

Orienteering NZ Business Planning Process and Guidelines

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Objective

Having a robust, transparent, and informed planning process is essential for ONZ to achieve the objects laid out in the Constitution, and deliver value for the sport and Members. Effective planning can ensure good decisions are made around priorities and resourcing, that there is buy in to these by Members, and there are robust processes in place to monitor and evaluate the plan implementation. Good planning also forces choices around priorities, and where resources are limited (as is the case with ONZ) will help the organisation direct these to where they are needed most, and to avoid initiatives which are identified as not important.

The purpose of this document is to provide a framework for these activities, which will act as a roadmap for the Board and Management to follow, and ensure transparency and positive engagement with members.

Scope

The activities covered under this document include:

1. Strategic Plan
2. Annual plan
3. Budget
4. Annual report

Linkages

- ONZ Budget Policy
- ONZ Constitution
- ONZ Misc Policies

Principles

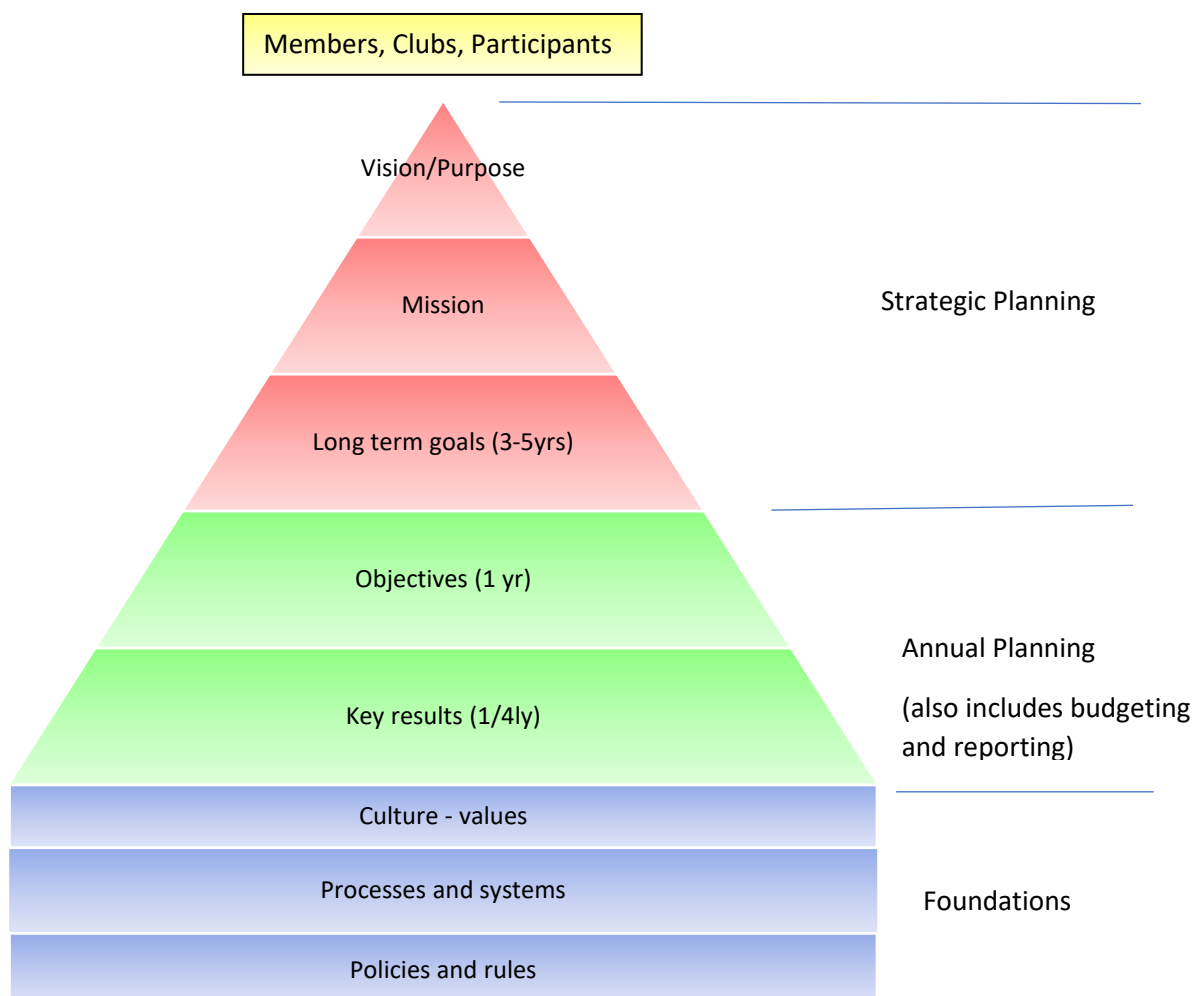
- ONZ plans should be “member led” - that is, the planning processes should be informed by what members see as important, and be consulted on with members prior to plans being approved by Board.
- Must enable ONZ to deliver value but with limited resources – the plans must be underpinned by; robust consideration of the priorities which are most important to the sport and to members, the resource constraints, and consideration of activities which are less important and should not be included in plans.
- Address longer term, strategic and national goals, and informed by trends and emerging issues – ONZ is uniquely placed to look at issues from a national and strategic perspective with an eye on emerging trends, and provide leadership and decision making that clubs and the sport will benefit from.

- Transparent and accountable – effective planning will enable ONZ priorities and objectives, and progress towards these to be shared openly and transparently.
- Adaptable and responsive – plans need to be continually reviewed and adapted in response to external environmental/societal changes and influences.

