



**New Zealand Orienteering Federation**  
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## **A STRATEGIC PLAN for YOUTH DEVELOPMENT**

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### **1. THE BIG PICTURE**

Regular participation in sport and physical recreation is vital for young people's health, physical and mental development, and well being. Young people will only want to continue to participate in sport if they enjoy the experience. Everyone involved in orienteering needs to ensure that young people enjoy orienteering and do so safely.

Youth have a wide range of sports to choose from. The historical importance that several other sports have, such as rugby and netball, means these are ingrained parts of life at school in New Zealand and form part of the social backdrop to many boys and girls lives after they leave school. Nevertheless, if the sport of orienteering is to survive and grow in New Zealand more people need to become orienteers, either competitively or recreationally. Many people develop a lifelong interest in sport while at school. It is important that the introduction youth receive to orienteering, and any following orienteering activities they take part in, are quality experiences and are appropriate to their level of ability. If youth enjoy their first experiences they may consider taking up orienteering as their sport, or one of their sports and recreational activities.

The vision of this plan is therefore a demographically balanced membership moving forward and a capable group of volunteers to further develop our sport.

This strategy focuses on three broad goals:

- Participation by youth.
- Retention of youth.
- Involvement of youth in management.

To achieve these goals requires both unity in direction and an acceptance of the respective roles that orienteering clubs and the national federation contribute to the sport's well-being. Thus the strategy is a partnership between the federation and its affiliated clubs.

## 2. DEFINITIONS

Youth development in the context of this document refers to the ability of the NZOF to attract and retain young people into the sport.

As such the definition for youth in this document is people up to the age of 23. These are orienteers who can participate in orienteering during a period of their lives at school and whilst they are young adults.

The scope of this strategy does not make direct reference to high performance or elite junior orienteering, nor does it discuss the technical skills progression available for youth (white, yellow, orange, red courses). These are detailed respectively in the NZOF High Performance Strategy and the NZOF Junior Sport Policy.

## 3. CURRENT YOUTH DEVELOPMENT ACHIEVEMENTS

- At the end of 2006, the NZOF had 1,677 individual members of which 575 were 20 or under (34.3%).
- The Hawkes Bay club's junior (under 20) membership was 56% (153/274).
- Ten schools were institutional members of clubs.
- Nine clubs held local/regional schools competitions with 2,478 participating.
- NZ, NI and SI Secondary Schools competitions were held.
- Fifty three schools competed in the NZ Championship (Year 9-13) fielding 290 participants.
- The NZ Schools team won, in Australia, the Southern Cross Challenge against the eight Australian states for the fourth year in succession.
- Sixty three attended the NZOF Junior Training Camp, December 2006.

## 4. PROFILING YOUTH MEMBERSHIP OF ORIENTEERING

As at the end of 2006, the number of members age 23 and under was 613. The age profile was as follows:

Age-group	Male	Female	Total
7 & under			
8 – 10	55	35	90
11 – 12	38	33	71
13 – 14	60	58	118
15 – 16	66	59	125
17 – 18	48	32	80
19 – 20	21	10	31
21 - 23	21	17	38

The regional profile for those 23 and under was:

Club/region	Male	Female	Total	Schools
North West	14	13	27	2
Auckland	22	20	42	1
Counties-Manukau	21	15	36	0
Auckland Area	57	48	105	3
Hamilton	8	5	13	5
Pinelands	0	0	0	0
Rotorua	14	18	32	1
Taupo	2	1	3	0
Central Districts	24	24	48	6
Taranaki	6	6	12	0
Hawkes Bay	84	73	157	0
Red Kiwi	11	8	19	0
Wairarapa	6	8	14	0
Hutt Valley	13	10	23	0
Wellington	25	29	54	0
Wellington Area	44	47	91	0
Nelson	15	9	24	0
Marlborough	20	17	37	0
PAP0	48	19	67	1
Dunedin	25	16	41	0
Southland	6	5	11	0
South Island	114	66	180	1

Institutional membership of clubs by schools.

