**Mar Orienteering Club**

2015

**Mar Orienteering**

**Sport Development Plan**

**Paul McMillan - with updates by Sarah Dunn, Mar 2015**

Contents

[1 Introduction 1](#_Toc415211755)

[2 Development Objectives 1](#_Toc415211756)

[3 Current Position 1](#_Toc415211757)

[3.1 Membership 1](#_Toc415211758)

[3.2 Participation 2](#_Toc415211759)

[3.3 Event Areas and Mapping Base 2](#_Toc415211760)

[3.4 Competitive Success 3](#_Toc415211761)

[4 Membership and participation 6](#_Toc415211762)

[4.1 Membership 6](#_Toc415211763)

[5 Inter Club Cooperation 7](#_Toc415211764)

[6 Strategic Mapping Programme 7](#_Toc415211765)

[7 Talent Development and Performance 8](#_Toc415211766)

[8 Community and School Awareness 9](#_Toc415211767)

[9 Major Events Strategy 10](#_Toc415211768)

[10 Volunteer Development 10](#_Toc415211769)

[11 Technology and Communication 11](#_Toc415211770)

[12 Action Points 11](#_Toc415211771)

# Introduction

This document presents a five year development plan for the Mar Orienteering Club. While the club has been successful there is a consensus within the committee and senior members of the Club that there is an opportunity to build on this success and take Orienteering on to a new level. This opportunity can only be grasped if the club produces and communicates a clear development strategy for the future. This Plan is a key part of the process.

The plan presents a summary of the current position of the club and the sport and then sets objectives and targets for the future.

This document will be subject to continual review and update as necessary in response to changing circumstances, opportunities and objectives for the Club.

# Development Objectives

The core objectives of the Sport Development Plan are as follows: -

* Increased Membership and Participation
* Improved Inter-Club cooperation
* Long term Strategic Mapping Programme
* Structured Talent Development Programmes
* Community and School awareness and participation Programmes
* Major Events Strategy

Before expanding on the Plan objectives it is important to summarize the baseline conditions on which the Plan is founded.

# Current Position

This section of the Plan summarizes the status of the Maroc club and the Sport of Orienteering in North East Scotland to provide an understanding of the baseline conditions on which the Development Plan seeks to build.

## Membership

Central to the success of any sport is a strong club membership base. Maroc has currently about 125 members with a near 50/50 split between seniors and juniors and a 55 / 45 split between Male and Female. This is a healthy position and one which provides for a sustainable future provided we can retain the juniors in the sport through to Senior membership. However, it is a notable characteristic of the area that juniors tend to move away once they reach adulthood, and a high loss rate from the club must be expected. In this regard, involvement of parents at the outset is key to achieving a sustainable future going forward. The existing position will only be sustained, by continuing to offer regular and varied orienteering events and training for existing members and newcomers alike together with a continued recruitment drive.

Table 1 Mar Membership

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Membership** | **2014** | **2013** | **2012** | **2011** |
| Seniors | 65 | 71 | 54 | 69 |
| Juniors | 66 | 70 | 59 | 59 |
| **Total** | **131** | **141** | **113** | **128** |

## Participation

The main indicator of club activity is event participation. Summaries of participation figures at events run by Mar for the last four years are given in table 2

Table 2 Mar Event Participation

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **2014** | **2013** | **2012** | **2011** |
| Seniors | 1187 | 1147 | 2247 | 1216 |
| Juniors | 749 | 738 | 1480 | 780 |
| **Total** | **1936** | **1885** | **3727** | **1996** |

In addition to participation at these local events many Mar members participate in larger events such as the Scottish Orienteering League events, Scottish and British Championships and the Jan Kellstrom. The Club has also had representation at major international orienteering events over recent years e.g. Jukola and Venla relay events in Finland and the O-Ringen in Sweden.

## Event Areas and Mapping Base

Orienteering is only possible if there are mapped areas in which to base events. Mapped areas are effectively orienteering stadia. Additionally, because orienteering is a test of both navigational skill and speed through varied terrain, if a mapped area becomes overused then it ceases to be a challenge and looses its value as a venue for events. Only by maintaining sufficient mapped areas encompassing a range of different terrain can the club put on an events programme that is both enjoyable and challenging which will continue to maintain interest for existing members and attract new members.

