

**PROGRESS REPORT 31 DEC 2003**

**FINDING OUR WAY**

**A STRATEGIC PLAN FOR THE**

**NEW ZEALAND ORIENTEERING FEDERATION**

**FOR THE PERIOD 2001 – 2004**

**Participation, Retention and Performance**

## **KEY RESULT AREAS**

*Establishing Public Interest and Awareness*

*Increasing Local Participation*

*Quality Domestic Competitions*

*Improving International Competitiveness*

*Quality Management and Governance*

## ESTABLISHING PUBLIC INTEREST AND AWARENESS

<b>GOAL (what we intend to do)</b>	<b>STRATEGY (how we intend to do it?)</b>	<b>COMMENTS ON PROGRESS</b>
ONE Develop materials that can be used by clubs for promoting Orienteering	A: Prioritise list of promotional tools to be developed and allocate funding  B: Explore use of electronic forms for publication  C: Continue publication of NZ Orienteering and encourage its use as a promotional tool	A: Achieved and continuing. New "Sport for Life" brochure in progress and to be published in 2004.  B: Achieved and continuing. Comprehensive Event Results and Statistics database linked to the nzof website in 2003. Nzof website to be upgraded Jan 2004.  C: Achieved and continuing.
TWO Increase profile of Orienteering through media	A: Recruit, train and motivate a support group of club contacts to ensure local coverage of Orienteering  B: Seek national media coverage for appropriate events	A: Partially achieved, no further progress in 2003.  B: Achieved.
THREE Increase profile of Orienteering through links with other organisations	Build and maintain links with local authorities with local councils, regional sports trusts (RSOs), schools sports councils etc	Partially achieved. Existing links maintained. All RSOs to receive <i>NZ Orienteering</i> beginning 2004.
FOUR Characterise our current participation base to form strategies for targeted promotional activity	A: Undertake research on who participates in Orienteering and their motivation  B: Use results as a basis for future promotional activity	Not achieved. Initial proposal formulated, for implementation in 2004.

## INCREASING LOCAL PARTICIPATION (ONE)

<b>GOAL (what we intend to do)</b>	<b>STRATEGY (how we intend to do it)</b>	<b>COMMENTS ON PROGRESS</b>
<p><b>ONE</b> Incorporate results from club best practices from current Development Project into planning process</p>	<p>A: Review recommendations from Development Report and review development strategies in this plan</p> <p>B: Establish priorities for development budget</p>	<p>Achieved.</p>
<p><b>TWO</b> Increase participation by school-age children</p>	<p>Enhance current schools programme</p>	<p>Partially achieved. Schools programme requires refinancing. Increased participation at schools events and work commenced on establishing accurate school participation. NZ Schools Tour to Australia a new innovation in 2003.</p>
<p><b>THREE</b> Encourage and enable clubs to provide a sufficient events programme, including opportunities for new participants</p>	<p>A: Work alongside clubs to develop events programmes that are attractive to both regular and new participants</p> <p>B: Identify clubs in "crisis" and target resources to ensure short-term survival and long-term growth</p> <p>C: Identify areas to minimise volunteer workload for event organisation</p>	<p>Partially achieved. Appointment of a Development Officer in 2003 has resulted in some assistance for clubs in "crisis".</p>

## INCREASING LOCAL PARTICIPATION (TWO)

<b>GOAL (what we intend to do)</b>	<b>STRATEGY (how we intend to do it)</b>	<b>COMMENTS ON PROGRESS</b>
<p><b>FOUR</b> Encourage and develop new forms of Orienteering</p>	<p>A: Continue existing development of Rogaining and MTBO activities</p> <p>B: Investigate opportunities to develop new forms of orienteering (e.g. team O, trail O, adventure races with an O component)</p>	<p>Achieved. Development of these forms of Orienteering is continuing through efforts of sub-committees. First official Australia-NZ MTBO Challenge held in 2003.</p> <p>Not achieved.</p>
<p><b>FIVE</b> Enable individuals and groups to orienteers at times convenient to them</p>	<p>Increase Permanent Course network</p>	<p>Achieved and continuing.</p>
<p><b>SIX</b> Enable individuals to improve their performance</p>	<p>A: Provide appropriate coaching opportunities for all orienteers</p> <p>B: Introduce schemes of personal achievement, including maintaining ranking lists and reviewing the badge scheme</p> <p>C: Encourage orienteers to participate in overseas events, and to share knowledge and expertise gained to benefit orienteering in NZ</p>	<p>Partially achieved and continuing. Existing programmes maintained. MTBO coaching clinic supported in 2003 as a further extension of existing programme.</p> <p>Achieved.</p> <p>Partially achieved and continuing.</p>

