



# **Scottish Orienteering Association**

## **Strategic Plan 2012-2015**

# 1 Long-term Aims

The Scottish Orienteering Association (SOA) wishes to contribute to the health, wellbeing and sporting success of the people of Scotland. To this end SOA has three long-term aims that will be addressed in the four-year period 2012-2015:

1. To increase participation by vigorously promoting our sport and providing high-quality opportunities to participate for all sectors of society, including schools;
2. To increase and maintain membership by providing high-quality opportunities to participate, develop and compete, and by supporting our clubs in creating a member-friendly environment and strong volunteer workforce;
3. To provide pathways for our athletes to excel, attain national representation and win team and individual medals on the international stage.

## 2 Background and challenges

### 2.1 Background to orienteering in Scotland

Orienteering is a sport for all, from elite athletes to Sunday walkers, from children to OAPs, and is inclusive for many disabled people. It has excellent potential for contributing to the physical and mental wellbeing of the nation. It presents navigational and athletic challenges at all levels, a modest element of risk and opportunity to partake of the great outdoors. It is a popular activity in schools, used as a vehicle for incorporating outdoor learning into the Curriculum for Excellence. Youth movements and outdoor adventure organisations embrace orienteering. It is popular as a family sport, and is accessible. It also has a well-developed performance structure with the possibility in Scotland, as elsewhere, for an athlete to progress from club representation to area, national and international representation.

Orienteering is a sport run by orienteers for orienteers. With the exception of two professional SOA staff based at the National Orienteering Centre at Glenmore Lodge, the workforce that runs clubs, runs events, provides coaching and manages the sport is voluntary. Most participants are also volunteers. There are athlete and volunteer pathways through orienteering (Appendix 1) with incentives in the form of leagues and championships for athletes and awards and rewards for volunteers. In 2010 there were 20 orienteering clubs in Scotland (Appendix 2), 1300 registered club members and many thousand occasional participants.

Orienteering in Scotland is funded in large part by an annual investment from **sportscotland**. Other income is from member subscriptions and entry fees at events, with a very limited amount from sponsors. The cash turnover of our activities was c.£110k in 2011 and is forecast to rise to c.£150k in this Strategy period (Appendix 3). This investment is expended at national level in support of country-wide development initiatives, national performance squads, professional staff salaries and the activities of the National Centre, such as the programme of courses for coaches, controllers and other officials.

## 2.2 Challenges facing orienteering in Scotland

A number of challenges for the development of orienteering in Scotland have been identified, which can be encapsulated in the following statement:

To raise awareness of our sport, increase participation and increase club membership while preserving the quality of the athlete and volunteer pathways.

**Awareness.** Not being in the Commonwealth Games spotlight, every opportunity to advertise and introduce our sport to the people of Scotland must be taken. Its growth in popularity in schools and the award of the World Championships in 2015 (hereinafter, WOC2015) and the World Trail-O Championships 2012 (hereinafter WTOC2012) are helpful from this point of view. A specific part of our Strategy for 2012-2015 is to raise awareness.

**Participation.** Participation is not a key performance target for **sportscotland** funding; however, it is an essential step on the way to club membership, which is key. Evidence from the success of local Come And Try It (CATI) events and with schools shows that taking our sport to the public leads to an increase in participation. Good quality local events with introductory coaching available are important. Provision in the more rural and remote parts of Scotland is a challenge.

**Membership.** Increasing club membership contributes to the sustainability of clubs and the sport in general through increasing income and growing the volunteer pool. This challenge manifests itself in the conversion of participants into members and the retention of members. Retaining young members as they become independent individuals is a particular challenge

**Quality and incentives.** We identify athlete and volunteer pathways in orienteering (Appendix 1). For the athlete progressing from initial participant to the level at which they wish to compete, appropriate participation opportunities and competition incentives must be made available. In parallel, our volunteers aspire to provide the quality experience that encourages participation and club membership, but they must be suitably incentivised and rewarded for their efforts.

