

New Zealand Orienteering Federation



'Finding our way III'

Strategic Plan for the Sport of Orienteering 2009-2012

Final version adopted 18 December 2008

1. RECONFIRMING OUR VISION

One of the most consistent pieces of coaching advice in orienteering is to never leave a control without knowing how you will get to the next. Have a plan.

The same applies for the administration and management of our sport. In looking ahead, we are continually aiming to improve the quality of our sport's governance, the quality of service and provision of programmes to members and the recognition of our sport both locally and internationally.

As with the previous four-year plan, once again this plan is one for the sport of orienteering. It encompasses initiatives for both clubs and the federation. Their interrelationship can be described as follows:

NZOF

- The principal stakeholders of the national federation are its affiliated clubs.
- The national federation's role is therefore to support and resource clubs to grow and to provide clubs with the capability to sustain participation levels.
- The national federation also provides national unity as well as an international face.

Clubs

- The principal stakeholders of the affiliated clubs are their members (and potential members, namely, participants). Without them clubs would not exist and orienteering would cease to exist.
- Clubs invest in the national federation both financially and with volunteer resources.

Our plan begins with our vision.

VISION:

"All New Zealanders will recognise orienteering as a genuine sport or recreation, and will have the opportunity to experience and enjoy it."

This draft plan has been developed following a two-day planning workshop held on 12-13th April 2008 in Wellington with representation from 14 of the 17 clubs in NZ and 12 NZOF officers. What emerged from the workshop was that the biggest challenge to achieving this vision is volunteer burnout, especially at club level.

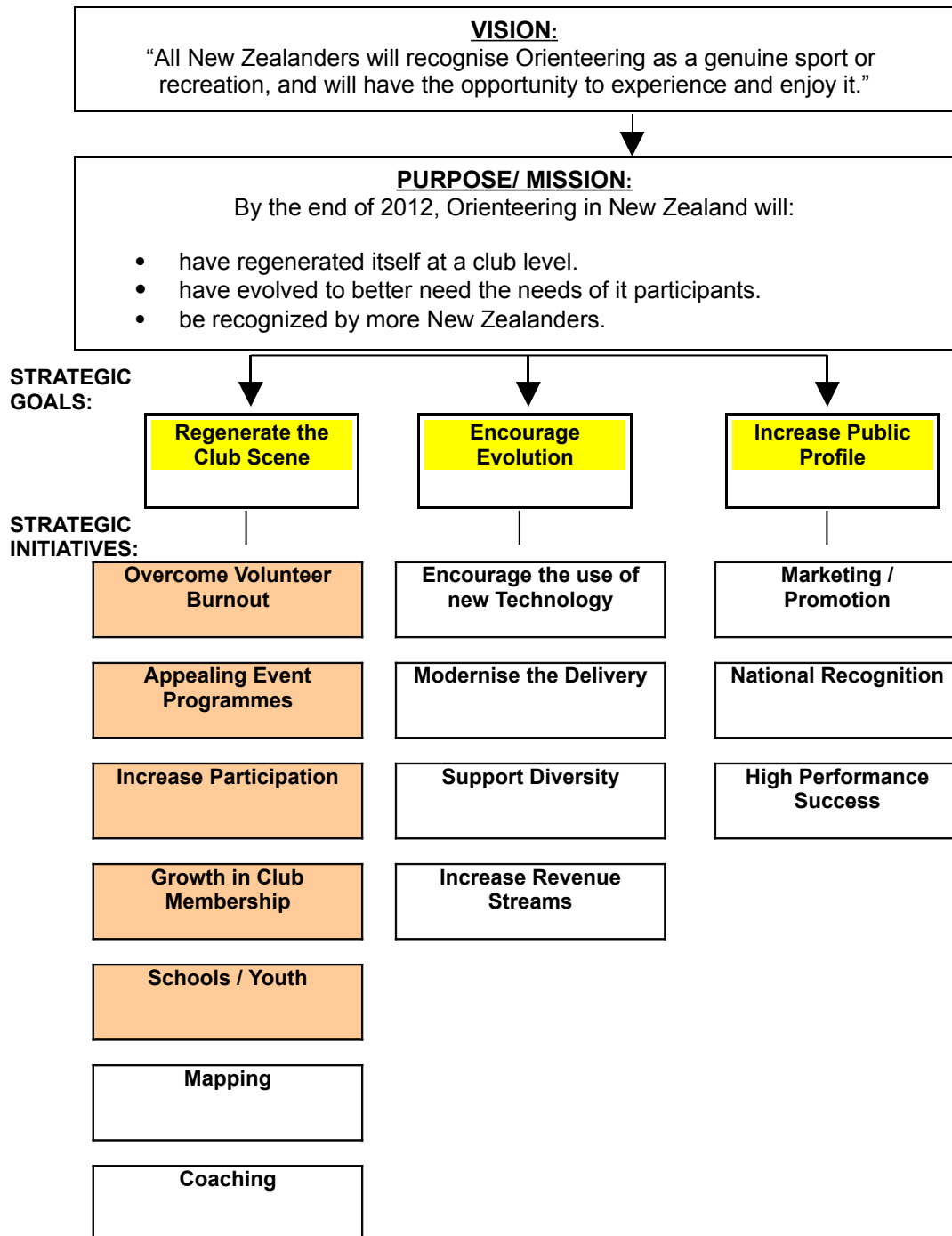
Volunteer burnout reflects a loss of enjoyment by members. To sustain our vision therefore we want existing members to enjoy their participation in orienteering both as competitors and as volunteers. The members then, in turn, will be better able to give all other New Zealanders the chance to share their experience. As a result the priority focus of this plan is presented as "regenerating the club scene".

