

New Zealand Orienteering Federation



'Finding our way II'

Strategic Plan for the Sport of Orienteering

January 2005 - December 2008

FINAL Version (15 April 2005)

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INTRODUCTION

A Strategic Planning workshop was held in Wellington on the 31st July 2004. This strategic plan captures the thoughts, ideas and concepts expressed at this workshop, and produces them in a document that will provide a focus for the activities of the sport of Orienteering in New Zealand for the next four-year period (2005 to 2008).

A major difference in this strategic plan (compared to its predecessor) is the emphasis that this is a strategic plan for the ***sport of Orienteering***. This is not just a plan for the sport's national Federation (NZOF).

In my view, it is essential for the sport to have a 'seamless' national level plan that both cascades down into regional and club plans and equally rolls back up from a club to a national level. As such Orienteering clubs need to formally accept and agree to this plan by "signing off" and setting their own actions within the structure of this document.

A key point to note at this time is that most clubs do not have their own strategic plans, so this is a major gap for our sport to address. It is the simple adage, that "if you fail to plan, you plan to fail". NZOF would like to encourage all Orienteering clubs to undertake planning to move our sport forward in all areas where it currently exists, and if necessary NZOF will provide the resources to enable this to occur.

Perhaps the most critical component of this plan is the acceptance that for any real progress to be made in the development of our sport, there must be a much stronger unity in direction and an acceptance of the respective roles that Orienteering clubs and its national Federation contributes to the sport's well-being. This document is the initial step towards fulfilling these aims.

A Strategic Plan will only succeed if it remains relevant and at the forefront of the minds of all those interested in our sport's progress and development. It will fail if we all put it in the bottom draw and forget about what we have agreed is important to do over the next four years. My personal commitment to you is I will endeavour to utilise NZOF's resources to achieve the aims we have agreed in this document and to ensure our focus remains on the actions identified. I ask in return from the whole Orienteering community to work with co-operation and enthusiasm in moving our sport forward.

Rob Crawford
President

15 April 2005

Next review of this plan:

Dec 2005 by Council. Updates to be discussed at AGM Easter 2006.

2. REVIEW OF CURRENT SITUATION

2.1 ACHIEVEMENTS OVER LAST 4 YEARS

Our current strategic plan identified five key result areas for our sport over the last 4 years. Appendix 1 provides a formal report of achievements against the current strategic plan, while this section briefly summarises what was achieved (and what wasn't), together with documenting some important key indicators.

KEY RESULT AREA: ESTABLISHING PUBLIC INTEREST AND AWARENESS

Our results in this area have only been partially successful, and one major goal was not achieved, namely, "*Characterise our current participation base to form strategies for targeted promotional activity*". As a result, Orienteering still has no clear perception as to how well (or poorly) our sport is recognised and understood in New Zealand.

KEY RESULT AREA: INCREASING LOCAL PARTICIPATION

Over the last 4 years, we have improved our systems to measure club membership and participation in Orienteering:

a) **National Club Membership**

2001 – 1597 (31% junior)
2002 – 1613 (32% junior)
2003 – 1632 (33% junior)
2004 – 1584 (33% junior)

b) **Event Participation**

2001 – not accurately measured
2002 – 323 events, 26,271 total participants
2003 – 344 events, 26,339 total participants
2004 – 342 events, 28,207 total participants

c) **NZ Secondary Schools Championships**

2001 – 37 participating schools, 148 competitors
2002 – 46 participating schools, 215 competitors
2003 – 47 participating schools, 218 competitors
2004 – 49 participating schools, 286 competitors

In summary, we have experienced generally stable membership but increased participation with significant growth in Secondary School participation.

KEY RESULT AREA: QUALITY DOMESTIC COMPETITIONS

Our major domestic competitions are generally well regarded by participants and our technical standards and organisation of events are recognised strengths of our sport. There remains some unease over timing of major events.

KEY RESULT AREA: IMPROVING INTERNATIONAL COMPETITIVENESS

During the last planning period, our focus changed to more domestic and trans-Tasman competition, with our international participation limited to events that we can realistically target.

a) Tests vs Australia

2003 – loss (away), win (home), loss (away)

2004 – win (home), win (away)

b) Participation in domestic elite competition

2001/2 – 18.4 elites per event

2002/3 – 30.0 elites per event

2003/4 – 31.2 elites per event

c) World Mountain Bike Orienteering Championships 2004

Highest Individual placing: Men 36th (100 competitors), Women 15th (52 competitors)

Relay results: Men 10th nation (out of 20), Women 7th nation (out of 9)

(Note: First full participation at this event – unable to compare against previous performance)

Generally we have achieved many of the goals set although improvement is needed in the area of elite coaching.

KEY RESULT AREA: QUALITY MANAGEMENT AND GOVERNANCE

It is difficult to measure improvements in this area over the last 4 years as (formal) feedback from member clubs has not been sought or given. However, anecdotal evidence suggests NZOF's management and governance is reasonably well regarded although there is more progress that can be made.

2.2 CURRENT SITUATION – NATIONAL FEDERATION

\$	2000	2001	2002	2003	2004
Total Income *	71,003	55,651	80,620	78,925	86,901
Total Expenditure	53,623	51,894	54,502	70,559	91,408
Surplus/(Deficit)	17,390	3,757	26,118	8,366	(4,507)
Accumulated Funds	49,759	53,516	79,636	88,002	83,495

* Net of sponsorship and grants for targeted expenditure.

In 2004, NZOF successfully sourced funding for dedicated projects. Hence while the income (net of targeted funding) was just under \$87,000, gross cash income was \$108,000 with \$9,237 coming from Gaming Trusts and \$9,800 from private sponsorship. Over and above the cash total, a further \$11,468 was received by way of sponsorship in kind.

In 2000, NZOF's financial performance was boosted by the profit from WMOC (\$21,082). In the three years to 2003, NZOF budgeted for deficits in each of the years but instead increased accumulated funds by just over \$38,000. The surpluses, to a large extent, resulted from an inability to spend the development and coaching budgets over the same period. Over the three-year period, \$42,050 was budgeted to be spent on coaching and \$41,500 on development. Actual spending was 70.5% of budget on coaching and 53.4% on development.

The inability to spend to budget in coaching has partly been the result of being unable to recruit Coaching Directors with the time to commit to the role, even when offered part-time remuneration.