**Funding.** These challenges must be viewed against the backdrop of a national funding reduction for orienteering because it is not a Commonwealth Games sport. This is, in itself, a challenge that must be addressed by diversifying funding sources.

**The SOA proposes to address these challenges by focussing its efforts on the three long term aims given in Section 1.**

### **3. Aims and Objectives for 2012-2015**

#### **3.1 Aim 1: To increase participation**

We identify three intermediate objectives to increase participation:

- To raise awareness of our sport in all sectors of communities;
- To create participation opportunities across Scotland;
- To provide a high quality experience.

##### **3.1.1 Raising awareness**

Our club and SOA websites will remain the principal information source. An on-going thorough review of the effectiveness and structure of the SOA website itself is underway and will address the key issues of access and information. Methods will be found to draw attention to our web resource among the media, partners, potential sponsors, relevant policy makers, schools, colleges and youth groups and the general public, nationally and regionally.

The attraction of major events to Scotland, such as WOC2015 and WTOC2012, is an excellent vehicle for promotion, and we wish to continue to attract such events. In addition, every opportunity must be taken to publicise our sport through articles submitted to newspapers, magazines, etc. Given its potential to contribute to the Outdoor Learning component of the Curriculum for Excellence, promoting orienteering in schools through the Active Schools network is important.

##### **3.1.2 Creating opportunities**

Research has shown that “opportunity” is the major driver of participation. Therefore, SOA and its clubs will continue to diversify the type, location and timing of events in order to take orienteering to the public. Some of the newer forms of orienteering are well suited to use in schools and are attractive to young adults; but creating opportunities in the remoter parts of Scotland is a particular challenge that we will continue to address.

To address the greater demand on the clubs and volunteers that provide these opportunities, SOA wishes to create Regional Development Officers, who will promote events, provide training courses for club volunteers, teachers, Active Schools Coordinators, youth leaders etc. and provide readily accessible information for potential participants. We hope that the first RDO will be appointed in 2012.

##### **3.1.3 Providing high quality**

The cognitive demands of orienteering make it a difficult sport to master quickly. It is vitally important, therefore, to provide coaching support for participants from their very first engagement. SOA is committed to building a minimum level of coaching provision within clubs, a strong pyramid of qualified coaches and cohort of trained teachers within schools and outdoor centres. A good start has been made, but there is a long way to go.

High quality, up-to-date maps, electronic punching giving immediate results, attractive, interesting and accessible terrain in which to run, and efficient and friendly communication and organisation are all key to providing a quality experience. The introduction of new technology, such as GPS tracking at our major events, will also enhance participants' enjoyment of the sport. We will continue to run a programme of volunteer skills courses from our National Centre as well as one-day conferences to share good practice in these areas amongst clubs. SOA will also continue to provide a Development Fund to support financially projects aimed at promoting orienteering and improving event quality, *inter alia*.

## **3.2 Aim 2: To increase and retain membership of our clubs**

We identify three intermediate objectives to increase and retain membership:

- To help clubs provide an attractive programme of events and activities for their members;
- To provide development pathways for both athletes and volunteers, including coaches;
- To foster partnerships that will facilitate an increase and retention of club membership, such as with the Active Schools network.

### **3.2.1 Events and activities**

Underpinning this objective is the diversification of the types of events and activities that clubs can stage. Regular club activities, supported by club coaches where appropriate, provide friendly and high-quality opportunities for club members to meet and/or train together, e.g. Club Nights. SOA is committed to supporting its clubs, for example through the appointment of Regional Development Officers, as they pursue a varied and attractive programme for their members.

In 2010 we embarked on a programme to hold a Club Development Conference every 2 years to exchange good practice and ideas. 2010 also saw the re-introduction of the SOA Development Fund, to fund small development projects and provide parallel funding for larger applications to other sponsors. Furthermore, SOA will also support its clubs "in kind" with practical help, for instance, providing volunteer courses and training facilities at our National Centre.

