



Operational Plan 2021

Updated: 21 June 2021

Background

Orienteering Tasmania (OT) maintains a three-year Strategic Plan. The Strategic Plan states OT's agreed Objectives, Values and Strategies for a three-year period. Please see <https://tasorienteeing.asn.au/index.php/administration/ot-operational-manual>

This Operational Plan is reviewed annually and is an agreed statement of the activities that will be carried out during the upcoming year to achieve the Objectives and Strategies outlined in the Strategic Plan.

The formulation of a final agreed list of priority OT activities is influenced by the timing of factors such as applying for external funding. As background some of these constraints include:

- Mid-August - CSR Grant application for following year is due
- Mid-year- Calendar preparations commence
- End November - Success or otherwise of CSR Grant advised
- January - Draft budget prepared
- January - Last chance to easily change CSR grant KPIs for current year
- March - Board members appointed at AGM
- July - CSR Grant 6 month review due

Policies & Procedures

The operations of OT are guided by policies and procedures. Please see the [OT Operational Manual](#) to view these.

Many of these policy documents include mandated actions and associated time frames that require regular review and inclusion in the Action Plan.

Portfolios

Orienteering Tasmania's activities are structured around several portfolios. Each Portfolio has a set of activities aligned with OT's agreed strategies. Currently four portfolios are recognised:

1. Development
2. Technical
3. Performance
4. Governance & Administration

For more information on the administrative structure of OT please see <https://tasorienteeing.asn.au/index.php/administration/ot-management-structure>

This Operational Plan should be read in conjunction with the position descriptions of Board members and other volunteers. Please see the [OT Operational Manual](#) to view these.

Strategies

Orienteering Tasmania's Strategic Plan identifies strategies that will be implemented to achieve its objectives as follows:

Orienteering Tasmania in partnership with Orienteering Australia, affiliated clubs and Communities, Sport & Recreation Tasmania will:

Portfolio	Objective	Strategies
Development	OB1	ST1 - Promote orienteering as an internationally recognised sport and recreational activity within the community and government via direct contact and electronic media
	OB2, OB3	ST2 - Use research and/or surveys to understand orienteering's target "audience" and what would influence them to become members and/or attend more events
	OB2, OB5	ST3 - Maintain a high level of engagement with existing members
	OB2	ST4 - Offer and publicise events, benefits and/or financial incentives that attract new members
	OB3, OB5	ST5 - Offer and publicise events and/or financial benefits that encourage members to attend more events
Technical	OB4	ST6 - Train and maintain the skills of sufficient event controllers, course planners and operators of event software
	OB4	ST7 - Develop mapping skills within Tasmania and recruit high standard Australian and overseas mappers as required
	OB7, OB8	ST8 - Map or re-map sufficient areas to allow the implementation of OT's annual calendar of events and upcoming national or international events
	OB7	ST9 - Procure and maintain high quality equipment and event management software

Portfolio	Objective	Strategies
	OB4, OB7	ST10 - Provide tools to ensure that organising events is as easy and efficient as possible
	OB4, OB7	ST11 - Monitor events to ensure that orienteering technical standards meet those required by the relevant orienteering rules and provide feedback to organisers if they do not
Performance	OB4	ST12 - Train and maintain the skills of sufficient coaches and team managers
	OB6	ST13 - Develop and implement coaching programs that assist orienteers of all abilities improve their technical skills
	OB6	ST14 - Develop and implement programs to select and train representatives of State teams
	OB6	ST15 - Assist representatives of State and National teams attend national/international competition
Governance & Administration	Many	ST16 - Produce an annual state-wide calendar of orienteering events and coaching sessions that encourages participation by people of all ages and abilities in both an urban and bush environment
	OB8	ST17 - Develop and implement policies that foster inclusiveness, gender equity and that protect members from harm
	OB9	ST18 - Evaluate and manage risks that might impact OT's activities
	OB9	ST19 – Use external grants and internal revenue to maintain a balanced budget over a rolling five-year period along with sufficient cash reserves to protect OT from possible reductions in external funding.
	OB9	ST20 - Maintain a high standard of Information Technology services (website & social media platforms, databases, reporting tools). Protect all systems against data loss and/or or security breaches
	OB9	ST21 – Ensure that significant volunteer positions are filled, Strategic & Operational planning is conducted, and that Board succession planning is in place

