



THRIVING CLUBS FOR A NEW GENERATION

British Orienteering Strategy 2021

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WELCOME

On behalf of everyone at British Orienteering, we are delighted to launch our new strategy for consultation.

The Board have worked closely with a wide variety of stakeholders, including members, staff, athletes and volunteers, to help shape this ambitious strategy which we believe will allow us to grow and develop our sport.

We hope you'll see, as you look through the next few pages, that we have put thriving clubs at the heart of everything we hope to achieve.

This strategy will allow us to engage with a new generation. We wish to reach wider communities to encourage more people to take part and enjoy our sport, and to provide a lifelong pathway that suits the needs of all participants from the grassroots level right through to the performance pathway.

We would like to thank all of you that have contributed to the plan and if you have any further comments, please send them to: insight@britishorienteering.org.uk



Peter Hart
Chief Executive



Drew Vanbeck
Chair



We believe orienteering is the most rewarding adventure sport. It is a physical and mental challenge that takes us into beautiful landscapes and can be enjoyed by people of all ages and abilities.

With over 50 years of rich history, orienteering in the UK is a grassroots sport run by volunteers, with a strong club network and vibrant event calendar. We have also found success on the world stage, most recently with multiple medals at the last Junior World Championships.

**MENTAL.
PHYSICAL.
ADVENTURE.**





This is our vision. It inspires us and will shape our strategy for the future.

THRIVING CLUBS FOR A NEW GENERATION

Our Mission

Clubs are the heart and soul of our sport. We will ensure they have the support to maintain, develop and grow. We will welcome a new generation of orienteers to an inclusive adventure sport in remarkable venues.

The next pages explain why we have chosen our vision and provide details of our strategic themes. Once membership consultation has taken place, this document will form the basis of British Orienteering's strategic plan and delivery over the next five years.

THRIVING CLUBS

Clubs are central to orienteering in this country.

Thriving clubs have active event calendars that let people orienteer in ways that suit their lifestyles.

Thriving clubs attract new participants and are social hubs where people can meet with friends.

Thriving clubs provide the starting point for lifelong pathways in orienteering for competitors, coaches, officials and other volunteers.

Thriving clubs work together to sustain the regions and Home Nations which are vital to a healthy sport.





FOR A NEW GENERATION

Alongside our successes we also face challenges: the gentle decline in numbers, ageing membership profile, and competition from growing sports such as parkrun.

Following a change in both Chief Executive and Chair, and in the rapidly changing social and global landscape, we have a rare opportunity to take a fresh look at orienteering in the United Kingdom.

Orienteering needs to be positioned as an inclusive adventure sport, attractive and accessible to young people, which embraces technology in the outdoors.

Engaging the next generation is key to our strategy.



GOALS

We have four key aspirational goals which we will develop within **THRIVING CLUBS FOR A NEW GENERATION:**

- 1** Increased participation and membership in younger age groups (ages 16–40)
- 2** Our target markets perceive orienteering as an engaging adventure sport
- 3** Sustained international success and satisfaction throughout the performance pathway
- 4** Excellent support for clubs and volunteers in delivering orienteering experiences

STRATEGIC THEMES

Bringing together learning from orienteers, external research and Board experience, British Orienteering has developed four strategic themes that will guide us to deliver **THRIVING CLUBS FOR A NEW GENERATION**.

British Orienteering believes that if we change perceptions about orienteering, increase accessibility and deliver engaging experiences, more people will become hooked on the sport.

Once engaged, clear pathways to progress in competition or volunteering will enable people to enjoy the sport for life, whilst stronger foundations and club support will secure orienteering's future.



Change the perception



Create engaging experiences



Strengthen lifelong pathways







Provide foundations for success





STRATEGIC THEMES IN PRACTICE

The table below shows how different parts of the orienteering experience fit into the four strategic themes. It is not an exhaustive list, but helps volunteers align their work with the strategy.

Change the perception 	Create engaging experiences 	Strengthen lifelong pathways 	Provide foundations for success 
Market positioning	Safe sport for all	Junior development	Access
Connection and communication	Introduction to orienteering	Schools' series and competitions	Technology and data
Brand and imaging	Orienteering on demand	Performance	Governance
Partnerships and collaboration	Events and enhanced experiences	Coaching	Finance and funding
Marketing support for clubs	Leagues and series	Volunteering and officials	Membership
PR and media profile	Club environments	Competitor pathway	Competition rules





Change the perception

We need to enhance the sport's image to attract a new generation of orienteers and excite people to get more deeply involved.