The Maroc mapped areas are given in Table 3 along with the size (small or large) of the area, date last used. While at first glance it would appear that the existing mapped areas provide an adequate basis for hosting events the reality is that many of these areas are small and of moderate technical quality and are therefore only suitable for local events and training. It is also the case that the use of some areas is severely restricted due to factors such as Capercaillie and in some case access is no longer possible due to a change in ownership or a change in attitude to use of the land. In addition to the maps listed there are approx 70 schools maps across Aberdeenshire, approximately half of which fall in the Mar areas.

Table 3 – Mar Mapped Areas and Usage

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Area | Size | Last Used | Area | Size | Last Used |
| Creag Choinnich | Large | 2012 | **Bellwood** | Small | 2014 |
| Glen Feardar | Large | 2012 | **Dess** | Small | 2014 |
| Inver | Large | 2013 | **Carlogie** | Small | 2013 |
| Alltcailleach | Large | 2012 | **Feughside** | Large | 2013 |
| Pannanich | Large | 2012 | **Corsedardar** | Small | 2015 |
| Cambus o May | Large | 2015 | **Sluie** | Small | 2013 |
| Inchmarnoch | Large | 2014 | **Potarch** | Large | 2013 |
| Redburn | Large | 2014 | **Shooting Greens** | Large | 2014 |
| Glen Davan | Small | 2012 | **Bogendreip** | Large | 2015 |
| Haughton & Murray | Small | 2013 | **Glen o Dee** | Small | 2015 |
| Balnagowan | Large | 2015 | **Tilquhillie** | Small | 2014 |
| Coull | Large | 2014 | **Dinnet Muir** | Large | 2015 |
| Glen Tanar | Large | 1998\* | **Balmoral** | Large | 2014 |
| Birsemore | Large | 2014 |  |  |  |

\*Re-mapping of Glen Tanar planned for spring 2015 for WOC test races

In addition to our own mapped areas Maroc also have access to, through competitions organised by the Grampian Orienteering Club, the Gramp Club areas.

Over the last 4 years Maroc have held between 8 and 12 Level C or D colour coded events in a year and in addition also hold around 6 night orienteering events and 3 evening summer sprint events. To avoid fixture clashes the Club coordinate the events calendar with Grampian Orienteering who hold a similar number of events. In addition to this there is also a programme of regular training events held on weekends when there are no local competitions.

Maroc have also been involved in hosting larger regional Scottish O League events and National events such as the Scottish 6 Days (held every 2 years), the Scottish Champs and the Jan Kjellstrom (JK). In 2012 Mar were the lead organizing club for the Jubilee 5 incorporating the Scottish Championships and in 2014 hosted a World Ranking Event at Balmoral.

## Competitive Success

Maroc have had good competitive success especially in the Junior age classes and the development programmes within the club have produced some outstanding young orienteers in recent years. These youngsters who have achieved success at Scottish, GB and in some cases international events have gone on to represent Scotland and GB at the European Youth Orienteering Championships and the Junior World Orienteering Championships. Some of the main highlights in recent years are outlined below: -

