


Orienteering Australia collaborates with our members states/territories to promote a growth of participation in orienteering, through facilitating a consistent and collaborative national approach aligned with the intent of the National Sport Plan [Sport 2030 - National Sports Plan](#) and the IOF Strategic Directions.



Administrative Level	Plan	Purpose	Associated Activity Plan	Measures of Success
International	International Orienteering Federation strategic plan	Provides strategic directions for all levels of orienteering internationally.	IOF activities (plus partnership activities).	National data (including mandatory reporting by members to the IOF) Collated from member and IOF data.
National	Orienteering Australia strategic plan.	Provides strategic directions for all levels of orienteering in Australia. Aligned with the National Sports Plan and the IOF Strategic Directions.	OA activities (plus partnership activities).	National data (including mandatory reporting to Sport Australia). Collated from member/state/territory data.
State	Member state/territory strategic plans.	Provides strategic directions for state association and clubs. Aligned with the OA strategic directions.	Member state/territory activities (plus partnership activities).	Member state/territory data (including mandatory reporting to OA, for the purposes of reporting to Sport Australia). Collated from club data.
Club	Club strategic plans.	Provides strategic directions for clubs and members. Aligned with member state/territory strategic directions.	Club activities (plus partnership activities).	Club data (including mandatory reporting to member states/territories, for the purposes of reporting to Sport Australia)

### Activities, responsibilities, and measures of success

The activities aligned with our strategic priorities are those where OA is responsible or has a shared responsibility.

Measures of success are internal, except where indicated (those identified as ‘Sports Australia SIA’ are required under the Australian Sports Commission / OA Sports Investment Agreement [SIA]).

**Activities are prioritised by quarterly period: first period January to March, second period April to June, third period July to September, and fourth period October to December.**

### GREAT EVENTS

Support a quality orienteering experience through the delivery of competitive and participation-focused events, and by encouraging and developing our volunteers, paid officials and those who innovate to improve our sport.

#### Goals

- Further develop our workforce’s capability to deliver high quality events.
- Deliver high quality events that comply with appropriate technical standards.

Further develop our workforce’s capability and capacity to deliver high quality events	Activity Responsibility	Activity Completion Target 2024	Achieved
<b>E-learning - Commence adaptation of our Controller Curriculum to the OA Orienteering Learning Centre. (ASC Funded Project).</b>	Director Technical/Project Leader	Third Quarter	
<b>Education - Develop and implement a course planning education framework. (ASC Funded Project).</b>	Director Technical/Project Leader	Fourth Quarter	
<b>Education – Develop a risk management module within the OA Orienteering Learning Centre for event organisers to improve event quality.</b>	Director, Technical	Third Quarter	
Deliver education courses under our Controller Accreditation framework.	Director Technical/Technical Committee/State Technical Director	Fourth Quarter	
Conduct course planning & event organisation education workshops.	Director Technical/Technical Committee/ State Technical Director	Fourth Quarter	
Conduct mapping education workshops.	Director Technical/Map Committee	Fourth Quarter	
Maintain sufficient accredited IOF Event Advisers to conduct World Ranking Events.	Director Technical/Technical Committee	Fourth Quarter	

<b>Deliver high quality events that comply with appropriate technical standards</b>	<b>Action Responsibility</b>	<b>Activity Target 2024</b>	<b>Completion</b>	<b>Achieved</b>
<b>International - Finalise a plan for the hosting of a future IOF major orienteering event by 2030.</b>	Major Events Working Group	Third Quarter		
<b>International - Finalise a plan for the hosting of a future IOF major mountain bike orienteering event by 2030.</b>	MTBO Major Events Working Group	Third Quarter		
<b>National – Complete review of the rules and guidelines of the Australian Schools Championships to promote participation and maximise event quality.</b>	ASOC Coordinator / Technical Committee	Second Quarter		
National – Continue to review and improve event quality of the National Orienteering League	HPMG / Technical Committee	Fourth Quarter		
National – Continue to review and improve event quality of the National Mountain Bike Orienteering Series	MTBO Commission / Technical Committee	Fourth Quarter		
Conduct a review of all Operations Guide documents and guidelines in the Planning, Organising and Conducting Events area of Operations Guide.	Board	Fourth Quarter		
Allocate future Australian Championships in orienteering and mountain bike orienteering and the Australian 3 Days Championships.	Director Technical / Events Committee	Third Quarter		
Plan to conduct the 2025 National Orienteering League aligned with the IOF World Championships program.	Director Technical / HPMG / Director High Performance and Coaching	First Quarter		
Plan to conduct the 2025 National MTBO Series aligned with the IOF World MTBO Championships.	Director Technical / MTBO Commission / Manager, MTBO Development	Third Quarter		
Apply for 2025 World Ranking Events in both orienteering and mountain bike orienteering that comply with IOF regulations and standards.	Director Technical / HPMG / MTBO Commission	Third Quarter		
Ensure appropriately qualified event controllers are appointed to oversee 2025 Australian Championship, Easter 3 Days, National League, Australian MTBO Championships and MTBO National Series.	Director Technical / Technical Committee	First Quarter		
Review and update competition rules annually in line with IOF updates and other changes in practice.	Director Technical/Technical Committee/MTBO Commission	Fourth Quarter		
Update National Orienteering League Guidelines as required and communicate to 2025 event organisers and competitors.	Director Technical / HPMG / MTBO Commission	Third Quarter		