### **3.2.2 Development pathways**

Development pathways provide a structure in which individuals can increase and improve their involvement for their own, and their club's, benefit and satisfaction. We recognise athlete and volunteer pathways.

The athlete pathway permits the runner to improve technically (Appendix 4: The Step System). To facilitate this, SOA and its clubs will provide coaching and training opportunities, and provide an events programme that includes competitions so that runners can compare their progress with their peer's. SOA will continue to support clubs by providing training opportunities through its ROMP (Regular Orienteering

Map Programme) scheme, by the appointment of a Fixtures Secretary and a Competitions Convener, and by providing training and development courses for the volunteers required to support the athlete pathway.

Volunteers range from occasional helpers to club officers, mappers, course planners, IT specialists, event organisers, event controllers and coaches. There are formal pathways for controllers (Levels C, B, A) and coaches (UKCC Levels 1 and 2, with 3 and 4 forthcoming). One of the most important strategic objectives of SOA is to establish a strong pyramid of qualified coaches within clubs, but it will also continue to provide a comprehensive programme of training courses for a wide range of volunteers and support clubs in providing incentives for volunteers.

### **3.2.3 Foster partnerships**

Partnerships are created at local, regional or national level. At local or community level a partnership might involve a club contributing an orienteering component for a local celebration or annual event. At regional level, particularly in rural areas, clubs are striking up partnerships with their local authority to help with the delivery of orienteering in schools. At national level, SOA works in partnership with major land owners and/or government agencies, such as the Forestry Commission Scotland, RSPB, National Trust for Scotland and Scottish Natural Heritage, to secure access for orienteering events and, of course, works with its principal sponsor, **sportscotland**, to help achieve **sportscotland**'s aims and objectives.

Throughout these processes it is important that robust and mutually beneficial partnership opportunities are not lost and the integrity of the orienteering community is evident and maintained. To this end, SOA appoints a Partnerships Director and a Marketing and Communications Director, both volunteer positions, and a Professional Officer and Development Officer, both paid positions, all of whom play a vital role in advising clubs, and the SOA itself, on partnership possibilities.

## **3.3 Aim 3: To excel at international level**

We identify four intermediate objectives to excel at international level:

- The ability to recognise and retain talented athletes;
- To secure funds for a performance structure in which talented athletes can realise their full potential;
- To actively contribute to the success of British Orienteering's World Class Programme;
- To attract major international events to Scotland, such as WOC2015.

### **3.3.1 Recognise and retain talent**

The essential components for the recognition of a talented athlete are a good coaching structure across all levels of the sport, especially beginner and improver levels, and a competitive event structure in which talent can be demonstrated.

SOA is committed to building a strong pyramid of qualified coaches. The pyramid structure is important to ensure that talent is not overlooked at club level, and at the same time provide talented athletes with support to the highest technical level. SOA has in place a good event structure with progressively more difficult challenges at local, regional and national level. As a national series of events, the Scottish O League is the envy of the UK orienteering community. Moreover, Scotland is blessed with good orienteering terrain that tests the best of competitors. SOA, through its clubs, Fixtures Secretary and Competitions Convener will continue to encourage high-quality events at which talent can be recognised.

Retaining talent is a cause for concern in orienteering. We have very few world class orienteers who are not, or have not been, at university. Young adults may leave the sport if they are not included in a talent squad. This is not a concern that Scotland can address on its own, but as a strategic objective we would like to work with British Orienteering to address it.

### **3.3.2 A performance structure**

A performance structure is required that allows the talented athlete to develop along the athlete pathway, achieve selection to a representative squad, experience competition at a representative level, and commit the effort and responsibility that come with performance sport. The performance structure makes use of competition structures, from school or club level, *via* regional and national championships to major international events, either for experience, e.g. Jukola/Venla, or for GB representation at World and European Championships. The SOA structure consists of regional junior squads, the national junior squad (ScotJOS), the national senior squad (SEDS) and the national veteran squad. There is a strong element of talent recognition at ScotJOS level and of progression from ScotJOS to SEDS. Recently, British Orienteering established a Centre of Excellence at Edinburgh University that hosts Winning Students and others, e.g. SEDS members, who have medal-winning potential at international level.