Portfolio	Objective	Strategies
	OB9	ST22 - Ensure that member clubs remain viable and ensure that clubs are represented on the OT Board
	OB9	ST23 – Comply with our legal and taxation responsibilities
	OB9	ST24 – Ensure important information is shared with clubs and members of OT and request and accept feedback on OT’s activities
	OB10	ST25 - Plan and conduct a successful Australian Championships carnival in 2021
	OB10	ST26 - Financially support and liaise with Orienteering Australia.
	OB11	ST27 - Ensure that volunteer service is recognised, and documentation of awards remains up to date

Operational Plan – Development Portfolio

Responsibility: Director, Development

Strategy	Actions	Board Review?	OT target or CSR KPI	Achieved?
ST1	With the Marketing & Communications Manager, update OT's Marketing & Communications Plan	Yes	Annual review after AGM	
ST2	Survey orienteers to find out what they want and what motivated them to start and continue orienteering, particularly in the bush	Yes	Every three years. Schedule survey for 2021	
ST3	Maintain a constant stream of information on orienteering, including at least 50 website news updates and 50 <i>Facebook</i> posts	No		
ST3	Publish/distribute 50 issues of a weekly e-Bulletin, and four issues of the Australian Orienteer magazine (paper and electronic based)	No		
ST3	Annually review the following OT policies <ul style="list-style-type: none"> • Junior Scholarship Policy • Marketing Plan 	No	Annual review after AGM	
ST4, ST5	Cross-promote orienteering with target groups such as adventure racing, rogaining, mountain biking, running, bush walking, scouts, outdoor education, and other bodies with an interest in outdoor fitness.	No		

Strategy	Actions	Board Review?	OT target or CSR KPI	Achieved?
ST4, ST5	Run introductory orienteering sessions for Primary, High School and Community Groups	No		
ST4, ST5	Implement our involvement in the ASC Sporting Schools programme.	No		
ST5	Upgrade existing Permanent Courses	No	Domain, Upper Ridgeway	
ST5	Capture the number of people downloading Permanent Course Maps	No		
ST5	Survey people who have downloaded Permanent Courses to ascertain usage	No	Complete survey in 2021	
ST5	Implement MapRun mobile phone technology	No		

Operational Plan – Technical Portfolio

Responsibility: Director, Technical

Strategy	Actions	Board Review?	OT target or CSR KPI	Achieved?
ST6	Provide the opportunity for orienteers to attend a controller course or engage in a suitable online controller course.	No		
ST6	Maintain a register of accredited Controllers and assist controllers in maintaining their accreditation.	No	Annual mid-year	
ST6	Disseminate event controlling and course setting tips to members via web news, E-bulletin, etc	No	Started the Tech News email bulletin	
ST6	Run event management and course planning workshops	No	Annual – possibly use CiR	
ST7	Encourage development of additional mappers through access to training and provision of OCAD software	No	School maps by CiR	
ST8	Map or update six minor bush or urban orienteering maps	No		
ST8	Ensure suitable maps are available for each Tasmanian Championship [Sprint, Middle, Long & Relay, Schools] and upcoming national events	No		
ST8	Maintain a map register in online storage that contains name of map, version number of map, location, OCAD status, date last updated and comments about use of the map	No		
ST9	Ensure that the quantity and quality of SPORTIdent equipment is sufficient to enable OT's event program	Yes		

Strategy	Actions	Board Review?	OT target or CSR KPI	Achieved?
ST9	Annually review the following OT policies <ul style="list-style-type: none"> • Event Organisation Guidelines • Event Safety Policy • Correction of Orienteering Maps Policy 	Yes	After AGM	
ST10	Develop & maintain Memoranda of Understanding with larger land holders to ensure ongoing land access on a needs basis.	Yes	Renew the 'Authority to Conduct Orienteering Events on Reserved Land and Crown Land' with PWS at the beginning of each year.	yes
ST10	Review and update the website based "Organisers Toolkit" at the start of each calendar year	No		
ST10	Ensure everyone involved in event organisation for the upcoming year knows of the existence and content of the "Organisers Toolkit"	No	After calendar finalised. Advertise more regularly in bulletin.	
ST10	Ensure OA PI insurance details made available to volunteers	No		

