



# **NZOF Strategic Plan 2013-16**

**Version – 1<sup>st</sup> June 2013**

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## 1.0 INTRODUCTION AND BACKGROUND

This strategic plan is the culmination of an extended planning process undertaken in late 2012/early 2013. The document represents one part of an extended planning process which aims to map out the strategic priorities and direction for the NZOF for the period 2013-16. It sets out the priorities and goals for the NZOF for the 2013-16 period.

This version of the plan incorporates feedback provided by clubs and orienteers following the release of the first draft in February. Some further detailed work needs to happen, specifically around confirming outcomes and measures, which the NZOF council will now determine. The final agreed plan will be published with this detail as the next step.

### 1.1 Overview of Planning Process

The planning process has employed 5 steps:

1. Dialogue and discussion
2. Draft plan
3. Consultation
4. Finalise plan
5. Implement



**Step 1** - has been undertaken in the latter part of 2012, and sought wide input from orienteers and other people associated with the sport through a series of formal and informal discussions. These discussions included:

- Club members views, from meetings in Auckland, Wellington and at South Island Champs.
- Junior orienteers views from junior training camp in Woodhill
- Occasional orienteers on the fringe of the sport who were interviewed individually
- Event promoters running offroad events (including rogaines), but who are not directly involved in the sport
- Discussions on social media, such as Maptalk and Facebook
- Discussions with club presidents
- Other sporting organisations (TriNZ and Sport NZ)

A summary of these discussions is included in the appendices of this document.

**Step 2** - was undertaken in January, where a small planning team reviewed the information from Step 1 and developed perspectives on the priorities and vision for the sport. These were collated into this document you are now reading, and the purpose of this document is to present some draft perspectives on the strategic direction for the NZOF which people can then provide feedback on as part of a consultation step, below.

**Step 3** – has been undertaken through February and March, and invited clubs and individuals associated with the sport to feed back on aspects of the draft plan. This was a critical step, as it builds on the discussions undertaken in step 1, and ensures the whole orienteering community get a full say on where the NZOF should direct it's efforts to grow the sport of orienteering.

**Step 4** – is the development of this version of the plan, ready to present to the wider orienteering community.

**Step 5** - will be implementation of the strategic plan by the NZOF Council and officers, including development of annual plans to achieve the outcomes desired on a year by year basis.

## **2.0 SCOPE**

Whilst the plan is primarily intended to guide the efforts of the NZOF and it's constituent parts, because of the nature of the NZOF as a federated body representing broader (primarily club) interests, there are some aspects of this plan which have potential implications for clubs. Clubs will need to consider and address these implications within their own membership and committees.

## 3.0 EXECUTIVE SUMMARY

### 3.1 Executive Summary

The findings of our research and discussions indicate that the issues we face in 2012/13 are in many ways very similar to the issues we faced when undertaking the two previous strategic plans. As a sport we have definite strengths and made advances in recent years which support the incremental growth being experienced. This includes;

- Strong club scene (in general), with a dedicated volunteer base
- Strong capability and commitment to quality and standards (including mapping, event planning, technical specifications, event organisation), which influences a positive competitor experience
- Growing school orienteering participation, particularly in some areas where there has been a focus on this
- Embracing of new technologies and tools, such as Sport Ident, radio controls, digital results displays etc
- Being seen as a good fun family sport, and sport for life, by those people within the sport

Yet despite these strengths, the common feeling is that the sport does not quite reach it's potential. Whilst there has been growth, it is marginal and incremental. Most people spoken to from within the sport express passion and love for the experiences they gain from it, and wonder why more people don't participate. Talking to people on the fringes of the sport however (occasional orienteers and event promoters) gives some insight as to why this might be.

All of them agree that the sport has potential, it can be great fun and is perfect as a sport for life, catering to families and the full spectrum of ages. However they also share that it is a difficult sport to access. There is a lack of promotion and awareness of the "brand" of orienteering, and then when people do participate in the sport it can be confusing to understand, and doesn't present itself in a "customer friendly" way. In some cases feedback indicated that the sport felt elitist and cliquey, and the overall experience did not match that of other sports such as trail running or triathlon. Agree or disagree, these are perceptions that are out there and which we would be wise to listen to. These are not things we should feel negative about, but they do point to things we could do better and which may help grow the sport.

We have a chance to advance from incremental improvement, to step change improvement, should we be so bold as to focus on the things that really matter and which should be priorities for the sport. As a sport with very limited resources and budget, this means doing some things and stopping other things. Making hard calls on what we will not do. We can't do it all, however we can focus on the things that will make the biggest impact in growing our sport and we need your help in doing that. This document lays out a summary of the findings, and an initial draft of where we see the future of the sport and priorities. We seek your feedback on this, to help us refine our focus and develop a plan which will help us achieve the potential that we know is there for the sport.

## 4.0 ANALYSIS OF ENVIRONMENT AND CURRENT STATE

### 4.1 PESTLE Analysis

A PESTLE (Political, Economic, Social, Technology, Legal, Environmental) analysis explores the **external** factors which may influence any organisation. This external view is important, to ensure that the organisation remains relevant, and is abreast of changes in the wider environment which impact how it should work. The following summarises some of these factors, and whilst this is in no way definitive, it does provide some factors of relevance. In this particular PESTLE, the focus was on environmental factors which impact the NZOF and orienteering.