Age-group	Total schools	No. of clubs
2000	na	na
2001	na	na
2002	7	5
2003	12	5
2004	14	8
2005	9	5
2006	10	5

## 5. STRENGTHS and WEAKNESSES

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>A 'sport for life' that can suit all ages and abilities.</li> </ul>	<ul style="list-style-type: none"> <li>Small membership base with limited resources.</li> </ul>
<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>
<ul style="list-style-type: none"> <li>Fits 'green image'.</li> </ul>	<ul style="list-style-type: none"> <li>Not perceived as 'extreme', so while attracting the family market it is not appealing to the younger thrill seekers.</li> </ul>
<ul style="list-style-type: none"> <li>Strong clubs/ networks in some regions able to offer comprehensive programs of events for all ages and abilities.</li> </ul>	<ul style="list-style-type: none"> <li>Limited social interaction occurs at events due to the nature of the race formats and location of events.</li> </ul>
<ul style="list-style-type: none"> <li>Gaining increased profile via adventure racing.</li> </ul>	<ul style="list-style-type: none"> <li>Not cool at school not perceived as athletic, instead seen as treasure hunt.</li> </ul>
<ul style="list-style-type: none"> <li>Adapted to technology well, e.g. OCAD, websites, Sportident.</li> </ul>	<ul style="list-style-type: none"> <li>Few clubs have a group identity; no 'tribe' feeling.</li> </ul>
<ul style="list-style-type: none"> <li>Not particularly weather dependent. Challenging, adventurous, takes you to new places.</li> </ul>	<ul style="list-style-type: none"> <li>Irregularity of events; a month with no suitable events is a long time in the 'sport life' of a junior.</li> </ul>
<ul style="list-style-type: none"> <li>Can be cool when supportive club structure and school sports department.</li> </ul>	<ul style="list-style-type: none"> <li>Event organisation image of the sport: unprofessional signs, old &amp; dated tents, etc.</li> </ul>

## 6. TARGETS and DESIRED OUTCOMES

Targets and desired outcomes are grouped as follows:

- Participation
- Retention
- Involvement in management.

### Participation

**Objective:** Increase junior membership.

**Measure:** Number and proportion of NZOF members (20 and under)

Year	Number	% of total
1999	445	30
2000	485	32
2001	493	31
2002	512	32
2003	541	33
2004	517	33.0
2005	564	33.8
2006	575	34.3

Target One	
Increase junior membership proportion to 35% by 2010.	
Measure	
2007	34.5%
2008	34.7
2009	34.9
2010	35.0

**Objective:** Increase participation in the national schools championships.

*“I like the idea of a sprint race at NZSSC. It’s spectator friendly and generally quite exciting and could give non-regular orienteers more of a chance to do well and perhaps encourage them to become more involved.”* – Georgia Whitla

**Measure:** NZ Secondary School Championships 1988 – 2006 (years 9-13)

Year	Location	Number	Schools
1996	A (Ak)	204	
1997	W (HB)	228	
1998	CD (Tk)	235	
1999	S (Dn)	104	
2000	N (NW)	180	
2001	N (HV)	148	37

2002	N (CM)	215	46
2003	S (Ns)	218	47
2004	N (Ro)	288	49
2005	N (Wn)	258	49
2006	N (Ak)	271	52

<b>Target Two</b>			
Increase number of individuals participating in the NZSSC, subject to location.			
<b>Measure</b>			
2007	S	250	
2008	CD	300	
2009	W	??	
2010	A	??	

<b>Target Three</b>			
Increase number of schools participating in the NZSSC, subject to location.			
<b>Measure</b>			
2007	S	50	
2008	CD	55	
2009	W	60	
2010	A	65 ?	

**Objective:** Increase participation in clubs/regional schools competitions.

**Measure:** Participation in selected \* Area/Region schools competitions (8 in total)

Year	Total numbers	Notes
2002	872	
2003	931	
2004	912	SISSC not held
2005	1,182	
2006	1,177	

\* 8 in total: NI, Auckland, CD, HB, SI, Canterbury, Otago, Southland

<b>Target Four</b>	
Increase number of individuals participating in selected schools competitions to 2,500 by 2010.	
<b>Measure</b>	
2007	2,000
2008	2,150
2009	2,300
2010	2,500

**Objective:** Increase participation by offering more varied schools event formats.  
*“I think that rogaines would be an awesome area for growth.” – Thomas Reynolds*

**Measure:** Number of clubs providing schools rogain competitions

Year	Clubs providing school rogaines	
2005	1	Taranaki
2006	1	Taranaki
2007	2	Taranaki, PAPO

