

ONZ Major Events Model Discussion Paper – For Consultation

The ONZ Council is committed to making orienteering sustainable and for this Major Events are integral. The success and alignment of delivery of these events with the key strategic goals of making it easy and sustaining growth underpins the proposed model presented in this Discussion Paper.

This Discussion Paper has been prepared for members to consider. We welcome feedback and comments on this paper. Major events are defined as international events (eg. World Masters, Oceania or JWOC) and the following national events – National Orienteering Championships, NZ Secondary Schools Championships, National MTBO Orienteering Championships and National Rogaine Championships. We believe there is a need to change the way Major Events are delivered in the future to provide orienteers with great events, to assist clubs in delivering these events and to establish a mechanism to ensure we have consistent high standard events.

Background

Historically events were allocated by the Fixtures Officer to area associations (most of which no longer formally exist) and then clubs within the area determined who would host the event. While most clubs work cooperatively and collaboratively with their neighbouring clubs, the formal area associations have become redundant and are no longer relevant for allocation. This rotation of allocation was seen as fair; however, it did not take into account the capability or capacity of clubs to hold these events in the long term.

Since 2015 however, ONZ has been calling for Expressions of Interest (EOI) from clubs to initially fill gaps from the rotation system failures, and latterly in place of a rotation system. Offers are in general only received from larger clubs. Where no EOIs have been received, the Event Liaison has approached clubs to request them to hold events.

The following diagram illustrates trends in Major Event since 2004.

- There has been a relatively even distribution of events across regions, but not within the regions
- The weight of work has fallen upon 6 clubs Auckland, North West, Counties Manukau, Hawkes Bay, Wellington, and PAPO. These clubs have been supported by Nelson, Dunedin, and Waikato clubs to also host events.
- Areas used for Major Events in the North Island are concentrated on those in close proximity to Auckland and Wellington.
- Areas missing include in the lower South Island and central North Island where there are clubs.

It is clear from the diagram that the distribution of Major Events around the country is concentrated in just a few areas and this poses issues around longevity and sustainability of our sport.