<b>Political</b>	<ul style="list-style-type: none"><li>• Recognition of the worth of major orienteering events by local authorities and tourist-based organisations, as witnessed by the co-operation from both for the 2013 Oceania-World Cup Carnival.</li><li>• Councils restricting land access and more red tape.</li><li>• Land access generally under threat, esp from private concerns such as Iwi etc.</li><li>• Funding landscape is changing at Sport NZ, with little chance of increasing funding from this government source.</li></ul>
<b>Economic</b>	<ul style="list-style-type: none"><li>• Cost of transport (fuel etc) – can create affordability issues travelling to distant events.</li><li>• Move from 100% volunteer roles, to paid or part paid roles in some sports.</li><li>• NZOF funding primarily reliant on club and event growth.</li><li>• Less gaming trust money available.</li><li>• Land owners and compliance costs increasing.</li><li>• Competition with other associated sports (rogaines, trail running).</li></ul>
<b>Social</b>	<ul style="list-style-type: none"><li>• Growing number of recreation options for people generally.</li><li>• Interest in belonging to a club declining, whilst participation in events and sport increasing.</li><li>• Growth in sports with an individual focus.</li><li>• Growth in paid professional sports which creates expectations in athletes of minor sports.</li><li>• Baby boomers nearing retirement, generation X and Y different views on membership and volunteering</li><li>• Customers expect convenience and ease of access into the sport.</li></ul>
<b>Technology</b>	<ul style="list-style-type: none"><li>• New systems such as sport ident and OCAD mean all clubs must stay up to date, which can be an issue for smaller clubs.</li><li>• Emergence of new innovations such as O Lynx.</li><li>• Expectation of instant/fast results.</li><li>• Cost of core systems (Ocad) going up significantly.</li></ul>
<b>Legal</b>	<ul style="list-style-type: none"><li>• Insurance for forest and land access mandatory.</li><li>• Greater compliance implications, particularly in relation to safety, such as traffic management plans etc.</li></ul>
<b>Environmental</b>	<ul style="list-style-type: none"><li>• Pressure on natural environment from potential users, and rising influence of conservation interests who want to see special places protected (eg Auckland Volcanic cones).</li><li>• Potential for orienteering to be seen as a low impact sport.</li></ul>

## 4.2 SWOT Analysis

A SWOT analysis looks at the **internal** strengths and weaknesses of the organisation/sport, as well as the **external** threats and opportunities. This was undertaken with two perspectives in mind; that of the sport of orienteering in general, and that of the NZOF as an organisation. Both of these are summarised in two separate SWOT grids, below:

### Sport of Orienteering SWOT

#### Strengths

- Diversity of events and locations
- Fun, healthy
- Family oriented
- Great event management capability in clubs
- Club structure generally good, with some growth in some areas
- Club/sport health often attributable to a few key people who drive club activities
- Strong investment in maps at club level
- Schools well run in some places
- Technical standards generally very good
- Committed hard core of orienteering
- Growth in Rogaine and urban based events (sprints and park events)
- Many clubs seen to embrace new technologies which enhance the spectator and organiser experience
- Emerging trend of making sport more spectator friendly, with event and course structures taking this into account, as well as use of technologies which allow spectators to see competitors in action

#### Weaknesses

- Over reliance on few key people and ongoing issue of volunteer burnout
- Poor recognition structures in some places for volunteers
- Travel requirements for people getting to forest events makes it less convenient
- Technical understanding of the sport can take time
- Sport not always seen as customer focused, and many barriers for people new to the sport or who may have passing interest (e.g. enter on day limitations in many events)
- Not everyone who orienteers wants to be a red grade runner
- Image of sport – can be seen as nerdy (weird clothing), and also cliquy by people new or outside the sport
- Growth of sport limited by maps and areas to orienteer
- Commercial interests hampered by lack of access to maps
- MTBO maps lacking, holds sport back
- Events often typified by people coming and going, with no formal start/finish time where people can assemble and get collective sense of event (ie can lack atmosphere)
- Sport not always spectator friendly
- Clubs not always commercial – e.g increase fees for non members participating

#### Opportunities

- Schools – source of growth
- Short Rogaines – easy to run
- More urban events – sprints
- Develop MTBO maps, and then events
- Utilise commercial partners to help share burden of events and broaden promotion to wider population of potential runners
- Enhance image, including introduction of clothing/look/style that appeals to younger people
- Greater event and sport promotion at club/regional level – eg Auckland clubs could combine resources to promote orienteering regionally
- Make it easy for newcomers to the sport – be more customer focused
- Provide enter on day options at every single event
- Seek local funding grants

#### Threats

- Land access is a major concern, particularly in Auckland area
- Compliance costs and implications creating more expense and complexity for running events
- Funding landscape changing
- Volunteer burnout
- Club membership trends declining – people want to participate in the sport, but don't want to belong to a club
- Generational Change? Boomers to X-Y, less experience running clubs etc
- A number of small clubs on verge of survival – reducing nationwide access to orienteering

## NZOF SWOT

### Strengths

- National body represents wider orienteering interests
- Administratively sound
- Volunteer structures re-established (technical, HP, MTBO, Rogaine committees etc)
- Able to employ part paid role/s
- Underpinned by constitution and governance framework
- Regional council structure ensures wide representation of orienteering interests
- Run by orienteers, for orienteers