The plan that follows has five remaining parts:

2. Where are we now, being a current stock take.
3. Where do we want to be by 2012 and what are our priorities therein.
4. How will we get there; that is, how will we achieve those priorities.
5. An Activity Plan for 2009. This part will be renewed for each of the three subsequent years of the plan.
6. How will we know we have got there: Performance Indicators.

The Framework of the Strategic Plan is summarised in the page following.

Strategic Plan: The Framework



The shaded initiatives are the priorities for this plan.

2. WHERE ARE WE NOW (2008)

2.1 Club Membership and events held

Club	2005	2006	2007	Events 2007
Whangarei	16	0	0	
North West	119	133	121	19
Auckland	125	139	157	39
Counties- Manukau	77	81	86	20
Total AOA	337	353	364	78
Hamilton	53	48	30	14
Pinelands	5	2	2	0
Rotorua	53	63	45	11
Taupo	19	16	23	8
Total CDOA	130	129	100	33
Hawkes Bay	243	274	292	31
Taranaki	37	33	38	28
Red Kiwis	62	54	56	9
Kapiti Havoc	13	0	0	
Wairarapa	42	32	27	5
Hutt Valley	116	106	74	21
Wellington	141	148	146	25
Total WOA	654	647	633	119
Nelson	74	72	119	21
Marlborough	81	80	53	11
Peninsula & Plains	246	246	275	33
Dunedin	113	114	112	30
Southland	43	36	34	10
Total SI	557	548	593	105
NATIONAL TOTAL	1678	1677	1690	335

In 2007 combined club membership was at an all time high, but there is little room for complacency. First of all, over the last three years there have been three clubs that have ceased operations (Whangarei, Pinelands and Kapiti Havoc) and, secondly, membership in 1985 was 1600. Thus, in the last 22 years, have we merely trod water despite innovations such as mountain bike orienteering, sprint orienteering and rogaining?

Such a comparison highlights why we need to refresh our strategies and keep finding new ways to do old tricks.

2.2 Summary.

The following points were summarised by the workshop to reflect the current situation of the sport.

Ref	Point	Comment
1	Each club is different	<ul style="list-style-type: none"> • Each club is unique with their own particular circumstances / stage of development that typically reflects the core individuals running the clubs – we need to recognize this diversity in our planning. • However, despite the diversity there are plenty of common themes.
2	Small clubs are struggling	<ul style="list-style-type: none"> • Many small clubs are really struggling, with few members to share the load. • It is very easy to get below the critical mass needed for survival.
3	Volunteer burnout	<ul style="list-style-type: none"> • Big clubs are generally stable – but burnout is a big factor for those few individuals doing all the work. More effort is needed on succession planning. • Stalwarts feel overworked, underpaid and underappreciated. • Most clubs are at maximum capacity and are not accomplishing all the work that they want to do.
4	Financial stability	<ul style="list-style-type: none"> • Most clubs are financially sound and stable. • Money is not a limiting factor.
5	Local events are critical	<ul style="list-style-type: none"> • In all clubs it is the local event programmes that are the key to success. Club members / participants in general don't like to travel.
6	Traditional club model is struggling to operate in the modern era.	<ul style="list-style-type: none"> • The traditional club model may be running out of steam – and there may need to be a transition to a more professional basis (either within a club environment or via private entrepreneurs). • The concern about private entrepreneurs is that they may not provide services such as junior development, coaching, mapping etc. • While clubs can learn from what private operators are doing in putting on interesting events it would be ideal if their activities could be provided by clubs themselves to keep the money within the sport and ensure some continuity after these individuals lose interest.
7	Diversity is creating challenges and opportunities	<ul style="list-style-type: none"> • <u>Diversity is a double-edged sword</u> – while attracting new people it is also spreading resources wider and spreading the customers over more events. • This is being compounded by the number of new sports and activities people can do that compete with us for their time and money.