**2011**

Scottish Championships

* Age Class Winners - 3
* Age Class 2nd - 2
* Age Class 3rd - 4

British Championships

* Age Class Winners - 3
* Age Class 2nd - 2
* Age Class 3rd - 1

**2011 cont.**

Jan Kjellstrom

* Age Class Winners - 0
* Age Class 2nd - 1
* Age Class 3rd - 1

Squad Representation

Scottish Junior Squad - 8

British Talent Squad - 0

International Representation

European Youth Orienteering Championships - 1

**2012**

Scottish Orienteering League

* Age Class Winners - 3
* Age Class 2nd - 1
* Age Class 3rd - 4

Scottish Championships

* Age Class Winners - 3
* Age Class 2nd - 2
* Age Class 3rd - 2

British Championships

* Age Class Winners - 0
* Age Class 2nd - 1
* Age Class 3rd - 0

Jan Kjellstrom

* Age Class Winners - 2
* Age Class 2nd - 0
* Age Class 3rd - 1

Squad Representation

Scottish Junior Squad - 7

British Talent Squad - 1

**2013**

Scottish Orienteering League

* Age Class Winners - 3
* Age Class 2nd - 2
* Age Class 3rd - 4

Scottish Championships

* Age Class Winners - 3
* Age Class 2nd - 1

**2013 cont.**

* Age Class 3rd - 4

British Championships

* Age Class Winners - 1
* Age Class 2nd - 2
* Age Class 3rd - 2

Jan Kjellstrom

* Age Class Winners - 1
* Age Class 2nd - 1
* Age Class 3rd - 1

Squad Representation

Scottish Junior Squad - 11

British Talent Squad - 2

International Representation

European Youth Orienteering Championships - 2

**2014**

Scottish Orienteering League

* Age Class Winners - 5
* Age Class 2nd - 4
* Age Class 3rd - 6

Scottish Championships

* Age Class Winners - 2
* Age Class 2nd - 5
* Age Class 3rd - 2

British Championships

* Age Class Winners - 2
* Age Class 2nd - 3
* Age Class 3rd - 2

Jan Kjellstrom

* Age Class Winners - 1
* Age Class 2nd - 1
* Age Class 3rd - 1

Squad Representation

Scottish Junior Squad - 11

British Development Squad - 1

British Talent Squad - 2

International Representation

European Orienteering Championships - 1

World Orienteering Championships - 1

World University Orienteering Championships 1

Junior World Orienteering Championships - 1

Junior European Cup - 1

# Membership and participation

The future plans for both Mar and Gramp must be built around a secure and sustainable membership base which will ensure continued strong participation in local events.

## Membership

The membership of Mar would on the face of it appear to have an ideal profile with large numbers of juniors suggesting that the club has a strong membership potential for the future. The reality is however that many of these juniors do not go on to become senior members leaving the senior membership of the club somewhat static. The challenge that Mar face is to attract and retain, in the sport, more of the parents of the junior members, alongside continued recruitment of new juniors. This challenge is not unique to Mar or for that matter to orienteering. Maintaining active participation interest in any sport beyond teenage years is challenging.

Mar will put in place a four point plan to encourage more junior and senior members to join and stay with the club. The elements of this plan are:-

* Target
* Train
* Support
* Retain

***Targeting*** will involve encouraging more parents to join the club through a family membership and also generally raising the awareness of the sport in the Mar area through better publicity particularly of senior activities and achievements of the club. The high level of junior success is well publicized but to those outside the club probably paints a picture of a junior dominated sport as senior achievements and activity are very rarely mentioned in publicity.

***Training*** is being provided specifically for members new to the sport as seniors. This programme has been running for a couple of years now and has resulted in a number of parents of active junior members becoming participants rather than simply bringing their children to events.

***Supporting*** the development of all orienteers beyond the initial period of training is critical to ensuring a long term involvement in the sport. This is mostly about providing opportunities for seniors to participate and develop their orienteering but also raising awareness that there is support available from the club coaches as and when required (for example to provide input and advice following a run). Programmes of organized physical training are also a key part of the support programme, Regular circuit training sessions run by the club over the winter are well attended by both junior and senior members but could be better publicized and supplemented by long terrain runs when there are no events on.

***Retention*** of senior members is always a challenge particularly once their children move away or leave the sport. Ultimately retention is down to maintaining interest which in turn is dependent on offering regular opportunities to participate in quality orienteering events run in challenging and varied terrain. The ability to achieve this is totally dependent upon Mar having a wide range of quality mapped areas such that none are overused.

The existing and extremely successful junior recruitment, development and retention programmes which are already in place and which are largely responsible for Mar being the most successful club at Junior level in Scotland will continue alongside the above senior membership programme. The high levels of junior success in the club and the creation of School Orienteering Clubs at Aboyne Academy and Banchory Academy help to raise the profile of the Club to a wide junior catchment for potential members. With the School Clubs having achieved individual Gold, Silver and Bronze medals and team Bronze medals at the World Schools Orienteering Championships in recent years the profile of orienteering in the schools is good. However, it is notable that more recent recruitment has been dominated by juniors from the Banchory Academy catchment and the profile of orienteering at Aboyne Academy has diminished.

