

# Orienteering ACT Strategic Plan 2025-2030

## 1. Introduction

The Orienteering ACT (OACT) Strategic Plan 2025-2030 outlines our vision and roadmap for achieving long-term growth, sustainability, and community impact. This Plan follows the Play-to-Win methodology, designed to clarify our strategic direction and focus areas. By addressing our strategic challenges and identifying key actions, OACT is committed to growing as a leading sport that promotes adventure, exploration, and inclusiveness.

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## 2. Winning Aspiration

Our goal is to make orienteering in the ACT a thriving and financially sustainable sport where participation grows annually, volunteers feel supported and valued, and events are accessible and engaging. By leveraging our inclusive culture, innovation, and strong community ties, we aim to deliver unique experiences that inspire adventure, personal growth, and lifelong enjoyment of the sport.

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## 3. Strategic Framework

### Strategic Challenge

To grow orienteering in the ACT by increasing participation, enhancing volunteer engagement, and fostering a supportive community. Success relies on achieving sustainable growth in membership and participants, developing pathways for all participants, improving governance and technology, and delivering quality events that attract new and returning participants while supporting volunteers' contributions.

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## 4. High-Level Options (Where to Play)

### 1. Participation and Community Growth

- **Purpose:** Drive increased participation across targeted demographics by implementing initiatives, fostering a welcoming community, and creating pathways to sustain long-term engagement.

### 2. Volunteer Development and Event Excellence

- **Purpose:** Support and expand the volunteer base, particularly for key roles, through training, recognition, and workload

reduction while delivering engaging, high-quality events that attract and retain participants.

### 3. Financial and Organisational Sustainability

- **Purpose:** Ensure the organisation's long-term stability through sound financial practices, diversified revenue streams, and efficient governance to support strategic priorities.

### 4. Innovation and Awareness

- **Purpose:** Leverage technology and targeted marketing to enhance volunteer and participant experiences, streamline operations, and elevate the profile of orienteering in the ACT community.

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## 5. Strategic Pillars and Actions

### 1. Participation and Community Growth

**Strategy Focus:** 1.a. Increase accessibility and promote local events and reduce barriers for attendance. 1.b. Develop pathways for newcomers, youth and high performance athletes to build skills and confidence. 1.c. Rebranding our marketing of orienteering to attract a wider range of participants.

#### Key Actions:

- Host initial sprint series in suburban hubs in partnership with local schools.
- Run after-school "Learn to Orienteer" programs, partnering with 2 local schools in the foundation stage.
- Engage with a wider community to raise the awareness of the sport.

#### Outcomes:

- Step 1: stabilise the participation numbers
  - Step 2: aim to have increased the average participation by 20% by 2030.
  - Greater retention of members with an 85% annual membership renewal, and an increase of new memberships larger than 20%.
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## 2. Volunteer Development and Event Excellence

**Strategy Focus:** 2.a. Create volunteer pipelines with clear roles and training. 2.b. Simplify event organisation processes through digital tools. 2.c. Continue to offer event appeal with diverse and inclusive formats.

### Key Actions:

- Launch volunteer onboarding programs with role descriptions and digital resources in conjunction with Orienteering Australia (OA) and other states.
- Implement electronic registration at events.
- Recognise volunteer contributions and work with OA to develop a volunteer recognition plan, that is applicable for OACT, sustainable and is practical to implement.

### Outcomes:

- Growing our numbers of key volunteers.
  - Improved volunteer satisfaction and retention.
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## 3. Financial and Organisational Sustainability

**Strategy Focus:** 3.a. Strengthen financial viability through diversified income streams. 3.b. Implement and communicate governance practices supporting sustainability and affordability. 3.c. Establish adaptive risk management frameworks.

### Key Actions:

- Maintain eligibility for grants and actively pursue grant applications, work with OA on overarching sponsorship opportunities.
- Maintain consultation processes with ACT Parks and landowners to proactively ensure continued access to event sites.
- Conduct risk assessment of factors that could impact our current and future ability to hold events and govern the organisation.
- Create mitigation plans (e.g. environmental, climate, financial and loss of key volunteers).
- Formalise a regular audit, risk and finance management routine.

### Outcomes:

- Increased financial stability through budgeting for every major carnival to make a profit of at least \$15000, and any annual losses to be offset by profits from major Carnivals.