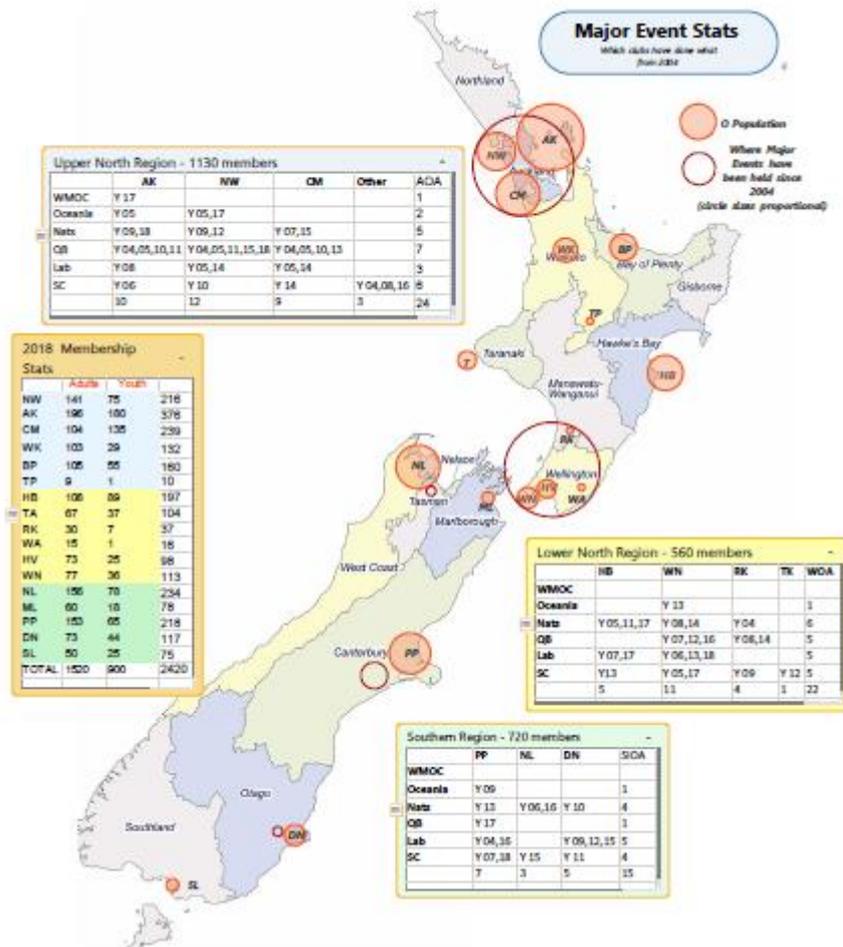


Figure 1 Major Events from 2004

Concerns regarding the current Event Delivery System

Three major concerns have been identified with the current event delivery system.

1 Club Capability

Major clubs have the greater capability and capacity. “The big 6” - Auckland, North West, Counties Manukau, Hawkes Bay, Wellington, and PAPO - are getting bigger and dominating major events. From the national perspective, ONZ needs to have policies which encourage all clubs to develop and minimises any consolidation of resources amongst a few clubs.

Many small clubs don't have the confidence to hold large events i.e. they are lacking in capability and capacity and are reluctant to ask for support. They may have high quality areas nearby which they perceive are not suitable for a Major Event, or lack the expertise to evaluate them.

Analysis of the past decade of Major Events shows these are now beginning concentrate on areas close to the larger clubs particular in the North Island. While there is merit in utilising the resources of large clubs to host large events, ONZ needs to balance this with ensuring a national perspective is always considered and there is continuity across events in terms of race structure, athlete expectations, future sponsorship obligations and the utilisation of potentially great playgrounds.

Club and volunteer burnout has also been identified as an issue for sustainability of the current model. Unlike other sports where athletes retire and take on non-athlete roles, orienteers continue to orienteer until they can no longer orienteer. This can result in orienteers taking on a number of different roles within a club – athlete, administrator,

event organiser, or all of them at once. Continuing to ask the same clubs to host Major Events will put undue pressure on club members and may result in them leaving the sport or the volunteer roles, ultimately reducing club capability.

2 Area Accessibility

Area access is a problem which has been identified in particular in the North Island is the concentration and overuse of locations/maps by clubs. In addition, some clubs are constrained by a quota for land access. This has the impact of clubs having to make a decision as to whether they use these lands for club events or Major Events. Clubs could feel compromised when making this decision.

There are, however, other areas in the country which are suitable for Major Events which are currently not being utilised, for the most part, because there are either no clubs there or the local club is small.

Clubs and orienteers alike expect there to be a distribution of Major Events across the regions. Orienteering events cannot continue to return year upon year to the same location/maps, with the exception of the National Secondary Schools Orienteering Championships which technically could return on a 5-yearly basis to the same locations/maps.

3 Lack of Policy & Strategic Direction

Currently there are no formal policies, guidelines or within the ONZ rules, any references to how events are to be held and on which frequency. As a result, it is clear there are no official guidelines around allocating events, only historical precedence.

A policy that clearly articulate the purpose of the events, when they should be held (perhaps in general terms rather than specific dates) and the frequency of the events – eg, annual or biennial – would allow guidelines and rules to be established at a national level. Furthermore, the alignment between the strategic direction of ONZ and the events could be charted so all members, and in particular club committees, understand how one relates to the other.

Mandate for Change

In 2017 a survey of the general membership received over 300 replies. Questions were asked around national championships, the timing of events, who should host them, and ONZ's leadership role.

One of the recurring themes being voiced by clubs is the increased burden of hosting a Major Event has on the club. So the survey took the opportunity to ask specifically if ONZ should event manage National Championships, NZSS Championships and other major events using a similar model to the recent Oceania and Master Games. Using this model, ONZ would underwrite the event where orienteers from around the country provided their help and expertise. For this question, 56% of respondents said "Yes". This result indicates there is widespread support from the membership for ONZ to take a leadership role in running events.

The other key findings were:

1. 60% of respondents agreed the awarding of the National Championships should be based on the quality/suitability of an area rather than a local club's ability to run this event.
2. While 31% of respondents preferred the National Championships to be held at Easter, 69% indicated a preference other than Easter, including Labour Weekend (21%), and other dates not holidays (20%).
3. While there is still greater interest in holding events over holiday weekends (43%), there was recognition of the need to consider alternative timings and sequencing of events, including split across weekends (similar to Australia)

Taking on this feedback, ONZ has been working on developing a model which not only meets these member expectations, but also the ONZ strategic goals and direction for the future.