### Opportunities

- Encourage at a national level:
  - a) Schools – source of growth
  - b) Rogaines – easy to run
  - c) More urban events – easy access
- Development of Orienteering NZ Brand, and raise awareness of this with NZ Public
- Establish flagship events that target segments of the market, and which can be promoted and marketed
- Facilitate use of commercial partners
- Create national series for all orienteers, along SuperSeries idea, but for all age grades
- Evolve constitution to enable improved structures for managing the NZOF
- Establish improved structures, built around strategic objectives
- Make it easy for clubs through services which help them (eg member portals, online entry systems etc)
- Promote consistency across sport by facilitating best practices – encouraging clubs to cross pollinate good ideas and share resources
- Investigate ways of growing MTBO, including support for mapping, and structures which will enable more events to be delivered
- Develop more income streams for NZOF to fund growth
- Recognition programmes that assist with volunteer burnout issues
- Explore participation model that is less reliant on club membership as key driver of participation
- Cooperate more with other sporting bodies to build complementary approaches to each code and work off each others customer base

### Weaknesses

- Limited financial capability, currently primarily reliant on club and event growth and participation (through levy's)
- Work of NZOF not always visible to clubs/orienteers, and consequently value of organisation can be questioned
- NZ Orienteering Brand awareness low
- NZOF structure primarily reliant on volunteers, most of whom also have high club commitments
- Selection burden and process has challenges
- Has limited ability to drive growth in sport in terms of events, as does not in general run events

### Threats

- Land access is of national concern, with need to lobby government and councils
- Increasing compliance risks
- Funding changes (eg SportNZ)
- Volunteer burnout an issue for NZOF, as well as at club level
- Capacity and time available by NZOF personnel, on top of other commitments
- Suppressing innovation through too much structure
- Competition with other sports

## 5.0 VISION AND VALUES

In our conversations, a number of key adjectives came out which could relate to the vision and values for NZ orienteering:

“Family, curious, fun, adventure, success feeling, being better, healthy, achievement, community, outdoors, mental and physical challenge, navigate, for life”

Consequently, we have revised a draft vision, and values to incorporate some of the essence of these;

### **Vision**

*“Inspiring all Kiwis to experience the fun and positive sense of adventure and achievement that comes with orienteering and mapsports, and to return for more”*

### **Sport Values**

***Fun and adventure***                      *everyone that participates will experience the thrill of the challenge, at a level that works for them*

***Inclusive***                                      *orienteering is a family sport, and all people are welcome to the family of orienteering*

***Sport for life***                                *people of all ages and ability have the opportunity to enjoy the fun and benefits of orienteering as a life long sport*

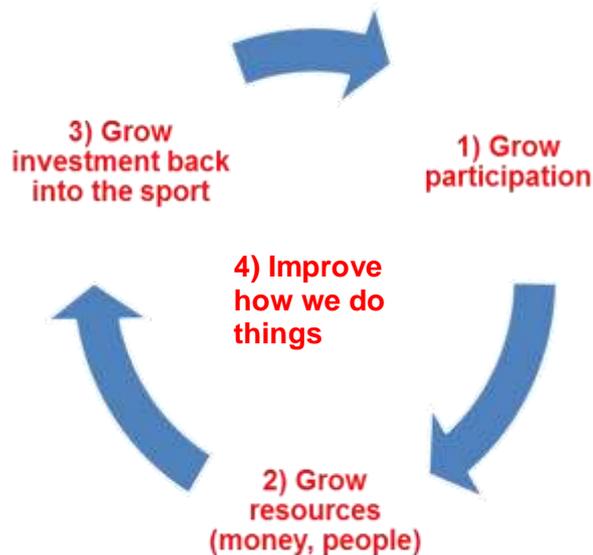
### **Operational Values**

***Solutions focused***                      *we look for ways to simplify and positively solve problems in competitions, and we apply this in all other aspects of the sport too*

***Innovate and improve***                *we seek ways of innovating and doing things better, both on the course and off*

## 6.0 STRATEGIC PRIORITIES

Our strategic priorities are underpinned by a simple model which guides the way we must prioritise:



The model is virtuous – that is, it feeds on itself in a virtuous cycle of continued growth; growing participation will lead to a growth in resources (could be financial or personnel), which will lead to a growth in investment back into the sport, which will lead to greater participation and so on. All of this is underpinned by a need to work smart; keep things simple and improve how we do things.

With these as underpinning principles, a strategic framework of priorities and goals has been developed and summarised on the following pages. The principles do not dictate the structure of the strategic framework, but are imbued within it, with evidence of these elements across the different priority areas.