- Developed, agreed plans with ACT Parks and landowners for scheduled events at least 4 months prior to the event date.
  - Increased awareness of governance practices and risks.
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#### 4. Innovation and Awareness

**Strategy Focus:** 4.a. Modernise through digital tools that enhance event administration, mapping and volunteer and participant experiences. 4.b. Increase visibility through targeted outreach via social media. 4.c. Leverage partnerships with other states' orienteering organisation, and like-minded organisations.

##### Key Actions:

- Use a variety of technology to increase the production of new maps and quality of existing maps
- Implement radio tracking of athletes as they visit control sites, using the Mesh-O radio network, or similar system.
- Target our social media communication for maximum effectiveness
- Develop and run TQI-accredited workshops for teachers and scout leaders etc. in conjunction with OA.
- Run combined events with Orienteering NSW (ONSW).

##### Outcomes:

- More up-to-date maps, making course setting easier and accurate, and enhancing the experience for participants.
  - Improve the safety of competitors and provide real time knowledge for commentators and spectators at competition events.
  - Enhanced digital engagement and increased social media reach for targeted programs or series.
  - Broaden participant base, increase revenues, reduce workload, offering more diversity of events and increased competition for athletes.
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#### 6. Implementation and Monitoring

OACT will adopt a phased approach over three stages: Foundation (Years 1-2), Growth (Years 3-4), and Sustainability (Years 5-6). Key Performance Indicators (KPIs) will be used to monitor progress:

- **Foundation Stage:** Focus on building programs and partnerships.
- **Growth Stage:** Expand successful initiatives and increase participation.
- **Sustainability Stage:** Embed long-term practices and evaluate impacts.

**Governance:** Regular progress reviews will ensure alignment with strategic goals, identifying and mitigate risks, with adjustments made as needed.

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## **7. Conclusion**

This Strategic Plan positions Orienteering ACT for a future of growth, resilience, and greater community impact. By focusing on participation, volunteer development, financial sustainability, and innovation, we will ensure the long-term success of our sport and continue to foster an inclusive and adventurous community.

Strategic Pillar	How to Win Strategy	Strategic Action	Foundation (Years 1-2)	Growth (Years 3-4)	Sustainability (Years 5-6)
1. Participation and Community Growth	1.a. Increase accessibility by promoting local events and reducing travel barriers, especially for children and youth.	1.a.i. Host initial sprint series in partnership with schools	Run sprint series in suburban hubs and track attendance	Expand to 3 new hubs based on program success	Maintain and refine, with 80% retention year-on-year
		1.b.i. Run after-school "Learn to Orienteer" sessions	Partner with 2 local schools, hold regular workshops	Expand to 6 schools and monitor student retention	Embed programs within school partnerships
		1.b.ii. Establish structured coaching programs for junior and senior high-performance athletes by Year 2	Establish a mentorship program that pairs junior athletes with senior or elite competitors by Year 2	Increase participation in National Orienteering League (NOL) events by 25% by Year 4	Secure funding or establish partnerships to assist ACT athletes with their travel and training expenses for national and international competitions
	1.c. Rebrand orienteering as an adventurous, family-friendly activity, countering perceptions of the sport.	1.c.i. Engage with a wider community to raise awareness of the sport.	Deliver at least 3 Learn-to-Orienteer (L2O) programs each year at locations accessible to the wider community. Attend at least 2 community fairs each year, where orienteering can be demonstrated.	Expand to 5 L2O events per year, track sign-ups and seek participant feedback.	Integrate permanent beginner outreach into the Saturday Metro and Wednesday Twilight community event series
		1.c.ii. Host themed events with adventure focus, including creating an Annual Weekend of events on the March Canberra Day Long Weekend.	Nil for years 1-2 as focus will be on delivering the Oceania Championships in 2026 and a round of the National Orienteering League	Host 1 themed event, assess engagement and attendance. Hold events on the March Canberra Day Long Weekend.	Maintain annual or biennial showcase events
2. Volunteer Development and Event Excellence	2.a. Create volunteer pipelines with clear roles and training, to alleviate workload on existing contributors and attract new helpers.	2.a.i. Launch volunteer onboarding program with clear role descriptions targeting Controllers, Course Setters, Mappers, and Coaches	Hold annual introduction workshops for coaches, controllers, course setters and mappers	50% increase in the number of active coaches, controllers, course setters and mappers on 2024 numbers	Evaluate retention and revise as needed

