

STRATEGIC OBJECTIVE

1. PARTICIPATION.

KEY TARGETS		OWNER	2004	2005	2006	2007
A	Develop participation by schools especially via the curriculum.					
1	Promote schools orienteering via Local Authority links, school links & school maps	Clubs	7 clubs	9 clubs	10 clubs	11 clubs
2	Establish guidelines for promoting orienteering events to schools	SSOA	1	x	Review	x
3	Continue to run the Scottish Schools Orienteering Association (SSOA)	SSOA	Action	Action	Action	Action
B	Develop participation by Universities.					
1	Establish buddy Clubs to assist Universities	APO2	2 clubs	3 clubs	4 clubs	5 clubs
2	Encourage & assist Uni clubs with Fresher's week & follow up events.	Clubs	2 clubs	3 clubs	4 clubs	5 clubs
3	Hold University training weekends	APO1	2	2	2	2
C	Develop participation by Youth Organisations & other sports.					
1	Establish & develop links with Youth Orgs & other Sports & promote purple terrain runs	Clubs	7 clubs	8 clubs	9 clubs	10 clubs
D	Develop use of Junior Development Officers.					
1	Seek new funding sources to facilitate further JDO work.	Clubs	Action	Action	Action	Action
2	Establish mechanism for sharing JDO best practice	APO2	1	x	Review	x
E	Develop participation by Outdoor Activity Organisations.					
1	Establish & develop contact point in Outdoor Activity Organisations	APO2	3	5	6	x
2	Establish system for dissemination of O guidance to Outdoor Activity Orgs	APO2	x	1	x	x
3	Establish means of extracting O statistics from Outdoor Activity Orgs	APO2	x	1	x	x
F	Increase the number of coaches to assist both novice & club athletes.					
1	Develop an effective database of SOA & other Scotland based Coaches & records	See 3D2	x	x	x	x
2	Train additional coaches.	See 3D1	x	x	x	x
3	Clubs to arrange tuition for novices	See 3C4	x	x	x	x
4	Clubs to arrange club coaching & training sessions	See 3C5	x	x	x	x
5	Provide kites in NOC areas on rota system	See 3C6	x	x	x	x
G	Develop recruitment & retention procedures.					
1	Create introduction pack, buddy system, link to tuition & guidance on websites.	APO2	x	1	x	Review
2	Encourage casual participation as well as timed runs	Clubs	Promote	Promote	Promote	Promote
H	Promote use of Permanent courses.					
1	Review Permanent courses, develop database & disseminate action points to clubs	APO2	Review	x	Review	x
2	Establish new & revised Permanent courses & additional distribution point	Clubs	x	2	x	2

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2. CLUB DEVELOPMENT.

ELEMENTS OF THE PLAN		OWNER	2004	2005	2006	2007
A	Strengthen clubs through closer working between Executive, Areas & Clubs.					
1	Concentrate assistance towards struggling clubs	APO2	2 clubs	2 clubs	2 clubs	x
2	Increase the number of clubs Social Secretaries	Clubs	6 clubs	8 clubs	10 clubs	11 clubs
3	Host Club festival weekend of runs, coaching, seminars, socials, etc	APO2	1	x	1	x
4	Encourage clubs to share roles to avoid duplication of effort in same area.	APO2	4 clubs	6 clubs	8 clubs	x
5	Assist with funding applications especially for maps	PO	Action	Action	Action	Action
6	Develop database of potential and actual sponsors for clubs	See 6C6	x	x	x	x
B	Strengthen clubs through shared knowledge.					
1	Promote mutual understanding of Gov't, SOA, Area & Club aspirations	VP(A)	Promote	Promote	Promote	Promote
2	Establish mechanisms for exchange of best & poor practice knowledge	APO2	1	x	Review	x
3	Compile record of aspirations for SOA website	Web	x	x	Survey	x
4	Sift & accommodate suitable website requests	Web	Up date	x	Up date	x
5	Compile record of aspirations for Score.	Score	x	Survey	x	x
6	Sift & accommodate suitable Score requests	Score	x	Up date	x	x
7	Compile & promote library of guidelines, information, links, etc	APO2	x	1	x	x
8	Compile & distribute library of access information & event budgets	PO	x	1	x	x
9	Compile & promote marketing pack.	See 6A2	x	x	x	x
10	Make shared information available in electronic format	APO2	Convert	x	Up date	x
11	Encourage clubs to appoint publicity & marketing officer	See 6A3	x	x	x	x

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3. COACHING.