In the area of development, NZOF initially attempted to fund it on a project basis rather than by way of a dedicated Development Officer. The funding criteria was publicised to all clubs in 2001 but few took up the incentive. In spite of the project criteria being explicitly expanded in 2002 to include new forms of orienteering, fewer clubs than the previous year took the initiative to apply for assistance with development projects.

In 2004, a deficit, as budgeted, was achieved with increased spending in the areas of coaching, development and high performance.

Since 2000, NZOF has moved towards filling key roles by contracting people on a part-time basis. There are now four such positions: General Manager, Coaching Director, High Performance Director and Development Officer, with the editors of *New Zealand Orienteering* receiving a small stipend. There remain, however, more than 30 volunteer positions within the national organisation. While these positions are seldom (if ever) all filled the proportion that are at any one time remains consistently high. Nevertheless, for a small, labour-intensive sport, the demands of the national infrastructure are real and simply ensuring that positions are filled uses up national administrative resources. There remains a need to investigate training needs for both our volunteer and partly remunerated positions with a view to increasing our effectiveness as an organisation.

2.3 CURRENT SITUATION – CLUBS IN GENERAL

One of the most important indicators of Orienteering club health is their membership. The following table details changes to club membership over the last 4 years:

Club & Area Membership	2004	2003	2002	2001
AUCKLAND OC	123	139	120	103
COUNTIES MANUKAU OC	64	77	61	61
DUNEDIN OC	101	103	123	117
EGMONT OC	50	61	56	60
HAMILTON OC	47	58	43	49
HAWKES BAY OC	248	232	192	220
HUTT VALLEY OC	83	75	58	84
KAPITI HAVOC	13	10	15	35
MARLBOROUGH OC	60	61	67	42
NELSON OC	59	78	91	97
NORTH WEST OC	123	91	93	87
PAPO	256	277	289	232
PINELANDS OC	5	7	8	5
RED KIWI OC	42	54	68	72
ROTORUA OC	60	55	91	76
SOUTHLAND OC	36	35	31	41
TAUPO OC	21	18	19	25
WACO		12	9	10
WAIRARAPA OC	29	25	19	25
WELLINGTON OC	143	150	137	132
WHANGAREI OC	21	14	23	24
TOTAL	1584	1632	1613	1597

AOA (incl WACO)	331	333	306	285
CDOA (incl Egmont)	183	199	217	215
WOA (incl HB)	558	546	489	568
SI	512	554	601	529

Over the last 4 years, one small club has ceased to exist, a second is in the process of winding down and one other is also likely to follow suit. A characteristic of many clubs is in some years, significant growth is experienced but has not been sustained. This suggests retaining members has been difficult for many clubs.

Issues impacting on our sport as identified by clubs at the workshop are summarised later in this section. It should be noted that while there is some commonality, there are also cases where different clubs have different issues impacting on them at a local level.

2.5 INTERNAL ISSUES

The workshop identified the following internal factors currently impacting on our sport:

Ref	Area	Issue	Comment
1	Volunteers	<ul style="list-style-type: none"> A major threat to our sport is the many pressures placed upon a limited number of volunteers, whose efforts are crucial for our sport to function. 	<ul style="list-style-type: none"> A lack of time, a shortage of numbers (and reliance on a few key individuals) and in some areas a lack of expertise and training are all contributing to this concern. Most of the core workers at club and national level have been in the sport 20 yrs or more.
2	Small membership base	<ul style="list-style-type: none"> Low numbers on which to call and many participants do not join clubs. 	<ul style="list-style-type: none"> Orienteering has the same needs as most other sports, but less resources to meet them.
3	Club Capability	<ul style="list-style-type: none"> There is a wide range in the capability and strengths of clubs across NZ. Many clubs lack specific skills & expertise or have limited resources. Many clubs feel they are trying to do too much with the limited resources they have. 	<ul style="list-style-type: none"> This also applies to some extent to the national federation. We need to look at keeping the strong clubs strong and not just trying to strengthen the weaker ones.
4	Club Co-operation	<ul style="list-style-type: none"> There is a general feeling that there is not enough co-operation between clubs, especially in areas of sharing ideas and best practice. 	<ul style="list-style-type: none"> This leads to too much "reinventing the wheel" and intensifies the pressures placed on a limited volunteer base.
5	Alignment	<ul style="list-style-type: none"> Co-operation between clubs and the national body can also be improved. 	<ul style="list-style-type: none"> Clubs require greater input into national affairs to ensure actions at a local level are aligned to achieve national objectives.
6	Lack of systems	<ul style="list-style-type: none"> Limited sharing of best practice (as above) with too much reliance on knowledge and skills of individuals. Need to share best/ easiest ways to run events to reduce rework and labour inputs. 	<ul style="list-style-type: none"> Busy people are so busy doing things they never get the time to write down what they are doing or train others. There are virtually no handbooks on running events to train new people.
7	Too much technical focus	<ul style="list-style-type: none"> Individuals running clubs tend to like the technical aspects of the sport. 	<ul style="list-style-type: none"> Clubs are often not putting on easy events to get new people into the sport or cater for those not wanting to travel or compete in forests etc.
8	Limited expertise	<ul style="list-style-type: none"> There are few skilled people who can help out other clubs, e.g. mapping, club development etc. 	<ul style="list-style-type: none"> Funding is limited to encourage people to do this work.
9	Funding	<ul style="list-style-type: none"> Generally very limited. 	<ul style="list-style-type: none"> Internal debates continue over the size of NZOF event levies.
10	Nobody ever retires	<ul style="list-style-type: none"> The 'sport for life' is real...so everyone wants to keep competing. 	<ul style="list-style-type: none"> There is no pipeline of people retiring to become administrators.

2.6 EXTERNAL ISSUES

The workshop identified the following external factors currently impacting on our sport:

Ref	Area	Issue	Comment
1	Low Profile & awareness	<ul style="list-style-type: none"> Our perception is most New Zealanders have not heard of or understand what orienteering is. 	<ul style="list-style-type: none"> This reduces the likelihood of people trying the sport or of supporting it (e.g. via sponsorship).
2	Regulations	<ul style="list-style-type: none"> Health & Safety regulations are putting more liability on landowners and organisers. Landowners are charging more for access. 	<ul style="list-style-type: none"> Compliance costs are affecting the sport. Access costs are increasingly common.
3	Competition	<ul style="list-style-type: none"> Increased competition for scarce time, especially younger generations. Many more choices available for people to choose their recreational activities from. More sports are actively pursuing the available funding, especially charitable trusts. 	<ul style="list-style-type: none"> Orienteering has to be more conscious of what fits into people's lifestyles. The importance of a higher profile cannot be underestimated. More focus required on the youth market. Funding applications need to be of an increasingly professional standard.
4	Complex Sporting Industry	<ul style="list-style-type: none"> The sports sector is becoming increasingly more complex, especially at a school level with many different organisations involved. 	<ul style="list-style-type: none"> Orienteering needs to stay close to what is going on, so as not to be left out of key programmes.

