

# ONSW STRATEGY 2018 – 2025



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# ORIENTEERING NSW

## **EXECUTIVE SUMMARY**

The Orienteering NSW (ONSW) Strategy 2018 to 2025 has been developed as our guiding document. The primary reason for orienteering existing is to enhance our lives, to give them meaning and to fill them with outdoor fitness activities and interactions we enjoy doing the strategy broadly hopes to enhance lives by providing higher quality experiences and increasing the numbers having that experience. This strategy is not intended to be an exhaustive plan but rather a short communication of the strategies we will be employing to achieve our mission and vision. The drivers behind the strategy are the belief that by improving the community aspects of the sport we will improve enjoyment and thus recruitment and retention which in turn will increase our participation and enable many other objectives such as elite performance or relacing our aging volunteer base.

The plan also predicates itself on the idea that activities need to be primarily applied through clubs. Clubs are the creators of our events and our community interactions, the Board and central executive of professionals is there to co-ordinate and support clubs, represent to authorities and create a combined purpose and direction.

To survive as a sport, we need to do some fundamental things well such as keep ourselves and 3<sup>rd</sup> parties safe, provide a great calendar, maintain technical standards and liaison with our many stakeholders...This we have defined this as our “license to operate” and is essential to ensure these aspects are governed to highest standards, it underpins our community and participation strategies to change and improve.

The two primary legs of strategy proposed are:

1. To Create Community and thus make orienteering central to many of our lives. In the past we have concentrated as on the technical, competitive and nature experiences that orienteering can bring we would like now to also recognise the importance of personal interactions and the feeling of belonging to a community. To attract and retain our members we need to make our sport as welcoming, enjoyable and easy to participate in as possible. Volunteering sounds like work but can create purpose and community, social events sound like an add-on but are often the main event, coaching sounds like more school but is creating community.
2. To grow participation and through doing so achieve our myriad of other objectives and share the joy of orienteering with more people. Obtaining critical mass and the resources that goes with it also ensures our survival.

The Board is committed to implement this strategy, we plan to both measure and report on our strategy through the year and also at each Presidents Forum. The strategy is broadly consistent with the Orienteering Australia strategy.

Greg Barbour    ONSW President, June 2017

## **MISSION**

To enhance the lives of people of NSW through orienteering.

## **VISION 2025**

Orienteering becomes a choice known to all in NSW. An activity that is recognized as both competitive and recreational in nature with an even distribution over all ages and a reputation as friendly, inclusive and welcoming. Clubs will be central to our community. Commercial excellence will allow a sustainable professional and volunteer organization. Our elite competitors will lead the Australian domestic competition and be viable medal contenders at world level. The orienteering community will be central to and enhance many lives.

Primary measure of success would be participations annually. Target (excluding schools) 50000 by 2025 (increase of 120% on 2016) and Membership target; 2025 by 2025 (52% increase on 2016)

## **License to Operate**

To serve our community we need to provide orienteering experiences that fulfil competitive, social and well being objectives. The Board and executive need to ensure the following requirements are maintained, monitored and evolved to modern standards:

1. Safety, fairness and member protection
2. Governance and financial management
3. Exciting calendar of events appealing to diversity.(location, gender, age, ethnicity)
4. Access to areas and resources
5. Ensuring oversight bodies, e.g. Orienteering Australia, Sports NSW help to contribute to the growth of orienteering.

## STRATEGY

### Create community – Enhance lives of our Community

<u>Objective/Issue</u>	<u>Activities and Tasks Create Community</u>	<u>KPIs</u>	<u>Responsibility</u>
<b>Provide quality enjoyable events</b>	Plans to maximise social aspect of events Survey for feedback on event quality used to improve Optimised annual calendar for participation/enjoyment Ensure technical standards complied with Target social/community groups for World O Day	Include social aspects in event organisation guidelines Survey results of participants Annual participation Event Audit	Technical Director  Executive Officer  Technical Director
<b>Implement a Social Media Strategy and plan</b>	Include clubs in social media strategies request a club focal point to liaise with executive. Include schools in facebook to coordinate local comps New part-time position in tune with current trends tech	Plan completed Social media posts number Social Media hits Number of clubs with active facebook	Marketing Director Marketing Officer
<b>Work with Clubs</b>	Clubs to provide social forums for members Clubs to use volunteering to create community	Number Social events run	President Executive Officer
<b>Use technology to create a “buzz”</b>	Rank and implement technologies such as, instant results, SI Air, GPS tracking or “e” courses.	% Event results uploaded same day % Results available at event	Communications Director
<b>Use volunteering to create community;</b>	Recognise and reward volunteers, create social and community aspect of volunteering in clubs and in ONSW Budget to train and reward volunteers	Create Volunteer Budget of \$5000	Executive Officer
<b>Coaching and instruction to create enjoyment</b>	Appoint a head coach. Develop and implement a coaching and instruction plan. Provide Coaches and instructors for all levels of diversity and community Provide resources (such as scholars) to NSW Squads for training, competition and socialising. Frequent, informal training opportunities close to Sydney	Number of accredited coaches Number of coaching sessions Number in Australian Squads, NOL placings Number in Australian Team  Coach events/yr	Coaching Director Dev Officer Coordinator Level 0