ELEMENTS OF THE PLAN		OWNER	2004	2005	2006	2007
A	Develop Coaching in conjunction with BOF. 1 Promote SOA views to BOF on grade 1-5 Coaching Certification. 2 Review & promote SOA Coaching Strategy to increase coaching activity 3 Continue to provide Scottish elite coaching & promote as GB Centre of Excellence	PO VP (P) See 7B6	Submit x x	x Review x	x Promote x	x Promote x
B	Appoint a Head of Coaching and necessary support. 1 Pursue funding for Head of Coaching & Performance Director. 2 Appoint Head of Coaching & Performance Director.	VP (P) President	Identify x	Secure Appoint	Secure x	Secure x
C	Implement Coaching Strategy through appointment of squad, club, etc, coaches. 1 Fill key coaching positions. 2 Produce & implement Coaching Programme. 3 Clubs to appoint own Coaching co-ordinator. 4 Clubs to arrange tuition for novices 5 Clubs to arrange club coaching & training sessions 6 Provide kites in NOC areas on rota system 7 Raise the profile & use of the NOC by marketing to Scots, GB & internationally	VP(P) VP (P) Clubs Clubs Clubs APO1 See 6D2	x Produce 5 clubs 5 clubs 5 clubs Provide x	Appoint Action 6 clubs 6 clubs 6 clubs Provide x	x Action 7 clubs 7 clubs 7 clubs Provide x	x Action 8 clubs 8 clubs 8 clubs Provide x
D	Provide training for Coaches to progress up the qualifications ladder. 1 Run Coaches training courses. 2 Develop an effective database of SOA & other Scotland based Coaches & records 3 Train more people to act as Coach Assessors 4 Develop a database of Coaching Assessors 5 Host First Aid courses	APO1 APO1 APO1 APO1 APO1	1 course Develop 1 course Develop 1 course	1 course Up date x x x	1 course Up date 1 course Up date 1 course	1 course Up date x x x
E	Develop Junior/intermediate coaching structure with emphasis on securing funds. 1 Identify funding for ScotJOS & SIDS. 2 Review ScotJOS Programme. 3 Review SIDS Programme. 4 Continue to fund & strengthen Area Junior Squads & their developmental activity	See 7C3 See 7C1 See 7C2 VP (P)	x x x Review	x x x Action	x x x Action	x x x Action
F	Consolidate knowledge through a Coaching Conference. 1 Host Coaching Conference.	APO2	1	x	1	x