2.7 STRENGTHS AND WEAKNESSES

Strengths	Weaknesses
<ul style="list-style-type: none"> A 'sport for life' that can suit all ages and abilities. 	<ul style="list-style-type: none"> Small membership base with limited resources.
<ul style="list-style-type: none"> Ideally suited to modern 'politically correct' society – family oriented, developing physical and mental skills, supporting a healthy lifestyle, making use of NZ's natural resources. 	<ul style="list-style-type: none"> Strong individual focus, rather than team approach has flowed on via limited practical co-operation and support between clubs, or indeed between clubs and the national federation
<ul style="list-style-type: none"> Fits 'green image'. 	<ul style="list-style-type: none"> Does require a lot of energy and time to create maps and run events.
<ul style="list-style-type: none"> High technical standards, good organisation of events. 	<ul style="list-style-type: none"> Not perceived as 'extreme', so while attracting the family market it is not appealing to the younger thrill seekers.
<ul style="list-style-type: none"> Very good maps and terrain, with a lot of variety. 	<ul style="list-style-type: none"> Is a 'perfection' sport, e.g. if controls and maps are not 100% right it causes problems.
<ul style="list-style-type: none"> Dedicated, passionate club members who will do tremendous amounts of work. 	<ul style="list-style-type: none"> Limited social interaction occurs at events due to the nature of the race formats and location of events.
<ul style="list-style-type: none"> Strong clubs/ networks in some regions able to offer comprehensive programs of events for all ages and abilities. 	<ul style="list-style-type: none"> Few clubs have a group identity; no 'tribe' feeling.
<ul style="list-style-type: none"> Adopting new forms of the sport and increasing the number of people being involved. Some clubs finding more innovative ways to run events with less manpower. 	
<ul style="list-style-type: none"> Gaining increased profile via adventure racing. 	
<ul style="list-style-type: none"> Schools programs bringing in younger generations, although not to clubs. 	
<ul style="list-style-type: none"> Adapted to technology well, e.g. OCAD, websites, Sportident. 	
<ul style="list-style-type: none"> Not particularly weather dependent. 	

2.8 STAKEHOLDER NEEDS

Understanding and meeting the needs of Orienteering's stakeholders has never been more important. There are many stakeholders with which the sport interacts, and they can be put into a number of different categories.

Direct Interest	Partners	Indirect Interest
<ul style="list-style-type: none"> Local participants. International participants. Club members. NZOF. IOF. Overseas O Federations. Families, parents, spouses. Sponsors/ Advertisers. General public. 	<ul style="list-style-type: none"> Landowners. SPARC. Regional Sports Trusts. Regional Councils/ Local Authorities. Community/ Gaming Trusts. Schools (teachers & students). Community Groups (eg SAR). Mapping providers. Retailers of O equipment. 	<ul style="list-style-type: none"> Media. Printers. Outdoor NZ. NZ SDA. University Sport NZ. Min Social Development. Regulatory bodies. Medical industry. Insurance industry. Other sports. NZ Olympic Committee

Managing these relationships needs to move from an ad hoc, amateur level to a more professional and strategic level. Orienteering needs to plan more carefully how it is going to meet the needs of these stakeholders and to engage with them to ensure we have understood their needs and can meet them.

Equally, specific partnership opportunities can be sought out and developed for the benefit of the sport, including:

- Organisations that can assist us to deliver our sport and/or develop our capability, e.g. SPARC / Regional Sports Trusts.
- Organisations that can help us fund our sport, e.g. potential sponsors including Charitable Trusts.
- Organisations that can help us promote our sport, e.g. Media.

The three most important entities within Orienteering are the Participants, Clubs and NZOF. Their interrelationship can perhaps 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, viz. 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.

The national federation can support clubs and help build capability through:

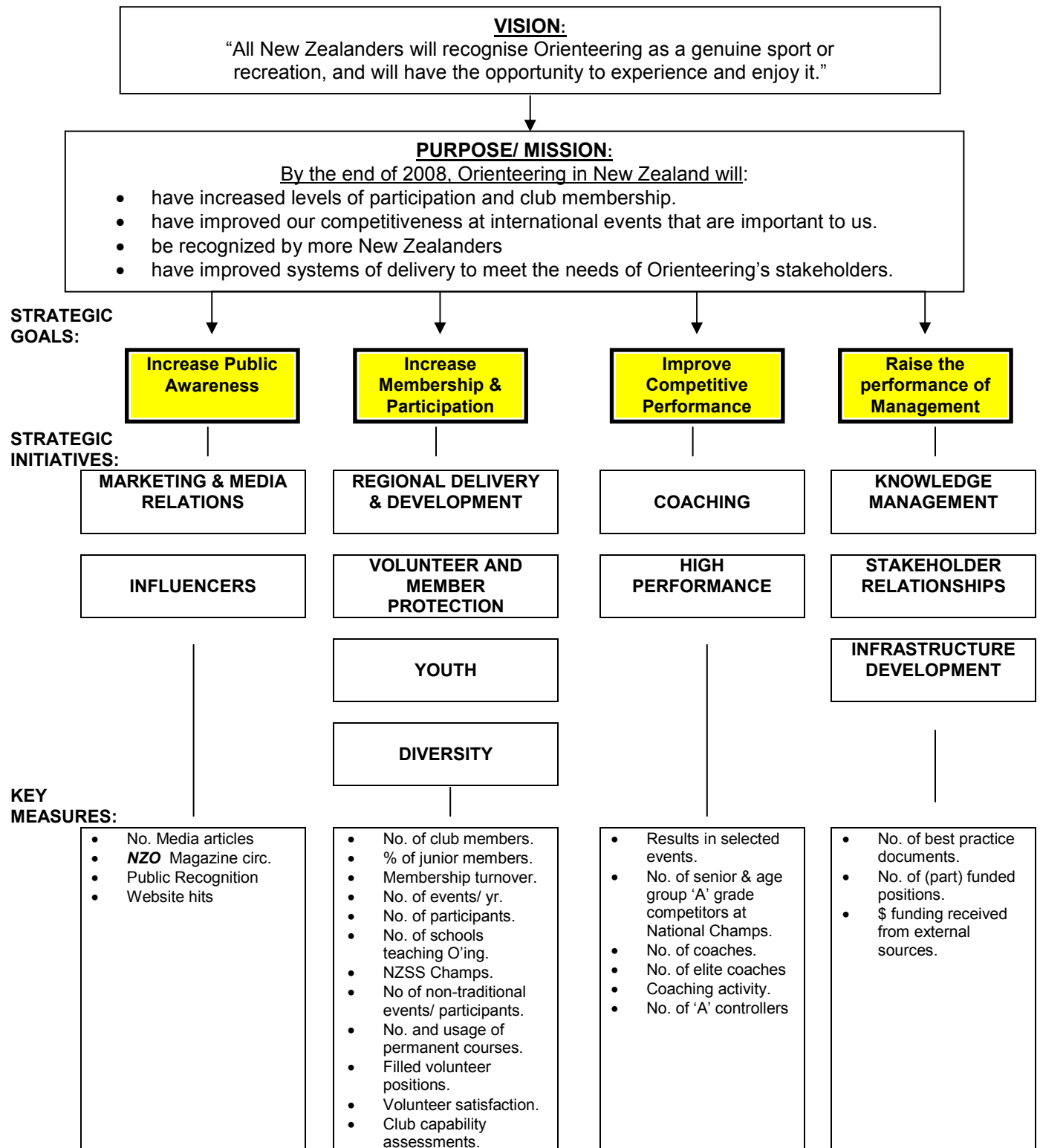
- Promotion: website, pursuing media coverage, national magazine, promotional resources.
- Development funding: best practice models, permanent course network, schools orienteering, new forms of orienteering.
- Coaching structures: clubs, national and development squads.
- Coordinating national teams: high performance directorate, selection panel.
- Technical standards including coordinated event calendar.
- Support services: public liability insurance, health & safety policy, anti-doping code, environmental policies.
- Training and sharing of knowledge e.g. controller/mapping clinics, national forums.

