

## Forth Valley Orienteers

### 4 year Club Vision and Strategic Plan 2021-2024

**Our Club Vision:** FVO is a top quality orienteering club which warmly welcomes and caters for all ages and abilities

#### Our Strategy:

- 1 Provide a variety of quality events locally, suitable for club members at all skill levels
- 2 Expand orienteering membership and participation in existing hubs (Linthgow/Dunblane) and new hubs (Callander, Falkirk and Stirling Uni)
- 3 Develop and retain our junior orienteers by providing a progression pathway for all abilities which is fun and social
- 4 Inspire and support our members to achieve their potential at both national and international competitions
- 5 Foster an inclusive club environment where volunteering is natural and supported
- 6 Ensure that orienteering can be sustained in Forth Valley in the long term

#### Our Tactics and Targets:

Status for 2024 targets - **Green=already being achieved**; **Amber=underway/on track for 2024 target**; **Red=not started/issues**

| <b>Membership</b>                         |                    | <i>The actions are the responsibility of the whole committee, the lead seeks help and advice as required</i>   |  |                          | Status (Jan 2021) |
|---|--------------------|--|--|--------------------------|-------------------|
| <i>We recruit and benefit our members</i> |                    | <b>Tactics</b>   | <b>Targets for 2024</b>  | <b>Lead</b>              |                   |
| <b>Benefits</b>                           | Club prosperity    | Maintain club spirit, communications and deliver this vision   | Fvmail e-news fortnightly, annual member survey and plan review  | President                | Green             |
|   |                    | Maintain financial health, ensure appropriate procurement and grant spend  | Annual financial audit, annual review of financial viability of Development Officer  | Treasurer                | Green             |
|   |                    | Maintain club processes and correspondence   | 6 committee meetings per year plus AGM, minutes on website within 2 weeks  | Secretary                | Green             |
|   |                    | Support professional development officer and link to CDO/RDO/SOA development   | Monthly meetings with Development Officer. Annual meeting with SOA development   | President                | Green             |
|   |                    | Achieve/maintain Silver and Gold SOA accreditation   | Review this plan annually. Silver in 2021. Gold by 2023.   | President                | Amber             |
|   |                    | Succession planning for elected and appointed committee roles  | Review role descriptions and volunteer register annually   | President                | Red               |
|   |                    | Maintain club identity   | Promote and ensure stocks/orders for club kit  | Kit manager              | Green             |
|   |                    | Hold club social events  | Club Awards night (annual), Club tea (at >1 multi-day events/yr), Pub sessions (monthly)   | Social officer           | Green             |
|   |                    | Hold club training weekends  | One per year   | General committee member | Amber             |
|   | Communication      | Use social media to enhance internal and external communication  | Produce regular private and public club facebook updates and website news items for all events and interesting club news.  | Communications officer   | Green             |
|   |                    | Maintain regular contact with new members and target with specific info, to help retention   | Provide a welcome pack, personalised emails highlighting structured training opportunities, use of mailchimp and through advice at events  | Membership secretary     | Green             |
|   |                    | Restructure website and use it as main source for club/event info, results and club resources  | Review platform, security and structure annually.  | Web Master               | Amber             |
|   |                    | Contribute copy to the local press when there are impressive stories and pictures to share   | Send 20 articles per year to Linlithgow, Falkirk, Stirling and Callander papers  | Communications officer   | Green             |
| <b>Recruitment and retention</b>          | Junior Recruitment | Coordinate/standardise newcomer blocks in club hub locations, targeted at families   | One block/year in each of the 5 hubs, use Facebook and local schools/groups to advertise   | Development Officer      | Amber             |
|   |                    | Link to Active Schools to identify/mentor primary teachers   | One teacher InTrO course run locally per year, 2 teachers taking pupils to Scottish Schools Festival   | Development Officer      | Red               |