SOA is proud of its performance structure, but three strategic developments are required for it to improve. First, new funding sources are required in the wake of the loss of performance funding from **sportscotland**. Prospectuses for potential sponsors are being prepared and SOA is seeking charity status to open up other funding avenues. Second, more needs to be done to attract and nurture potential orienteering talent through a strong club and area coaching structure. Third, we will support efforts to provide more world class experiences for our best athletes at all three levels: junior, senior and veteran. This could be addressed through Scottish involvement in "B" internationals similar to Interland, which involve all three levels (<http://www.orienteeringengland.org.uk/interland/>).

### **3.3.3. British Orienteering's World Class Programme**

It is SOA's aim to have as many athletes as possible achieve national (i.e. GB) representation and win team and individual medals on the World or European stage. The figure below shows that athletes progress from Regional Development Squads (Scotland is a region in this context) to the GB World Class squad at quite an early stage in the Long-Term Athlete Development pathway. This is a crucial stage for the retention of talent, which is a problem that SOA (as part of British Orienteering) should address, so that we maximise our representation at world level.



### 3.3.4 Attracting major events

There is now ample evidence that competing in high level competitions is both a strong motivation for athletes to succeed and an experience that is central to their improvement. SOA will support its elite athletes in capitalising on this by supporting their efforts to obtain sponsorship that will permit them to experience top international competition abroad in a variety of terrains, and it will continue to work to attract major international events to Scotland, such as the Park World Tour in 2010 and the World Orienteering Championships in 2015. The support of EventScotland is acknowledged as an important element in attracting major events.

## 4. Cross-cutting action areas: resultant actions

From our Aims and Objectives for 2012-2015 described in Section 3, **six cross cutting activities with 27 actions** can be recognised. These are now described, together with a note of the Director whose responsibility it is to take these actions forward.

### 4.1 Supporting active and successful clubs

Actions to support clubs, responsibility of the Development Director:

1. Continue to provide a Club Development Fund.
2. In alternate years hold a Club Development Conference.
3. Work as quickly as possible to establish best practice to convert participants into members;
4. Work to appoint Regional Development Officers.

Action to support clubs, responsibility of Marketing and Communications Director:

5. Continue to foster communications through the publication of an e-newsletter and our award-winning magazine, SCORE.

Active and successful clubs with a thriving membership sit at the heart of orienteering and are involved in all activities. They provide for our members and organise our

events programme, offer participation and generate membership. They are at the forefront of working with schools and other organisations to promote orienteering. Clubs will be supported to provide a varied and high-quality programme of local events to increase participation, to host larger events, to run activities for their members to promote retention, to compete successfully in competitions and to maintain a healthy volunteer workforce. A start has been made to appoint a RDO in Grampian Region.

#### **4.2 Providing quality events**

Actions to provide quality events, responsibility of the Operations Director:

6. Maintain an up-to-date SOA Mapping Strategy.
7. Maintain a comprehensive and high-quality events programme.
8. Evolve and maintain an appropriate competitions programme.
9. Keep abreast of and look to introduce new technologies.
10. Respond to requests from British Orienteering to host UK-wide and international events.
11. Ensure that the National Orienteering Centre runs courses to maintain the quantity and quality of event officials.

This cross-cutting activity provides a programme of events from local to national level in accordance with the event structure established by the British Orienteering Federation, and ensures their high quality. At the introductory level, the CATI (Come And Try It) event plays an important role in attracting newcomers to our sport, increasing participation and club membership. Events at progressively higher levels create an athletes' pathway, with opportunities to compete and improve, helping us to retain our membership. Competitive success on the athlete pathway can lead to talent squad selection.

#### **4.3 Providing support for volunteers**

Actions to support volunteers, responsibility of Development Director:

12. National Centre to continue to run appropriate and accessible volunteer training courses.
13. Encourage clubs to appoint a volunteer co-ordinator.
14. Place volunteering on the agenda at Club Development Conferences.

