

Development Plan

The club development plan should reflect its objectives:

"shall be to further the development of and the participation in orienteering within Leicestershire, Rutland and Northamptonshire, to increase the active membership of the Club, to represent the interests of Orienteers based within these areas on representative bodies and to support their activities within the sport."

and the following premise:- "that the plan should reflect the objectives of the club and be a tool to enable us to achieve those objectives. It should also be achievable with the resources that the Club currently has and within a measurable time scale e.g. 5 years."

We should have measurable targets so that we know when we are doing well but we should also have aspirations so that we can see when we are doing brilliantly.

I have split the plan into sections based on:

- Participation – we need to run events that attract orienteers from our club and neighbouring clubs. A measure of whether we are putting on quality events on our best areas is whether people are willing to travel to compete in them. Equally a measure of whether we are successful in giving our members the skills and confidence to enjoy their orienteering is that they are willing to travel the, sometimes, large distances to major events.
- Performance – our coaching activities should be helping and encouraging members of all ages to compete with the best in the county, region or country. As our members take part in major events we should expect and encourage some excellent performances.
- Mapping/Access – in order to support our events and coaching activities then we need up-to-date quality maps. Each year some areas will, inevitably, become unusable for orienteering for a variety of reasons. We need to ensure that we have a supply of new areas to replace these but also to provide new areas for club competitions.
- Volunteers – volunteers are the core of the club. We use volunteers to run events and activities as well as all the behind-the-scenes jobs that have to be done. If we are going to continue to run events and coach new members then we need a constantly replenishing group of volunteers with a range of skills.

- Coaching, Activities and development – Coaching and activities have to be the bread and butter of development. Coaching gives newcomers the skills and confidence to tackle regular events whilst providing developing orienteers with opportunities to hone their techniques. Activities provide a regular opportunity for coaching or fitness training and allow the social side of the club to develop.
- Sustainability – one of the greatest challenges of our sport. As fuel costs rise we should be encouraging members and participants to reduce their “O-miles”. This is in apparent contradiction with our targets to improve participation but we could encourage more use of car sharing and public transport.
- Financial – we clearly need a solvent club if we are going to continue to operate.

Participation

<i>Participation</i>	<i>2011/12 Status</i>	<i>Target</i>	<i>Aspiration</i>	<i>Responsibility</i>
Summer League Events Run a series of events between April and September	24 events per year	At least 18 events per year		Small Events Committee
Summer League Events Participation at summer league events from all clubs averaged per event Units : Average number of competitors per event over whole series Provide publicity/ meet& greet post event social	57	55	75	Minor Fixtures Committee Development Committee
Summer League Events Results of events published on website promptly It is especially important that new juniors see their results in context as soon as possible. One of the biggest problems with keeping new juniors who are interested in competition is the temporal discontinuity between finishing their run and seeing the result. Keeping the time between an event and the results appearing on the web as short as possible will help encourage the competitively inclined.		80% within 48 hours 90 % within 96 hours 100 % within 144 hours		Minor Fixtures Coordinator Website
Summer League First league published after 4 events run, subsequent updates appear promptly after results appear on the web. In order to foster an enthusiasm for participation and competition we need to keep some momentum on the summer league. This is facilitated by publishing regular updates so that the league positions are continuously updated.		80% with 48 hours 90 % within 96 hours 100 % within 144 hours		League Compiler Website
Winter League Events Run a series of events between September and March	12 events per year	At least 10 events per year		Minor Fixtures Committee
Winter League Events Participation at winter league events from all clubs averaged per event	54	45	60	Minor Fixtures Committee

Units : Average number of competitors per event over whole series				Development Committee
Winter League Events Results of events published on website promptly		80% within 48 hours 90 % within 96 hours 100 % within 144 hours		Minor Fixtures Coordinator
Winter League First league published after 3 events run, subsequent updates appear promptly after results appear on the web		80% with 48 hours 90 % within 96 hours 100 % within 144 hours		League Compiler
Club Championships Organise a closed to club event with family friendly social venue for prizegiving after. Event provides technical challenge to competitors on unfamiliar terrain.	1 per year	1 per year		Fixtures Committee Minor Fixtures Committee
Club Championships Encourage members to attend		50% of membership	75% of membership	Chair/Captain
Club Championships Specifically encourage new members (within last 2 years) to attend – specific and targeted invitations		50% of new members attend	80% of new members	Chair/Captain
East Midlands League Events Organise our “share” of East Midlands League Events	6 events per year	6 events per year		Events Committee
East Midlands League Events Average attendance at our East Midlands League Events from all clubs	162	150	180	Development Committee