Operational Plan – Performance Portfolio

Responsibility: Director, Performance

Strategy	Actions	Board Review?	OT target or CSR KPI	Achieved?
ST12	Provide the opportunity for orienteers to attend a state-wide coaching course or engage in a suitable online course.	No		
ST12	Maintain a register of accredited coaches and assist accredited coaches in maintaining their accreditation.	No	Annual mid year	
ST12	Collect, prepare and disseminate coaching ideas and materials; keep coaches and members up to date on the development of coaching techniques.	No		
ST12	Annually review the following Position Descriptions <ul style="list-style-type: none"> • Junior team officials appointment • Managers Junior team • Coaches Junior team • NOL Manager • State coaching coordinator 	No		
ST12	Annually review the following Codes of Conduct <ul style="list-style-type: none"> • Team officials • Junior team members • Schools team parent • NOL team member 	No		

Strategy	Actions	Board Review?	OT target or CSR KPI	Achieved?
ST13	Plan and co-ordinate OT's coaching program via the State Coaching Coordinator	No	Coaching for transition to moderate courses needed	
ST13	Recruit up to two Coaches in Residence	Yes		
ST13	Provide "coaching for all" initiatives including at least two state-wide coaching camps or weekend training opportunities attended by 10 or more participants	No		yes
ST13	Enhance the orienteering experience for new participants by promoting access to the online resources for beginners on the what, why, where and how of orienteering, including videos and training guides prepared by Orienteering Australia.	No	Review annually.	
ST14	Establish and publish criteria for the selection of State teams representing Orienteering Tasmania and appoint selectors to select such teams.	Yes		
ST14, ST15	Coordinate participation of the Tasmanian Teams in JNOL/NOL through the NOL Team Manager/Coaches.	No		
ST14, ST15	Coordinate participation of the Tasmanian team in the Australian Schools Championships through the Schools Team Manager/Coaches.	No		
ST15	Recommend and nominate orienteers and coaches for any relevant scholarships and awards for which they are eligible.	No		
ST15	Annually review the following OT policies	Yes		

Strategy	Actions	Board Review?	OT target or CSR KPI	Achieved?
	<ul style="list-style-type: none"> • National Orienteering League Team Support Policy • National Orienteering League Uniform Policy • Tasmanian Team Selection Policy • National Team Representative Support Policy • Schools Team Officials Reimbursement Policy 			

Operational Plan – Governance & Administration Portfolio

Responsibility: Board members

Strategy	Actions	Responsibility	OT target or CSR KPI	Achieved?
ST16	Work with the Event Program Coordinator to prepare an event program and publish this on the OT website and as printed copies	Board	CSR KPI 2022 event program by January 2022	
ST17	Encourage gender equity and inclusiveness by targeting and encouraging female orienteers and social minority groups who would have the required skills to be good coaches, controllers, organisers, and state administrators and Board members.	Board	Bi-annual womens coaching weekend; next was due to be 2020, but cancelled due to COVID-19. Will run in 2021 instead.	
ST17	Ensure that each Club has a Member Protection Information Officers available for members to approach.	Board	Confirm MPIOs happy to continue; update contact info	
ST17	Ensure that members are aware of the MPIOs	President	Advertise existence of MPIO in bulletin	
ST17	Ensure all appropriate people have completed Working with Children and Vulnerable People Checks	Director, Performance	Maintain a register.	
ST17	Annually review that web links to the following OA policies exist: <ul style="list-style-type: none"> • Member Protection Policy • Gender Equity Policy • Inclusion Policy • Infectious diseases Policy • Social Media Policy 	Secretary	Quick check once a year	