Ref	Point	Comment
8	Increased participation is not translating into increased club membership	<ul style="list-style-type: none"> • It is universally hard to get people to convert from being participants to being club members. To avoid being roped in to help, people increasingly prefer to participate on a casual basis ('pay for play').
9	Good maps are becoming scarce	<ul style="list-style-type: none"> • Matching maps with populations is becoming difficult. • Map access is getting harder and many maps are being lost with deforestation, Maori land ownership and lifestyle blocks on town boundaries.
10	New technology is a challenge for some	<ul style="list-style-type: none"> • Technology is hard for some people to come to grips with (OCAD and SportIdent in particular).

3. WHERE DO WE WANT ORIENTEERING TO BE IN 2012?

3.1 Summary / ranking of the main themes

Theme	Rank	Area	Outcomes we want by 2012
Regenerate the club scene (especially small regional clubs)	1	Overcome volunteer burnout (create the capacity to do more important & fun stuff)	<ul style="list-style-type: none"> • Workloads spread across more people. • Less dependence on a few key individuals. • Much bigger focus on succession planning (people development) from current administrators = bringing a new generation of people through. • Structured knowledge sharing – old people to new / innovation / use of technology. • Reduce the level of work required / simplify systems / better use of technology.
	2	Appealing event programmes	<ul style="list-style-type: none"> • Regular local events in all club areas = the foundation of success. • High quality national-level events that still challenge the experienced competitors (including creating new iconic events, e.g. Waitangi carnival).
	3	Increase participation	<ul style="list-style-type: none"> • More people attending events. • More events. • Tailor offerings to suit each clubs 'market'.
	4	Growth in club membership (each club to set their own targets)	<ul style="list-style-type: none"> • Focus on families. • Higher retention rates of existing members. • More new members. • Improved communication with club members. • Clubs are customer friendly – not perceived as 'cliquey'.
	5	Schools / Youth	<ul style="list-style-type: none"> • Programmes working in schools, T-Colleges, School camps etc (= part of the curriculum). • Extensive range of permanent courses available. • Teach teachers & build advocates within each school. • Good flow from schools into clubs. • More kids participating at all levels. • Approach SPARC to fund nationwide promotion in schools.
	6	Mapping	<ul style="list-style-type: none"> • More maps. • No backlog of maps to update. • National map database. • Ongoing stream of new areas to use. • Overcome access difficulties.
	8	Coaching	<ul style="list-style-type: none"> • Coaching structures that really work. • More coaching at all levels.

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Theme	Rank	Area	Outcomes we want by 2012
Encourage Evolution	9	Encourage the use of new technology	<ul style="list-style-type: none"> • SportIdent is available for every club. • OCAD is used for every map. • Members are aware of and can access software like Routegadget. • Websites are of a high standard and a key promotional/customer interface tool. • Database communications tools are well used (e.g. email for results, event promotion).
	10	Modernise the delivery	<ul style="list-style-type: none"> • Club event times, locations & experience fit well into the modern lifestyle & exceed the expectations of participants in the club area. • Image of the sport is attractive to a wide base of the population. • Clubs are flexible and trying new ways to better meet the needs of the customers (e.g. start earlier so as not to use up all of Sunday). • Private entrepreneurs/contractors are supported where they are adding value. • Clubs use contractors and/or pay people where appropriate to augment club resources.
	11	Support Diversity	<ul style="list-style-type: none"> • Clubs are able to cater for differing customer needs (e.g. highly competitive vs social). • Clubs use score and line formats to provide variety and best satisfy their market needs. • While Foot-O is the core activity where the clubs have interest in other forms of mapsport (Rogaine/Endurance, MTBO, Cacheing, etc) this is supported and encouraged.
	14	Increase revenue streams/ ensure financial stability.	<ul style="list-style-type: none"> • More funding comes into the sport from sustainable sources. • Clubs are able to obtain sufficient funds to invest in the initiatives they want to take on. • No clubs are at risk of financial failure.
	15	End the season debate	<ul style="list-style-type: none"> • Create more certainty around event programmes.
Increased public profile	7	Marketing / Promotion	<ul style="list-style-type: none"> • Higher profile in the local media. • Image of the sport as action / adventure. • Centrally co-ordinated strategies and activities.
	13	National recognition	<ul style="list-style-type: none"> • Higher public profile/ awareness and understanding. • Nationwide presence (not just main centres). • Host selected major international events.
	12	High Performance Success	<ul style="list-style-type: none"> • International success by elite teams in JWOC and WOC. • Clear pathway from junior to elite (aspirational). • Significant depth in junior and senior elite ranks with strong local competitions. • Top class coaching and development structures.