|   |                    | Support FVO parents to organise teams for Scottish Schools Festival  | Minimum 6 schools represented, parents to coordinate team, provide specific training/events from Mar-May   | Development Officer      | Amber             |
|   |                    | Improve links to junior athletics clubs  | Talk or tailored session/yr to 2 athletics clubs/yr, preceding a suitable local event, encourage email sign up to FVO Mailchimp  | Development Officer      | Amber             |
|   | Senior Recruitment | Coordinate/standardise adult-specific newcomer sessions in local hubs  | Target sports clubs, outdoor activity organisations and bootcamp enthusiasts   | Development Officer      | Red               |
|   |                    | Support Stirling Uni students recruitment to STUOC or FVO  | Run 2 newcomer sessions on campus/adjacent, at start of each term  | Development Officer      | Red               |
|   | Membership         | Encourage newcomers to join the club   | Signpost suitable follow-up events after newcomer blocks using FVO Mailchimp, ask newcomers who attend >3 events in a year to join the club  | Membership secretary     | Green             |
|   |                    | Increase membership  | Increase from 224 (Dec 2019) to 300 by 2024  | Membership secretary     | Amber             |
| <b>Development</b>                        | Coaching           | Coordinate 4 week blocks of training for novice members followed by integrated local events  | Increase from 0 to 2 blocks per year   | Development Officer      | Red               |
|   |                    | Provide coaching opportunities for improving and experienced adults  | Increase to 5 coaching sessions per year   | Coaching coordinator     | Amber             |
|   |                    | Provide coaching opportunities for improving and experienced juniors   | Target 5 SWAT sessions per year (O/LG/G) and 5 FVO Stars sessions (W/Y/O). All regular club juniors offered STAR scheme. Annual awards (bronze, silver, gold) for all regular club juniors   | Coaching coordinator     | Amber             |
|   |                    | Increase junior retention and participation  | Coordinate fun and social opportunities to participate in orienteering through the JST and 2 SWAT/Inter-Area weekends per year   | Coaching coordinator     | Amber             |
|   |                    | Support junior members to aim for selection to the Scottish Junior Squad (ScotJOS) through mentoring and additional coaching opportunities   | 5+ juniors selected per year by 2024. Mentoring offered annually to all juniors at Orange+.  | Coaching coordinator     | Amber             |
| <b>Participation</b>                      | Participation      | Increase participation and diversity at FVO local events   | Increase average number of participants at local events event from 38 to 70. Increase diversity in participation   | Development Officer      | Amber             |
|   |                    | Encourage competitive participation within Scotland  | Scottish O League (+SOUL): increase from 60 to 90 members attending at least 1 event per year  | President                | Amber             |
|   |                    | Raise profile and encourage participation at Major events throughout the UK (British races/JK/CSC final) as attainable and attendable for all.   | Increase average FVO runs/yr at Major events, based on 3 yr rolling average. In particular, increase total runs representing FVO in relay/team competitions by 20% by 2024. Provide an FVO 'hub' (club tent/banner) in arenas at major events. Run-in competition at Scottish 6-days.  | Team captain             | Amber             |
| <b>Performance</b>                        | Individual         | Provide visibility of improvement and success, help to create an environment where club members of all ages support and inspire one other to develop and seek performance success both domestically and internationally. | Track and acknowledge total number of club members achieving medals at national events in Scotland and major events in the UK, and achieving selection for Scottish, British and International teams. Do this via awards, social media/web/press coverage, annual reports and more informal acknowledgment to make sure high performance is recognised and celebrated.   | Team captain             | Amber             |
|   | Teams              | Foster a competitive team spirit and field FVO teams to show up well at Scottish, UK and international competitions.   | Team competitions: Qualify from CSC Scottish heat each year into UK Final. Retain position as consistent top 3 in Final, with win at least 1yr in 3.<br><br>Domestic relay competitions: sustain current high numbers of relay medals across rolling three year period. Always field at least one team at Harvester Relay.<br><br>International competitions: aim to offer the opportunity at least twice in every 5 yr period for people to join FVO teams attending a large international team competition (eg Jukola) | Team captain             | Amber             |