Strategy	Actions	Responsibility	OT target or CSR KPI	Achieved?
	<ul style="list-style-type: none"> • Anti-doping Policy • Privacy and Eventor Permission • Competition Rules (in Organiser's Toolkit) 			
ST17	Annually review the following OT policies: <ul style="list-style-type: none"> • Working with Children Policy 	Board	Quick check once a year to ensure not out of date	
ST18	Annually review OT's Risk Management Policy & Plan and the associated risk register	President		
ST18	Ensure most recent insurance policy is available on our website	Secretary	Early in year	yes
ST19	Prepare annual CSR Grant application	President	August	
ST19	Prepare 6 Monthly CSR grant review report	President	July	
ST19	Monitor grant expenditure against KPIs	Treasurer		
ST19	Prepare a three-year rolling budget in consultation with the Board	Treasurer	Feb	yes
ST19	Annually review membership and event fees	Treasurer	September	
ST19	Annually review the following OT policies, and ensure new Board members and Club treasurers are aware of the appropriate policy <ul style="list-style-type: none"> • OT & Clubs Funding & Resources Policy • Expenditure Authorisation Policy • Volunteer Reimbursement Policy 	Treasurer	Quick check once a year to ensure not out of date	yes

Strategy	Actions	Responsibility	OT target or CSR KPI	Achieved?
	<ul style="list-style-type: none"> • Paid Employees Policy • Fundraiser Policy 			
ST20	Ensure accurate membership and participation data is captured for all members (casual and full) who participate in orienteering events.	President		
ST20	Update and employ systems to protect all IT systems against data loss or security breaches	President	Annual review	
ST21	Update Strategic Plan every three years	President	Next review required mid-2021	
ST21	Ensure succession planning is in place and recruit new members to the OT Board to ensure all Board positions are filled	Board		
ST21	Investigate a change to the OT Constitution to have a staggered rotation for the election of directors	Board	CSR KPI	yes
ST21	AGM must be held by end March with three weeks' notice given to members	Secretary	Early in the year: Organise AGM and notify members	yes
ST21	Hold a minimum of four Board meetings per year	Secretary		
ST21	Call for nominations of Board members to be received 10 days before AGM	Secretary		
ST21	Coordinate the annual review of OT's Operational Plan	President	Early in year	

Strategy	Actions	Responsibility	OT target or CSR KPI	Achieved?
ST22	Monitor governance and financial management of affiliated clubs to ensure their ongoing viability. Ensure club representatives are represented on the OT Board	Board		
ST22	As required, review and re-negotiate the Resource Agreement with Clubs	Treasurer	Re-negotiated in 2019	
ST23	Manage employee remuneration, insurance and superannuation. Liaise with Shoebox Consulting	Treasurer		
ST23	Ensure all paid employees have MOUs or contracts	Board		
ST23	Annual return to Dept of Justice	Secretary	After AGM	
ST23	Present the accounts, books and records of OT to the auditor for examination	Treasurer	Before AGM	
ST24	Ensure that members are aware of Orienteering Tasmania's Operational Manual and other useful resources	Board	Advertise in bulletin and club newsletters now and again	
ST25	Plan and conduct a successful Australian Championships carnival in 2021	Board		
ST26	Membership & participation statistics to OA	Secretary	Upon request	
ST26	Calculate & pay event levies & member fees to OA	Treasurer	Upon request	
ST26	Appoint OA councillor; attend OA annual conference and special meetings	President		

Strategy	Actions	Responsibility	OT target or CSR KPI	Achieved?
ST27	Co-ordinate the presentation of awards and trophies, including: <ul style="list-style-type: none"> • Maintaining records of past awards. • Maintaining records of where perpetual trophies are. • Obtaining and tallying votes for the Vice Presidents' award. 	Vice President	Prior to awards night	
ST27	Ensure the following documents are updated: <ul style="list-style-type: none"> • Office Bearers & Life Members • International Representation • National Championships Results & Awards • State Awards and State Champs Results • National Orienteering League Representation • Orienteering Australia Trophy Winners • National and International Service (new) 	Vice President		
ST18	Prepare and implement a COVID-19 Safety Plan, and communicate this widely to all participants, organisers, volunteers, government departments and landowners.	Board		