# Inter Club Cooperation

Mar and Gramp have cooperated well for many years particularly when it comes to coordinating the events programme and also in the procurement and use of electronic timing equipment for events. There is also a healthy inter club rivalry at junior level in the John Duncan Deeside Cup events and at senior level in the Deeside Night Orienteering Cup series. There are several areas, however, where cooperation could be developed further.

***Membership –*** as noted above in Section 4 the membership of the two clubs differs and there is little doubt that both would benefit from sharing experience and approaches to attracting and retaining junior and senior members.

***Mapping –*** a strategic review of the mapped areas of both clubs is probably long overdue. The aims of the review would be: -

* Identify those areas worthy of continued use
* Prioritise map updates
* Identify new potential areas
* Agree on a NE five year mapping programme

***Competition –*** increased inter-club competition at a senior level would almost certainly add more interest to the local events.

# Strategic Mapping Programme

Maroc has a large stock of areas and maps, however these are ageing and several need revision to bring them up to date. Over the past 5 years we have undertaken revision and updating maps on an ad-hoc basis together with maps of two large new areas, all funded from club reserves.

In 2012 Maroc procured the complete resurvey of 3 areas and the production of a large urban map of Banchory for the Jubilee 5 competition. This was funded from a combination of Club reserves and donations. Additionally a test section of a completely new area at Muir of Dinnet has been mapped and a successful trial event led to agreement from landowner and environmental groups to produce a full map of this area. In autumn 2014 a successful application was made to Sport Scotland Major Facilities Fund to map several new major areas.

This ongoing mapping project includes the following elements: -

1. A full Map of Muir of Dinnet to allow this area to be linked with the existing maps of Cambus O May and Loch Davan.
2. Production of a map of a large part of the Balmoral Estate (completed Oct 2014 and used for a World Ranking Event as part of the Race the Castle Series)
3. Mapping of a small new area at Tillyfourie to provide more local access to orienteering from those in the Alford Area and provide an area that could be used by Alford Academy
4. Production of an urban map of Aboyne to extend urban orienteering opportunities on Deeside

The Sport Scotland Major Facilities Fund will provide £18,000 of the required £24,000 capital costs with the remaining contribution from club reserves. The resulting programme of work will provide a bank of areas which will allow the Club to host major national and international events. Maroc have recently been awarded the Scottish Championships for 2016 it is anticipated will be held at Balmoral.

In addition to this it is planned to

1. Re-map Glen Tanar for use as a test race for WOC 2015 and potentially the Scottish 6 Days 2017

2. Investigate mapping of Balfour Woods and Birse to the east of the existing Birsemore map for the Scottish 6 Days 2017

3. Regular map update programme to make sure that the maps of our active areas are up to date and accurate

# Talent Development and Performance

Maroc has built up a successful junior section over recent years which, at its peak (in 2011-12), had around 80 youngsters on the books, with 30-40 regularly attending junior training sessions. The training programme consists of 10-12 Sunday sessions throughout the spring and autumn seasons (fitting in to Sundays when there are no events locally or major events elsewhere in Scotland). These are led by one of the clubs qualified coaches and delivered on average by 5 or 6 coaches with support from around 9 club members who have attended a Teaching Orienteering course. There is no doubt this programme helps to develop skills in youngsters very quickly and helps retain their interest in the sport. We have a programme of developing coaching skills within the club with several members working through their coaching qualifications.

The number of juniors attending sessions has declined in the last year or two as a result of less success in recruiting and retaining newcomers to the training programme. A number of possible reasons can be identified for this

* Reflection of a natural cycle of ups and downs in interest in particular sports
* Fewer training sessions were held in 2013 and 2014 due to an increased number of local and Scotland wide fixtures
* A decrease in the publicity of orienteering activity
* A decline in the pool of coaches prepared to lead training sessions

It is important that these issues are tackled if the decline in participation is to be addressed.