Four broad strategic priorities have been agreed, ranked in order of importance;

1. Make it easy
2. Grow participation
3. Strengthen foundations
4. Enhance performance

Under each strategic priority are strategic goals, and attached outcomes and (where appropriate) measures. These are all summarised in the following table/plan:

Strategic Priority	Success statement	Strategic Goals	Measure/KPI	Key Outcomes	Priority / When	Who
1) Make it Easy	We look for ways to simplify processes, and make it easier to both administer and participate in the sport; - Clubs have access to tools and processes which enable greater efficiency and effectiveness - Participants find it easy to understand, access, and participate in the sport	a) Develop Tools and Processes which make it easier for clubs to adopt best practice	<ul style="list-style-type: none"> <li>Website in place</li> </ul>	<ul style="list-style-type: none"> <li>Website developed, with online entry and member database for clubs to access</li> <li>Knowledge base further developed – which enables good practices to be shared across clubs, via knowledge sharing platform</li> <li>Work with individuals and clubs to develop templates for sharing best practice</li> <li>Establish annual “Orienteering NZ” conference, where ideas and innovations can be shared</li> </ul>	H  M  M  H	GM Webmaster
		b) Improve the experience of participants, to make it easy for them to participate and enjoy the experience of orienteering	<ul style="list-style-type: none"> <li>Customer satisfaction measure</li> </ul>	<ul style="list-style-type: none"> <li>Develop tool for helping clubs get feedback from participants</li> <li>Establish annual customer survey, so NZOF can understand long term trends and perspectives of participants around orienteering</li> <li>Workshop with clubs, approaches to event structures ; E.g; look at event structure from entry through to completion of event, with customer experience in mind – e.g. look to employ promo events that have a defined start and finish time, with briefings, self selected starts, narrow time slots, spot prize to finish, for more complete customer experience</li> </ul>	H	Executive GM
2) Grow Participation	Orienteering achieves step change growth in participation and public awareness	c) Enhance event offerings to attract more people into the sport	<ul style="list-style-type: none"> <li>Participation rates</li> </ul>	<ul style="list-style-type: none"> <li>Establish flagship urban event series that carry national value (and branded as such)</li> <li>Establish national series (such as super series) which includes A grades</li> <li>Develop partnerships with commercial operators, to develop new offerings for the sport, and benefit from their event management and promotion expertise.</li> </ul>	By 2015  By 2014  M	Executive GM

Strategic Priority	Success statement	Strategic Goals	Measure/KPI	Key Outcomes	Priority / When	Who
		d) Grow MTBO	<ul style="list-style-type: none"> <li>Participation in MTBO</li> </ul>	<ul style="list-style-type: none"> <li>Review MTBO structures and funding, to a) develop more MTBO maps, and b) align resources from across clubs for regional/national benefit in growing the sport</li> </ul>	H	MTBO Committee PS
		e) Increase promotion of the sport for greater public awareness	<ul style="list-style-type: none"> <li>Brand awareness KPI</li> </ul>	<ul style="list-style-type: none"> <li>Review brand of orienteering NZ, so it can be better used for raising broader awareness</li> <li>Develop marketing strategy, with focus on PR, advertising around key events etc</li> <li>Develop marketing materials, including website, promotional material and signage, which can be used to raise awareness and profile of orienteering on a national level</li> <li>Review communication/information tools for within the orienteering community, which replaces previous magazine/yearbook tools</li> <li>Explore opportunities to promote orienteering through other media (magazines etc) which deliver to a wider audience outside orienteering</li> <li>Establish marketing/promotion role for orienteering NZ</li> </ul>	H M M H L H	Executive Marketing/promotion role
		f) Grow Schools orienteering	<ul style="list-style-type: none"> <li>Participation rates</li> </ul>	<ul style="list-style-type: none"> <li>Develop schools orienteering strategy in conjunction with clubs, to enable better targeted investment of resource and personnel for growing NZ school orienteering scene</li> <li>Review schools orienteering coordinator role and support required for this area</li> </ul>	H H	Schools coordinator SA

Strategic Priority	Success statement	Strategic Goals	Measure/KPI	Key Outcomes	Priority / When	Who
3) Strengthen Foundations	Strong organisation means stronger support capability for the sport	g) Increase revenues of NZOF through diversified strategies	<ul style="list-style-type: none"> <li>% increase in revenues</li> </ul>	<ul style="list-style-type: none"> <li>Identify alternate funding sources to supplement sport NZ funding (such as local trusts etc)</li> <li>Explore sponsor opportunities, particularly around any new flagship events that provide exposure and co branding opportunities for the sport and sponsor</li> <li>Develop new financial model which will deliver greater revenues with less reliance on clubs</li> </ul>	H  M  M	GM
		h) Further develop and enhance standards and practices that ensure quality events	<ul style="list-style-type: none"> <li>#'s of committees fully functioning</li> </ul>	<ul style="list-style-type: none"> <li>Further refine, build and support committees to oversee key areas such as technical, mapping, controlling, MTBO, Rogaines etc</li> <li>Develop annual calendar of training clinics for controllers and setters</li> <li>Invest in mapping skills development and ensure quality standards maintained to IOF standard</li> </ul>	H  M  M	PP JH Executive Technical committees
		i) Review and simplify NZOF processes and structures	<ul style="list-style-type: none"> <li># processes improved</li> </ul>	<ul style="list-style-type: none"> <li>Review constitution against goals, strategies, and desired structure for organisation, to ensure it is relevant.</li> <li>Review policies in place, to ensure time is spent on priorities to grow and maintain the sport</li> <li>Implement Portfolio's in council with terms of reference: <ul style="list-style-type: none"> <li>Technical (Pip Poole)</li> <li>Mapping (Jane Harding)</li> <li>Schools (Simon Addison)</li> <li>Rogaine (Dennis DeMonchy)</li> <li>Coaching (Owen Cambridge)</li> <li>MTBO (Pete Swanson)</li> <li>High Performance (Catriona McBean)</li> </ul> </li> </ul>	M  M  June 2013	Council GM