Target Five	
Increase number of clubs providing alternative schools events (rogaines, MTBO).	
Measure	
2007	2
2008	3
2009	4
2010	5

## Retention

**Objective:** Increase retention of junior members at time of leaving school.

**Measure:** Percentage of junior members retained, age 17-18

Year	Members, age 17-18	Retained from prev year	Total previous year	Retention Rate (%)
2006	80	64	84	76

**Objective:** Increase retention of junior members as they move into senior ranks.

**Measure:** Percentage of junior members retained, age 19-20

Year	Members, age 19-20	Retained from prev year	Total previous year	Retention Rate (%)
2006	34	30	40	75

Target Six	
Maintain junior membership retention rates for 17-20 year-olds at not less than 75% to 2010.	
Measure	
2007	75%
2008	77%
2009	79%
2010	80%

**Objective:** Increase retention of juniors as they progress through competitive age classes.

**Measure:** No.s competing in Nationals in M/W12A, M/W16A, M/W20A Long D

Year	Location	M/W12A	M/W16A	M/W20A
1997	W (W/HV)	25	25	17
1998	S (Dn)	15	18	22
1999	A (NW)			
2000	W (Wa)	32	14	13
2001	CD (Ro/Tp)	41	18	15
2002	S (PP)	21	17	13
2003	A (NW)	33	27	8
2004	W (RK)	18 *	24	9
2005	CD (HB)	15	27	8
2006	S (Ns)	15	21	13
2007	A (CM)	12	19	23

\* M/W10 introduced from this year on.

Target Seven
Increase junior retention rates through progression of competitive age classes.
Measures to be set
2007
2008
2009
2010

**Objective:** Retain juniors by increasing coaching opportunities.

*“My first Junior Camp in 2004 transformed me from someone who enjoyed orienteering as a second sport to someone who really has a passion for the sport.” – Simon Jager*

**Measure:** Number of clubs/regions conducting junior training camps

Year	Clubs		
2005	2	HB	Wn
2006	2	HB	Wn

Target Eight
Increase number of clubs conducting junior training camps.
Measure
2007 2
2008 3
2009 4
2010 5 (is this too high?)

## Involvement in Management

**Objective:** Increase involvement of youth in management at club level.

*“Increasing the number of juniors in management and in coaching would give a greater sense of involvement, control and usefulness.” – Kate Rea*

**Measure:** Number of clubs with youth representatives on committee

Year	Clubs total	Clubs with youth reps
2005	20	?
2006	18	?

### Target Nine

Increase number of clubs that have a youth representative on their committee.

#### Measure

2007	2
2008	3
2009	4
2010	5

**Objective:** Increase involvement of youth in management at national level.

**Measure:** Number of national officers age 23 or under

Year	National Officers	Team managers, etc.
2005		
2006		
2007	1 (Paul Smith)	1 (Martin Peat)

### Target Ten

Increase number of members age 23 or under holding national positions.

#### Measure

2007	2
2008	3
2009	4
2010	5

## 7. ACTION PLANS

### Develop and implement a strategy aimed at attracting and retaining young people into the sport.

1. Develop links between clubs and schools.
  - a. Simple poster to advertise orienteering at schools. Blank space to write contact details of local club. Show local series of secondary school events, link to filter on maptalk events calendar. Promote as a competitive sport. Use celebrities for promotions such as Peter Snell.
  - b. Promote rogaines in schools: team sport, adventure-based and link with outdoor education.
  - c. Promote sprint orienteering in schools: simpler introduction, accessible terrain, media friendly, name call-ups, start ramp, etc.
  - d. Promote the use of technology such as Sport Ident.
  - e. Location and timing of national schools championships. Combine with a major event to increase carnival atmosphere and include exposure to elite orienteering. Provide proper build-up of events.
  - f. Link to local club and contact details.
  - g. Increase number of outdoor centres mapped and schools mapped.
  - h. Increase number of permanent courses.
  - i. Increase number of instructors capable of introducing juniors to orienteering via permanent courses and mapped outdoor centres.
  - j. Find ways for schools to be able to easily incorporate orienteering into their physical education and outdoor education programmes.
  - k. Increase awareness of orienteering amongst Regional Sports Trusts.