Proposed Major Events Model

Given the discussion above, we suggest it is time for a step-change in the delivery of Major Events. The following model provides for a tripartite relationship which aims to deliver the best possible event.

ONZ will take on a leadership role and being more actively involved in event management and delivery, a new allocation protocol which considers the country as a whole and establishing a map legacy for clubs. Clubs will continue to provide technical support and volunteers, essential for event delivery.

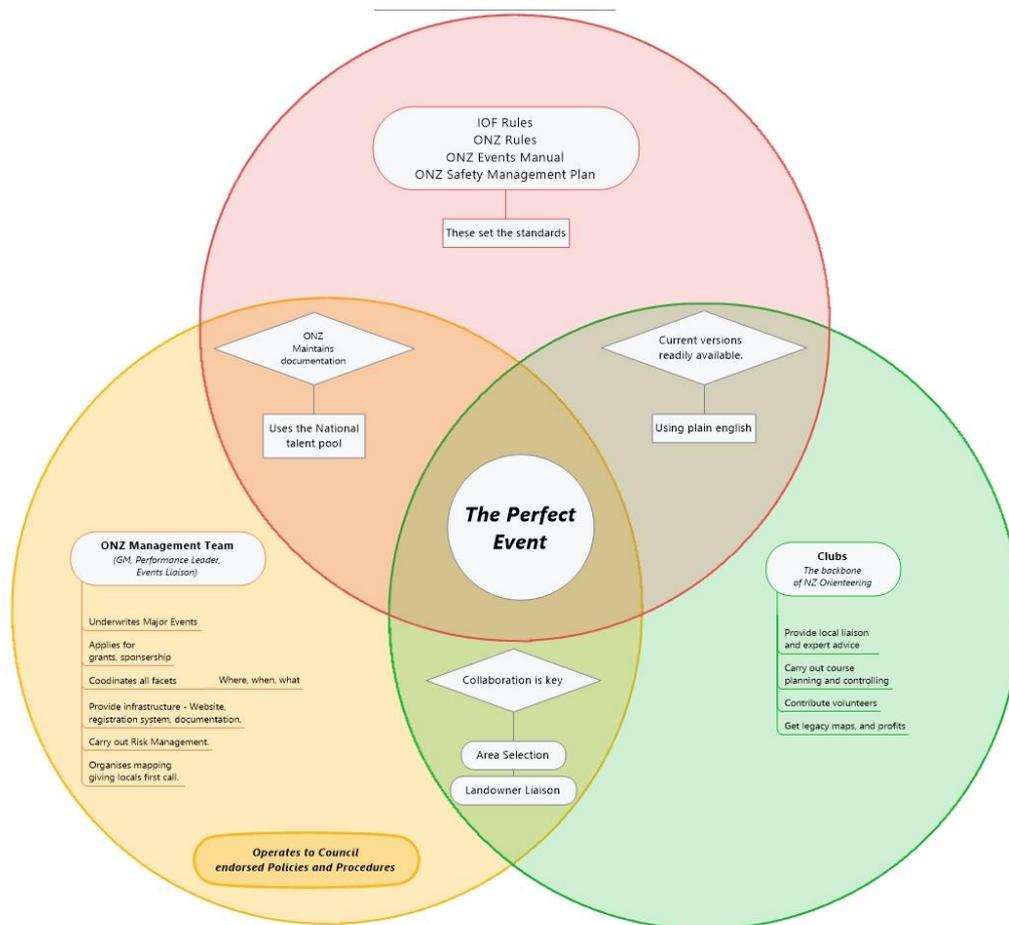


Figure 2 Major Events Relationships

1 Major Events

Priority	Event Name	Frequency
International 1	WOC, JWOC, WMOC	As per IOF Rules
International 2	Oceania	Every 4 years in NZ
National 1	National Orienteering Championships	Annual
National 2	NZ Secondary Schools Championships	Annual
National 3	National MTBO Orienteering Championships	At least biennially
National 4	National Rogaine Championships	At least biennially