Strategic Priority	Success statement	Strategic Goals	Measure/KPI	Key Outcomes	Priority / When	Who
4) Enhance Performance	Having our athletes achieve on the world stage	j) Support Junior and Elite development	<ul style="list-style-type: none"> <li>Performance at WOC and JWOC</li> </ul>	<ul style="list-style-type: none"> <li>Review and align high performance strategy for juniors and elites, including structures which support this</li> <li>Develop policy on financial support for HP and elite/junior athletes, and build into budget</li> </ul>	H	GM
		k) Support coaching and skills development	<ul style="list-style-type: none"> <li># workshops held</li> <li>Best practice resources in place</li> </ul>	<ul style="list-style-type: none"> <li>Promote best practice coaching and skills development for club training and coaching programmes</li> <li>National junior camp</li> <li>Develop online coaching forum for sharing ideas and resources</li> </ul>	M	Owen
		l) Ensure robust selection processes and frameworks in place	<ul style="list-style-type: none"> <li>Review complete</li> </ul>	<ul style="list-style-type: none"> <li>Review selection processes to better manage the multiple demands on selectors, and ensure support for all selection decisions in all facets of sport</li> </ul>	H	Executive GM

# APPENDICES

## A) SUMMARY OF FINDINGS FROM “FUTURE OF ORIENTEERING” DISCUSSIONS

### Introduction

In the latter part of 2012 a number of formal and informal discussions took place, seeking input from individuals and groups on their perceptions of the sport and it's future.

A range of people and groups were targeted, to balance perceptions of those deeply into the sport (committed orienteers), with those on the fringes but who nevertheless have useful insights to the sport (part time/occasional orienteers). This included:

- Club members views, from meetings in Auckland, Wellington and at South Island Champs.
- Junior orienteers views from junior training camp in Woodhill
- Occasional orienteers on the fringe of the sport who were interviewed individually
- Event promoters running offroad events (including rogaines), but who are not directly involved in the sport
- Discussions with club presidents
- Other sporting organisation (TriNZ)

As a lead in to some discussions, consideration was given to where orienteering sat in the lifecycle model. General consensus was as follows:

- Forming – MTBO, Ski-O – still relatively new and unknown
- Growth – Rogaines, sprint events, schools orienteering – all seeing fast growth
- Maturity – traditional orienteering – numbers reasonably static or low growth

This document summarises some key findings and themes which arose out of those discussions, below.

### Themes and Findings

#### Participation and growth

- Lifting numbers into the sport was seen as major opportunity
- Some areas experiencing membership growth (Nelson, Southland, Auckland etc), driven by different factors (eg schools programme, new blood, etc)
- External view is that the sport is well under-utilised and has much more potential than current numbers suggest (TriNZ, Nathan Faavae). Potential for step change lift in participation if right approach and promotion was done.
- Participation numbers up for events, but doesn't always translate into club membership
- Potential to ride off back of growth in other sports, especially trail running and potentially Mtb.
- Clubs currently control the key asset required for sport (maps), so growth of sport controlled/constrained by club growth. Potential to look at ways of enabling access for commercial operators (below)
- Adventure racing natural partner to sport, however has needs that are less technical, so need to cater to these people differently (Rogaines, orange courses etc)

#### Club health

- Some clubs doing well, some poorly
- Major regional variation
- Potential for strong “young” clubs to teach struggling clubs
- Clubs still primary vehicle for development, mapping, event management
- Many people erring away from club membership, simply to event participation – happy to pay for events but don't want to be club member and see little value in belonging (other than hard work being roped into volunteer work)

### Volunteer/club versus commercial model

- Potential for better utilisation of commercial operators to run events and partner with
- Would be highly motivated to promote and lift participation numbers because of commercial gain – clubs have less commercial drive, hence less interested in promotion
- Still high reliance on volunteers in sport however so needs to be carefully balanced and managed
- Evidence of some quasi commercial use with mapping, event management etc
- Sport and clubs probably do not value assets enough – IP such as maps, events run for other people etc

### Event management and quality

- Orienteering generally seen as extremely good at running technically good, quality events (good maps, courses, accurate etc)
- Good at mobilizing volunteers and event planning and coordination.
- Not always as good at creating great event atmosphere, which can be turnoff for fringe/non orienteers
- Need for finding ways to run events smarter, simpler- Growth in Rogaining good example of simplified event management
- Events closer to town that are easier to get to more popular
- People don't want to spend whole day orienteering when only get 60 min run out of it – convenience important trend
- Potential for growth in urban/park events
- Embracing new technologies seen as positive, including radio controls, results displays, mapping software etc

### Volunteer burnout

- Still major issue and many clubs driven by select few
- Part of issue could be recognition/reward based (see commercial model above)
- Succession and basic management/delegation practices important for clubs to learn

