

Orienteering's Strategic Plan to 2025 – Overview

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| Our Vision 2025 | <i>Orienteering is recognised as the 'go to' outdoor sport where people challenge themselves physically and mentally</i> | | |
| Our 'Strap-line' | <i>Orienteering: "more people, more places, more podiums"</i> | | |
| Our Mission | <p>For the sport: <i>To grow opportunities for everyone to experience and enjoy orienteering and to reach their full potential in the sport whether as a competitor or as a volunteer</i></p> <p>For British Orienteering: <i>To lead, govern, promote and develop orienteering in the UK</i></p> | | |
| Our Stakeholders | <i>Include our members, participants, volunteers, clubs, staff, partners and sponsors</i> | | |
| Our Focus, Strategic Programmes (Measures) | <p>Increasing Participation</p> <p>Increasing the numbers of people experiencing orienteering (Number of non-competitive runs)</p> | <p>Competitive Orienteering</p> <p>Growing competition (Number of competitive runs)</p> | <p>Podium Success</p> <p>Systemic & sustained success at senior & junior World Orienteering Championships (Medals & top 10 places, WOC/JWOC)</p> |
| Underpinned & supported by | <p>Developing & supporting our volunteers</p> <p>Providing leadership & good governance</p> | <p>Raising the profile & public image of orienteering</p> | <p>Collaborating & working with our partners</p> <p>Developing financial sustainability</p> |
| Our Values |  <p>Pride, Integrity, Inclusiveness & Diversity</p> | | |

Vision & Strategic Plan

Our Vision

For orienteering in the UK is that by 2025:

Orienteering is recognised as the 'go to' outdoor sport where people challenge themselves physically and mentally

Underpinning the vision are:

- Growing competition by simplifying and strengthening the competitive infrastructure of the sport
- Increasing participation in orienteering
- Developing systemic and sustainable success at the World Orienteering Championships
- Raising the profile and public image of orienteering
- Developing and supporting the volunteers working within the sport
- Working with and supporting partners who wish to offer or use orienteering

British Orienteering will work closely with volunteers, clubs and partners in a flexible way that enables us to tailor our approaches to meet their needs.

Our Mission

Our mission for orienteering in the UK is:

**To grow opportunities for everyone to experience and enjoy orienteering
and to reach their full potential in the sport whether as a competitor or as a volunteer**

British Orienteering, the National Governing Body for orienteering in the UK, will:

Lead, govern, promote and develop orienteering in the UK

Our Values

- **Pride:** taking pride in our involvement in orienteering whether as a participant, competitor or volunteer
- **Integrity:** earning respect and building transparent, trusting relationship at all levels of our involvement in orienteering
- **Inclusiveness & Diversity:** believing and living the belief that orienteering is for everyone and benefits from the involvement of all

Strategic programmes

Strategic outcome 1: Growing the number of competitive runs

Programme: Competitive Orienteering

Growing the number of competitive runs in the sport by simplifying and strengthening the competitive infrastructure of the sport

Competition is the heart and soul of orienteering. For the sake of simplicity, competition can be defined as people taking part in races at events registered as such with British Orienteering. To achieve the challenging growth targets for the number of competitive runs will require:

- the competitive infrastructure of the sport to be simplified and modernised; the structure must be easily understood and meet the needs of current and potential competitors
- support to enable clubs and other partners to grow the number of competitive orienteering opportunities
- strong PR/marketing strategy to attract competitors

Measure: Number of competitive runs averaged across the last two years
– averaging the measure across 2 years compensates for the impact of the multiday events cycle (S6D, Lakes, Croeso)

How:

1. A competitive infrastructure that can be easily understood; this will entail simplifying and reducing the number of competitions and their rules so that newcomers can understand the structure and nature of the competitions. The 'levels' of event to be reviewed to ensure our current levels of event meet the objectives of the strategic plan.
2. Competition that meets the needs of competitors both new and regular orienteers; including the 'pay & play' and 'sports tourist' audience
3. Supporting & developing the UKOL as a linked series of quality competitions
4. Rules and competition rules that are easily understood by both orienteers and potential competitors
5. Making the delivery of events at all levels as simple and easy as is feasible; working to reduce the impact on event volunteers; developing resources and toolkits (inc. elearning) to support clubs develop volunteers
6. Supporting clubs to develop more local, frequent opportunities for competition

Strategic outcome 2: Increasing the number of participant runs

Programme: Increasing participation

A wealth of insight and experience into promoting orienteering to new participants has been accumulated over the last 10 years since 'increasing participation' became a key theme. The challenge remains to develop accessible pathways into the sport that encourages those newcomers experiencing introductory orienteering activities to take small steps towards the competitive sport.