Action to support volunteers, responsibility of all Directors and Officers:

15. Continue to identify technologies that might reduce the demand on volunteers.

A large, diverse and motivated volunteer work force is essential to orienteering, which, throughout, is a sport run by orienteers for orienteers: large and diverse, because there is a wide range of tasks to undertake, perhaps more so than any other sport; motivated, because we place significant demands on individuals to give of their own time. Our sport will only be sustainable if clubs continue to find amongst their members willing and able volunteers.

### **4.3 Creating a strong coaching workforce**

Action for a strong coaching workforce, responsibility of the Development and Performance Directors.:

16. Monitor and manage demand for and supply of qualified and active coaches.

Actions for a strong coaching workforce, responsibility of the Development Director:

17. Maintain an up-to-date Coaching Strategy.
18. Seek funds to support the cost of coach education.
19. Deliver coach education and CPD courses as necessary to build a strong coaching workforce, including a Coaching Conference every two years.
20. Deliver Teaching Orienteering courses for teachers, Active Schools Coordinators and other youth leaders.

The coaching workforce will be predominantly made up of club coaches, but some coaches will coach at SOA, e.g. performance, level as well. Club coaches play a crucial role in supporting participation activities, recruiting and retaining membership and supporting the athlete development pathway. They can lead club activities, such as Club Nights, work with schools, provide improvers' sessions and coach a club talent squad. The Teaching Orienteering courses are essential for managing the countrywide introduction of orienteering in schools.

### **4.4 Establishing fruitful partnerships and promoting our sport**

Actions for fruitful partnerships and promoting our sport, responsibility of Partnerships Director:

21. Maintain effective lines of communication with essential partners.
22. Continue to horizon scan in order to identify potential partners for projects of mutual benefit.

Action for fruitful partnerships and promoting our sport, responsibility of Partnerships and Marketing and Communications Director:

23. Promote our sport at every opportunity and pursue sponsorship opportunities.

Very little takes place in Scottish orienteering in isolation from other institutions. Essential partnerships cut right across our sport and range from those with our key funders, sportscotland, and our parent body, British Orienteering, to local agreements with schools and landowners. SOA's objective is to position orienteering as an integral part of the sporting culture in Scotland. Moreover, the current reduction in government budgets places an imperative on SOA to seek alternative sources of funding in order to meet this objective.

#### 4.5 Maintaining a strong performance pathway

Actions for a strong performance pathway, responsibility of Performance Director and Development Director:

24. Use a strong coaching workforce to identify and nurture talent.
25. Identify opportunities for each squad to experience training and racing at appropriate levels and in appropriate terrain, for example "B" internationals.
26. Be proactive with partners, e.g. BOF, Event Scotland, to attract major events to Scotland.

Action for a strong performance pathway, responsibility of Performance and Marketing and Communications Directors

27. Increase effort to find financial sponsorship for our squads to offset loss of **sportscotland** funding.

The performance pathway begins with the identification of the talented athlete. Although this is usually associated with talent at the Junior level, because SOA also has a Senior and Veteran squad the identification of talent might happen amongst older orienteers. Juniors and Seniors have a pathway that can take them to GB representation. Success in attracting WOC2015 to Scotland will act as a major incentive to our athletes to represent GB in their home country. A strong coaching workforce is essential for spotting and nurturing talent, adequate funding is required to support training and gain racing experience in a variety of terrains, and good management is needed to arrange these.