### Promotion

- Generally seen as under-promoted nationally, with little “brand awareness” of the sport
- Opportunity to leverage and exploit major events to promote better (Eg world cup, masters etc)
- Needs specialized dedicated resource, as most orienteers do not have this skill or knack
- Alternative forms of promotion such as permanent courses can be useful
- Need relevant, aspirational brand, which captures broader interest (E.g. TriNZ recognized they were seen as “hardcore” in early 2000's, and focused their branding and promotion on “sport for life for all”)
- Segment market, and then target specific events at specific parts of market eg schools, woman, age graders, teams, elite orienteers etc
- Develop pathways into the sport from different market segments
- Website critical for promoting online and keeping people informed

### Schools orienteering

- Seen as “recipe for growth”
- Major resurgence in school participation at moment, so proven area to grow the sport
- Need to focus on teachers, support/raining, camps, terrain (maps)
- Potential for Kiwisport funding?
- Strong agreement across most orienteers about value/importance of this area
- Currently reliant on key individuals rather than consistent national structure

### Training, coaching and high performance

- Potential partial solution to issues newcomers face in coming to grips with sport
- High performance recognized as important, albeit limited to the elite few
- Participation seen as key to ensure funnel of orienteers who will make high performance status
- Many clubs “reinvent the wheel” with their own training plans and approaches

- Current coaching structure informal, reliant on a number of key individuals with an interest in this – despite this performances of NZ juniors and elites as good as has ever been
- There should be set trials for NZSS teams that's separate to National Secondary Schools champs

#### Perceptions of newcomers – what holds them back

- External views by non/fringe orienteers are that the sport is a bit “nerdy”, with funny clothes and outfits.
- Feeling is an image overhaul with more modern clothing would actually draw more interest.
- Can be seen as difficult to understand and bit confusing (e.g. grades, courses and types of orienteering etc). Too complex (even entries)
- Skills can be slow/difficult to pick up – some don't want to be a “red” orienteer, but still enjoy the challenge of an easier orange or yellow type course.
- Elite can sometimes be seen as “elitist”
- Need to look at ways to “make it easy” to enter, understand, and enjoy the sport
- Make it “friendly”
- Major events seen as “elite”, so holds some people back
- Need to take a customer perspective
- Should have enter on day options at every event (doesn't have to be official), to pick up people who happen to come across an event and want to try it out

#### Strengths – what people like about the sport

- Fantastic competitions - plenty of races available.
- Lots of competition, age grades keep interest as you age.
- Relatively cheap sport.
- Exciting sport especially to younger people – builds confidence
- Meeting new people, friendly
- The sense of adventure, competitions, social side and the opportunity to go to/see new places
- Fun
- Healthy
- New technologies such as results boards and radio controls seen as positive for the spectator experience

#### Maintaining quality maps and technical standards

- Currently strength of sport, but also need to ensure standards are maintained, and NZOF has role in this
- What makes orienteering unique to other sports is requirement for quality maps
- Requires funding at club and/or national level

#### MTBO

- Currently not a central part of orienteering for most clubs
- Constrained by lack of maps
- Clubs less likely to invest in MTBO maps, so potential need to look at alternative association to drive MTBO growth (regional MTBO structures)

#### Resourcing

- As minor sport has little money to invest, so need to spent wisely for good of whole sport
- Need way of increasing revenues for national body to better promote and manage the sport as a whole
- Still reliant on volunteer model at both national and club level, so limited ability to dedicate time/resources to plans

#### Information, communication, administration, and structure

- Website important conduit for information
- Better information needed around selections and processes for that
- Provide tools and guides which assist clubs so they don't have to reinvent the wheel

- Constitution needs to enable growth, and flexibility to develop structures and roles
- Perception that employees must be from the sport – in fact may be better with people from outside

#### Reputation and role of NZOF

- Was seen to have lost way, but over last year or so encouraging signs coming through.
- Increasing dialogue with clubs and orienteers seen as positive, and positive engagement recognized as critical for NZOF going forward.
- Great to see structures re-established, such as technical and other committees
- Recognise has limited financial capability, and hard decisions need to be made on where to direct spend – many different views on where this should be.
- Needs to get on and fix website.
- Role should be strategic – looks at long term view and plans
- Must have focus on national promotion of the sport:
  - Brand
  - Website
  - Awareness with NZ public
- Work with clubs on access issues, gets involved where these have national significance
- Maintenance of rules and standards
- Supports High Performance
- Make it easy for clubs, e.g.;
  - Online entry system
  - National database of members details
  - Facilitates sharing of information and best practice guides (coaching, funding, mapping, controlling etc)
- Workshops (of above)
- Insurance cover
- Connect all the clubs and be the linking governing body.
- Promotes discussions on matters of national interest, listens to club interests
- Establish and manage regulations, policies, standards

#### Role of clubs

- Run and promote events
- Introduce new people to sport – make it easy for people to access, participate, and enjoy the sport
- Train and coach
- Community feel and involvement - be inclusive, customer focused

### **B) OBJECTS OF NZOF**

As per the constitution, the objects of the Federation are:

- a) the promotion and encouragement of orienteering in New Zealand;
- b) the governing of the sport of orienteering in New Zealand;
- c) the conduct of competitions and championships at National, Area or Club level and the formulation of rules and standards for such competitions and championships;
- d) to affiliate with any International or National Association with a view to furthering the sport of Orienteering pursuant to these objects;
- e) to act as Representative Body for all member clubs in New Zealand, in all dealings with individuals, government or corporate bodies in New Zealand or overseas;
- f) to control, administer and manage its property funds and affairs;
- g) to carry out any other object which may seem to the Federation capable of being conveniently carried on in connection with the above objects or calculated directly or indirectly to advance the objects of the Federation or any of them.