Clubs can support the national federation through:

- Varied event programmes and event promotion.
- Developing newer forms of orienteering, permanent courses.
- Membership recruitment and retention.
- Coaching programmes.
- Building partnerships at local / regional level.
- Funding via event levies.

Developing and agreeing an overall stakeholder strategy that can be used by both NZOF and clubs is one of the key strategic initiatives presented in this plan.

3. STRATEGIC FRAMEWORK



VALUES/ SPIRIT:

- Orienteering is a sport for all ages and abilities.
- Orienteering will cater for those wanting to use the sport as a recreational activity through to those who are highly competitive.
- Orienteers look after and respect the natural environment.
- Orienteering in New Zealand will be respected worldwide, provide events of a world class standard and contribute to the development of the sport globally.

This framework identifies eleven key strategic initiatives that provide a focus for the actions Orienteering needs to take to achieve our stated purpose. A brief explanation of these initiatives, together with a priority allocation, follows. Resources will be allocated on the basis of these priorities. It is also important to recognise that in some instances, these initiatives are interrelated and outcomes in one area will have an affect on other initiatives.

(a) PRIORITY ALLOCATION: CRITICAL (things that must be achieved)

STRATEGIC INITIATIVE	EXPECTED OUTCOMES
<p>VOLUNTEER AND MEMBER PROTECTION</p>	<ul style="list-style-type: none"> • Increase volunteer numbers, and reduce workloads carried by volunteers, to levels realistic for the sport's size. • Decrease in number of unfilled volunteer positions. • Increased fulfilment by persons volunteering their time and skills. • Initiatives in areas of succession planning, volunteer recognition, and training/education commenced. • Increased retention of club members.
<p>REGIONAL DELIVERY AND DEVELOPMENT</p>	<ul style="list-style-type: none"> • Improved acceptance and understanding between clubs and NZOF of the respective roles each plays in the development and growth of our sport. • Improved support provided to clubs to reinforce their efforts in increasing membership and participation. • Greater understanding of our club's capability to develop our sport in their area and of particular issues faced at a local and regional level by clubs where barriers to improving membership and participation exist. • Increased co-operation between clubs with respect to our sport's development and in particular encourage sharing of knowledge, resources and expertise amongst our clubs.
<p>KNOWLEDGE MANAGEMENT</p>	<ul style="list-style-type: none"> • Establishment of a repository of 'best practice' knowledge from within orienteering and across other sports. • Development and execution of a programme to have this information proactively and reactively available.
<p>STAKEHOLDER RELATIONSHIPS</p>	<ul style="list-style-type: none"> • Programme to be developed and executed to manage stakeholder relationships at a more strategic level. • Specific partnership opportunities sought out and developed for the benefit of the sport.

(b) PRIORITY ALLOCATION: HIGH (things that should be achieved)

STRATEGIC INITIATIVE	EXPECTED OUTCOMES
MARKETING AND MEDIA RELATIONS	<ul style="list-style-type: none"> • Specific marketing strategy developed for the sport and able to be implemented at club, regional & national level. • Better relations with and interest from mass media at all levels. • Greater use of alternative media.
YOUTH	<ul style="list-style-type: none"> • Increased youth membership in Orienteering clubs. • Increased participation by youth in managing the sport. • Continued growth of Orienteering activities in both primary and secondary schools.
DIVERSITY	<ul style="list-style-type: none"> • Increase in number of non-traditional Orienteering events. • Increase in number and use of permanent courses. • Decrease in workloads associated with event organisation without unduly compromising event quality. • Clubs advised on running more innovative and low labour forms of the sport.
COACHING	<ul style="list-style-type: none"> • Increase in coaching activity at club level for non-elite orienteers. • Coaching strategy and activities reviewed to ensure they remain relevant and needed.
INFRASTRUCTURE DEVELOPMENT	<ul style="list-style-type: none"> • Improvement in the performance of NZOF positions (both funded and voluntary) and sub-committees that operate the sport. • Improvement in the level of resources available to the sport at club, regional and national level. • New revenue streams developed that reduce reliance on current income sources. • Assistance provided to clubs with best practice delivery of their activities.

(c) PRIORITY ALLOCATION: MEDIUM (things that we would like to achieve)

STRATEGIC INITIATIVE	EXPECTED OUTCOMES
INFLUENCERS	<ul style="list-style-type: none"> • Persons and Organisations in positions of influence who have or could have some empathy with our sport and its values are utilised in the promotion of our sport.
HIGH PERFORMANCE	<ul style="list-style-type: none"> • Long-term High Performance strategy documented and implemented. • Improvement in results at targeted international events. • Improvement in elite coaching capability.