East Midlands League Events Average attendance at all East Midlands League Events by LEI Members				Development Committee
East Midlands League Events Results of own events published on website promptly	100% within 24 hours	80% within 24 hours 100 % within 48 hours		Results Coordinator
Level B and Level C events Results uploaded to BOF website for ranking points	100% within 2 days	80% with 2 days 100% within 5 days		Results Coordinator
Schools Events Encourage participation at BSSC and BSOC	9 competitive runs	12 competitive runs + 1 School	15 competitive runs + 5 schools	Development Committee
Regional Championships Encourage attendance at Midlands Championships				
Regional Championships Encourage attendance at East Midlands Championships				
Level A Events Encourage members to attend level A events. JK/BOC/BMDC/BSDC/BNC	50 runs JK2012 – 11 BMDC 2012 – 9 BSDC 2012 – 8 BNC2012 – 1 BOC2011 - 21	60 runs	80 runs	Development Committee Club Captain LEI News Editor
Relays Encourage/organise relay teams for club members at JK/BOC	3 competitive runs at JK 2012 (over 2 teams)	12 runs	24 runs	Club Captain

Relays Encourage/organise relay teams for Peter Palmer Relays	0	1 team	2 teams	Club Captain
Relays Encourage/organise relay teams for Joan George Trophy	0	1 team	2 teams	Club Captain
Compass Sport Cup Field a full team for CSC Heats/Finals	Yes ?55	Yes		Club Captain
Compass Sport Cup Specifically encourage new members to attend CSC – targeted invitations		50%	80%	Club Captain
Yvette Baker Trophy Field full team(s) for YBT Heats/Finals	Yes	One full team	Two teams	Club Captain Development Committee
Yvette Baker Trophy Specifically encourage new juniors to attend YBT – targeted invitations		50%	80%	Club Captain
Membership Encourage growth of the club by recruiting new members and retaining existing members	xxx members			Development Committee
Reduce Lapsed members	30%	15%	10%	Development Committee
	xxx active members (at least 3 events over 12 months)			Development Committee
	xxx active new members per year			Development Committee
Club tent at major events where suitable	JK	JK		??Lead attender for all

		BOC		??
	BMDC	BMDC		??
	CSC	CSC		??
		YBT		??
		Midlands Champs		??
		East Midlands Champs		??
	Scottish	Scottish 6-days/Welsh/Lakes		??
Permanent orienteering courses				Development Committee
Locations offered	25	29	30	Development Committee
POC participation	2000 downloads	1200 downloads	1200 downloads	Development Committee
Map and courses up-to-date (ie sites reviewed map corrected within 24 months)	5	10	15	Development Committee
Club Dinner Attendance as percentage of total membership				

Performance

<i>Performance</i>	<i>Current</i>	<i>Target</i>	<i>Aspiration</i>	<i>Responsibility</i>
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East Midlands League – Course Winners	3	4	6	Club captain Development Committee
East Midlands League – Top 3 positions	13	10	15	Club captain Development Committee
East Midlands League – RE Metric				Club captain Development Committee
East Midlands Champions	5	7	10	Club captain Development Committee
Midlands Champions	1	3	5	Club captain Development Committee
Level A Events Top 10 finishes on level A events (JK/BOC/BMDC/BSDC/BNC) – including S and B classes	9 JK2012 – 2 BMDC2012 – 3 BSDC2012 - 3 BNC2012 – 0 BOC2011 - 1	12	20	Club captain Development Committee
Level A Events Podium places on level A events – including S and B classes	6 JK2012 – 1 BMDC2012 – 1 BSDC2012 - 2 BNC2012 – 0 BOC2011 - 2	8	10	Club captain Development Committee
Level A Events Relay Teams Podium Positions (JK/BOC)	0.667	1	2	Club captain Development Committee
Peter Palmer Relay Results	No team	Top half finish	Podium position	Club captain Development Committee

Joan George Trophy	No team	Top half finish	Podium position	Club captain Development Committee
British Schools Championships Events Podium places at BSSC/BSOC	4 BSSC – 3 BSOC – 1	6	8	Club captain Development Committee
Qualification to run for English Schools Team	0	1	3	Club captain Development Committee
Selection for JIRC	1	2	5	Club captain Development Committee
Selection for JHI/VHI teams	0	1	3	Club captain Development Committee
Selection for Interland	1	1	3	Club captain Development Committee
Selection for RIOS/BO training camps	0	1	3	Club captain Development Committee
Selection for GB squad	0	1	2	Club captain Development Committee
UK OL Top ten positions	1	2	4	Club captain Development Committee
UK OL Top 3 positions	0	1	2	Club captain Development Committee
Championship Badges	2	4	8	Club captain Development Committee

Compass Sport Cup	0	Qualify for Final	Podium Position	Club captain Development Committee
Yvette Baker Trophy	0	Qualify for Final	Podium Position	Club captain Development Committee

Mapping/Access

<i>Mapping/Access</i>	<i>Current</i>	<i>Target</i>	<i>Aspiration</i>	<i>Responsibility</i>
Identify new areas suitable for orienteering at Level D		One new area per year		Access Officer Events Committee Schools Liasion Officer
Identify new area/extension to existing area suitable for orienteering at Level B		One every 2 years		Access Officer Events Committee
Mapping new areas/extensions		One new map per year		Mapping Group
Re-map existing areas		??		Mapping Group
Maps that are used for level D were last revised within:		5 years	3 years	Mapping Group
Maps that are used for level C were last revised within:		4 years	2 years	Mapping Group
Maps that are used for level B were last revised within:		1 year		Mapping Group
Number of "active" mappers	4	15		Events Committee
Training new mappers		10		Events Committe