Many of the older juniors have reached a stage where they benefit from more advanced physical and technical training support. A different social setting is also advantageous to encourage them to stay in the sport through their later teenage years. At the beginning of 2011 we therefore set up a Junior Talent Squad, managed by highly qualified British Orienteering (BOF level 3 & 5), to support the older juniors and help them develop their orienteering potential. The squad is targeted at M/W16+ juniors who have demonstrated technical competence to TD5 level and shown motivation and a willingness to progress in the sport. The Talent Squad is following the principles of the Club Talent Squad identified by the BOF Athlete Development Pathway and fits into the club Development Plan which aims to strengthen participation and performance at a Junior level and encourage retention of athletes. This squad takes part in the regular club training sessions but also benefit from at least 2 targeted training weekends each year. These weekend sessions include more demanding physical work and highly challenging technical training coupled with “classroom” sessions on event preparation, sports psychology and developing training programmes.

The club, in spring 2011, also initiated an adult training programme to run at some of our junior training sessions. This was successful in attracting about 12 adults who have since progressed to more difficult technical courses. The idea has now been developed further to make training sessions into a club wide opportunity for developing skills and participating in a non-competitive environment.

# Community and School Awareness

Maroc has mapped over 70 local primary schools and 4 secondary schools. We have successfully implemented in an Awards 4 All funder project to extend orienteering access in the Schools within the Club catchment area. This involved procuring electronic timing equipment and training staff in how to plan and run small orienteering events. The aim being to allow access to much higher quality orienteering and thereby engage better with the pupils and hopefully encourage at least some to take up the sport.

Active Schools Coordinators have been given coaching training to allow them and school teachers, parents and helpers to take on more of the introductory sessions themselves and lead the schools festivals. Over the past 4 years we have held 18 schools festivals with over 2000 children attending (having done 3 or 4 sessions at their school prior to the competition). With the success at World Schools for Aboyne and Banchory Academies there is a good awareness of the sport in Aberdeenshire education which we hope to increase through the appointment of a regional development officer.

The success of the Mar and School Orienteering Clubs are published in the local and regional press and the success of some of our athletes has resulted in them being shortlisted and receiving awards at the annual Aberdeenshire Young Sports Personality Awards.

The major Orienteering events hosted by the Club bring in significant tourist income to the local economy. The 2012 Jubilee 5 and 2014 Race the Castles events each saw more than 700 participants come to the Deeside area for an extended long weekend.

# Major Events Strategy

The recent successes of the 2012 Jubilee 5 and 2014 Race the Castles events has demonstrated that the Club can host, plan and resource major competitions. We are the lead club for the Scottish 6 Days Event in 2017 and are also looking to host either the Scottish or British Championships between 2016 and 2018.

The Club has also been supporting the 2015 World Orienteering Championships event by offering national teams training opportunities in challenging Scottish terrain in the build up to the event. A successful camp using 6 Deeside forests was held in Oct 2014 and attracted several top foreign teams to train in the area. This is being followed up by a second camp in April 2015 during which training opportunities for club members will also be available.

# VOLUNTEER DEVELOPMENT

The aspirations of Mar Orienteering Club for continued success and development cannot be achieved without a strong body of volunteers willing and capable of implementing a challenging programme of training and events. Provision of appropriate training for the various roles is seen as an important aspect of club development.

At present there are 11 qualified coaches within the club and a number of other members who have undertaken a teaching orienteering qualification. However, a number of these coaches are no longer active in coaching and in practice relatively few are available to take a lead in planning coaching sessions. In order to maintain the desired frequency of coaching sessions it is necessary to identify further individuals who are willing and could undergo coaching training. In addition, mentoring of newly qualified coaches could be beneficial to increase the pool of coaches available to lead sessions in the future.

No formal qualifications are required to plan courses for events, but to ensure that consistently high standards of planning are maintained and to encourage new members to take on the role of planner, provision of informal training in planning is seen as beneficial. An in-house planners’ course has previously been held (~2011) and would be advantageous to repeat in the near future. This course should include basic instruction in how to use Condes software.