3.2 Priorities

There were three distinct groupings

Rank	Area	Category
1	Overcome volunteer burnout	Critical
2	Appealing event programmes	
3	Increase participation	
4	Growth in club membership	
5	Schools / Youth	
 		
6	Mapping	Important
7	Marketing / Promotion	
8	Coaching	
9	Encourage the use of new technology	
10	Modernise the delivery	
 		
11	Support Diversity	Nice to Do
12	High Performance success	
13	National recognition	
14	Increase revenue streams / ensure financial stability	
15	End the season debate	

For the purposes of a national strategy for the sport of orienteering the plan for the next four years focuses only on that which is regarded as critical. As a result, Part 4 of this plan deals only with priorities 1 to 5.

Nevertheless, appealing event programmes are dependent on maps being available (priority 6) and can incorporate diversity (priority 11). Increased participation is related to marketing and promotion (priority 7) and increased membership can be enhanced by retention sustained by coaching (priority 8). Accordingly priorities outside the nominated top five will be addressed in annual management plans. For example with regard to marketing and promotion, a part-time contracted Marketing & Promotion Officer commences on 1 January 2009.

Moreover, clubs may also have their own priorities and these may change over time.

It is therefore important for each club to identify their priorities and communicate them to other clubs and the NZOF.

Suggested actions for priorities 6 to 14 are included in Appendix 1 to this plan.

4. HOW ARE WE GOING TO GET THERE?

Rank	What	Strategy Overview
1	Overcome volunteer burnout	<ul style="list-style-type: none"> • <u>Admit we are our own worst enemies</u> – by not making the time to train our successors we are increasing the pressure on ourselves and causing the burnout. • <u>Follow our own advice – even if not all of us will find it easy to do.</u> Most of our leaders are introverts by nature and would rather do something ourselves than ask someone else to do it. • <u>Do it NOW!! To break the burnout cycle</u> – we need to change our behavior from today. • <u>To break the cycle will actually require us to invest more of our time to:</u> <ul style="list-style-type: none"> (a) <u>Use other people’s time.</u> This means putting effort into training and grooming others to take over their own roles. They then need to do the same for the other key roles in the club. This means delegation, deputies and assistants and planning opportunities to give new people a chance to do fun stuff (with support). (b) <u>Follow Human Resources. 101:</u> <ul style="list-style-type: none"> - Choose the right people. - Induct them well. - Train them. - Reward them. - Support them. (c) <u>Reduce our workload:</u> <ul style="list-style-type: none"> - Find ways to do things smarter. - Don’t do stuff. - Pay others to do stuff in the short (or long) term.
2	Appealing event programmes	<ul style="list-style-type: none"> • Refocus back on local club events as the core offering. • Aim for a regular event schedule to keep continuity of experience. • Small clubs look at condensed programmes – e.g. spring and autumn every 2 weeks for 6 months. • Combine with programmes to encourage club membership (e.g. CMOC cycle). • Match event times, locations and formats to fit the needs of the local community. • Make the step between local events and OY standard events easier for beginners to successfully manage.

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Rank	What	Strategy Overview
3	Increase Participation	<ul style="list-style-type: none"> • Advertise in papers and sports shops. • Buddy system. • Regular local events in a condensed programme. • Event variety – more score events for schools kids = team focus not individual. • More / better schools programmes. • Results emailed out same day with info on the next event. • Next event reminders the week of the event. • Promotion leaflet, membership form and event schedule given to all participants. • Club magazine and email newsletter. • Target and tailor promotional material to specific groups. • Target adventure racers (not harriers).
4	Growth in club membership	<ul style="list-style-type: none"> • <u>Advertise</u>: website, brochure, word of mouth, newspapers, relevant, targeted. • <u>Follow up</u>: phone calls, email, social events (BBQ), and training nights. • <u>Price</u>: reasonable (cheap), fit into strategy, incentives. • <u>Families</u>: price, exciting, ensure progression. • <u>Jobs</u>: roster, convince of return (at events). • <u>Season</u>: summer series etc, high frequency (2 weeks). • <u>#1 strategy for the club</u>: needs ownership and to be relevant.
5	Schools and Youth	<ul style="list-style-type: none"> • Training teachers. • Maps of schools. • Make orienteering more attractive – music, commentary, spot prizes, atmosphere. • Increase manpower to implement schools programmes. • Further reference: NZOF Youth Strategy