STRATEGIC OBJECTIVE

4. FIXTURES & COMPETITIONS.

ELEMENTS OF THE PLAN		OWNER	2004	2005	2006	2007
A	Co-ordinate and ensure that a full range of competitions exists annually.					
1	Liaise with BOF to establish dates for major events 2-3 years in advance	Fix Sec	Action	Action	Action	Action
2	Produce programme of major SOA competitions 2 years in advance.	Comp Conv	Action	Action	Action	Action
3	Invite & allocate major SOA events 1-2 years in advance	Comp Conv	Action	Action	Action	Action
4	Register 90% major & 70% other events (excluding CATI's) 1 year in advance	Clubs	Promote	80/50	90/70	90/70
5	Populate & publish Year Planner via Score & web annually in advance	Fix Sec	Action	Action	Action	Action
6	Update & publicise the SOA Fixtures list fortnightly via the web & regularly in Score	Fix Sec	Action	Action	Action	Action
7	Review Competitions guidelines to ensure continued appeal	Comp Conv	1 review	1 review	1 review	1 review
8	Trial alternative competitions including park, sprint, medium, night, etc	Comp Conv	2 trials	2 trials	2 trials	2 trials
9	Seek & recommend ways to reduce the workload on event officials	APO2	Collate	Recommend	x	x
10	Bid for appropriate World status events in conjunction with BOF.	President	Review	Review	Review	Review
B	Develop inter-club competitions.					
1	Review SOA rules for club amalgamations & Ad-hoc teams	Comp Conv	Review	x	Review	x
2	Review 11-Person relay rules	Comp Conv	Review	x	Review	x
3	Review rules for other inter-club competitions	Comp Conv	Review	x	Review	x
4	Consider options for new inter-club competitions.	Comp Conv	Evaluate	x	Review	x
5	Compile guidelines for raising media & social profiles of inter-club, premier & 6-day events	APO2	x	Compile	x	x
C	Develop the quality of the premier events.					
1	Encourage use of technically demanding areas for premier events when ever possible	Comp Conv	Promote	Promote	Promote	Promote
2	Encourage use of venues during suitable seasons	Comp Conv	Promote	Promote	Promote	Promote
3	Implement embargos & rotation of venues to minimise familiarisation	Comp Conv	Action	Action	Action	Action
4	Develop Planning skills via training & gradual progression through events spectrurr	Clubs	Action	Action	Action	Action
5	Develop Planning skills via publication of ideas & experience:	APO2	Collate	Promote	Review	x
6	Produce additional planning guidelines to cover use of IT	VP(A)	x	Produce	Review	x
7	Encourage use of up-to-date maps, pre marked & bagged.	Comp Conv	Promote	Promote	Promote	Promote
8	Encourage use of electronic timing & results	Comp Conv	Promote	Promote	Promote	Promote
9	Provide tools to improve marketing of premier events	APO2	Provide	Promote	Promote	x
10	Ensure quality trophies, certificates & prizes are available for all ages at premier events	APO2	Review	Action	Action	x
11	Promote use of badge & colour badge schemes.	APO2	Review	Promote	Promote	x
12	Organise & host 6-Day competitions with aim to maintain quality & increase participation	PO	Prepare	Host	Prepare	Host
13	Maximise use of SOA colour laser printer & review & replace as necessary	Treasurer	Review	Review	Review	Review
D	Revise Fixtures information to be more logical to the unacquainted.					
1	Review infrastructure & format of Fixtures list	VP(A)	Review	Implement	Review	x
2	Accommodate BOF changes to event terminology.	Fix Sec	Action	x	x	x
3	Promote correct use of course colours & standards.	Comp Conv	Promote	Promote	Promote	Promote

STRATEGIC OBJECTIVE

5. LEADERSHIP.

ELEMENTS OF THE PLAN		OWNER	2004	2005	2006	2007
A	Strengthen operating structures with optimum use of BOF structures.					
1	Meet with BOF twice PA to share information & best practice	President	2	2	2	2
2	Develop Register of Interests & Conflicts Policy	VP(A)	Action	Review	Review	Review
3	Review & formalise Financial systems and procedure:	Treasurer	Action	x	x	x
4	Develop IT Strategy, with review of infrastructure, backup, risk & improvements:	APO2	Action	x	Review	x
5	Develop Risk Analyses & management	VP(A)	Action	x	Review	x
6	Develop Succession Plan.	VP(A)	Action	x	Review	x
7	Develop Communications Policy.	VP(A)	Action	x	Review	x
8	Create system to record demographics, participation Nos & similar statistics:	APO1	Develop	Collate	Collate	Collate
9	Provide Child Protection/Police Disclosure service	PO	Action	Action	Action	Action
10	Review & maintain database of Controllers	C of C	Review	Up date	Up date	Up date
11	Review the structure & content of Coaches database	APO1	x	x	Review	x
12	Review & re-structure membership database	APO1	Review	Up date	Up date	Up date
13	Develop a Business Recovery Plan	PO	x	Action	x	Review
14	Review & consolidate Human Resource Policy & procedures	President	Review	x	x	x
15	Review & consolidate Fraud Prevention Policy	President	Review	x	x	x
B	Develop the capacity for the delivery of services.					
1	Review SOA organisation & constitution.	President	Review	x	x	x
2	Review SOA 4-Yr Plan to compliment Government changes & BOF Plan	VP(A)	Review	Review	Review	Review
3	Review & fund Professional input requirements annually	President	Review	Review	Review	Review
4	Monitor & review present 4-Yr Plan annually	VP(A)	Review	Review	Review	Review
5	Review past expenditure & bid for Government funding annually	Treasurer	Bid	Bid	Bid	Bid
6	Seek sponsorship & other sources of income & develop related skills	See 6C4	x	x	x	x
7	Produce new Plan in yr 4.	VP(A)	x	x	x	Produce
8	Identify & exploit lobbying opportunities to promote orienteering in the wider contex	PO	Action	Action	Action	Action
9	Review, update & improve administrative processes, structures & support	APO2	Action	Action	x	x
10	Tighten expenses claims by addition of mileage details	PO's	Action	Action	Action	Action
11	Develop system for line managing Professional staff & measuring performance	VP(A)	Implement	Implement	Implement	Implement
12	Develop staff training & development Policy	Treasurer	Review	Implement	x	x