Organisers of events require training in use of the results software (OE2010) although support in this is often available at events. In addition, organisers should have attended the BO Event Safety workshop. As with other roles, mentoring should be offered to novice organisers to encourage more members to get involved in running orienteering events.

# TECHNology and COMMUNICATIONS

Delivery of high quality orienteering events and maximization of club development potential is increasingly dependent on technology and continuous review of the opportunities that technology presents.

At a fundamental level, computer hardware and software and electronic punching systems require maintenance, updating and rolling replacement.

There are also opportunities for greater use of technology within coaching and competitions including use of gps tracking systems, headcams and mobile phones. Use of such systems elsewhere should be reviewed and taken forward as considered appropriate.

Currently, an e-mail distribution list and the club website are the main methods of communication within the club. There is also a Facebook page, but use of this has been intermittent. Externally, the website and Facebook page are supplemented by occasional media reports in the Deeside Piper. External publicity in particular could be enhanced by greater use of social media.

# ACTION POINTS

From the above documentation and analysis of Mar Orienteering club activities a set of Action Points has been identified to form the corner stone of development activities over the forthcoming 5-year period. These are summarized in Table 4 below. Note that status colours imply: green – completed or progressing as planned; orange – in progress but requires further action; red – not yet organized or started.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Membership and Participation** | | | | | |
| **Priorities** | **Action** | **Lead** | **Partners** | **Impact** | **Status** |
| Junior recruitment | Hold at least 3 introductory 4-week blocks of training for families / yr | SD/FG |  | Steady flow of new members |  |
| Targeting potential new membership | Identify geographic zones where current membership is low and focus recruitment effort in these | SD/FG |  | More efficient recruitment |  |
| Increase awareness of adult participation and success through media reporting | PG |  |  |  |
| Explore new approaches to member recruitment e.g. scout / guide groups / DoE | SD lead |  |  |  |
| Provide training opportunities for all | Provide coaching for novice adults in parallel with junior training | Coaches |  | Increase adult membership |  |
| Support development beyond initial training | Provide regular programme of technical training (10 sessions / year) | Coaches |  | Improve skills and hence enjoyment |  |
| Provide opportunities for physical training through long club runs / circuit training (winter especially) | Coaches |  |  |  |
| Retention of members | Hold quality events in challenging terrain (equivalent of 1 level B or above per year) | DW |  | Increased participation and involvement of members |  |
| Aim to hold 3 social club activities per year | ? |  |  |  |
| Participate in team competitions (CSC, relays, JST) | SD |  |  |  |
| **Inter-club Co-operation** | | | | | |
| **Priorities** | **Action** | **Lead** | **Partners** | **Impact** | **Status** |
| Strategic review of mapped areas of both clubs | Agree a 5-yr mapping programme for the north east | DT | Gramp OC | Co-ordinated set of maps and areas |  |
| Increased inter-club competition at senior level | Explore options for new senior competitions based on local events | TC | Gramp OC |  |  |
| **Strategic Mapping Programme** | | | | | |
| **Priorities** | **Action** | **Lead** | **Partners** | **Impact** | **Status** |
| Mapping project | Complete mapping of Balmoral, Dinnet Muir, Tillyfourie and Aboyne by May 2015 | DT | Sport Scotland | Bank of high quality areas suitable for hosting a range of event types |  |
| Identify mapping needs for Scottish 6 Days 2017 | Establish funding options and feasibility of areas including Glen Tanar and Balfour Woods | JMu | Scottish 6 Days Company |  |  |
| Regular map updates | Ensure rolling programme of revisions to existing mapped areas | DT |  | Quality of events is maintained |  |
| **Talent Development** | | | | | |
| **Priorities** | **Action** | **Lead** | **Partners** | **Impact** | **Status** |
| Junior training | Hold at least 10 technical training sessions for all juniors (in parallel with seniors) | Coaches |  | Sustain pathway for junior technical development |  |