Responsibilities

- The Executive (Chairperson, General Manager, and other Board member/s) are responsible for preparing and initiating the planning process
- The Board is responsible for setting and approving plans and budgets
- The General Manager is responsible for facilitating the delivery of the annual plan and budget
- ONZ role holders and committees are responsible for identifying priorities and plans, and delivering on these for their areas
- The General Manager is responsible for preparing budgets and other financial reports
- The Board is responsible for ensuring members have an input to the planning process via direct input or consultation
- The Board is responsible for changes to this policy

Elements of ONZ Strategic Framework



Strategic Planning Process

Strategic planning provides an opportunity to take a longer term multi year view on the direction of the sport and organisation, explore the issues, trends, and opportunities impacting it, and shape the vision and ambitions that will take us into the future. ONZ strategic plans have typically used a 3 or 4 year term, with the current plan expiring in 2025. Strategic planning would typically involve these activities:

- Environment scan – PESTL (Political, Environmental, Societal, Technological, Legal)
- SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
- Vision, Purpose, Mission review
- Values and culture review
- Setting BHAG (Big Hairy Audacious Goals) - long term 3-5 year goals
- The strategic plan should not focus on BAU (Business As Usual), but rather the aspirational goals and areas where the organisation sees a need for growth or change
- Input from stakeholders (participants, clubs/members, ONZ role holders) – via survey, interviews, focus groups, and/or attendance of planning session

Steps in the planning process would include:

- 1) Preparation
 - a. Gathering information from stakeholders (members, clubs, participants) about perspectives of the future of the sport. This could be via surveys, focus groups, or interviews
 - b. Analysis of other sports and organisations who we could learn from
 - c. Information which supports the environment scan – trends etc
 - d. Setting dates and agenda for planning session
 - e. Agreeing invitees which would include Board and Management, and ideally ONZ role holders and committee representatives, as well as club representatives
- 2) Planning
 - a. This would typically be a 1 or 2 day off site meeting
 - b. Agenda would be based on activities as outlined above, and/or other steps as agreed by Board
 - c. Outcome from the meeting would be a draft strategic plan
- 3) Consultation
 - a. The draft strategic plan would be circulated to clubs and members for feedback
- 4) Confirmation
 - a. Board would consider feedback and make any necessary changes, prior to approving the plan
 - b. The Strategic plan would then be used to inform annual business planning activities
- 5) Review
 - a. The strategic plan would be reviewed on an ongoing basis by Board, and progress tracked against key indicators agreed in the annual business planning process
 - b. Where appropriate, refinements would be made in response to changes in the external environment the sport and ONZ operate in

Business Planning Process

The business plan is informed by the vision, mission and goals in the strategic plan. It happens on an annual basis, and focuses on tangible objectives and outcomes, supported by budget, which are aligned to the goals in the Strategy. Business planning would typically involve these activities:

- Review of current years plan – important for learning, recognising achievements and progress, and identifying what objectives should roll over to the next years plan.
- Objective setting – these are aspirational and linked to strategic goals.
- Key results – these are the specific measurable activities which contribute to the achievement of the objectives. These can be set with shorter time frames eg 1/4ly, and get reviewed throughout the year.
- Identifying and considering any BAU measures or KPI's.
- Budget – this ensures resources are allocated to the activities seen as priority.
- Review of strategy – to check whether anything has changed that should be considered, as well as considering any emerging trends and issues etc.
- Invited input from members and clubs, early on (via survey or workshop), and via consultation on draft plan.

Steps in the business planning process would include:

- 1) Preparation
 - a. Reviewing previous years plan and performance.
 - b. Reviewing budget and preparing figures for the next financial year.
 - c. Inviting input from stakeholders (clubs and members).
 - d. Asking for draft plans from ONZ role holders and committees.
- 2) Planning
 - a. This could be an offsite involving Board, GM, and key ONZ role holders and committee representatives.
 - b. Agenda based on activities above.
 - c. Outcome from meeting would be a draft business plan and budget.
 - d. Some detailed work on the plan and budget may need to happen immediately following the planning meeting and iterations of the draft plan and budget circulated to Board and GM as required.
- 3) Consultation
 - a. The draft business plan and budget would be circulated to clubs for feedback.
- 4) Confirmation
 - a. Board and GM would consider feedback and make any necessary changes, prior to approving the plan and budget.
- 5) Review
 - a. The activities identified in the business plan would be monitored and reviewed as part of Board meetings each month.
 - b. Key outcomes and successes would be included in the annual report.

Timetable

1) Strategic Plan

Happens on a 3-5 year cycle, and can be aligned with the annual business planning cycle

August/Sept	Invite feedback from stakeholders including member surveys, focus groups, or interviews. Prepare any other information from other sources relevant to the strategic planning process.
October	Undertake planning and complete draft plan
November	Consult with clubs on plan
December	Approve strategic plan by Board

2) Business Plan and budget

Happens on an annual basis, and aligns with strategic planning

August/Sept	Invite feedback from stakeholders including member surveys, focus groups, or interviews. Prepare other information including financials as required.
November	Undertake planning and complete draft plan Undertake detailed budget against plan
December	Consult with clubs on plan
February	Approve business plan and budget by Board

3) Annual Report

Happens on annual basis prior to AGM in Easter

December	Review previous years plan and results Invite ONZ role holders and committees to prepare reports to be included in annual report Prepare financials
February	First draft of annual report and financials prepared for consideration by Board
March	Annual report approved by Board ready for AGM