



STRATEGIC PLAN 2022-2023

STATEMENT BY THE PRESIDENT

The Strategic Plan is considered a guiding plan for the ONSW Board to direct the management of orienteering in NSW for the next 12 months. Mission, vision, goals and objectives are considered the fixed aspect of the Strategy. The action statements are fluid and flexible and will be added to as they are worked through. Some actions may be considered long term others will not be needed once they have been achieved.

This strategy is the guiding force for the board to work with clubs to develop, manage and expand the sport of orienteering into the future. The strategic plan is a plan for ONSW and the 14 clubs across the state and needs to be jointly delivered by all.

MISSION

To provide enriching opportunities for fun, adventure, and fitness through orienteering in diverse NSW landscapes.

VISION

- Orienteering is known to all in NSW as a sport and activity that is recognised as both competitive and recreational in nature.
- Orienteering NSW has a reputation as a friendly, inclusive and welcoming sport for people of all ages, genders, abilities, cultures and backgrounds.
- Orienteering NSW is known for the high quality and variety of the events it provides.
- Our participants are supported to develop and compete in all forms of orienteering and at the highest levels.
- Effective governance and management sustain a professional and volunteer organisation.

GOALS

Goal 1 Create community – enhance the social experience and connection of our participants

Goal 2 Grow participation – to see more people on more maps in more regions on more occasions

Goal 3 Support volunteers & paid officials – provide our members with the skills and resources they need to participate and run engaging, fun and challenging events

Goal 4 Support orienteers – provide our participants with the training and development they need to compete at their best

Goal 5 Effective sport governance & management – the Board, employees and volunteers are developed and tasked to meet the needs of ONSW and its clubs

OBJECTIVES

Objective 1 Provide quality events by ensuring technical standards are complied with and survey competitors for feedback.

Objective 2 Targeted coaching and instruction by coaches and instructors for all levels of diversity and community through frequent, formal and informal training opportunities (high performance vs community/club)

Objective 3 Grow participation through focusing schools programs, new participation events and projects using trained and accredited volunteers, partners and ONSW staff. Develop and implement a plan for systematic engagement to welcome newcomers into the community.

Objective 4 Effective board governance through board training and induction and clear communication of board roles and responsibilities.

Objective 5 Review of staff roles and develop staff descriptions.

Objective 6 Engage with clubs to develop, maintain and jointly implement the strategic plan.

Objective 7 Engage clubs and volunteers with ONSW committees and goals.

Action Plan

Goal/s	Objectives	Actions	Evidence of achievement (KPI)	Responsibility
G3/G4	O1	A1 Investigate what clubs do to encourage and support members to take part in organizing, controlling and what kinds of support clubs think would be useful.	Board receives consolidated report on what clubs want support for to increase member participation in organising and controlling events.	President & General Manager President & GM to develop an annual reporting format to send out to Club Presidents.
G3/G4	O1	A2 Investigate what competitors think is a quality and enjoyable event through written survey – brief interviews at events using standard reporting format.	Board receives a consolidated report on what competitors say are criteria for quality events	President President & GM to develop a standard reporting format
G3	O1	A3 Review current NSW controller documentation for useability.	Current NSW documentation on controlling has been reviewed, revised and republished as necessary and promoted to clubs	Technical Director
G3	O1	A4 Deliver two controller workshops and encourage Level 1 and 2 controllers to participate. The delivery format should accommodate participation by regional clubs in at least one of these workshops.	NSW wide increase of 25% at each level listed on OA's list of controllers compared to latest OA list Oct 2021. NSW club will be able to report that all events since Oct 2022 have been controlled according to ONSW published expectation.	Technical Director
G3	O1	A5 Target potential Level 3 controllers and develop a pathway to Level 3 accreditation.	Increase number of NSW Level 3 controllers by one	Technical Director
G3	O1	A6 Review current event organising documentation for useability by organisers.	Current NSW documentation on organizing an event has been reviewed, revised and republished as necessary and promoted to clubs	President & Technical Director
G2	O1	A7 Hold two workshops for event organiser training and updating.	Conduct two workshops	Technical Director

Goal/s	Objectives	Actions	Evidence of achievement (KPI)	Responsibility
G3	O1	A8 Target updating of maps to latest standards where practical. And required for use for events above local/club level	Measured by review of maps and reported at end of series.	Mapping Committee Club Mappers
G4	O2	A9 Deliver three coaching courses under OA's new coach accreditation structure: <ul style="list-style-type: none"> • For existing and aspirational Level 1 coaches <ul style="list-style-type: none"> ○ Orienteering Instructor ○ Learn and Play Orienteering Coach • For existing and aspirational Level 2 or 3 Coaches <ul style="list-style-type: none"> ○ Competition Coach or Performance Coach <p>To enable the above: investigate interest in NSW for the courses above. This will include communicating what the new coach accreditation descriptions mean, promoting the new coaching curriculum, and explaining to current accredited coaches what any transition requirements are.</p>	Conduct 3 coaching courses	Coaching Director <i>Resources note: viability for Competition Coach and Performance Coach courses will presume participation open to orienteers from other states</i>
G2/G3	O3	A10 Develop a 12-month support program for Wagga & Riverina Occasional Orienteers aimed at growing membership and participation with a focus on developing more volunteers.	Implement support program for the region in 2023	President Project officer based in Wagga plus expenses
G1	O3	A11 Encourage and support a club/clubs to collaborate with a council, community group or other sport and outdoor exercise promoter by identifying an opportunity with a club/clubs and supporting planning and delivery of a cooperative event which promotes orienteering to new people, evaluate post event (participants, partners and club experience), and communicate experience, outcomes and recommendations as to what works and what doesn't work to all clubs. <i>Note: a preliminary list of possible collaborator organisations is already developed.</i>	Oversee project and produce report	