### 5. Key targets and performance indicators

Based on this Strategy, each SOA Director has a rolling 1-year and 4-year plan of objectives and targets in order to take forward the sport of orienteering in Scotland. The table in Appendix 5 is a summary of these. We will measure our progress against these targets to achieve the overall long-term aims in Section 1 of this document. Key amongst our targets for 2012-2015 are:

- A year-on-year increase in participation, bringing income at both club and SOA level
- A Club Development Conference every second year
- An ongoing Club Development Fund
- The appointment of 3 Regional Development Officers, beginning with Grampian Region
- Success in national award schemes for clubs with a target of at least 2 funding awards from the BOF Development Fund and 1 award in recognition of the excellence of a our clubs per year.
- Success in national award schemes for volunteers with a target of at least 1 award per year.
- A Coaching Conference every second year, and
- Coach Update Days and Coach Activity Days in alternate years
- A minimum level of 2 UKCC-qualified coaches in each club
- A "pyramid" of qualified coaches balanced with demand
- A Teaching Orienteering course schedule to meet demand
- Completion of 2 new or updated maps for Scottish use each year

- The attraction of one more major event, e.g. World Cup event
- Continued athlete representation in the GB Performance Squad at about 25%
- A Scottish recipient of a World Championships medal in Scotland in 2015

Our key performance indicator, which secures a platform of investment from **sportscotland** for our long-term aims, is membership. Membership also brings membership fee income at both club and SOA level. Our target here is:

- An average increase in SOA membership of 2.5% per year.

## **6. Management structure, operation and administration**

### **6.1 Board of Directors**

The Scottish Orienteering Association is a company limited by guarantee and managed by a Board of Directors comprising:

President

Secretary

Treasurer

and Directors for Development, Marketing and Communications, Operations, Partnerships, and Performance. The term of office on the Board is three years.

The Board meets five times a year, when it is joined by our **sportscotland** liaison officer and the SOA Professional Officer. The Professional Officer is one of two paid staff, the other being the Development Officer. The Development Officer is based at the National Orienteering Centre at Glenmore Lodge, Aviemore, which is the SOA Headquarters. It is anticipated that from 2012 we will also have one or more paid Regional Development Officers.

The Board is also supported in its delivery of orienteering in Scotland by a number of Coordinators, Conveners and Managers who oversee the day-to-day running of specific aspects of the sport, such as Coaching Coordinator, Competitions Convener and ScotJOS Manager.

### **6.2 Clubs and Regions**

The SOA comprises 19 open clubs and one closed club (Edinburgh University OC), each with its own Committee and set of Club Officers. There are three Regions – North, West and East – comprised of the clubs in those regions and functioning in some areas such as the Junior Inter-Area Championships and in their local series of events. Each Region has a management structure

### **6.3 Annual General Meeting**

The Annual General Meeting of the SOA is held in conjunction with the Scottish Championships in late May / early June. Details of the functioning of the AGM can be found at [http://www.scottish-orienteering.org/documents/executive/soa\\_articles\\_-\\_2007-12-02.doc](http://www.scottish-orienteering.org/documents/executive/soa_articles_-_2007-12-02.doc).

The Minutes of Board Meetings and the AGM are posted on the SOA website.

## 6.4 Relationship to British Orienteering

The Scottish Orienteering Association is affiliated to British Orienteering (BOF), which is, in turn, affiliated to the International Orienteering Federation. Scotland is one of 12 regional associations within BOF, but is also the national governing body of orienteering in Scotland. In this position, most rules and guidelines for the sport are determined in BOF, but within these rules and guidelines SOA activities are determined by the special character of orienteering in Scotland, and the level of funding we receive from **sportscotland** to spend in accord with **sportscotland's** objectives. Similarly, many administrative tasks in the sport are carried out at BOF head office in Derbyshire, e.g. membership, but some are devolved to Scotland, e.g. the delivery of coach education.

## 7. Budgetary and financial procedure

### 7.1 Transformation of Financial Processes

The SOA has recognised the need to improve the effectiveness and efficiency of its financial processes and controls. In support of this the Board has endorsed a number of new Financial Policies. These address specific areas of financial risk by setting out clear expectations, procedures and principles for employee, volunteer and organisational compliance.

The focus for the SOA over this LTP period is to improve financial governance through:

1. Creation and application of **clear financial processes and procedures**
2. Clear linkage between **role accountability, supporting activity plans and financial ownership** across the Board and employees
3. Provision of **improved tools and coaching** to improve efficiency of transactions and embed the ownership of expenditure with the decision makers.