| Talent Squad | Hold 2 training weekends away focussing on both physical and technical skills | SD/JMu |  | Provide fun social environment for orienteering training |  |
| Where practical include specific sessions for Talent Squad at regular training sessions | SD/JMu |  | Continue to challenge youngsters to improve their skills |  |
| Offer ad-hoc map / terrain / hill runs for physical training to fit round other fixtures | SD/JMu |  | Improve fitness levels |  |
| Support individual athletes in developing training plans and reviewing training needs | SD/JMu |  | More effective training |  |
| Supporting science | Invite specialists to run evening sessions on relevant sport science topics (x2) | JMu |  | Increased understanding of practical aspects of training for orienteering |  |
| **Community and School Awareness** | | | | | |
| **Priorities** | **Action** | **Lead** | **Partners** | **Impact** | **Status** |
| Re-invigorate schools orienteering in Aboyne and Banchory catchments | Run taster sessions at selected schools | SD/FG | Schools | Introduce wide range of youngsters to the sport |  |
| Encourage schools to send teams to Scottish Schools festival | SD/FG | Schools | Achievement and social opportunity for children |  |
| Work with Active Schools Co-ordinators to help run local schools festivals | SD/FG | ASCs | Achievement opportunity |  |
| Promote teaching orienteering course to teachers and work with already qualified teachers to include more orienteering in the curriculum | SD/FG | Schools | Increase children’s exposure to orienteering |  |
| Publicise Banchory Academy participation World Schools Orienteering Championships | PG |  | Incentivise children |  |
| Develop link between schools and club | Disseminate information on introductory blocks via schools | SD/FG | ASCs | Highlight pathways into the sport |  |
| Provide follow on opportunities through the club from school taster sessions | SD |  | Increase club membership |  |
| Work with other local groups (scouts, guides) | Explore options for orienteering development with group leaders | SD | Scouts, guides | Increase exposure to and pathways into the sport |  |
| Increase usage of semi-permanent courses | Explore options for mobile phone orienteering | SD |  | Attract youngsters to try the sport |  |
| Publicise semi-permanent courses more widely including information at the venue itself | SD |  | Increase exposure to the sport |  |
| **Major Events Strategy** | | | | | |
| **Priorities** | **Action** | **Lead** | **Partners** | **Impact** | **Status** |
| Host WOC training | Arrange access and hang controls for April 15 WOC training camp | JMu/SD/DT/AT | WOC | Opportunity for club training and publicity |  |
| Host one or both of Scottish / British Championships in 2016/18 | Apply to host events | JMu |  | Showcase top Deeside terrain |  |
| Act as lead club for Scottish 6 Days 2017 | Appoint club members to Central Organising Committee roles | JMu | Scottish 6 Day Co / Int | Development potential from event publicity |  |
| **Volunteer Development** | | | | | |
| **Priorities** | **Action** | **Lead** | **Partners** | **Impact** | **Status** |
| Coach development | Put call out for interest and identify potential adults to train as coaches (Foundation course / UKCC L1) | FG | SOA | Increased pool of club coaches |  |
|  | Encourage qualified coaches to take a lead in club sessions with mentoring support if required | SD |  | Increased pool of lead coaches |  |
|  | Encourage existing coaches to consider upgrading qualifications | SD | SOA | Increased capability of club coaches |  |
|  | Support CPD activities for coaches | SD | SOA |  |  |
| Planner development | Run a planning workshop include use of Condes | JMu |  | Improved quality of orienteering events |  |
| Organiser development | Ensure all organisers have attended event safety workshop | JMa | SOA | Improved quality of events |  |
|  | Provide opportunities for OE2010 training | KR |  | Improved capability of volunteers |  |
|  | Offer mentoring / shadowing to novice organisers | DW |  | Improved capability of volunteers |  |
| **Technology and Communications** | | | | | |
| **Priorities** | **Action** | **Lead** | **Partners** | **Impact** | **Status** |
| Electronic hardware and software | Implement a rolling programme of equipment maintenance, updating and replacement | KR/CC |  | Robust technology |  |
| New technology | Review opportunities for use of new technology (gps tracking, webcams etc.) in coaching and events | SD/JMu |  | Leading the way |  |
| Communication methods | Enhance present use of social media for both internal and external communication | PG/JR/RG/ |  | Better publicity |  |
|  | Produce a GoPro video of orienteering in action | JR/RG |  |  |  |