Update National MTBO Series Guidelines as required and communicate to 2025 event organisers and competitors.	Director Technical / Technical Committee / MTBO Commission	Third Quarter	
Check and update if required resources on OA website for course planning, event management and mapping.	Director Technical / Technical Committee / Map Committee	Fourth Quarter	
Ensure maps for all 2025 national events (Australian Championships, Australian 3 Days, National Orienteering League, Australian MTBO Championships and MTBO National Series) comply with ISOM2017-2, ISSprOM2019-2 and ISMTBOM2022.	Director Technical / Map Committee	Fourth Quarter	

### Success Criteria (Reported December 2024)

Increase the number of accredited controllers by 3% annually. (ASC SIA)	
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### GREAT PERFORMANCES

Achieve results on the international stage with a high performance program connected to our community via a commitment to juniors and development squads at state and national levels, as well as providing opportunities for every orienteer to grow their enjoyment of the sport, regardless of their age or ability.

#### Goals

- **Promote improvement in performance for all through a strong coaching infrastructure and training culture.**
- **Support teams and squads at the state, national and international levels to perform at their best.**
- **Maintain a strong high performance administration and workforce.**

Promote improvement in performance for all through a strong coaching infrastructure and training culture	Action Responsibility	Activity Completion 2024	Achieved
<b>E-Learning - Complete adaptation of our coaching curriculum into the OA Orienteering learning Centre. (ASC Funded Project)</b>	Director Performance and Coaching / Manager, Coaching Development / Project Leader	Fourth Quarter	Yes
<b>Coaching Instruction for Everyone – Acquit project aligned with adjusted project brief. (ASC Funded Project)</b>	Director Performance and Coaching / Manager, Coaching Development / General Manager	Fourth Quarter	No
<b>Learn to Orienteer – Implement a national program from pilots conducted in 2023. (ASC Funded Project)</b>	Director Performance / Manager, Coaching Development / Project Leader	First Quarter	Yes
Conduct review of all Operations Guide documents and guidelines in the Planning, Teams, Squads and Coaching area of the Guide.	Board	Third Quarter	No
Conduct coach education workshops aligned to our Coaching Framework.	Director HP and Coaching / Manager, Coaching Development/	Fourth Quarter	No
Facilitate the engagement of member states/territories with coaches-in-residence (overseas and local) for 2025.	Director HP and Coaching / General Manager / High Performance & Coaching Committee	Fourth Quarter	No
Encourage all 2024 national squad athletes to utilise both coaches and structured planning to realise their best potential.	Director HP and Coaching / High Performance Management Group	Fourth Quarter	No