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G2	O3	A12 Bring in an outside digital marketing group to assist with website development & to review and improve current ways of promotion via social media	Renewed website published in 2023	General Manager
G1/G2	O3	A13 Conduct project to find out how clubs welcome newcomers at events, what strategies are used to follow up casual members, first timers at events, what resources ONSW might provide to support clubs, and communicate the outcomes of the project to all clubs.	Report on how clubs engage with newcomers and what support clubs want to improve this engagement.	General Manager
G1/G2	O3	A14 Analyse membership data for insights to inform promotion of ONSW membership (e.g. conversion of casuals to members, renewals 2021 to 2022, newcomer retention by age and gender, impact of specific events on casual registration and membership uptake).	Produce quarterly report	General Manager
G5	O4	A15 Design and delivery of a pilot Board induction program for newly elected Board members with evaluation of the program after completion.	<p>Induction program outlined. Evaluation report to February 2023 Board Meeting.</p> <p>A package 'Joining the ONSW Board' was prepared by Mary Jane Mahony, review by Gayle Quantock and sent to all Board members 24th July 2022. Two free eLearning courses are strongly recommended in the package: Sport Australia's Online Director Education Course 'The Start Line' and NSW Office of Children's Guardian 'Child Safety in Sport'. Some recommended inclusions (collected anecdotally earlier in the year) were not included due to timing.</p>	Governance Committee Mary Jane Mahony
G5	O4	A16 Preparation and provision of a Board Manual to all Board members to ensure common basis of expectations and knowledge.	First edition of Manual delivered to all Board members 24 th July 2022 (as mentioned above).	Governance Committee Mary Jane Mahony

Goal/s	Objectives	Actions	Evidence of achievement (KPI)	Responsibility
G5	O4	A17 Approval by Board of delegations of authority to Board Committees and to staff (employed and volunteer) as part of efforts to distinguish governance and management work.	Written communications (which may be in a Position Description) of approved delegations of authority and expenditure covering major areas of governance and management summarised to Board.	Delegations proposed to Board by relevant committee (e.g. Finance Committee), with General Manager for all management work
G5	O5	A18 Review all existing position descriptions and employment agreements for employed staff, determine scope of employed staff requirements to meet ONSW's current needs and strategic priorities, and ensure employed staff are able to meet those requirements.	Position descriptions and current employment agreements for ONSW employed staff are implemented in 2023	General Manager
G5	O6	A19 Consult with clubs in person and by other means to review and refresh ONSW's 3-5 Year Strategic Plan	Interim report was received by the Board in November 2022. The 2022-2023 Strategic Plan was approved at the October Board meeting 25 th October 2022.	Strategy Committee Andrew Power
G3	O7	A20 Initiate the development of an event committee to develop and liaise with clubs in regard to organising major NSW events.	Event Committee membership in place. Terms of reference for Event Committee approved by Board.	President
G3	O7	Facilitate the sharing of knowledge, information and experience between NSW clubs & ONSW	Resource documents and contact lists established	Board & General Manager
G2	O3	Support events and participant types that make it enjoyable and safe for junior, female, gender and culturally diverse people to participate. Eg: pairs/teams	New participant categories established. New events & training camps catering to specific minority groups.	Board
G2	O3	Establish and manage strategic relationships with similar sports and commercial providers of similar activities.	Relationship with Bold Horizons to be reviewed and finalized. Assessment of other sporting bodies and commercial operators completed.	President & General Manager
G4	O2	Provide regular formal and informal training to orienteers at all levels.	Following the development and accreditation of coaches.	Coaching Director

Goal/s	Objectives	Actions	Evidence of achievement (KPI)	Responsibility
G3	O1	<p>ONSW to manage relationships with key statewide level stakeholders, particularly landholders.</p> <p>Support clubs with appropriate materials and guidance to manage relationships with key stakeholders and landholders.</p>	<p>ONSW meets with state forests, NPWS, government departments, etc.</p> <p>Clubs meet with local rangers, councils, etc.</p>	President & General Manager
G5	O6	ONSW to deliver National Integrity Framework	<p>Conduct interviews with personnel who are working with children.</p> <p>Club Presidents to nominate Child Safety Officers.</p> <p>Conduct workshops with Child Safety Officers.</p>	President & ONSW Child Safety Officer