First among these is a clear statement of delegated authority which clearly defines the limits within which Directors are empowered to act. This encompasses both financial and non financial activities. Other policies include procurement, travel and expenses, cash management, financial forecasting and balance sheet integrity. Created in 2011, these will be deeply embedded into the organisation going forward and will form an essential component of all new Director induction. The policies are available on the SOA web site.

Beyond the policies themselves, a culture of cost ownership and performance delivery is being cultivated within the Board. From 2012, the SOA budget will be delegated down to Directors, aligned to their role accountabilities. Specific activity plans are expected of each Director in support of this Long Term Plan. This forms the basis of the Annual Operating Plan and the budget delegation. Our aim is to create clear line of sight from Long Term Plan, to Annual Plan with explicit milestones for delivery and aligned allocation of resource.

Improved tools are being developed to support this approach. Management spend reports and forecasting tools are now available. Efficiency is being improved with introduction of electronic banking, and Director oversight of financial affairs is being increased. It is our intention to move to a generic finance software package eg. SAGE instead of relying on current spreadsheet based approach. In the second half

of the LTP it is envisaged that this could be supplemented by performance scorecards for Directors and the SOA as a whole, once the culture has been developed sufficiently.

Finally, it is recognised that such a transformation of expectations to a transparent, activity centred approach with defined performance objectives will take time and coaching to embed in what is a largely volunteer workforce. The SOA President and Treasurer will play a key role in providing this over the period of this LTP as the changes take effect.

## **7.2 Financial Plan 2011 to 2015**

The SOA Financial Plan for this LTP period is shown in appendix 3. The plan :

1. Is **Activity based**, on the LTP objectives described above
2. **Assumes no increase in funding**, but the SOA will continue to seek additional means of support to further its objectives
3. **Is robust** and complies with the requirements laid down in the aforementioned Financial Policies

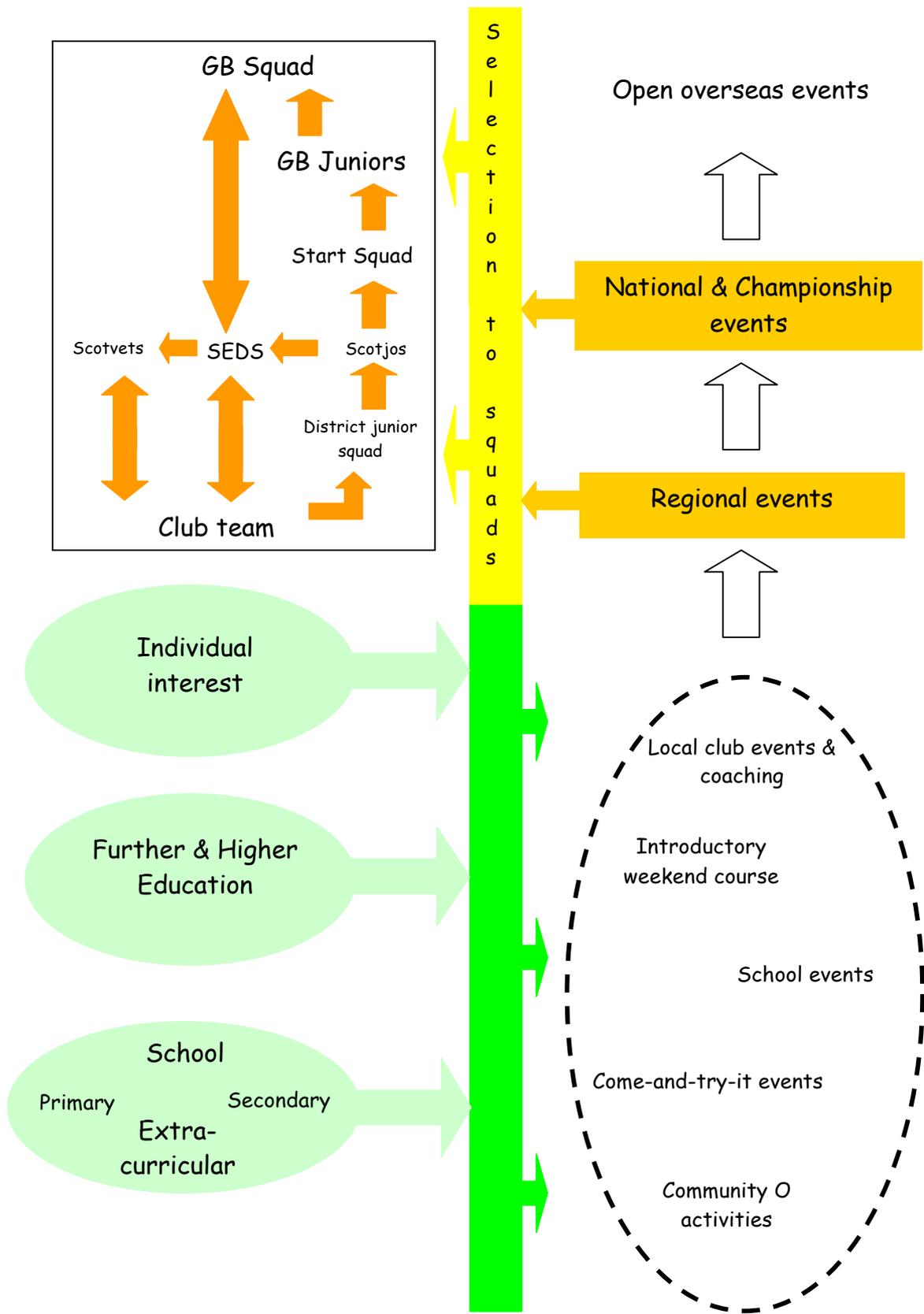
### **The following principles have adopted in line with this 4 year strategy:**