4. INITIATIVES AND MILESTONES

4.1 INCREASE PUBLIC AWARENESS

4.1.1 MARKETING & MEDIA RELATIONS

Expected Outcomes

- Specific marketing strategy developed for the sport and able to be implemented at club, regional & national level.
- Better relations with and interest from mass media at all levels.
- Greater use of alternative media.

Specific Actions

Group	Action	Person	Timing
NZOF	<ul style="list-style-type: none"> • Provide resources that can be used to generate awareness at regional and local levels, including employing a part time media relations officer. 	General Manager	Ongoing
	<ul style="list-style-type: none"> • Undertake research in 2005 to establish base level of recognition by general public of Orienteering. Set targets and marketing strategy based on results and repeat research in 2008. 	General Manager / Contract Researcher	Dec 2005 (research) Jun 2006 (strategy)
	<ul style="list-style-type: none"> • Improve relationships with national media organisations and utilise media as opportunities arise. 	Media Relations Officer	Ongoing
	<ul style="list-style-type: none"> • Encourage use of local media by clubs and provide resources if necessary to enable this to occur. 	Media Relations Officer	Ongoing
	<ul style="list-style-type: none"> • Continue improvements to NZOF website and further its use as a promotional tool. 	Webmaster	Ongoing
Clubs in general	<ul style="list-style-type: none"> • Identify and implement opportunities to promote our sport at a local level and increase Orienteering's profile locally. 		Ongoing
	<ul style="list-style-type: none"> • Develop relationships with local media organisations. 		Ongoing
Our Club			

4.1.2 INFLUENCERS

Expected Outcome

- Persons and Organisations in positions of influence who have or could have some empathy with our sport and its values are utilised in the promotion of our sport

Specific Actions

Group	Action	Person	Timing
NZOF	<ul style="list-style-type: none"> • Build a network of influencers who can use their profile or position to promote and encourage participation in the sport and get access to resources. 	GM/Council	2007 (start)
Clubs in general	<ul style="list-style-type: none"> • Assist in the identification of influencers. 		2007
Our Club			

4.2 INCREASE MEMBERSHIP & PARTICIPATION

4.2.1 REGIONAL DELIVERY & DEVELOPMENT

Expected Outcomes

- Improved acceptance and understanding between clubs and NZOF of the respective roles each plays in the development and growth of our sport.
- Improved support provided to clubs to reinforce their efforts in increasing membership and participation.
- Greater understanding of our club's capability to develop our sport in their area and of particular issues faced at a local and regional level by clubs where barriers to improving membership and participation exist.
- Increased co-operation between clubs with respect to our sport's development and in particular encourage sharing of knowledge, resources and expertise amongst our clubs.

Specific Actions

Group	Action	Person	Timing
NZOF	<ul style="list-style-type: none"> • Schedule Development Forums every two years and encourage attendance by all clubs. 	GM/Council	2005 and 2007
	<ul style="list-style-type: none"> • Encourage clubs to deliver certain services from a regional perspective, e.g. schools programmes (incl. teacher education), coach training / development, and where possible provide resources for these services. 	GM/Council	Ongoing
	<ul style="list-style-type: none"> • Provide both financial and human resources to assist clubs' efforts in "growing the sport". Allocate funding to deliver support & services at a regional and local level rather than creating national roles. 	GM/Council	Ongoing
	<ul style="list-style-type: none"> • Improve communication with clubs (including attendance at club meetings by NZOF personnel) and continually identify developmental needs at a local and regional level. 	GM/Council	Ongoing
	<ul style="list-style-type: none"> • Develop an assessment tool to measure capability of our clubs for development activities. Progressively undertake capability assessments of clubs. 	GM	2006 (start)
Clubs in general	<ul style="list-style-type: none"> • Provide attendance at Development Forums. 		
	<ul style="list-style-type: none"> • Identify actions required to develop Orienteering at local levels. 		
	<ul style="list-style-type: none"> • Identify resources necessary to achieve actions and if applicable, seek co-operation from other clubs or advise NZOF of resources necessary to achieve development objectives. 		
	<ul style="list-style-type: none"> • Share knowledge and experience gained through development activities. 		
Our Club			

4.2.2 VOLUNTEER & MEMBER PROTECTION

Expected Outcomes

- Increase volunteer numbers, and reduce workloads carried by volunteers, to levels realistic for the sport's size.
- Decrease in number of unfilled volunteer positions.
- Increased fulfilment by persons volunteering their time and skills.
- Initiatives in areas of succession planning, volunteer recognition, and training/education commenced.
- Increased retention of club members.

Specific Actions

Group	Action	Person	Timing
NZOF	<ul style="list-style-type: none"> • Examine all NZOF volunteer positions and determine critical functions. Where possible, combine non-critical functions or if unavoidable, abandon them. 	GM/Council	Sept 2005 completed
	<ul style="list-style-type: none"> • Ensure critical functions are resourced (human and financial). 	GM/Council	Dec 2005
	<ul style="list-style-type: none"> • Initiate succession planning for critical functions. 	GM/Council	2006
	<ul style="list-style-type: none"> • Introduce a Volunteer Recognition and Rewards programme to support and acknowledge efforts of volunteers at both national and local levels. 	GM/Council	2007
	<ul style="list-style-type: none"> • Introduce training and education initiatives for volunteers at a national level. 	GM/Council	2008
	<ul style="list-style-type: none"> • Work with clubs to assist in addressing volunteer issues confronted at a local level. 	GM/Council	Ongoing
	<ul style="list-style-type: none"> • Commence measurement of membership retention levels. 	GM	2005
	<ul style="list-style-type: none"> • Undertake and distribute research to investigate causes of membership turnover. 	GM / Contract Researcher	2007
Clubs in general	<ul style="list-style-type: none"> • To increase the number of members, their participation and sense of belonging. 	Club Presidents	Ongoing
	<ul style="list-style-type: none"> • To provide an events programme that is varied, seasonal, caters for both recreational and competitive orienteers whilst taking into consideration club resources. 	Club Presidents	Ongoing
	<ul style="list-style-type: none"> • Identify volunteer issues at a local level and work with other clubs and/or NZOF to determine possible solutions. 	Club Presidents	Ongoing
Our Club			

4.2.3 YOUTH

Expected Outcomes

- Increased youth membership in Orienteering clubs.
- Increased participation by youth in managing the sport.
- Continued growth of Orienteering activities in both primary and secondary schools.