Provide opportunities for coaches to gain practical experience through roles at national training camps, with national teams and at state level.	Director High Performance and Coaching / High Performance Management Group / National Squad Coaches.	Fourth Quarter	
<b>Support teams and squads at the state, national and international levels to perform at their best</b>	<b>Action Responsibility</b>	<b>Activity Completion 2024</b>	<b>Achieved</b>
<b>International - Finalise teams to send major international events such as the World Championships, World MTBO Championships, Junior World Championships, World Cups and World University Championships.</b>	Director High Performance and Coaching / High Performance Management Group / MTBO Commission.	Second Quarter	
<b>National - Establish a team based competition for the Australian Championships Carnival</b>	Director High Performance and Coaching / High Performance Management Group	First Quarter	
Plan to arrange elite test matches with New Zealand in 2025 and 2026, preferably two per year, and junior competitions as the opportunity arises.	Director High Performance and Coaching / High Performance Management Group	Third Quarter	
Ensure fair and transparent selection processes for 2025 national teams are prepared, documented, and distributed	Director High Performance and Coaching / High Performance Management Group	Fourth Quarter	
Conduct the 2024 National Orienteering League (senior and junior) as a competition for all state teams	Director High Performance and Coaching / High Performance Management Group	Third Quarter	
Conduct the 2024 MTBO National Series as a competition for all state teams	Director MTBO / MTBO Commission	Fourth Quarter	
Consult with states to encourage all states to field athletes in the 2024 National Orienteering League.	Director High Performance and Coaching / High Performance Management Group	First Quarter	
Appoint coaches for, select, and support activities for 2024 national squads at elite and junior level.	Director High Performance and Coaching / High Performance Management Group	Fourth Quarter	
Develop plan to stage 2024 and 2025 national training camps and support other training and competition activities when the opportunity arises.	Director High Performance and Coaching / High Performance Management Group / MTBO Commission	Fourth Quarter	
<b>Maintain a strong high performance administration and workforce</b>	<b>Action Responsibility</b>	<b>Activity Completion 2024</b>	<b>Achieved</b>
Review, and update as required, relevant rules and policies (including selection policies and the NOL guidelines) in readiness for 2025	Director High Performance and Coaching / High Performance Management Group	Fourth Quarter	
Ensure personnel are appointed for the 2025 high performance program, including the Head Coach, Administrator, other high performance and coaching staff, squad/team coaches and managers, and selectors.	Director High Performance and Coaching / High Performance Management Group / MTBO Commission	Fourth Quarter	

### Success Criteria (Reported December 2024)

Increase the number of accredited coaches by 3% annually. (ASC SIA).	
Achieve and maintain a minimum 75% coach accreditation retention rate. (ASC SIA).	
Conduct at least 2 national level training camps.	
Achieve 3 top 32 results in individual formats and top 20 results in relay formats at the World Championships.	
Maintain Division 2 status for men and women at the World Championships.	
Achieve 3 top 32 results in individual formats and top 20 results in relay formats at the Junior World Championships.	
Achieve 1 top 32 results in individual formats and top 20 results in relay formats at the World MTBO Championships.	
Achieve 3 top 32 results in individual formats and top 20 results in relay formats at the World University Championships.	

### GREAT RELATIONSHIPS

Collaborate and communicate across and beyond our orienteering community to promote and support the long-term growth and success of our sport.

#### Goals

- Use communications tools to effectively promote and communicate with new and existing participants.
- Further consolidate document management.
- Further develop a unified approach to event and resource administration,

Use communications tools to effectively promote and communicate with new and existing participants	Action Responsibility	Activity Completion 2024	Achieved
Communication - Develop and implement a Communication Plan and Social Media Plan to promote orienteering. (ASC Funded Project).	OA Communication Working Group	Second Quarter	
Communication - Complete and fully implement the redevelopment of the OA website. (ASC Funded Project)	OA Website Working Group	Second Quarter	
Communication - Employ a Manager, Communications and Marketing to improve communication and promotion to enhance participation and engagement. (ASC Funded Project)	General Manager/Board	First Quarter	
Communication – Adopt and implement a Photography Policy aligned with the NIF Safeguarding Children and Young People Policy to provide guidance as to how OA will use photographic imagery in publications and online.	Board	Second Quarter	
Implement updated social media policy to improve usage, management and monitoring of social media and electronic communications for promotion and marketing.	General Manager/Director Relationships	First Quarter	
Produce timely and engaging communication content across OA communications channels to promote awareness of and engamnete in orienteering activities.	Manager, Communications and Marketing and Communications support team	All Quarters	
Maintain the OA Branding and Style Guide to inform all communication and social media	General Manager/Director Relationships	Fourth Quarter	



Ensure a monthly OA e-bulletin is delivered to members, strengthening links with state e-bulletins.	Director Relationships/E-News Editor	Fourth Quarter	
Ensure all minutes of OA Board meetings are communicated to members states/territories in a timely manner.	Board Secretary / General Manager	All Quarters	
<b>Improve document management across Australian orienteering and OA</b>	<b>Action Responsibility</b>	<b>Activity Completion 2024</b>	<b>Achieved</b>
Communication - Maintain resource repository (logos, templates, checklists etc.) for stakeholder use on new OA website	General Manager	Fourth Quarter	
Ensure all official publications are centralised in a digital repository (issuu.com/orienteeringaustralia) and the OA Google Workspace	General Manager	Fourth Quarter	
Continue to improve the Board's effectiveness in using the OA business management platform (Google Workspace)	General Manager	Fourth Quarter	
<b>Further develop a unified approach to event and resource administration</b>	<b>Action Responsibility</b>	<b>Activity Completion 2024</b>	<b>Achieved</b>
<b>Digital Systems - Improve Eventor usability addressing user need issues (ASC Funded Project)</b>	Director Operations/Eventor Working Group/Project Manager	Fourth Quarter	
Encourage the uploading of Australian map data into O-Maps.	Director Operations/General Manager/Project Manager	Fourth Quarter	
Conduct a review of all Operations Guide documents and guidelines in the Communications and Relationships area of the Guide.	Board	Third Quarter	
Maintain cost-sharing policy for ongoing development of national platforms.	Director Finance/General Manager	Fourth Quarter	
Coordinate the ongoing development and review of national digital platforms. (Eventor, OMaps, accreditation databases, education tools)	Eventor Working Group/General Manager	Fourth Quarter	
Ensure licencing for national platforms applications is maintained.	Director Finance/General Manager	Fourth Quarter	
Maintain and keep up to date the database for controller and coach accreditation.	General Manager/Manager Coaching and Officiating Accreditation	Fourth Quarter	