Action ref.	Responsibility	Timing
1 a	Sec Schools C / Clubs	
1 b	Sec Schools C / Clubs	
1 c	Sec Schools C / Clubs	
1 d	Sec Schools C / Clubs	
1 e	Sec Schools C / Clubs	
1 f	Sec Schools C / Clubs	
1 g	Gen Manager / Clubs	
1 h	Gen Manager / Clubs	
1 i	Gen Manager / Clubs	
1 j	GM / Sec Schools C	
1 k	GM / Sec Schools C	

2. Promote institutional membership of clubs for schools.
  - a. NZOF remind clubs of institutional membership concept.
  - b. Clubs promote concept to schools in their area.

Action ref.	Responsibility	Timing
2 a	General Manager	
2 b	Clubs	

3. Clubs provide event programmes and services that include appeal for schools.
  - a. Event formats (eg score v conventional; team v. individual, rogaines and sprints).
  - b. Event locations (local v. distant).
  - c. Compact season.
  - d. Use websites to promote internet navigation games.
  - e. Provide networks for parents (transport, access to events, etc)
  - f. Schools training events.
  - g. Equipment at affordable prices (shoes, O-suits, compasses).

Action ref.	Responsibility	Timing
3 a-g	Clubs	

4. Coaching and Junior camps promoted to youth.  
Ensure junior camps are advertised to each participant at NZSSC. (But note must be NZOF club member to participate in NZOF-funded camps.)
  - a. Access should be ensured by separate NI and SI camps if necessary.
  - b. Need for three tiers of major camps: base level (moving white to yellow and yellow to orange), red level (moving orange to red and improving red), D-Squad/HP.
  - c. Fun format with capacity for large number of juniors.
  - d. Regular coaching for juniors at club level.

Action ref.	Responsibility	Timing
4 a	Coaching Director	
4 b	Coaching Director	
4 c	Coaching Director	
4 d	Coaching Director	
4 e	Clubs	

5. Development of 2007 QB Inter-Regional Schools Challenge.
  - a. Ensure that the Challenge continues on annual basis.
  - b. Increase the number of regions represented by teams.

Action ref.	Responsibility	Timing
5 a	Sec Schools C / Clubs	
5 b	Sec Schools C / Clubs	

6. NZSSC the focus and pinnacle of youth orienteering.
  - a. Coherent, logical and publicised series of events leading up to NZSSC each year.
  - b. Local schools champs, regional champs.
  - c. Gain feedback from competitors about the format and atmosphere at secondary school champs, inclusion of rogaines and sprints. Atmosphere and professionalism must be illustrated, eg Sport Ident, fast results, spectator friendly.
  - d. High profile public races involving elites and/or media race.
  - e. Young elites or JWOC participants involved in NZSSC. Prize giving with spot prizes, commentary, sprint race?

Action ref.	Responsibility	Timing
6 a	Sec Schools C	
6 b	Sec Schools C	
6 c	Sec Schools C	
6 d	SSC / HPD / M&PO	
6 e	HP Director	

7. Illustrate junior representative honours to school students.
  - a. Develop profile of young stars / media.
  - b. Spread in national magazine / NZOF website on NZ Schools team members.
  - c. Poster on NZ Schools team after Australian tour.
  - d. Develop policies that would allow a team to be announced at NZSSC prizegiving.
  - e. Track suits given at prize giving to boost profile.

Action ref.	Responsibility	Timing
7 a	Media Officer	
7 b	Editor/Webmaster	
7 c	Team manager	
7 d	Council/Selectors	
7 e	Sec Schools C	

8. Junior SuperSeries to facilitate the movement of juniors into senior orienteering ranks.
  - a. Develop cohort of under 23 competitors by offering them regular national competition with peers at a similar level, “sub elites”.

Action ref.	Responsibility	Timing
8 a	HP Director	Already happening

**Create initiatives for juniors to have more input into the management of orienteering.**

1. Establishment of NZOF Youth Council.  
see also Appendix 1 for more detail.
2. Youth representative on NZOF Council. ??? (*requires constitutional change*)
3. Annual youth forum held in conjunction with Development Squad camp, national champs or NZSSC.
4. Encourage clubs to have both senior and youth club captains.
5. Encourage clubs to involve youth in event planning.