- Support 2 year RDO position
- Support an enhanced development offer for competitors, coaches and officials with the aim of growing membership, supporting improvement and increased base of experienced officials and volunteer help in what is a busy 4 years for major events.
- Support the energy currently seen in the junior development programme, subject to additional supporting funding being confirmed.
- Maintain steady support of mapping and operations
- Minimise non productive overheads as far as possible
- Strike a better balance between financial security and development of the sport by adopting an operating reserves band of £50k to £70k. Surplus funds will be put to use (in a structured fashion). Broadly speaking, any annual deficit will be limited to £20k and minimum reserves policy will apply.

### **There are funding issues that need to be resolved over the period of this 4 year plan:**

- Delivery of this plan will be facilitated by SOA obtaining charity status and the potential for ScotJOS to obtain sponsorship in 2012.
- Senior performance is currently not supported. This is not desirable in the run up to WOC 2015. A strategic plan to obtain funding support for this activity is urgently needed.
- 2013 is a difficult year, with no increase in funding and increasing expenses. This needs to be optimised during 2012.
- 2014+ is a concern in that income is not keeping pace with increasing expenditure. We may be forced into making some difficult decisions post 2015. This is not in keeping with building on the legacy of WOC2015. This has to be resolved over the period of this four year plan.

# Appendix 1a. Athlete Development Pathway



## Appendix 1b. Volunteer positions

<u>Event Officials</u>	<u>Club Officials</u>
Organiser	President
Mapper	Secretaries
Planner	Treasurer
Controller	Events Convener
IT Officials	Club Captain
Team Leaders	Coaches
Team Assistants	Equipment Officer
	Volunteer coordinator
	Committee Members
	Other, e.g. Social, Publicity

### Event Officials Pathway

Local events >> Regional events >> National events>>International events

### Club Officials Pathway

Club level >> Regional level >> National level

Initial training and CPD Courses are in place for most Event Officials and some Club Officials, notably Coaches, through the National Orienteering Centre at Glenmore Lodge.