**Grow participation** - To see more people on more maps in more regions on more occasions

Objective/Issue	Activities and Tasks Grow Participation	KPIs	Responsibility
<b>Grow participation</b>	Survey membership to ascertain their segment and seek information on what appeals. Annually rank participation projects based on criteria; conversion potential, resource intensity, target market, grants availability. Focus on one new project at a time and sustain completed projects. Gather and fully utilise financial and human resources professional and volunteer. Consider technology innovations for new types events.	Annual priority list and plan for highest new priority published. Participations attributable to projects.  Annual participation.	Development Coordinator
<b>Convert newcomers.</b>	Integrated thinking around lifecycle of a newcomer including event calendar, reception, instruction, social engagement and follow up of newcomers. Develop and implement a plan for systematic engagement to bring newcomers into community.	% follow up despatched within 48 hours of event.  Membership number	Marketing Director supported by Marketing Officer and Admin officer
<b>Work Through Clubs</b>	Work through clubs through engagement. Encourage appointment of development officers in clubs. Systematic engagement of clubs on strategy and participation goals Direct assistance to struggling clubs	Conduct Annual Presidents Forum  No of clubs directly engaged annually Number of executive newsletters Club Health Annual Board Review	President and Executive Officer
<b>Simplification</b>	Project on event participation and membership simplification. Gather data then maximise the appeal of our events. Make it easy to enter and attend for new and existing orienteers. Include technology aspects.	Creation of simplification plan  Signoff of plan actions.	Technical Director
<b>Create Exposure</b>	Create overarching marketing and communications plan Include promotional and marquee events in plan. Host national and international competitions	Plan issued % Plan Implemented Number of national events	Marketing and Communications Directors and Marketing Officer

## Role of Clubs and ONSW

Item	ONSW	Club
<b>Operations</b>		
Safety	Set standards, monitor adherence	Implement standards
Technical Standards	Set standards, monitor adherence Coordinate map nomination	Implement standards
Governance	Govern according to ONSW constitution	Govern according to club constitution
Events	Create calendar, run national events	Run local events, contribute to national events, input to calendar
Coaching	Set standards, train the coaches, run state-wide coaching events	Provide coaching for membership
3 <sup>rd</sup> Party Engagement	Represent to State and national organisations. Including OA	Represent to local organisations, utilise ONSW agreements with state and national bodies.
Commercial	Run state finances, fund state-wide initiatives, gather and administer state and national levels grants, sustain spending and future reserves, auditable accounts, manage professional providers	Run club finances, auditable accounts, fund maps and events
<b>Community</b>		
Provide Quality Enjoyable events	<p>Arrange annual calendar</p> <p>Set and check event standards</p> <p>Seek feedback</p>	<p>Provide feedback</p> <p>Run events to standards</p> <p>Contribute to calendar creation process</p>

	Manage cross club series	
Implement a Social Media Strategy and plan	Create social media plan within marketing and communications plan. Implement social media at state level	Implement own social media plan and sites consistent with agreed ONSW plan Provide focal point for communications liaison
Use technology to create a “buzz”	Test and recommend new technology Integrate technology with quality experience and communications	Implement new technology
Use volunteering to create community;	Recognise volunteer efforts with awards Gather and communicate best practice Provide training opportunities	Manage volunteers recognising community aspects Encourage training and reward Feedback best practice
Coaching and instruction to create enjoyment	Set and manage standards accreditation Organise statewide coaching Manage scholars for coaching	Develop club coaching for all Encourage members to become coaches
<b>Participation</b>		
Grow	Survey Membership/Clubs Employ development coordinator to rank and allocate projects and resources Run schools initiatives Manage professional providers	Respond to survey requests Provide Development Co-ordinator as focal point for ONSW engagement Provide welcome for newcomers generated from state-wide activities
Convert Newcomers/Simplification	Develop lifecycle plan for new orienteers by engaging with all stakeholders	Implement the plan once agreed ensuring consistency of systems and experiences

	Test and recommend new technology	and use of best practice
Work Through Clubs	Engage clubs systematically and regularly on progress and decisions. Bi annual general engagement at AGM and presidents forum	Attend general meetings Respond to engagement
Create Exposure	Create marketing and communications plan(including social media) Develop tools for clubs to provide a consistent and best practice experience Implement statewide aspects of plan	Implement plan as it relates to their club Nominate focal point for communications including social media