### Success Criteria (Reported December 2024)

Increase usage and/or engagement on digital platforms by 3% annually	
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<ul style="list-style-type: none"> <li>○ Facebook</li> <li>○ Instagram</li> <li>○ Monthly eNewsletter</li> <li>○ ISSUU (Australian Orienteer and official publications)</li> <li>○ Eventor (event entry)</li> </ul>	
<p>Increase user engagement with redeveloped website by 10% from 2023</p>	

### GREAT OPPORTUNITIES

Nurture opportunities to promote and increase participation in orienteering, and for every orienteer to grow and contribute to our community – whether as a recreational participant, competitor, volunteer, coach, or administrator.

#### Goals

- **Promote the attractiveness of orienteering to new and current participants.**
- **Increase youth participation in orienteering.**
- **Support and acknowledge volunteering in orienteering.**
- **Promote inclusive participation practices in orienteering.**

Promote the attractiveness of orienteering to new and current participants.	Action Responsibility	Activity Completion 2024	Achieved
<b>Participation - Complete and implement a “Whole of Sport” Participation Plan. (ASC Funded Project),</b>	Manager, Participation / OA Participation Working Group / General Manager	Fourth Quarter	
Participation – Receive grant applications and distribute funds from the Whiteside Bequest to enhance Australian Championships.	OA Whiteside Bequest Committee	First Quarter	
Conduct a review of all Operations Guide documents and guidelines in the Participation and Volunteer Recognition area of the Guide.	Board	Third Quarter	
Facilitate opportunities for member states/territories to share information about successful participation programs.	General Manager / Manager, Participation	Fourth Quarter	
Prioritise and acquit Sport Australia participation-based grants for programs with the greatest potential to increase the total number of unique participations.	General Manager / Manager, Participation	Fourth Quarter	
Promote the further development of digital systems (such as MapRun) that enable people to go orienteering at any time.	General Manager / Manager, Participation	Fourth Quarter	
<b>Increase youth participation in orienteering</b>	<b>Action Responsibility</b>	<b>Activity Completion 2024</b>	<b>Achieved</b>
Support and manage the role of the Sporting School Coordinator, with documented responsibilities.	General Manager/Sporting Schools Coordinator	Fourth Quarter	

Develop a plan to increase youth participation from Sporting Schools activities to community orienteering.	General Manager/Sporting Schools Coordinator	Fourth Quarter	
Promote MapRun in Sporting Schools (high schools) and on university campuses	General Manager/Sporting Schools Coordinator	Fourth Quarter	
<b>Support and acknowledge volunteering in orienteering</b>	<b>Action Responsibility</b>	<b>Activity Completion 2024</b>	<b>Achieved</b>
<b>Participation - Develop a volunteer recognition plan for 2025 implementation</b>	General Manager / Board	Third Quarter	
Encourage opportunities to take up volunteer grants (club & individual).	General Manager	Fourth Quarter	
Recognise volunteers through awards, recognition in annual reports and on the OA website.	General Manager / Manager, Awards	Fourth Quarter	
<b>Promote inclusive participation practices in orienteering</b>	<b>Action Responsibility</b>	<b>Activity Completion 2024</b>	<b>Achieved</b>
<b>Participation - Develop an OA Inclusive Practice Plan in 2024 from policy to broaden the social and cultural diversity of people participating in orienteering.</b>	OA Inclusivity Working Group	Fourth Quarter	
Ensure we offer programs which are open and inclusive to all members of the community	General Manager	Fourth Quarter	
Encourage greater youth, gender, and cultural diversity in all areas of the sport by targeting and supporting people from such groups to be coaches, controllers, organisers, mappers, and administrators.	Manager, Coaching Development / Technical Committee / MTBO Commission / High Performance Management Group	Fourth Quarter	

### Success Criteria (Reported December 2024)

Increase the number of registered orienteers by 3% annually. (Sport Australia SIA)	
Increase the number of schools registering for Sporting Schools Programs by 3% annually. (Sport Australia SIA)	
Achieve and maintain a minimum 80% membership retention rate. (Sport Australia SIA)	
Increase the number of total participations in orienteering activities by 3% annually.	
Increase in the number of participants who use MapRun or similar platforms to go orienteering by 3% annually.	