### C) Feedback on Draft NZOF 2013-16 Strategic Plan – Summary

In February 2013 a draft of NZOF’s 2013-16 Strategic plan went out to clubs and orienteers for their input and comment. This step formed the final part of an extended engagement process whereby views of orienteers and other people associated with the sport were gathered to help inform the NZOF strategic plan.

This document summarises the feedback from clubs and individuals on the draft plan. In total there were 5 sets of feedback from clubs and individuals.

#### 1) What do you LIKE about this draft strategic plan?

- The strategic plan is considered to be okay.
- Simple, coherent, evidence-based, with plenty in it to chew on!
- Some novel aspects
- Very well presented and thought out.
- Its honest and identifies the current situation well.

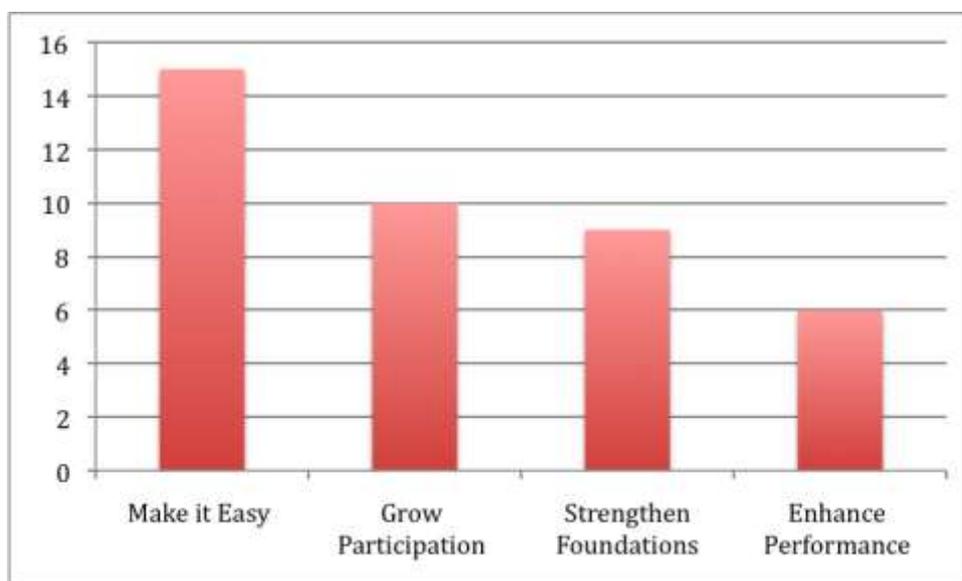
#### 2) What do you DISLIKE about this draft strategic plan?

- The plan does not address the issues associated with encouraging people to run events. Could there be a goal to investigate profitable events where a percentage of the profit goes to the people who run the event?
- It is going to be hard to decide on priorities with such a small NZOF budget and staff.

#### 3) Assuming the Strategic *Priorities* are right, what priority would you give them from 1 – 4 (1 being highest priority, 4 lowest):

Four sets of feedback ranked the strategic priorities, and we have summarised this with an average weighting figure (giving points of 4 for the highest ranked priority, through to 1 for lowest ranked);

**Average (weighted) summary:**

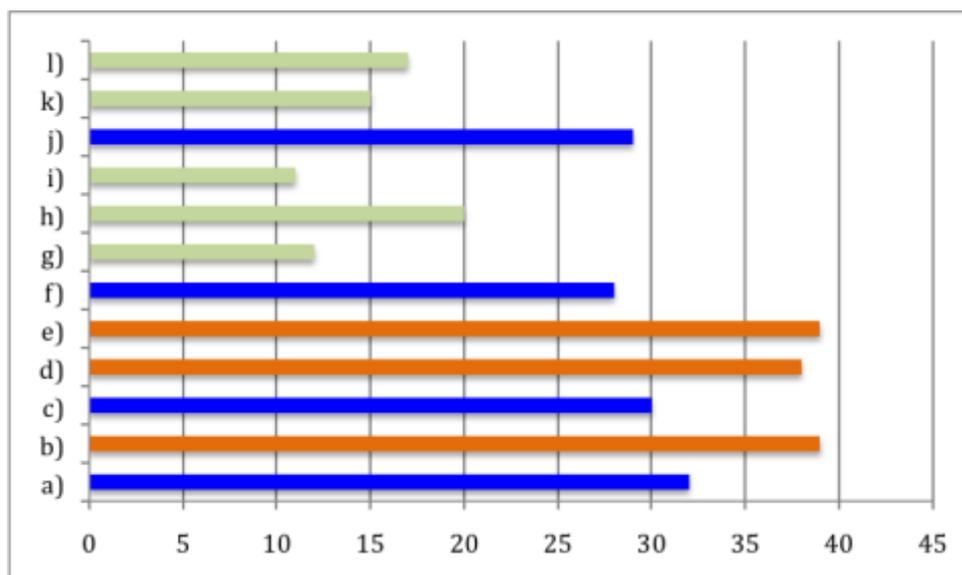


- Additional feedback from one club was that 1) should be “reduce management load”)