2 ONZ takes a Leadership Role

- ONZ manages and underwrites all International and Major Events with supporting club/s.
- ONZ allocates long weekend events (QB, Labour Weekend) but does not manage or underwrite them.
- ONZ will decide which events are to be run, assign the areas, organise access to areas and the mapping, run a standardised registration system and website, produce all documentation, and Risk Management analysis. In collaboration with the supporting club/s negotiate access; day-to-day activities (course planning, map printing, timing, etc); and appoint key role (planners & controllers) from throughout the country. The supporting club/s will provide on-the-day volunteers for event roles and tasks.
- Two key issues which are immediately identifiable – ownership of maps and profit share. Under this model ONZ will own nothing but acknowledges there may be costs incurred to achieve this model.
- Nett profits from national Major Events (after the normal event costs and event levy %) go to supporting club/s along with legacy maps. These would be either set as a standard policy or a negotiated and confirmed process prior to the event.
- Nett profits from International Major Events (less an agreed hosting fee for supporting club/s – this should be set in policy) will be retained by ONZ to utilise for future event costs when sponsorship or grants are not sufficient.

3 Allocation Protocol

- Work on the country as a whole rather than regions.
- Distribute Major Events as evenly as possible throughout the country to the best possible areas using a ratio of 3:1 North Island/South Island.
- Canvas clubs directly in areas which can support quality events, rather than an open Expression of Interest process. This will help gauge the viability of the event in that location.
- Allocate Major Events 2 years in advance Oceania could go North Island/South Island every 4 years as it does at present.
- International events would be allocated to the best possible area for the event and in line with the IOF requirements (generally 3-years in advance).

Select the best area using the following criteria;

- 1) quality terrain for Sprint and Long as specified in IOF rules Appendix 6: Competition Formats.
- 2) within 2 hours drive from a provincial centre (large town) with an orienteering club of any size. The amount of involvement of the supporting club will depend entirely on what they can offer.

4 Establish a National Legacy Map Resource

- ONZ will underwrite the cost of Major Event mapping.
- All maps will be held in a digital National Legacy Map Resource
- Legacy maps will be freely available for any club/orienteering group to use but they will bear any updating and maintenance costs.

5 Implications for ONZ

- Resourcing support for this model is likely to require additional personnel hours.
- Financial implications for ONZ include the lack of securing sponsors/grants to offset the costs, particularly those of mapping. Budget management and fiscal control would need to be carefully managed, however economies of scale could be utilised by having centralised event management.
- Greater consistency and continuity across events. Not only would this provide a benefit for members through standardised website, entry system and event delivery, it would also provide ONZ with an opportunity to seek sponsors and secure external funding.

6 Implications for Clubs and Athletes

- Standardisation and removal of duplication and costs through centralised website, event logos, entry systems and documentation formats.
- Increased access for smaller clubs in particular to quality maps.
- A sharing of the load, and hopefully an avoidance of volunteer burn-out.
- Potential for increased club growth due to clubs being able to utilise a Major Event in their area to enhance the sport of orienteering.
- There may be an increase in event entry fees for athletes.

Summary

While this model is not really new to orienteering or ONZ, it is a new method for national events. In the past it has been used to successfully deliver the Master Games and World Cup events. It is also the same structure currently used for the Junior Camp delivery.

It is believed the implementation of this model will provide for more sustainable events into the future.

If accepted, this model will be rolled-out in a stepped approach from 2020 National Championships with ONZ working collaboratively and closely with the host club as tasks and responsibilities are realigned.

Running parallel to this model will be the revision of the competition rules and the development of an event manual, both of which will also support the achievement of the ONZ Strategic Plan.

Process from Here

mid-March – mid-April	Discussion Paper out for consultation
19 April	Club Forum – An opportunity to discuss this Discussion Paper further
31 May	Consultation closes
17 June	June Council meeting. Council considers feedback and if model approved, policy developed.

Note: The 2020 events will be allocated before the finalisation of this consultation.

Feedback

ONZ invites feedback on this discussion paper from clubs and members alike. Feedback to be sent via email to gm@orienteering.org.nz **no later than 31 May.**