst our community
- Reducing duplication for more consistent, unified communication.

Our goals

11. **Establish a single unified web presence**
12. **Consolidate document management**
13. **Use our communications infrastructure effectively to communicate with our members**
14. **Develop a unified approach to event and resource administration**
15. **Support the Australian Orienteer**

Our actions

2019	2020	2021	Responsibility
11. Establish a single unified web presence			
<i>New and upgraded initiatives</i>			
Establish a working group to re-develop OA website			OA
Redevelop and restructure OA web site			OA
Offer web hosting to states and clubs			OA
12. Consolidated document management			
<i>New and upgraded initiatives</i>			
Consolidate digital publications onto centralised digital repository (issuu.com/orienteeringaustralia)			OA / state associations
Provide tools (templates, checklists etc.) for national working and discussion groups to share best practice			OA/ state associations
<i>Ongoing activities</i>			
Maximise utilisation of business management platform (GSuite)			OA
13. Use our communications infrastructure effectively to communicate with our members			
<i>New and upgraded initiatives</i>			
Develop a Communications (and Social Media) Strategy (for both internal and external communications)			OA
Develop a Media Kit			OA
Regular digital administrative newsletter to state associations and clubs			OA
Provide the minutes of OA board meetings to state associations.			OA
Implement social platforms to engage with participants and promote orienteering			OA / state associations
Develop and maintain websites as user-friendly, informative sources on news, events, activities and as a resource for coaches, organisers and administrators			OA / state associations
Continue to develop social media as communication tools to members			OA / state associations
Seek opportunities to promote orienteering through the mainstream media (including leveraging from local media)			OA / state associations
<i>Ongoing activities</i>			
Continue to produce a monthly OA e-bulletin to members, and strengthen links with state e-bulletins			OA / state associations
Manage and monitor social and electronic communications			OA / state associations

2019	2020	2021	Responsibility
14. Develop a unified approach to event and resource administration			
<i>New and upgraded initiatives</i>			
Cost-sharing policy for ongoing development of national platforms			OA / state associations
Adopt a centralised map repository (https://omaps.net/au)			OA / state associations / clubs
Promote donations to the sport through the Australian Sports Foundation (ASF), with consistent branding and advertising			OA / state associations
<i>Ongoing activities</i>			
Coordinate development of national platforms through various working groups			OA / state associations
Continuity of application licencing for national platforms			OA / state associations
Maintain accreditation database			OA / state associations
15. Australian Orienteer (AO) and other publications			
<i>New and upgraded initiatives</i>			
Digitise back issues of AO			OA
	Review option of transitioning to a fully digital AO with a hard-copy yearbook		OA
Recognise the 50 th anniversary of regular orienteering in Australia and produce a publication and other resources			OA / state associations
<i>Ongoing activities</i>			
Maintain and review cost-sharing policy for AO publication			OA / state associations
Quarterly publication of AO in hardcopy and digital format			OA / state associations

Measuring our performance

- Increase usage and/or engagement on digital platforms by 3% annually
 - Facebook
 - Monthly eNewsletter
 - ISSUU (Australian Orienteer)
 - Eventor (event entry)
- Increase user engagement with redeveloped web site
- Increased donations through ASF
- Historic catalogue of Australian Orienteer (magazine) available in digital form

Perform at our best

Background

We aim for every orienteer to realise their potential, regardless of their age or ability, from those aspiring to reach World Championships level to newcomers seeking to gain the skills to successfully complete their first moderate- or hard-navigation course.

We believe that giving every orienteer the opportunity to realise their potential will improve the satisfaction of our participants, and help in retaining them within the sport, thus increasing participation. We also believe that having a credible pathway to representation at state and national level is critical in the recruitment and retention of young orienteers, as well as increasing the pool of committed orienteers who will form the next generation of leaders in the sport, and act as role models for the orienteers of the future.

A major priority for us in this plan is to strengthen the coaching infrastructure at the grassroots level. Whilst we have long had structures in place for coaching at the national squad level, the availability of coaching support and training activities for the general orienteering population has been inconsistent. The success of programs run in recent years in some states by visiting overseas coaching scholars has demonstrated the demand for such activities. A significant limiting factor on our sport's capacity to run such programs has been a shortage of appropriately qualified coaches. Whilst coaching at this level is largely a state and club responsibility, Orienteering Australia has a significant role in establishing the infrastructure to support such coaching, including developing material for educating coaches, and providing resource material (e.g. articles and videos) to help orienteers develop their own skills.