5. 2009 ACTIVITY PLAN

Annual Activity Plans will be produced by 30 September of the year prior. Below is the plan for the 2009 calendar year:

(A) Clubs

(i) Generic Actions for all clubs in 2009

Rank	Club Actions	Who to lead	Complete by
1	Key Office holders in roles for more than 3 years to replace themselves by the end of the year. (Priority 1).	Club President	Dec 09
2	Comprehensive local event programmes to be in place. (Priority 2).	Club President	June 09
3	Set targets for membership and participation and develop simple actions to achieve them. (Priorities 3,4).	Club President	March 09

(ii) Club Specific Actions for 2009

Rank	Club Actions	Who to lead	Complete by
1	Undertake a priority setting session for the club to confirm what specific objectives & strategies are the most appropriate for it. Send to the NZOF GM for reference and to determine how best the NZOF could assist.	Club President	March 09

(B) NZOF - PRIORITIES

Rank	What	Action	Who to lead	Complete by
1	Overcome volunteer burnout	• Develop a succession plan for NZOF positions.	Council	March 09
		• Find a new Vice President for 2009.	GM/ Pres	Feb 09
		• Maintain & further develop database of orienteering contractors.	GM	Ongoing
2	Appealing event programmes	• Co-ordinate annual national fixtures programme.	GM	Ongoing
		• Employ a part time Technical Dir.	GM	Ongoing
3	Increase Participation	• Co-ordinate national targets and monitor results.	GM	Dec 09

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Rank	What	Action	Who to lead	Complete by
4	Growth in club membership	• Co-ordinate national membership targets and monitor results.	GM	Dec 09
		• Monitor club membership turnover and report results.	GM	Dec 09
		• Develop and oversee club 'rescue packages' for clubs in severe difficulties.	GM	As required
5	Schools and Youth	• Implement Youth Strategy.	GM	Ongoing
		• Select and fund JWOC and National Secondary Schools Teams.	GM	Ongoing
		• Operate a national Development Squad and junior coaching infrastructure.	D-Squad Convenor	Ongoing
		• Fund annual junior training camps.	Coach Dir	Ongoing
		• Maintain & promote the 'Maps in Schools' programme.	GM	Ongoing
		• Maintain programme to map school camps and train camp tutors, where possible.	GM	Ongoing
		• Assist funding permanent courses.	GM	Ongoing
• Have in place an active Sec Schools Co-ordinator.	GM	Ongoing		
14	Increase Revenue Streams	• Develop plans to increase income from sources external to the sport.	President	Mar 09

6. HOW DO WE KNOW WE GOT THERE? PERFORMANCE INDICATORS AND TARGETS

Key Performance Area	Key Measure	Actual 2008	Plan 2009	Plan 2010	Plan 2011	Plan 2012
REGENERATE THE CLUB SCENE	No. of clubs	17	17	17	18	18
	No. of club members	Prov 1765	1800	1875	1925	2000
	% of junior members	36.0	36.3	36.5	36.7	37.0
	Membership turnover	20%	20%	20%	20%	20%
	No. of events/ yr	Prov 326	330	350	375	400
	No. of participants	Prov 32,205	33,000	33,000	34,000	35,000
	No. of schools with active O'ing	To be set				
	Participants in Selected Schools Champs *	Prov 1305	1400	1600	1800	2000
	NZSSC schools with teams **	8	10	10	10	12
	No. school camps mapped.	To be set				
ENCOURAGE EVOLUTION	No. perm courses	21	24	25	26	27
	No. clubs with MTBO events	Prov 6	7	7	9	10
	No. clubs with Rogaine events	Prov 5	5	6	6	7
	\$ of external funding	64,000	65,000	70,000	75,000	80,000
INCREASE PUBLIC AWARENESS	Success in high profile events	Moved to Management Plan				
	NZO Magazine circulation.	Moved to Management Plan				
	NZOF website visitors/yr	Moved to Management Plan				

* Eight competitions: AkSSC, CDSSC, TkSSC, HBSSC, NISSC, CaSSC, OtSSC, SISSC.