Specific Actions

Group	Action	Person	Timing
NZOF	• Develop and implement a strategy aimed at attracting and retaining young people into the sport, and giving them a greater say in the way our sport is run.	GM/Council	2005
	• Create initiatives for juniors to have more input into the management of the sport (e.g. Youth Council).	GM/Council	2005
	• Improve support for National Secondary School and JWOC teams.	GM/Council	Ongoing
	• Retain a strong emphasis on, and allocate resources to, school and junior promotion activities.	GM/Council	Ongoing
	• Collect and distribute knowledge on what attracts youth to sport and recreation and use this to develop/emphasise our youth-appeal strengths.	GM/Council	2006
	• Develop strategies to improve links between clubs and schools.	GM/Council	Dec 2005
Clubs in general	• Encourage juniors to have more input into the management of clubs.	Club Presidents	Ongoing
	• Improve links between clubs and schools at local level.	Club Presidents	Ongoing
	• Identify and carry out school and junior promotion activities within club resources.	Club Presidents	Ongoing
Our Club			

4.2.4 DIVERSITY

Expected Outcomes

- Increase in number of non-traditional Orienteering events.
- Increase in number and use of permanent courses.
- Decrease in workloads associated with event organisation without unduly compromising event quality.
- Clubs advised on running more innovative and low labour forms of the sport.

Specific Actions

Group	Action	Person	Timing
NZOF	• Support the increase of more permanent courses, Rogaine/ Endurance, MTBO and Sprint-O events.	GM/Council	Ongoing
	• Collate and distribute information on event organisation and systems to reduce workloads.	GM	2007
Clubs in general	• Offer more Rogaine/ Endurance, MTBO and Sprint-O events, as club resources permit.	Club Presidents	Ongoing
	• Increase the number of permanent courses and assist with the evaluation of their usage.	Club Presidents	Ongoing
Our Club			

4.3 IMPROVE COMPETITIVE PERFORMANCE

4.3.1 COACHING

Expected Outcomes

- Increase in coaching activity at club level for non-elite orienteers.
- Coaching strategy and activities reviewed to ensure they remain relevant and needed.

Specific Actions

Group	Action	Person	Timing
NZOF	• Schedule Coaching Forums every two years and encourage attendance by all clubs, particularly by accredited coaches.	Coaching Director	2006 and 2008
	• Complete (in conjunction with clubs) a thorough review of Coaching strategy and activities.	Coaching Director	2006
	• Investigate methods to provide support for coaching activity at local and regional level.	Coaching Director	Ongoing
	• Ensure adequate training and education of all levels of coaches is supported and a succession plan is operating.	Coaching Director	2007
Clubs in general	• Provide an appropriate amount of coaching activity at a local level.	Club Presidents	Ongoing
	• Encourage attendance at national training camps.		Ongoing
	• Identify and encourage potential coaches.		Ongoing
Our Club			

4.3.2 HIGH PERFORMANCE

Expected Outcomes

- Long-term High Performance strategy documented and implemented.
- Improvement in results at targeted international events.
- Improvement in elite coaching capability.

Specific Actions

Group	Action	Person	Timing
NZOF	• Ensure sufficient resources are provided to enable desired results are achieved at WOC 2005 and JWOC 2007.	GM/ Council	2005 and 2007
	• Develop and implement long-term high performance strategy to improve international competitiveness.	HP Director	June 2005 (strategy)
	• Develop strategy to improve our elite coaching resources.	HP Director / Coaching Director	Dec 2006 (strategy)
	• Introduce initiatives to encourage veteran elite performance.	GM/Council	2007
Clubs in general	• Be receptive to needs of local elite competitors.		
	• Encourage elites to contribute at local level.		
Our Club			

4.4 RAISE THE PERFORMANCE OF MANAGEMENT

4.4.1 KNOWLEDGE MANAGEMENT

Expected Outcomes

- Establishment of a repository of 'best practice' knowledge from within orienteering and across other sports.
- Development and execution of a programme to have this information proactively and reactively available

Specific Actions

Group	Action	Person	Timing
NZOF	<ul style="list-style-type: none"> • Actively facilitate the capture and sharing of best practice across NZ's clubs. Establish information capture and storage via a central repository that provide clubs with easy access and protects the intellectual property of the sport. 	GM/Council	Dec 2005 and Ongoing
	<ul style="list-style-type: none"> • Use roles within the NZOF structure to proactively communicate this information and assist clubs/ regions to use it. 	NZOF Officers	Ongoing
	<ul style="list-style-type: none"> • Create templates & other material that allows the transfer of information and skills to assist the growth and stability of clubs and relieve the workload on the existing experts. 	NZOF Officers	Dec 2005
	<ul style="list-style-type: none"> • Capture information to build a file on best practice and experience at running international level events for use by future organisers. 	GM	June 2005
	<ul style="list-style-type: none"> • Actively seek to learn from experiences of other sports and overseas Orienteering organisations and apply knowledge gained. 	GM	Ongoing
	<ul style="list-style-type: none"> • Ensure major events maintain high standards of controlling and mapping. 	Technical Committee	Ongoing
	<ul style="list-style-type: none"> • Provide technical information and advice to mappers, setters and controllers. 	Technical Committee	Ongoing
Clubs in general	<ul style="list-style-type: none"> • Contribute "best practice" knowledge. 		
	<ul style="list-style-type: none"> • Document and publish (e.g. on website) processes and role descriptions at a local level (to facilitate management succession). 		
Our Club			

4.4.2 STAKEHOLDER RELATIONSHIPS

Expected Outcomes

- Programme to be developed and executed to manage stakeholder relationships at a more strategic level.
- Specific partnership opportunities sought out and developed for the benefit of the sport.

Specific Actions

Group	Action	Person	Timing
NZOF	<ul style="list-style-type: none"> • In conjunction with clubs, develop an internal stakeholder strategy document that identifies issues surrounding the relationships between participants, clubs and NZOF and contains actions to improve these relationships. 	GM/ Council	Sept 2005 (draft) Dec 2005 (final)
	<ul style="list-style-type: none"> • In conjunction with clubs, develop an external stakeholder strategy document that identifies issues surrounding the relationships between orienteers and external stakeholders and contains actions to improve these relationships. 		June 2006 (draft) Dec 2006 (final)
Clubs in general	<ul style="list-style-type: none"> • Provide input to stakeholder strategies. 	Club Presidents	2005 and 2006
	<ul style="list-style-type: none"> • Assist in the implementation of stakeholder strategies at local level where applicable. 	Club Presidents	Ongoing
Our Club			

4.4.3 INFRASTRUCTURE DEVELOPMENT

Expected Outcomes

- Improvement in the performance of NZOF positions (both funded and voluntary) and sub-committees that operate the sport.
- Improvement in the level of resources available to the sport at club, regional and national level.
- New revenue streams developed that reduce reliance on current income sources.
- Assistance provided to clubs with best practice delivery of their activities.