Continuing development and challenges for existing mappers				Events Committee
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Volunteers

<i>Volunteers</i>	<i>Current</i>	<i>Target</i>	<i>Aspiration</i>	<i>Responsibility</i>
Organisers, planners and controllers and potential organisers, planners and controllers should all have completed an event safety workshop. New members will need to complete the workshop as appropriate.	?? completed	Additional 5 per year	Additional 10 per year	
Planners – new planners usually plan a level D event with a mentor, then move on to the planners course before planning a level C event	?? level D ?? level C ?? level B ?? level A			
Organisers – new organisers start with a level D event with a mentor, then move on to the organisers course before organising a level C event	?? level D ?? level C ?? level B ?? level A			
Controllers – must have completed the appropriate courses	?? level C ?? level B ?? level A			
Level A and Level B events In order to develop volunteer talent we should aim to regularly organise level A and level B events.		1 level A event every 3 to 4 years		
		2 level B events per year		

New members New members are encouraged to volunteer and help at events Identify active new members and ask them to help for a short period at a level C event		???		Chair to identify members Level C event organisers
Volunteer awards				

Coaching, Activities and Development

<i>Coaching, Activities and Development</i>	<i>Current</i>	<i>Target</i>	<i>Aspiration</i>	<i>Responsibility</i>
Coaches Identify new coaches and encourage/support them in getting qualified to level 1 (or COLA)	L2: 3 L1: 1	2 new coaches per year	4 new coaches per year	Development Committee
Maintain minimum number of coaches	L2: 2 L1:9	L2: 2 L1:9		Development Committee
Support CPD for existing coaches progressing their qualifications from Level 1 to 2, and 2 to 3		2 per year improve their qualification		Development Committee
Support coaches to attend coaching conference	0	2 per year		Development Committee
Leicestershire Schools events Organise an event for all Leicestershire Schools to take part in [Note: extend to Northamptonshire when community orienteering established]	1	1 per year		Development Committee
Organise an event for (Primary) Schools	3	1 per year	1	Development Committee
Community-O Participate fully in Northamptonshire Community-O project – as a basis for		??		Development Committee

recruiting new members – encourage participants to travel				
Coaching for New to orienteering Provide regular coaching opportunities and different locations for those new to orienteering. These are for adults and juniors to progress from just starting orienteering to being able to tackle orange standard courses. (club night)		40 opportunities per year		Development Committee
Coaching for Developing Orienteers Provide regular coaching opportunities for adults and juniors to progress from (TD3) orange to light green (TD4)/green standard courses.		12 opportunities per year		Development Committee
Coaching for Adults Coaching activities aimed at developing adults and juniors from TD4 to TD5		12 opportunities per year		Development Committee
Coaching for Juniors Encourage and support/nominate juniors for inclusion in EMJOS		2 new members of EMJOS per year		Development Committee
Specific training for BSSC and BSOC		2 per year		Development Committee
Support existing EMJOS members and grow membership. How many juniors attend at least one EMJOS training activity each year?				Development Committee
Club nights Run club nights over winter period Club nights provide a mix of technical and fitness training		20 club nights per year		Development Committee Club night coordinator
Identify and use opportunities to encourage new people to take part in orienteering. e.g. running events after park runs (<i>experience not successful!</i>)		6 opportunities per year		Development Committee
Organise for a group to take part in BO organised training events – e.g. in Lake District. Use the training to deliver coaching specifically targeted at the		2012/13 EM Once per year		Development Committee

members who are attending				
Organise for a group to attend training/events in good quality terrain outside the UK.		Once every 2 years		Development Committee
Newsletter	3 + AGM	3 issues per year		Newsletter editor
Website – keep up to date				Website
Monthly e-sheet – email latest news and structure/information updates to interested members	Needs starting			Development Committee Committee
Information for new members – need to provide information about TD levels, opportunities for juniors and adults, which events to go to etc.				?Development Committee Coaching Co-ordinator
Formal review of progress against development plan identifying areas of success and areas where further work is needed. Review to committee		Once per year		Vice Chair
Assess club structure to ensure tasks required for completion of development plan are divided across club		Once per year		Chair Committee
Appoint Publicity Officer with responsibility for publicity in the media and materials for new member	NONE			Club Committee

Sustainability

<i>Sustainability</i>	<i>Current</i>	<i>Target</i>	<i>Aspiration</i>	<i>Responsibility</i>
All events at level C and above include options for use of public transport to get				Event organiser

to the event				
Encourage car sharing to other club's events especially for new members				
Encourage offers of lifts to juniors (esp. those who have non-orienteeing parents) for level C/B/A events				

Finance

<i>Finance</i>	<i>Current</i>	<i>Target</i>	<i>Aspiration</i>	<i>Responsibility</i>
Break even over 3 years	2011/12 B/E	surplus 2013		Treasurer
Prudent Reserves to handle major losses	8k	sufficient £3k £3K working capital	sufficient	Treasurer