Action ref.	Responsibility	Timing
1	NZOF Council	
2	NZOF Council	
3	Youth Council	
4	Youth Council / Clubs	
5	Youth Council / Clubs	

**8. RISKS, IF GOALS NOT ACHIEVED**

**This section yet to be drafted.**

/ continued ...

## 9. SUMMARY of KEY PERFORMANCE INDICATORS

Key Performance Area	Key Measure	Actual 2004	Actual 2005	Actual 2006	Plan 2007	Plan 2008	Plan 2009	Plan 2010
<b>INCREASE MEMBERSHIP AND PARTICIPATION</b>	% of junior members	33.0	33.8	34.3	34.5	34.7	34.9	35.0
	NZSS Champs – No. of schools, st venue/date	49	49	52	50	55	60	65 ?
	NZSS Champs – No. of individuals, st venue/date	288	258	271	250	300	?	?
	No. of schools participating in selected comps.	912	1182	1177	2000	2150	2300	2500
	Diversity of schools competitions: eg, no. of clubs holding schools rogaines	?	1	1	2	3	4	5
<b>RETENTION</b>	% retention of junior members, 17-20	?	?	75	75	77	79	80
	Retention of juniors through competitive age-classes	?	?	?	To be set			
<b>IMPROVE COMPETITIVE PERFORMANCE</b>	Junior SuperSeries: competitors							
	Junior camps held	?	2	2	2	3	4	5
<b>INVOLVE YOUTH IN MANAGEMENT</b>	Clubs with youth reps on committee	?	?	?	2	3	4	5
	Clubs with youth club captains							
	Youth holding national positions			2	2	3	4	5

## 10. APPENDIX 1: YOUTH COUNCIL

Youth representative selected from each region to form Youth Council.

- Raise youth awareness within New Zealand orienteering.
- Encourage youth participation in the democratic processes of NZOF.
- Provide an educational base for young people to participate in sports administration.
- To provide the NZOF with a youth perspective.

Youth Council.

- Equal male and female representation.
- Nominations for representation received bi-annually.
- NZOF Council member delegated to oversee Youth Council.

## 11. APPENDIX 2: CONCLUSIONS from SPARC RESEARCH – HOW TO KEEP YOUTH IN THE GAME

### THE FADE APPROACH

#### FUN

The social values that teenagers live and breathe each day must be reflected in their sport participation: competition is fun, training can be fun, winning is fun but being part of something is the most fun.

#### ABILITY

Sport is cool, non-competitive sport is even cooler. Kids want to participate in activity, at worst they want the opportunity to participate. Facilitation for kids to participate, regardless of ability, skill level or desire to excel must be recognised.

#### DISCIPLINE

Kids need boundaries and demand organisation from sport in order to feel like they can participate.

#### ENGAGEMENT

The positive stories that come from both kids and adults in terms of continued participation and enjoyment come from the moments of communication based on an equal basis (Language).

\* \* \* \* \*

The crux of the SPARC research is summed up in the sentence: “Sport is cool, non-competitive sport is even cooler.” In effect this is at odds with the responses from our (competitive) youth, namely:

Thomas Reynolds: “I’m going to be honest, orienteering is not cool to most people. At my school it took me until 6<sup>th</sup> form to get credibility. Credibility which mainly resulted from the fact that people knew from my other sports (mountain biking, cross country, athletics) that I could run and that orienteering wasn’t just a treasure hunt. We have a serious image problem with young people. The first part is that most people don’t actually know what orienteering really is. I’m talking the fast paced, intense, international and vibrant sport that it is seen as in Scandinavia. We will always attract those who want to spend time outdoors, the people we need to attract are those who want to compete in a sport that looks “cool”. If we can show these “populist” competitors that orienteering is cool, and isn’t just nerds wandering round looking for treasure, then we are part way to getting them to participate. Hawkes Bay have achieved this to a large extent.”

Georgia Whitla: “I think that a lot of juniors are out there looking for a sport to be competitive in. One of the issues with the way we are promoting orienteering to juniors is that sometimes it tends to be as an “activity” rather than a sport. I believe we need to show that it is a real sport, with World Champs etc and you can actually be competitive at it not just go along with mum and dad for a walk around the forest. The way the media portrays orienteering also has an influence on this. For example, the family fun day in ChCh is always in the Press with a photo of a family happily strolling through Bottle Lake. I’m not saying this is a bad thing, we just also need to attract those juniors who are going to want to race and be competitive.”