Specific Actions

Group	Action	Person	Timing
NZOF	• Periodically review its role and internal structure to ensure best use of resources to fulfil objectives.	GM/Council	2007
	• Encourage clubs to improve their management and provide support to enable them to do so.	GM/Council	Ongoing
	• Improve its own governance and management.	GM/Council	Ongoing
	• As resources allow, attend and participate at IOF meetings to learn from IOF experience & world best practice.	President	Ongoing
	• Develop a Health & Safety policy for use by clubs.	GM	Sept 2005
	• Continue to improve the quality, circulation and financial health of the national magazine.	Editor	Ongoing
	• Co-ordinate national fixtures programme.	GM	Ongoing
	• Develop plans to increase income for the sport from external sources.	GM/ Council	2006
	• Initiate a risk management process.	GM/ Council	2006
	• Assist clubs in developing links with Regional Sports Trusts.	GM	Ongoing
	• Support activities that increase capabilities at a club/regional level (e.g. club strategic planning, coaching, technical – events, maps, promotion).	GM	Ongoing
Clubs in general	• As resources allow, implement club Strategic Plans.	Club Presidents	Ongoing
	• Develop links with Regional Sports Trusts to make use of their services.	Club Presidents	Ongoing
	• Consider initiatives to increase income from external sources.	Club Presidents	Ongoing
Our Club			

5. PERFORMANCE INDICATORS AND TARGETS 2005-2008

Key Performance Area	Key Measure	Actual 2002	Actual 2003	Actual 2004	Plan 2005	Plan 2006	Plan 2007	Plan 2008
INCREASE PUBLIC AWARENESS	No. Media articles					Survey		Survey
	NZO Magazine circ.	530	514	568	600	700	825	975
	Public Recognition				Survey			Survey
	Website hits				Measure & Set targets			
INCREASE MEMBERSHIP AND PARTICIPATION	No. of club members	1,613	1,632	1,584	1,600	1,650	1,700	1,750
	% of junior members	32%	33%	33%	33%	33.5%	34%	34.5%
	Membership turnover				Measure & Set targets			
	No. of events/ yr	323	344	342	300	300	300	300
	No. of participants	26,271	26,339	28,207	29,000	29,500	30,500	32,000
	No. of schools teaching O'ing				Measure & Set targets			
	NZSS Champs	46 sch 215 indiv	47 sch 218 indiv	49 sch 286 indiv	50 sch 300 indiv	55 sch 325 indiv	60 sch 350 indiv	65 sch 400 indiv
	No of non-traditional events/ participants				Measure & Set targets			
	No. and usage of permanent courses				Measure & Set targets			
	Filled volunteer positions					Measure & Set targets		
	Volunteer satisfaction					Survey		Survey
	Club capability assessments				0	2	4	4
IMPROVE COMPETITIVE PERFORMANCE	Results in selected events			Won elite tests x 2	WOC 2005	Win elite tests x 2	JWOC 2007	Win elite tests x 2
	No. of senior & age group 'A' grade competitors at National Champs					Measure & Set targets		
	No. of coaches	92	110		100	100	100	100
	No. of elite coaches			1	1	1	2	3
	Coaching activity					Measure & Set targets		
No. of 'A' controllers			61	60	60	60	60	
RAISE THE PERFORMANCE OF MANAGEMENT	No. of best practice documents (cumulative)					1	3	6
	No. of (part) funded positions (cumulative)	2	3	4	4	5	5	6
	\$ funding received from external sources			\$43,000	\$45,000	\$50,000	\$75,000	\$100,000

NOTE: Some performance indicators require validation from member clubs.

6. RISK ASSESSMENT

Below are the risks **NOT** included in the 2005/08 plan (i.e. if they occur they will reduce the ability to deliver the desired results). A key aspect of activities is to manage and minimise these risks.

	Risk	Likelihood	Impact	Actions to reduce risk	Actions if risk occurs
1	Loss of SPARC funding.	Med	High	<ul style="list-style-type: none"> • Nest egg built up. • Carefully manage SPARC relationship. • Compliance with reporting etc. • Look to develop alternative revenue streams. 	<ul style="list-style-type: none"> • Utilise nest egg. • Seek alternative funding sources. • Fast track alternative revenue streams. • Reduce levels of activity in line with income.
2	Unexpected loss of other funding sources.	High	Med	<ul style="list-style-type: none"> • Nest egg built up. • Avoid heavy reliance on volatile sources. • Maintain strong relationships with funding organisations. 	<ul style="list-style-type: none"> • Utilise nest egg. • Seek alternative funding sources. • Fast track alternative revenue streams. • Reduce activities or require more self funding.
3	Unexpected loss of individual(s) in key NZOF or club roles.	Med	High	<ul style="list-style-type: none"> • Management succession plans. • Up to date documentation on roles & activities. • Monitor burnout risk in key roles. 	<ul style="list-style-type: none"> • Short term secondments while recruitment undertaken. • Restructure roles if necessary.
4	Loss of life or serious injury where fault can be found with procedures or processes used by NZOF/ clubs.	Low	High	<ul style="list-style-type: none"> • Health & Safety guidelines in place for all clubs & regularly reviewed. • Ongoing awareness of legislative obligations & dialogue with necessary parties. • Maintain records of 'near miss' events to learn from. 	<ul style="list-style-type: none"> • In depth evaluation of any incident(s). • Use of expert assistance to develop actions to avoid repeating.
5	Breakaway national/ regional/ sector organisation(s) formed.	Low	High	<ul style="list-style-type: none"> • NZOF Plans to include the needs of as many stakeholders as possible. • NZOF to maintain links to all interest groups. 	<ul style="list-style-type: none"> • NZOF to seek alignment/ consolidation to minimise waste & duplication.

APPENDIX 1
REPORT ON ACHIEVEMENTS AGAINST STRATEGIC PLAN 2001-2004

ESTABLISHING PUBLIC INTEREST AND AWARENESS

WHAT WE PARTIALLY ACHIEVED

- Increase profile of Orienteering through media.
- Increase profile of Orienteering through links with other organisations.
- Develop materials that can be used by clubs for promoting Orienteering.