Strategic Pillar	How to Win Strategy	Strategic Action	Foundation (Years 1-2)	Growth (Years 3-4)	Sustainability (Years 5-6)
		2.a.ii. Recognise volunteer contributions and work with OA to develop a volunteer recognition plan, that is applicable for OACT, sustainable and is practical to implement.	Year 1 - Develop, in conjunction with OA, the Orienteering Volunteer Recognition Plan Year 2- Implement the Plan and seek feedback	Continue annual volunteer recognition	Evaluate volunteer satisfaction and update incentives
	<b>2.b. Simplify event organisation processes and use technology to support efficient delivery.</b>	2.b.i. Implement digital tools to reduce time-consuming tasks	Implement electronic Entre-on-the-Day (EOD) registration at selected events	Full adoption of digital registration across all events	Maintain systems and collect volunteer feedback
		2.b.ii. Invest in mapping technology to ease volunteer workloads	Secure funding for technology based mapping tools and pilot the use of the tools.	Train volunteers to use new mapping tools	Maintain and update mapping tools. Enable implementation of the tools by other States
	<b>2.c. Enhance event appeal with diverse and modernised formats to better engage participants while ensuring safety and inclusiveness.</b>	2.c.i. Deliver a variety of events catering for a range of participants from newcomers to elites in both Foot-O and MTBO	Review the annual program of events to determine the optimum number of events, ensuring event quality over quantity, offering variety and being resource and financially sustainable.	Implement the program of events, seek feedback and review.	Implement the program of events, seek feedback and review.
<b>3. Financial and Organisational Sustainability</b>	<b>3.a. Strengthen financial viability and diversify revenue streams by exploring sponsorships, partnerships, and innovative cost-recovery models.</b>	3.a.i. Develop diversified income strategy	In conjunction with OA seek sponsorship and/or partnership opportunities.  Maintain eligibility for grants and actively pursue grant applications.	In conjunction with OA secure sponsorships and other diversified income streams.(event-specific or organisation-wide)  Maintain eligibility for grants and actively pursue grant applications.	Maintain sponsorships  Maintain eligibility for grants and actively pursue grant applications.
		3.a.ii. Strengthen partnerships with landowners and ACT Parks	Formalise consultation processes with mutual benefits	Maintain formal agreements and influence land access policies	Maintain formal agreements and influence land access policies
	<b>3.b. Implement and communicate governance practices that support sustainability and affordability.</b>	3.b.i. Implement and document financial governance routines, and communicate to administration and management personnel	Establish an annual financial review and transparent budget updates	Conduct internal audits and develop a multi-year budget.	Maintain stable current asset reserves and publish governance reports

Strategic Pillar	How to Win Strategy	Strategic Action	Foundation (Years 1-2)	Growth (Years 3-4)	Sustainability (Years 5-6)
	<b>3.c. Establish adaptive risk management frameworks for long-term sustainability.</b>	3.c.i. Conduct risk assessment of factors that could impact our current and future ability to hold events and govern the organisation	Review organisational risks affecting capacity as well as including issues related to climate, urban growth, and demographics.  Build mitigation plans	Review risks and the mitigation plans	Regularly revise issues, impact and mitigation plans
		3.c.ii. Formalise a regular audit, risk and finance management routine	Year 1 - Establish a Finance, Audit & Risk Sub-Committee.  Year 2- Implement 6 monthly reviews of Finance, Audit & Risks	Implement 6 monthly reviews of Finance, Audit & Risks,  Seek feedback and review	Year 2- Implement 6 monthly reviews of Finance, Audit & Risks  Seek feedback and review
<b>4. Innovation and Awareness</b>	<b>4.a. Modernise through digital tools that enhance event administration, mapping and volunteer and participant experiences.</b>	4.a.i. Launch digital tools for event administration, safety of competitors, results display and mapping	Introduce a variety of technology to increase the production of new maps and quality of existing maps.  Implement radio tracking of athletes as they visit control sites, using the Mesh-O radio network, or similar system	Review, seek feedback and refine the use of the digital tools.  Double the number of people who are skilled to use the digital tools	Review, seek feedback and refine the use of the digital tools.  Investigate additional tools that may come available for use.
	<b>4.b. Increase sport visibility by targeting schools, families, and outdoor enthusiasts.</b>	4.b.i. Offer accredited teacher and scout leader workshops for Orienteering ACT	In conjunction OA develop and pilot a TQI-accredited workshop.	Implement the workshops, and judge demand. Seek feedback and review	In conjunction with OA, establish the workshops as an ongoing supportable activity
		4.b.ii. Increase visibility through targeted outreach via social media.	Launch 3 campaigns promoting adventure, exploration, and fun	Track social media engagement (shares, comments, reach)	Maintain consistent digital presence and grow online following
	<b>4.c. Leverage partnerships with other States' orienteering organisations, and like-minded organisations.</b>	4.c.i. Run combined events with Orienteering NSW (ONSW)	Hold 2 weekends of high quality events each year that are dual OACT / ONSW events.  Share equipment with other States where it is beneficial to do so with no detriment to OACT's conduct of our event program.	Hold 2 weekends of high quality events each year that are dual OACT / ONSW events.  Share equipment with other States where it is beneficial to do so with no detriment to OACT's conduct of our event program.	Hold 2 weekends of high quality events each year that are dual OACT / ONSW events.  Share equipment with other States where it is beneficial to do so with no detriment to OACT's conduct of our event program.