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6. COMMUNICATIONS, PUBLICITY, MARKETING.

ELEMENTS OF THE PLAN		OWNER	2004	2005	2006	2007
A	Develop media impact via contact lists, guidance packs, photos, etc.					
1	Compile marketing information & create guidelines	APO2	Compile	Promote	Review	x
2	Compile & distribute Marketing Packs.	APO2	Compile	Distribute	x	x
3	Encourage clubs to appoint publicity & marketing officer	APO2	15 clubs	16 clubs	17 clubs	x
4	Promote the submission of regular results & articles in the press	APO2	Promote	Promote	Promote	x
B	Develop internal & external networking.					
1	Up date website regularly	Web	Action	Action	Action	Action
2	Post SOA 4-Yr Plan, Constitution, Guidance documents, etc on website	Secretary	Action	x	Up date	x
3	Maintain up-to-date SOA related minutes on website	Secretary	Action	Action	Action	Action
4	Produce & publicise clear team selection criteria for SOA squads	See 7A3	x	x	x	x
5	Promote best practice use of club websites	APO2	Action	Action	Action	x
6	Promote best practice through dialogue with other sports.	APO2	x	2 sports	4 sports	x
7	Develop mechanisms for internal information sharing	APO2	x	Develop	x	x
8	Establish mechanism for exchange of best & poor practice knowledge	See 2B2	x	x	x	x
9	Consider development of internal e-mail marketing list	APO2	Review	x	x	x
10	Produce SOA Handbook.	APO1	Action	Action	Action	Action
11	Host Technical Conferences.	VP(A)	x	1	x	1
12	Produce Score magazine bi-monthly.	Score	Action	Action	Action	Action
C	Prepare in order to be able to capitalise on future opportunities.					
1	Collate media sound bites, photos, contacts, interviews, etc for rapid reactor	APO2	Compile	Promote	Promote	x
2	Compile & encourage use of displays, posters, etc	APO2	Compile	Promote	Promote	x
3	Develop knowledge & ability to target markets	APO2	Develop	Promote	Promote	x
4	Seek sponsorship & other sources of income & develop related skills	APO2	Action	Action	Action	x
5	Develop database of potential and actual sponsors & other funders	APO2	1	x	Review	x
6	Develop Communications Policy.	See 5A7	x	x	x	x
7	Seek funds to be able to promote the sport via exhibitions, presentations, displays, etc	APO2	Action	Action	Action	x
D	Promote the use of the National Orienteering Centre (NOC).					
1	Organise training for event officials including planners, controllers, organisers, IT, etc	APO1	2 courses	2 courses	2 courses	2 courses
2	Raise the profile & use of the NOC by marketing to Scots, GB & internationally	APO1	Promote	Promote	Promote	Promote
3	Consolidate the investment in the NOC equipment & premises as a Centre for Excellence	PO	Action	Action	Action	Action

STRATEGIC OBJECTIVE
7. PERFORMANCE.