** Subject to venue.

APPENDIX: STRATEGIES FOR NON-CRITICAL PRIORITIES

Rank	What	Strategy Overview
6	Mapping	<ul style="list-style-type: none"> • Train new mappers. • Get access to Council databases and landowner information. • Form a mapping group in clubs – regular meetings. • Plan what maps are needed, when and what needs updating. Prioritise. • Make maps close to club members. • Succession plan for the really skilled roles. • National database of people/skills – esp fieldwork and OCAD. • Database of maps (online info of where they are etc). • Reward landowners. • Develop Best Practice document for Mapping (NZOF).
7	Marketing/ Promotion	<ul style="list-style-type: none"> • Distribute ‘O for life’ brochures. • More articles to newspapers – with higher hit rates. • Billboard around town – web address, phone, next event. • Use reward cards – your talent has been recognized. • Personal contact with the media. • Programmes and pamphlets in shops. • Take / use photo opportunities with the press. • Media training for elites and other ‘top’ people. • Better marketing to existing participants (retention): results via email and press, next event info, club magazine, volunteer of the month.
8	Coaching = key to membership retention	<ul style="list-style-type: none"> • Junior club camps in all regions, plus annual NZOF Junior camp. • Regular beginner / intermediate level coaching. • Regular evening ‘red’ level technique coaching and physical training. • NZOF Coaching Director to take coaching to the clubs. • Use coach accreditation scheme. • Bring in young national coaches to teach senior novices. Helps them reinforce the basics. • Trainee coaches. • Regional coaching refreshers. • Develop Best Practice document for Coaching (NZOF).
9	Encourage the use of Technology	<ul style="list-style-type: none"> • <u>SportIdent</u>: funding needed, set up a local distributor to make grants easier to get, copy best practice funding applications, make it readily available (easily hired), have all club stands compatible, training readily available, share expertise, standardize practices, overcome the image of it being difficult. • <u>OCAD</u>: Full training available, easily followed and accessible documents, standardize versions, set up a map bank, version control. • <u>RouteGadget</u>: promotional value, overcome the stigma. A fancy add on – not a priority. • <u>Websites = top priority</u> <ul style="list-style-type: none"> - <u>NZOF Website revamp</u> – interactive, promotional, professional, online event entry, SI card database, map database, online membership, up-to-date news, mapper availability. - <u>Club, regional and national sites on the same platform</u> Same hosting, similar look and feel, investment in functionality only needs to be made once. - <u>Monthly national e-newsletter/ email lists</u>

Rank	What	Strategy Overview
10	Modernise Delivery	<ul style="list-style-type: none"> • Find out from members what they want – days of the week, start times, what type of events. • More variety of events. • Latest technology (SportIdent) • Share between clubs – maps, gear, personnel. • Pay contractors, club members if needed. • Pre-marked maps. • No map corrections on the day.
11	Support Diversity	<ul style="list-style-type: none"> • <u>Make Foot-O more social</u>: midweek, series, score events, close to home. Core strategy. • <u>MTBO</u>: Needs its own clubs to be a priority. • <u>Rogaine</u>: Terrain specific formats. • <u>More fun events</u> – Horse-O, Tri-O, Kayak-O, Wine-O and other novelties. • <u>Competitive events</u> – Only point to point races, have two day events where people travel to the area and stay, multiple events on a single day, car pool/ travel as groups, high quality with a range of courses.
12	High Performance Success	<ul style="list-style-type: none"> • Funding needed. • Coaching needed. Finalise strategy to improve elite coaching resources (NZOF). • Advertise the pathway to higher performance. • Motivation for all members. • Credibility as a sport. • Bigger Development Squad – with a smaller top group.
13	National recognition	<ul style="list-style-type: none"> • High quality permanent courses and colour maps in schools, camps and public places. • Organised events must include real orienteering – real controls, real maps, real courses with flags etc. • Image improved – uniforms for clubs etc. Members encouraged to wear uniforms on training runs etc. Feature on website. • Paid advertisements accepted as a necessity. • National orienteering day. • National club presence – major centres and growing populations.
14	Increase Revenue Streams	<ul style="list-style-type: none"> • Encourage all clubs to be incorporated. • Make greater use of available grant opportunities. • Develop new, sustainable revenue streams. (See Part 5, Action Plans above.)