Deliverable: **Increasing number of people experiencing introductory orienteering activities**

Measure: **Participant runs in 'non-competitive' orienteering related activities**

How:

1. Develop & promote simplified versions of orienteering to attract people to try it – inc Xplorer
2. Develop & promote the British Orienteering education offer to increase the number of institutions delivering orienteering on a regular basis
3. Develop & promote 'orienteering on demand' opportunities (permanent orienteering courses, virtual orienteering etc)
4. Develop support packages to assist partners in delivering fun, motivating, orienteering opportunities; communicating good practice and appreciating that clubs deal with widely differing circumstances and need flexible solutions

Deliverable: **Providing pathways for people wanting to move from their 'introductory' orienteering experiences towards club orienteering**

Measure: **% of people moving from introductory orienteering activities into club orienteering**

How:

1. Ensure all activities provide links through to club orienteering
2. Develop & strengthen the role of community clubs, increasing the number of clubs offering regular weekly, fun, activity; need to identify strong leadership within the club; meters & greeters, making delivery easier for volunteers
3. Develop & support the club 'volunteer'/coaching infrastructure to help retain participants; need for a clear participation pathway
4. Support clubs to focus on the whole participant experience and provide a positive introductory experience translating participation into membership

Strategic Outcome 3: Developing systemic & sustainable success

Programme: Podium Success

To develop systemic and sustainable success at the World Orienteering Championships will require:

- Developing a greater depth of athletes across both senior and junior programmes through the implementation of the Orienteering Development Pathway which benchmarks each development stage
- Improving integration and engagement between the talent programme and the regional squads
- Improving the talent pathway with a particular emphasis on transitioning athletes from 'Learning to Train' to 'Performing at World Class level'
- Developing a 'Performance Culture' that enables our best athletes to win medals on the world stage

Measures: Number of medals & top 10 places at WOCs
 Number of medals & top 10 places at JWOCs

How:

1. Developing a performance culture that is more aligned to the UK Sport model i.e. use of Sports Science & Sports Medicine
2. Developing a vision & purpose for the programme
3. Working with members to enhance their understanding of how world class athletes & coaches are developed
4. Develop the financial sustainability of the programme
5. Educating athletes in the programme about how they can effectively enhance their performance

And:

1. Develop tools that can be used to identify and benchmark talented athletes
2. Establish a development programme for talented athletes that can be communicated widely
3. Continuing to strengthen athlete development based on personal development plans
4. Strengthening the coaching infrastructure to support talent athletes
5. Continuing to develop the link between the JROS programme and the GBR and national talent programmes
6. Build on the principles of LTAD to strengthen the talent programme

Support programmes:

Raising the profile and public image of orienteering

To increase brand identity and awareness of the sport through targeted campaigns and communications reaching out to new audiences across the UK.

To identify marketing direction in line with the business operational plan in the short-term, and to demonstrate what key long-term marketing and communication activities will be delivered to contribute to our overall strategic objectives.

Measure: Brand awareness survey delivered to a cross section of the general public

How:

1. Research; identifying new markets; brand & public awareness levels – building the benchmarks
2. Developing awareness campaigns
3. Using market segmentation to target and focus campaigns
4. Promoting a series of events/competitions that can be effectively communicated to media partners
5. Developing media relationships that will enable us to maximise PR opportunities
6. Develop a programme of e-communications that will build the profile of orienteering

Increasing capacity

Working with clubs & other partners to develop their capacity to deliver orienteering opportunities. In particular, this will require British Orienteering to develop and support the volunteers working within orienteering to provide fun, motivating opportunities to orienteer including competition.

Measure: Work with clubs & partners to develop benchmarks that enable them and British Orienteering to measure their volunteer and workforce capacity required to meet their aspirations.

How:

1. Develop an infrastructure based around clubs to recruit & support volunteers
2. Establishing a network of volunteer coordinators that will drive the development and placement of volunteers at club level.

3. Develop a series of resources, based around 3 hour modules & eLearning, that will enable clubs to deliver initial, minimal training for a range of volunteer roles.
4. Develop the capacity of clubs & associations to support & mentor volunteers.
5. To support clubs & other partners in recognising competence in volunteers – this may include accreditations such as NVQs.
6. Developing a culture of selecting or promoting volunteers to take on challenges in a supported way.

Collaborating with partners to provide a good orienteering experience

With limited resources and funds, British Orienteering will be business-like in determining which initiatives and partners we work with; decisions will be based on the impact collaboration will have on delivering our vision. Our work will focus on supporting partners who deliver or use orienteering to meet their needs and the needs of participants by providing a good orienteering experience.

Measure: Establish benchmarks with partners that will evidence participant experience

How:

1. Establish broad categories of partners that we will work with and support; these categories will reflect the way in which orienteering is used/offered.
2. Negotiating agreements with our partners that have clear and meaningful performance indicators.

Developing financial sustainability for British Orienteering

British Orienteering currently relies heavily on government funding to govern and develop the sport. Developing a financial position that is sustainable will enable British Orienteering to govern the sport and maintain specified work programmes. To do this will require us to understand the cost of governing the sport and of the work programmes that are required to enable British Orienteering to deliver its agreed 'core' functions; then develop sustainable income to fund these costs.

Measure: The percentage cost of funding the governing of the sport and the delivery of core functions met by the income generated within the sport and excluding government funding.

Providing good leadership and governance for orienteering

British Orienteering is responsible for providing good leadership and governance for orienteering at national governing body level whilst supporting and developing good leadership and governance within regions and clubs.

Measure: Use established national benchmarks to measure the effectiveness of the leadership and governance of: British Orienteering, Associations, Clubs