We will stress the core benefits of the sport as an inclusive mental and physical adventure in remarkable venues. We will embrace new media formats, targeting families and young adults who enjoy running and escapism.



Change the perception

Strategic actions

- Truly understand the needs of families and young adults to enable us to create key marketing messages and channels for this target markets
- Reach new audiences, targeting running and adventure communities, and creating strong links into the sport
- Actively work with clubs: sharing best practices, creating and disseminating resources to deliver more compelling marketing to grow their participation and membership
- Refresh the British Orienteering branding and organisational values, purpose and behaviours in line with the strategic plan
- Maximise the opportunity provided by the World Orienteering Championships 2024 in Edinburgh to promote the sport



Create engaging experiences for all

Successful sports continually evolve to stay relevant to people's lives. They tap into their desire for excitement whilst offering personal growth and a sense of community.

We believe orienteering has a lot of potential. It must continue to listen to participants and embrace new formats, making club offers more attractive, accessible and inclusive.



Create engaging experiences for all

Strategic actions

- Develop the customer service mindset throughout the sport
- Enable coaches, volunteers, clubs and other providers to provide engaging experiences
- Test new competition, training and delivery formats
- Explore and encourage new ways to enhance the event experience with increased focus on socialising opportunities
- Embrace new technologies to provide a more enjoyable and efficient experience for participants and volunteers
- Develop clear offers that appeal to each target segment, alongside tailored marketing plans
- Support clubs to enhance the training and social experiences that they can offer to members and newcomers
- Strengthen participants commitment to orienteering through series, leagues and club competitions



Strengthen lifelong pathways

Orienteering provides lifelong enjoyment through competition, self-improvement, health, community and volunteering.

Young people, however, are not always motivated to stay in the sport, so strong alternative pathways are required to keep people enjoying orienteering for life.



Strengthen lifelong pathways

Strategic actions

- Create interlinked competitor, official, coach and performance pathways to offer multiple ways to be an orienteer for life
- Increase the prominence of associations, regions and areas to provide steppingstones between local and national orienteering
- Deliver effective and efficient volunteer training for clubs
- Cultivate strong links with schools' championships and promote pathways for school orienteering clubs and all juniors
- Deliver a performance pathway that promotes the long-term development of talented juniors and supports the aspirations of our best international athletes
- Create volunteer recognition and celebration opportunities
- Build partnerships where necessary to deliver our objectives
- Ensure excellence in safeguarding



Provide foundations for success



The ever-changing world requires that we continue to work hard to develop foundations and support to fit the needs of the sport and its clubs.

British Orienteering will ensure that the sport is governed effectively and efficiently to provide a dynamic environment in which it can thrive.



Provide foundations for success

Strategic actions

- Use this new strategic plan to drive the work of British Orienteering and its steering groups
- Develop a clear technology strategy, including enhanced delivery of events, data management, education and training
- Broaden our funding streams and actively seek new partnerships to maintain financial sustainability
- Capture and maximise use of participant data
- Ensure compliance with the Code for Sports Governance
- Collaborate effectively with Home Nations and regions to support the sport
- Facilitate and improve land access for events and training
- Ensure there is a membership structure in place which reflects the profile and needs of the participants



A STRATEGY FOR ALL

Although clubs feature heavily in our vision, this strategy is for everyone. British Orienteering wants to align with individuals, clubs, regions, junior squads, Home Nations, schools and other stakeholders to implement this strategy and achieve our objectives. Below we have highlighted a few places where different groups may benefit from working in the same direction.

Competitors	Volunteers	Clubs	Regions	Home Nations
More events, closer to home, with more competitors	A meaningful way for young people to stay in the sport	Practical help with marketing and promotion, access and permissions	Increased importance of regional leagues and area championships	More competitive teams at Home Internationals and Interland
Increased social atmosphere at events	Support to create more ambitious events	More young people and families as members	Active junior squads that feed the performance pathway	Sustainable Home Internationals rota
More ways to get involved such as orienteering on demand and training packages	A review of major events to ensure they can be sustainably organised	More flexible membership options to suit participants' needs		Potential vehicle for senior talent development



YOUR VIEWS

British Orienteering is keen to hear from you as we turn **THRIVING CLUBS FOR A NEW GENERATION** into reality.

- How can this strategy benefit your club, new and existing orienteers in your local area?
- What ideas do you have to support the new strategic priorities?
- What is working well for you that you could share?
- Would you be interested to be involved in a focus group?

All views are valued and we will factor them into our thinking as we take our sport forward. Just email insight@britishorienteering.org.uk with the subject line 'Thriving Clubs'.

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Thriving Clubs For A New Generation



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