### GREAT ORGANISATION

Enhance our organisational capability through responsible sport management practices, good governance, and effective administration, and by welcoming and recognising the contribution of willing volunteers and those with specialist skills alike.

#### Goals

- **Maintain a high level of governance and regulatory compliance.**
- **Ensure the best information available to support the management of our sport.**
- **Ensure our sport is financially sustainable.**

Maintain a high level of governance and regulatory compliance.	Action Responsibility	Activity Completion 2024	
<b>Governance - Maintain compliance with the National Integrity Framework (NIF) and ensure Member States/Territories are compliant.</b>	National Integrity Manager / Board	Fourth Quarter	
<b>Governance - Complete process for Orienteering Australia to move to a company limited by guarantee.</b>	General Manager / Board	First Quarter	
<b>Governance - Review risks and align our procedures with public liability insurance requirements and NIF policies.</b>	OA Risk Working Group	Fourth Quarter	
<b>Governance - Implement a unified national membership structure for organisational efficiency.</b>	Board	Fourth Quarter	
<b>Workforce – Ensure all officers of the OA workforce are correctly employed with agreed conditions aligned with National Employment Standards</b>	Board/General Manager	Second Quarter	
Conduct a review of all Operations Guide documents and guidelines in the Participation and Volunteer Recognition area of the Guide.	Board	Fourth Quarter	
Maintain awareness of, and compliance with, all regulatory requirements, and keep affiliated bodies aware of changes which affects them.	Board/General Manager	Fourth Quarter	
Engage with the Australian Sports Commission and submit reports and plans as required.	Board/General Manager	Fourth Quarter	

Continue strong engagement with the International Orienteering Federation and other orienteering organisers in our region, to strengthen the international development of orienteering.	General Manager	Fourth Quarter	
Maintain appropriate public liability insurance.	General Manager	Fourth Quarter	
Ensure the wellbeing of paid staff and provide opportunities for continuous development.	Board/General Manager	All Quarters	
Maintain the MTBO Commission and Athletes Commission	Board/General Manager	Fourth Quarter	
Monitor the role of OA Committees to ensure alignment with strategy and operational needs	Board/General Manager	Fourth Quarter	
<b>Ensure the best information available to support the management of our sport</b>	<b>Action Responsibility</b>	<b>Activity Completion 2024</b>	
Continue to enhance OA Reporting out of Eventor	Eventor Working Group	Fourth Quarter	
Work with states to capture all event and participation data nationally for reporting.	General Manager	Fourth Quarter	
<b>Ensure our sport is financially sustainable</b>	<b>Action Responsibility</b>	<b>Activity Completion 2024</b>	
<b>Finance - Ensure OA is financially able to perform its role well</b>	Director Finance	Fourth Quarter	
<b>Finance - Investigate opportunities to increase revenue to OA from outside the sport and Sport Australia</b>	OA Revenue Working Group	Fourth Quarter	
<b>Plan to achieve a balanced operational budget by 2026</b>	Board	Fourth Quarter	
Maintain financial records and make reports as required.	Director Finance	Fourth Quarter	
Plan and update OA budgets as required.	Director Finance	Fourth Quarter	
Promote donations to the sport through the Australian Sports Foundation (ASF), with consistent branding and advertising to support national teams.	Chair/General Manager	Second Quarter	
Ensure ASC funded project grants are monitored and acquitted within project execution timelines	General Manager/ Director Finance/ Project Leaders	Fourth Quarter	

### Success Criteria (Reported December 2024)

\$10,000 donations through the ASF	
Maintain a high level of governance and regulatory compliance – No sanctions by Sports Australia, IOF or Australian Securities and Investments Commission.	
Ensure the best information available to support the management of our sport - 95% of approved Eventor reporting or membership system changes completed by programmed deadline.	
Total Project Grant Liabilities is 10% or less of total reported Current Assets	

### NEXT ACTIVITY PLAN REVIEW – BOARD MEETING 184 – MAY 27, 2024