Orienteering Australia does have a major role in the management of national teams and squads at junior and elite level, and in coordinating the National Orienteering League, which is the centrepiece of our domestic competition structure for our best orienteers, as well as providing a framework for state team programs which are important in retaining young adult orienteers in the sport after they leave school. Orienteering Australia also leads the staging of the Australian Schools Championships, which are critical for engaging and retaining school-age orienteers in the sport as well as providing the first step on the pathway for those looking to reach higher levels in the sport.

Whilst it only forms a relatively small part of our participation base, the principles above also apply to mountain bike orienteering, which has provided Australian orienteering with many of its best World Championship results. The development of performance pathways in mountain bike orienteering is much less advanced than for foot orienteering, but many of the same general strategies apply.

Our goals

- 16. Maintain strong programs to support teams and squads at the state, national and international levels:**
 - a. National teams**
 - b. High performance administration and workforce**
- 17. Encourage every orienteer to improve their performance through a strong coaching infrastructure and training culture:**
 - a. Strengthen a coaching culture at grassroots and elite level**
 - b. Improve performance pathways.**

Our actions

2019	2020	2021	Responsibility
16. Maintain strong programs to support teams and squads at the state, national and international levels			
(a) National teams			
<i>Ongoing activities</i>			
Send teams to World Orienteering Championships, and MTBO World Orienteering Championships			OA
Send teams to World Cup events as the opportunity arises			OA
Have regular representation at World Cup rounds			
Send team to the World Cup final in China			OA
	Send team to the World University Orienteering Championships		OA / UniSport Australia
Send teams to the Junior World Orienteering Championships and MTBO Junior World Orienteering Championships			OA
Send team to Australia-NZ Challenge at Oceania Championships		Send team to Australia-NZ Challenge at Oceania Championships	OA
Arrange regular elite test matches with New Zealand, preferably two per year, and junior competitions as the opportunity arises.			OA / Orienteering NZ
Ensure fair and transparent selection processes for national teams			OA
(b) High performance administration and workforce			
<i>Ongoing activities</i>			
Maintain, and update as required, relevant rules and policies (including selection policies)			OA
Appoint personnel as required, including the Head Coach, other high performance and coaching staff, squad/team coaches and managers, and selectors			OA
17. Encourage every orienteer to improve their performance through a strong coaching infrastructure and training culture			
(a) Strengthen a coaching culture at grassroots and elite level			
<i>New and upgraded initiatives</i>			
Support states in establishing coaching infrastructure at the state and club level, and strengthen links between state/club and national and overseas programs			OA / state associations
Develop and maintain effective talent identification schemes			OA / state associations
Develop and maintain material to support self-coaching (including videos and articles)			OA

2019	2020	2021	Responsibility
Ongoing activities			
Stage Level 2 and 3 coaching courses as required			OA
Maintain, and revised as required, curricula, resources and online courses (where applicable) for all levels of coaching			OA
Maintain national accreditation scheme for coaches			OA
Encourage the engagement by states of coaches-in-residence (overseas and local)			OA / state associations
Ensure all squad athletes have a coach and a plan to realise their potential			OA
(b) Improve performance pathways			
New and upgraded initiatives			
Investigate the establishment of a second-tier state competition to encourage ongoing participation below the elite level, and/or a national masters' series			OA / state associations
Transition governance of Australian schools orienteering to the OA Schools Committee			OA / state associations
Investigate the feasibility of a national MTBO schools' competition			
Ongoing activities			
Stage the National Orienteering League (senior and junior) and MTBO National League as a competition for all state teams			OA / state associations / clubs
Stage the Australian Schools Orienteering Championships			OA / state associations
Appoint coaches for, select, and support activities for national squads at elite and junior level			OA
Stage a national junior training camp and support other junior training and competition activities as the opportunity arises			OA / state associations
Encourage participation in Oceania Championships, World Masters Orienteering Championships, and MTBO World Masters Orienteering Championships			OA

Measuring our performance

- Number of coaches at Level 1, 2, 3
- Number of coaching courses run
- Number of people participating in coaching activities (initially, collection of baseline data relating to regular and one-off activities)
- Number of junior and elite club relays and participation in these
- Number of full state teams in each NOL and MTBO NOL round, and number of states represented at all
- Number of WOC finalists (and equivalent position in straight finals), top 20 results, podium places and medals
- Maintenance of division 2 status in (foot) WOC for men and women

(Approved by 2019 OA AGM 20190420)