To guide delivery, the following measures need to be discussed and adopted within the Strategic Plan Table. NB: The numbers are indicative.

## 1. Participation and Community Growth

Strategic Action	Quantitative Measures
Host initial sprint series in partnerships with schools	Number of sprint series hosted per year (target: 2 increasing to 3), average participant attendance (target: 30 per event).
Run after-school "Learn to Orienteer" sessions	Number of participating schools (target: 2 increasing to 6), retention rate of students (target: 60% returning attendees).
Establish structured coaching programs for junior and senior high-performance athletes	Number of programs (target 2), participation attendance (target 20 juniors & 15 seniors)
Engage with wider community to raise awareness of the sport	Number of events attended annually (target: 3 increasing to 5),
Host themed events with adventure focus	Number of themed events hosted per year (nil in 2025-2026, then 1 per year), number of participants per event (target: 150).

## 2. Volunteer Development and Event Excellence

Strategic Action	Quantitative Measures
Launch volunteer onboarding program targeting Controllers, Course Setters, Mappers and Coaches	Number of key volunteers onboarded annually (target: 10), percentage drop-out annually (target: < 20%).
Recognise volunteer contributions	Number of volunteer recognition activities annually (target: 4). number of volunteers receiving recognition awards (target: 15).
Implement digital tools to reduce time consuming tasks	Percentage of events using electronic registration (target: 100%), reduction in volunteer admin time (target: 25%).
Invest in mapping technology	Number of new mapping tools purchased (target: 2), number of volunteers trained to use mapping tools (target: 10).
Deliver a variety of events	Number of events run by OACT annually (target: 25 Community, 10 ACT League, 40 Street-O, 10 Sprint, 6 MTBO).

### 3. Financial and Organisational Sustainability

Strategic Action	Quantitative Measures
Develop diversified income strategy	Number of new income streams established (target: 3),.
Strengthen partnerships with landowners and ACT Parks	Percentage of formal partnerships to be maintained (target: 100%), percentage of event permits approved (target 100%)
Implement and document financial governance routines	Number of financial reviews conducted (target: 2 annually), variance between budget and actuals (target: <5%).
Conduct risk assessments	Number of assessments completed annually (target: 2), mitigation measures implemented (target: 3).
Establish a regular audit, risk and finance management routine	Number of annual reviews by the Audit, Risk & Finance Sub-Committee (target: 2).

### 4. Innovation and Awareness

Strategic Action	Quantitative Measures
Launch digital tools for event administration and mapping	Number of tools introduced (target: 2).
Offer accredited teacher workshops	Number of accredited workshops held (target: 2 per year), number of teachers attending (target: 20 annually).
Run social media awareness campaigns	Number of campaigns run (target: 3 annually), social media reach (target: 1,000 views per campaign).
Run combined events with other organisations	Number of events hosted (target: 4 events per year), number of participants (target: 200 per event).