| <b>Event Management</b>                        |                  | <i>The actions are the responsibility of the whole committee, the lead seeks help and advice as required</i>           |  |  |                              |
|--|------------------|--|--|--|------------------------------|
| <i>We plan and deliver high quality events</i> |                  | <b>Tactics</b>   | <b>Targets</b>   | <b>Lead</b>                              | <b>Status<br/>(Jan 2021)</b> |
| <b>Event Delivery</b>                          | Event strategy   | Develop a 3-year rolling National/Regional/Local event strategy integrated with Mapping & Access considerations        | Updated annually   | Events coordinator                       | Red                          |
|  |                  | Hold quality competitive and newcomer local events at regular intervals, integrated with the Club's coaching programme | Increase total events from 45 to 62 events/year by 2024  | Events coordinator / Series coordinators | Amber                        |
|  |                  | Stage large events aligned with Scottish Orienteering event calendar strategy  | 3 large events per year (2 at least regional events and 1 at least national event). Contribute volunteers to international events in Scotland where appropriate (eg Scottish 6 days)                           | Events coordinator                       | Amber                        |
|  |                  | Maximise the variety of event styles   | At least 8 of each per year: day, night, forest, urban/sprint  | Events coordinator                       | Green                        |
|  |                  | Plan and advertise the Club's event schedule on a yearly basis   | Publish late February  | Events coordinator                       | Amber                        |
|  | Event Scheduling | Work with SOA, central belt clubs and ScotIOS for an integrated schedule   | Attend SOA and fixtures meetings   | Events coordinator                       | Amber                        |
|  | Mapping          | Maintain an active inventory and OCAD file library of forest and urban orienteering maps                               | Currently 53 old/current maps  | Mapping Officer                          | Green                        |
|  |                  | Identify new areas for mapping and integrate with the 3-year event strategy  | 3 new areas per year   | Mapping Officer                          | Green                        |
|  |                  | Ensure maps (especially those used often) are kept up to date and at correct specification                             | As required throughout the year  | Mapping Officer                          | Green                        |
|  |                  | Apply for funding sources for mapping  | Identify and apply for relevant grants   | Mapping Officer                          | Green                        |
|  |                  | Review planner feedback on the Events Review Log to inform future map updates  | Use post-event feedback from every event   | Mapping Officer                          | Red                          |
|  | Access           | Maintain good relationships with all land owning stakeholders  | Ongoing  | Permissions Officer                      | Green                        |
|  |                  | Proactively determine from Forestry Commission and other land owners their forward forest activity plans               | Annually   | Permissions Officer                      | Red                          |
|  |                  | Make land access a key part of the yearly and 3-yearly event schedules   | Ongoing  | Permissions Officer                      | Red                          |
|  |                  | Maintain 'forest details' records for all mapped areas   | Currently 48 areas listed, with landowner, parking, access and other useful info   | Permissions Officer                      | Amber                        |
|  |                  | Use organiser feedback on the Events Review Log to inform future access and safety decisions                           | Use post-event feedback from every event   | Permissions Officer                      | Red                          |
| <b>Officials</b>                               | Volunteers       | Develop members as planners and organisers   | Identify members for new roles and development, hold regular conversations with club members. Increase ESW-qualified local event planners/organisers from 58 to 90   | Development Officer                      | Amber                        |
|  |                  | Provide mentoring ladder for planners, organisers, coaches and controllers   | Identify 5 members as mentors and assign to mentees  | Development Officer                      | Amber                        |
|  |                  | Provide up to date how-to manuals for event planners and organisers  | Seek post-event feedback from planners/organisers and review manuals annually.   | General committee member                 | Amber                        |
|  |                  | Maintain risk assessment library   | Use post-event feedback from planners/organisers on the Events Review Log to update risk assessment for each area, make available to organisers  | Risk assessment coordinator              | Amber                        |
|  |                  | Instigate and/or advertise training opportunities in planning, software and safety                                     | Annually where appropriate   | Development Officer                      | Amber                        |
|  |                  | Encourage progression to Event Controller  | Increase from 6 to 12 active controllers   | Development Officer                      | Red                          |
|  |                  | Encourage members to train as coaches and to upgrade where possible  | Increase from 9 active licensed coaches to 15, including 5 at Level 2+. 2 members completing Coaching Foundation course (Level 0) and 2 members completing Scottish Orienteering Young Leader course per year. | Coaching coordinator                     | Amber                        |
|  |                  | Encourage members to be first aiders   | Increase from 8 first aiders (2020) to 15 by 2024  | Development Officer                      | Amber                        |
|  |                  | Ensure all coaches and volunteers working with children have a PVG disclosure and complete CP training                 | Review and report summary position to committee 3/year   | Safeguarding officer                     | Amber                        |
| <b>Technology and equipment</b>                | Computing        | Maintain an up-to-date event timing computer software system   | SIAC units and equipment   | Electronic equipment manager             | Green                        |
|  |                  | Maintain up-to-date computer hardware, compatible with the timing software   | Includes laptops, printers and cables  | Electronic equipment manager             | Green                        |
|  |                  | Simplify/modernise local event registration and coaching admin   | Use direct payment systems/registration for newcomers. Coaching team app for coaching communications and team spirit   | General committee member                 | Amber                        |
|  | Event equipment  | Review equipment and replace when no longer suitable   | Reviewed after each Regional and National event  | Equipment manager                        | Green                        |
|  |                  | Insure equipment   | Estimate value and get/update insurance  | Equipment manager                        | Amber                        |