



Scottish Orienteering Association

Strategic Plan 2012-2015

Summary

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.

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.

Long-term Objectives

Aim 1 Objectives: To increase participation

We identify three intermediate objectives to increase participation:

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

Aim 2 Objectives: 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 school-club links.

Aim 3 Objectives: 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.

Cross-cutting action areas: resultant actions

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

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.

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. .

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.

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.

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

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.

Key targets and performance indicators

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. 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 in the 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:

- A year-on-year increase in SOA membership of 2.5%.

Financial procedures

Transformation of Financial Processes

In 2011 the Board 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.

Financial Plan 2012 to 2015

The SOA Financial Plan for this LTP period:

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