#### 4) Assuming the Strategic *Goals* are right, what priority would you give them from 1 – 12 (1 being highest priority, 12 lowest)

Four sets of feedback ranked the strategic goals, and we have summarised this with an average weighting figure (giving points of 12 for the highest ranked priority, through to 1 for lowest ranked);

Weighting of results (average of 4 sets of feedback), with high scores being highest priority:



- a) Develop Tools and Processes which make it easier for clubs to adopt best practice
- b) Improve the experience of participants, to make it easy for them to participate and enjoy the experience of orienteering
- c) Enhance event offerings to attract more people into the sport
- d) Increase promotion of the sport for greater public awareness
- e) Grow Schools orienteering
- f) Support Junior and Elite development
- g) Support Masters development
- h) Ensure robust selection processes and frameworks in place
- i) Increase revenues of NZOF through diversified strategies
- j) Further develop and enhance standards and practices that ensure quality events
- k) Review and simplify NZOF processes and structures
- l) Enhance culture and engagement practices of NZOF for improved communication between Federation, clubs, and individuals

- Additional feedback from one club was for two additional priority items to be added in which they felt should be high priority: 1) Volunteer Load, 2) Skills development.

5) **What do you think is MISSING from this draft strategic plan? What priorities have we missed?**

- Mapping – fixing old maps and developing new ones. Developing mapping skills in new people.
- Orienteering training programmes
  - Skills for new comers
  - Workshops
  - The development of teaching exercises to be issued to clubs
  - The development of templates for activities
- In 4) Strengthen Foundations Strong organisation means stronger support capability for the sport
- Perhaps emphasise more growing the NZOF brand and resources for clubs to use.
- Introduce university orienteering clubs to address some of the retention issues we experience when juniors hit their 20's.
- Change selection practices so that selections are not just based on singular trials.
- From my point of view the value of "Make it Easy" can't be underestimated. It seems to me that too often national bodies don't provide the resources to stop duplication of efforts and costs across the country and

amongst their members. E.g. With the pipfruit industry, every orchardist and packhouse had to write individual operation manuals. They all had to use highly-paid consultant and ended up with a document that basically said the same thing whereas the national body could have easily got one consultant to write a base manual for everyone to use.

- For orienteering, the way forward is schools ( as everyone seems to agree ) but how do you get there, what are the best practices ? Some already know so shouldn't the National body glean that knowledge and role it out around the country. People can get their back up being told what to do so any NZOF docs are always going to be a guide, but they should be encouraged to be written. There could be guides for:
  - Setting up a KiwiSport in your area
  - How to Approach Schools Successfully
  - Going to JWOC
  - Running a successful NZOF Junior Camp
  - Running a NISS and NZSS Championship Event
  - Managing Teams going to Secondary Schools World O-Champs
  - Getting mapping done
  - Applying for grants
  - Setting up and Running a MTBO Club
  - Promotion of Events
  - Running an Oceania Event
  - Etc.

#### **Notes and ideas on each of the above ....**

**Setting up a KiwiSport in your area** - *The HBOC would like to embark on this project and believe it has been done in Auckland area ... what are the hurdles we have to overcome? Without prior knowledge should we just start doing it and stumble upon the hurdles and more volunteer burnout?*

**How to Approach Schools Successfully** - *Is there a good trialed system for this?*

**Going to JWOC** - *(included should be time-frames and planning guides for any new managers, coaches, each team member and the role travelling parent(s) can play so new participants don't have to start from scratch each trip)*

**Running a successful NZOF Junior Camp** - *(Jane Herries, Linda Smith and Norm Jager have some documentation for this already. It includes suggested time-lines, priorities, samples of: advertising, registration forms, information notices, a week's timetable, meal menus and recipes for bulk catering plus more. It's been trialed and used over two years to help prepare coaching and cater for 80x camp participants, 10x coaches and 10x camp-assistants. There is no need for anyone to volunteer to co-ordinate a camp for 100 people without this knowledge.)*

**Running a NISS and NZSS Championship Event** *The same things are required at every event. The timelines, school-co-ordinator's requirements, promotional requirements could all be in one document for the event co-ordinators to use.*

**Managing Teams going to WSSS O-Champs** – *Lots of difficulties can easily be overcome with shared knowledge. For example, access to northern hemisphere compasses, avoiding infestation from ticks, what is needed to present NZ teams well at the cultural-sharing event.*

**Getting mapping done**

**Applying for grants**

## Setting up and Running a MTBO

### Promotion of Events

### Safety Plans

**Running an Oceania Event** (*Jane Harding had great documentation as Personnel Co-ordinator for the 2013 Oceania Event is it all going to be left on her computer? Like-wise the other co-ordinators are now all trained "experts" but is the knowledge going to be left with them?*)

#### 6) **Of the potential outcomes, what is missing or what would you change?**

- After the value of **Inclusiveness** – *orienteering is a family sport, and we ensure all people feel welcome to the family of orienteering*
- May add another one - 'sport for life' aspect ... participants from babies in back packs to those in the third age and older wanting to maintain mental and physical fitness, balance and strength

#### 7) **In terms of accountability for outcomes, what comments do you have about where clubs should be accountable, versus NZOF**

- Do we need some targets by which NZOF will be measured e.g. by 2016 ...
- Should clubs be asked to produce a simple plan that shows how they are aligned with this one?