ELEMENTS OF THE PLAN		OWNER	2004	2005	2006	2007
A	Develop SOA squad structure. 1 Appoint Junior, Intermediate, Senior & Veteran squad Managers 2 Devise & publish training programmes 3 Produce & publicise clear team selection criteria for SOA Squads 4 Select squads & teams for Internationals 5 Pursue funding for Head of Coaching & Performance Director. 6 Appoint Head of Coaching & Performance Director.	VP(P) Team M's Team M's Team M's See 3B1 See 3B2	Appoint Publish Publish Select x x	Appoint Publish Publish Select x x	Appoint Publish Publish Select x x	Appoint Publish Publish Select x x
B	Assist athletes' development. 1 Encourage & assist athletes to develop & review Personal Performance Plans 2 Encourage & assist athletes to have personal Coaches 3 Introduce a balanced programme of sports science support to athletes 4 Adhere to BOF Drugs testing Policy. 5 Improve the pathways for athletes to develop from junior to Uni to elite to GB level 6 Continue development of SEDS as GB Centre of Excellence for elite athlete	Team M's Team M's VP(P) VP(P) VP(P) VP(P)	Action Action Action Action Review Action	Action Action Action Action x Action	Action Action Action Action x Action	Action Action Action Action x Action
C	Develop Junior & Intermediate Squads 1 Review ScotJOS programme. 2 Review SIDS programme. 3 Identify funding for ScotJOS & SIDS. 4 Compete in the Junior Inter-Regional Championships 5 Continue to achieve significant level of GB junior team selections 6 Continue to fund & strengthen Area Junior Squads & their developmental activity	ScotJOS ScotJOS ScotJOS ScotJOS ScotJOS See 3E4	Review Review Secure Top 3 4 x	Review Review Secure Top 3 5 x	Review Review Secure Top 3 5 x	Review Review Secure Top 3 6 x
D	Attain international experience & success. 1 Develop International match(es) 2 Consolidate silver position & aim for 1 or more golds in Junior Home Internationals 3 Consolidate silver position & aim for 1 or more golds in Senior Home Internationals 4 Consolidate silver position & aim for 1 or more golds in Veteran Home Internationals 5 Continue to achieve significant level of GB squads selections 6 Encourage international exchanges & visits to gain experience 7 Seek funds & participate in potential Commonwealth Championships 2005	VP(P) Team M Team M Team M VP(P) VP(P) VP(P)	Review 1st 2nd 2nd 7 Action Plan	Review 2nd 2nd 1st 8 Action Action	Review 2nd 2nd 2nd 9 Action x	Review 2nd 1st 2nd 10 Action x

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8. ACCESS & THE ENVIRONMENT.

ELEMENTS OF THE PLAN		OWNER	2004	2005	2006	2007
A	Establish healthy guidelines for orienteering access.					
1	Develop & implement National Agreement with SNH	Exists	x	x		
2	Produce a Code of Best Practice for Orienteering Access	PO	Produce	x		
3	Produce SOA Access Agreements with external bodies (SWT, RSPB, etc).	PO	1	1		
4	Negotiate FE Access Agreement.	PO	1	x		
5	Publicise orienteering guidelines	PO	2	1		
6	Liaise with BOF & IOF on access guidance.	PO	Action	Action		
7	Establish a Capercaillie Access Agreement	PO	1	x		
B	Develop improved liaison for access negotiations.					
1	Establish active links between Club Officials & Local SNH Staff	PO	5	10		
2	Establish active links between Clubs & other access related bodies	PO	5	10		
3	Establish access parameters for sensitive sites	PO	5	10		
C	Increase mutual understanding of responsible uses in the countryside.					
1	Produce a schedule of contact details of major access related bodies	PO	Compile	x		
2	Develop understanding of land ownership issues and educate SOA members.	PO	Promote	Promote		
3	Promote better understanding of orienteering to land owners	PO	Promote	Promote		
4	Promote better understanding of orienteering to conservation bodies	PO	Promote	Promote		
5	Assist clubs with specific access problems	PO	Action	Action		
6	Publish Score articles on responsible use of the countryside	PO	1	1		
7	Provide appropriate literature to access related bodies	PO	Action	Action		
8	Attend relevant training courses & seminars	PO	1	1		
9	Organise relevant workshops for orienteers	PO	1	1		
D	Monitor & represent orienteering's best interests on access related issues.					
1	Promote SOA's best interests on all relevant areas of consultation	PO	Action	Action		
2	Provide specific responses to the Scottish Outdoor Access Code	PO	Action	Action		
3	Assist with the accurate monitoring of the impact of orienteering on the land	PO	Action	Action		
4	Collate copies of all documentation relevant to responsible access	PO	Collate	Up date		
5	Promote orienteering to Councils & National Parks Authorities.	PO	Promote	Promote		
6	Pursue alternative sources of funding	PO	Action	Action		
7	Review Access Officer Role	PO	x	Review		