WHAT WE DIDN'T ACHIEVE

- Characterise our current participation base to form strategies for targeted promotional activity.

ESTABLISHING LOCAL PARTICIPATION

WHAT WE ACHIEVED

- Incorporate results from club best practices from current Development Project into planning process.
- Enable individuals and groups to orienteers at times convenient to them.

WHAT WE PARTIALLY ACHIEVED

- Increase participation by school-age children.
- Encourage and enable clubs to provide a sufficient events programme, including opportunities for new participants.
- Encourage and develop new forms of Orienteering.
- Enable individuals to improve their performance.

WHAT WE DIDN'T ACHIEVE

- Investigate opportunities to develop new forms of orienteering (e.g. team O, trail O, adventure races with an Orienteering component).

QUALITY DOMESTIC COMPETITIONS

WHAT WE ACHIEVED

- Ensure national fixtures programme meets needs of all stakeholders (as much as is possible).

WHAT WE PARTIALLY ACHIEVED

- Maintain high standards in controlling and mapping.

WHAT WE DIDN'T ACHIEVE

- Initiate contact on a national basis to important landowners (especially corporate bodies) to ensure future access.
- Introduce environmental policies.

IMPROVING INTERNATIONAL COMPETITIVENESS

WHAT WE ACHIEVED

- Establish a strong and supported domestic competition programme for our elite athletes.

WHAT WE PARTIALLY ACHIEVED

- Target elite events in our region for maximal performance.
- Improve the coaching for elite and potential elite orienteers.

WHAT WE DIDN'T ACHIEVE

- Utilise overseas coaching experience (to the extent that we would have liked).
- Establish talent identification procedures at younger ages and install systems to retain these potential elites.

QUALITY MANAGEMENT AND GOVERNANCE

WHAT WE ACHIEVED

- Ensure membership is fully informed about and benefits from the plans and activities of NZOF.
- Increase use of electronic mediums for information flow and discussion.
- Report formally on progress against strategic and operational plans presented at AGM.
- Periodically review NZOF structure (incl. constitution) to ensure it supports aims and objectives.
- As funds allow, move critical NZOF positions to partial or full remuneration.
- Ensure NZOF is linked to appropriate external organisations.

WHAT WE PARTIALLY ACHIEVED

- Provide support to clubs and encourage self-improvement in their activities.

WHAT WE DIDN'T ACHIEVE

- Encourage clubs to have greater involvement in NZOF's decision-making process.
- Increase the effectiveness of NZOF officers through training.

APPENDIX 2

RECONCILIATION OF ISSUES AND KEY INITIATIVES

Area	Issue	Key Initiatives
Volunteers	<ul style="list-style-type: none"> A major threat to our sport is the many pressures placed upon a limited number of volunteers, whose efforts are crucial for our sport to function. 	<ul style="list-style-type: none"> Volunteer and Member Protection (4.2.2) Youth (4.2.3)
Small membership base	<ul style="list-style-type: none"> Low numbers on which to call and many participants do not join clubs. 	<ul style="list-style-type: none"> Marketing/Media Relations (4.1.1) Influencers (4.1.2) Regional Delivery and Development (4.2.1)
Club Capability	<ul style="list-style-type: none"> There is a wide range in the capability and strengths of clubs across NZ. Many clubs lack specific skills & expertise or have limited resources. Many clubs feel they are trying to do too much with the limited resources they have 	<ul style="list-style-type: none"> Regional Delivery and Development (4.2.1) Volunteer and Member Protection (4.2.2) Diversity (4.2.4) Knowledge Management (4.4.1) Infrastructure Development (4.4.3)
Club Co-operation	<ul style="list-style-type: none"> There is a general feeling that there is not enough co-operation between clubs, especially in areas of sharing ideas and best practice. 	<ul style="list-style-type: none"> Regional Delivery and Development (4.2.1) Knowledge Management (4.4.1) Stakeholder Relationships (4.4.2) Infrastructure Development (4.4.3)
Alignment	<ul style="list-style-type: none"> Co-operation between clubs and the national body can also be improved 	<ul style="list-style-type: none"> Regional Delivery and Development (4.2.1) Stakeholder Relationships (4.4.2)
Lack of systems	<ul style="list-style-type: none"> Limited sharing of best practice (as above) with too much reliance on knowledge and skills of individuals. Need to share best/ easiest ways to run events to reduce rework and labour inputs. 	<ul style="list-style-type: none"> Regional Delivery and Development (4.2.1) Knowledge Management (4.4.1) Infrastructure Development (4.4.3)
Too much technical focus	<ul style="list-style-type: none"> Individuals running clubs tend to like the technical aspects of the sport. 	<ul style="list-style-type: none">
Limited expertise	<ul style="list-style-type: none"> There are few skilled people who can help out other clubs, e.g. mapping, club development etc. 	<ul style="list-style-type: none"> Regional Delivery and Development (4.2.1) Knowledge Management (4.4.1) Infrastructure Development (4.4.3)
Funding	<ul style="list-style-type: none"> Generally very limited. 	<ul style="list-style-type: none"> Infrastructure Development (4.4.3)
Nobody ever retires	<ul style="list-style-type: none"> The 'sport for life' is real...so everyone wants to keep competing. 	<ul style="list-style-type: none">
Low Profile & awareness	<ul style="list-style-type: none"> Our perception is most New Zealanders have not heard of or understand what orienteering is. 	<ul style="list-style-type: none"> Marketing/Media Relations (4.1.1) Influencers (4.1.2)
Regulations	<ul style="list-style-type: none"> Health & Safety regulations are putting more liability on landowners and organisers. Landowners are charging more for access. 	<ul style="list-style-type: none"> Stakeholder Relationships (4.4.2) Infrastructure Development (4.4.3)
Competition	<ul style="list-style-type: none"> Increased competition for scarce time, especially younger generations. Many more choices available for people to choose their recreational activities from. More sports are actively pursuing the available funding, especially charitable trusts. 	<ul style="list-style-type: none"> Marketing/Media Relations (4.1.1) Youth (4.2.3) Diversity (4.2.4) Infrastructure Development (4.4.3)
Complex Sporting Industry	<ul style="list-style-type: none"> The sports sector is becoming increasingly more complex, especially at a school level with many different organisations involved. 	<ul style="list-style-type: none"> Youth (4.2.3) Stakeholder Relationships (4.4.2) Infrastructure Development (4.4.3)