## QUALITY DOMESTIC COMPETITIONS

<b>GOAL</b> <i>(what we intend to do)</i>	<b>STRATEGY</b> <i>(how we intend to do it)</i>	<b>COMMENTS ON PROGRESS</b>
<p><b>ONE</b> Maintain high standards in controlling and mapping</p>	<p>A: Increase acceptance of adhering to procedures for controlling of major events (including mapping if on a new area)</p> <p>B: Provide technical advice and information to controllers and mappers</p> <p>C: Provide training opportunities to increase the number of trained and qualified controllers and mappers</p>	<p>A. Partially achieved. Review of controller accreditation system has been mooted.</p> <p>B. Achieved informally.</p> <p>C. Not achieved in 2003.</p>
<p><b>TWO</b> Ensure national fixtures programme meets needs of all stakeholders (as much as is possible)</p>	<p>A: Resolve season structure</p> <p>B: Examine whether new events are needed (e.g. North Island Championships, inter-club competition)</p>	<p>Achieved (2001)</p>
<p><b>THREE</b> Initiate contact on a national basis to important landowners (especially corporate bodies) to ensure future access</p>		<p>Not achieved. To be actioned 2004.</p>
<p><b>FOUR</b> Introduce environmental policies</p>	<p>Establish an environmental policy for orienteering activities</p>	<p>Scheduled for commencement 2003. Not achieved, to be commenced in 2004.</p>

## IMPROVING INTERNATIONAL COMPETITVENESS

<b>GOAL</b> <i>(what we intend to do)</i>	<b>STRATEGY</b> <i>(how we intend to do it?)</i>	<b>COMMENTS ON PROGRESS</b>
<b>ONE</b> Establish a strong and supported domestic competition programme for our elite athletes	A: National Squad to propose domestic racing program to suit their needs and negotiate with clubs  B: Investigate incentives to ensure elite athletes attend all major competitions, especially National Championships	Achieved.
<b>TWO</b> Ensure a world class elite event is held in N.Z. at least every 10 years	A: Identify organsiation and area to host World Cup event in 2006	Not pursued (2001).
<b>THREE</b> Target elite events in our region for maximal performance	Develop strategies for top performance at World MTBO Champs 2004 (Australia) and World Orienteering Championships 2005 (Japan)	Partially achieved and continuing. Additional funding was earmarked for elite MTBO in 2003 and more to be spent in 2004. Training camp to be held in Japan in 2004 ahead of 2005 WOC there.
<b>FOUR</b> Improve the coaching for elite and potential elite orienteers	Identify potential elite coaches in New Zealand and identify methods of skills improvement	Partially achieved. NZAS scholarship obtained for one coach for skills improvement. Grading of coaches at club level reviewed in 2003.
<b>FIVE</b> Utilise overseas coaching experience	A: Ascertain feasibility of funding overseas coach to NZ for limited period, or exchange programme  B: Identify / approach personal contacts  C: Use Australian training camps and coaches as opportunities arise	Not achieved.     Achieved (Jan 2002) Further achieved in 2003 with development of Australia-NZ Test Matches in both countries.
<b>SIX</b> Establish talent identification procedures at younger ages and install systems to retain these potential elites	(see objective – note this needs to be driven locally at club level for talent to be identified at the earliest possible opportunity)	Not achieved in 2003, scheduled for 2004.

## QUALITY MANAGEMENT AND GOVERNANCE (ONE)

<b>GOAL</b> <i>(what we intend to do)</i>	<b>STRATEGY</b> <i>(how we intend to do it?)</i>	<b>COMMENTS ON PROGRESS</b>
<b>ONE</b> Ensure membership is fully informed about and benefits from the plans and activities of NZOF	A: Provide Regular information to clubs, including at least six issues of NZOF news per year  B: Provide articles for use in NZO magazine	Achieved and continuing.
<b>TWO</b> Encourage clubs to have greater involvement in NZOF's decision-making process	A: NZOF Councillors to occasionally attend club committee meetings and/or area association meetings  B: NZOF Executive to establish open forums in conjunction with appropriate events  C: Increase use of electronic mediums for information flow and discussion	A: Not achieved. More attendance at club meetings is required during 2004.  B: National Mapping Seminar held in conjunction with 2003 National Championships.  C: Achieved.
<b>THREE</b> Increase the effectiveness of NZOF officers through training	Establish skills required for volunteer positions and identify training opportunities available	Partially achieved – skills required for positions are being established. To be completed 2004

## QUALITY MANAGEMENT AND GOVERNANCE (TWO)

<b>GOAL</b> <i>(what we intend to do)</i>	<b>STRATEGY</b> <i>(how we intend to do it?)</i>	<b>COMMENTS ON PROGRESS</b>
<p><b>FOUR</b> Establish a review programme of NZOF's planning process</p>	<p>A: Repeat Strategic Planning Workshop every 2 years with an informal review in the years in-between</p> <p>B: Report formally on progress against strategic and operational plans presented at AGM</p> <p>C: Periodically review NZOF structure (incl. constitution) to ensure it supports aims and objectives</p>	<p>Not pursued. Next Workshop scheduled for 2004.</p> <p>This report fulfils strategy B.</p> <p>Constitution revised in 2003. Structure reviewed in 2003, see also GOAL FIVE.</p>
<p><b>FIVE</b> As funds allow, move critical NZOF positions to partial or full remuneration</p>	<p>Prioritise NZOF positions for partial and full remuneration and implement as budget allows</p>	<p>Achieved and continuing. In conjunction with Structure review, decision made to establish position (part-time, paid) of High Performance Director.</p>
<p><b>SIX</b> Ensure NZOF is linked to appropriate external organisations</p>	<p>Maintain existing and investigate new liaisons with and membership of appropriate outside bodies</p>	<p>Achieved and continuing.</p>
<p><b>SEVEN</b> Provide support to clubs and encourage self-improvement in their activities</p>		<p>Partially achieved. Commenced 2003 with appointment of Development Officer.</p>