

THIS DOCUMENT sets out how the NSWRA will manage and administer the sport of Rogaining in the near future and for up to 5 years.

THE PURPOSE OF THIS PLAN is to define what our objectives are and the means to achieve them.

OUR CORE MISSION

Continue to build and deliver good rogaines to our members in a way that is both stimulating and challenging for participants.

OBJECTIVES	STRATEGIES TO ACHIEVE THEM	ACTION ARISING
1 DELIVER A HIGH STANDARD OF EVENTS. High standard meaning interesting, enjoyable, challenging and safe.	<ul style="list-style-type: none"> Remove the reliance on an individual to seek out and coordinate all events. Engage experienced rogainers to review and guide the selection of events each year. Build and qualify a long-term list of potential events. 	<ul style="list-style-type: none"> Have a dedicated event planning group that has responsibility for planning events up to 18 months in advance. Monitor and approve the go-ahead for each event. Each event to have independent review and sign-off to proceed.
2 MAKE ROGAIN DELIVERY MORE PREDICTBLE	<ul style="list-style-type: none"> Less reliance on individuals. Make event management a less onerous activity. Lessen the individual time and effort commitment for event delivery. 	<ul style="list-style-type: none"> Increase participation in management tasks by encouraging multiple people to share critical tasks, for example two people sharing the coordination role. Have workshops dedicated to event management. Outsource specialist tasks such as catering, first aid etc to reduce reliance on a small group of skilled volunteers.
3 UTILISE UP-TO-DATE AND DIVERSE MARKETING STRATEGIES	<ul style="list-style-type: none"> Build closer relationships with complementary organisations to share marketing and promotion of events. Make event promotion a core requirement for event delivery. Keep track of trends in social media and actively utilise them. 	<ul style="list-style-type: none"> Write and adopt a marketing strategy. Have a dedicated marketing and publicity sub-group reporting to the Committee that undertakes event promotion for organisers. Build guidelines for event promotion so that there is a consistent, minimum level of activity at certain times before events.
4 HAVE AN EFFECTIVE COMMITTEE that understands our members needs and enacts change quickly when needed.	<ul style="list-style-type: none"> Seek out and encourage rogainers that represent all age and gender categories to take on more responsible roles. Give the image of the Committee a makeover to make it appealing for a wider range of members to participate. Open new ways to participate in decision making. 	<ul style="list-style-type: none"> Explore whether having shorter terms for positions of President, Secretary, Treasurer is both realistic and potentially effective. Survey members to better understand their views on the committee and what might encourage them to join.
5 PLAN FOR A CHANGING ROGAINING DEMOGRAPHIC Experienced rogainers who carry the bulk of management tasks are moving on.	<ul style="list-style-type: none"> Retain newcomers to the sport through training workshops and planned mentoring activities. Train for rogain management skills such as event coordination. 	<ul style="list-style-type: none"> Activate the volunteers. Volunteering engages members and builds confidence and commitment.

ACTION PLAN

TIMEFRAMES: SHORT – Next 3 months, MEDIUM – Within 12 Months, LONG – Within 2-3 Years
 SPECIFIC TASKS are Underlined and given an [Identifier]. They are also collated at the end of this document.

1 - DELIVER A HIGH STANDARD OF EVENTS. High standard meaning interesting, enjoyable, challenging and safe.

- Remove the reliance on an individual to seek out and coordinate all events.
- Engage experienced rogainers to review and guide the selection of events each year.
- Build and qualify a long-term list of potential events.

	ACTION ITEM (from previous page)	TIME-FRAME	TASKS/PLAN DETAIL
1	Have a dedicated event planning group that has responsibility for planning events up to 18 months in advance.	SHORT	<p>It's envisaged that 3 experienced rogainers would make up the group. The group would have a single leader and report to the Committee before each meeting.</p> <p><u>The immediate task is to recruit 3 experienced rogainers to make up the Events Group [T1]. They would nominate a leader and agree on their terms of reference and how they should make it work. Responsibilities should include, for example:</u></p> <ul style="list-style-type: none"> • Ensuring that all forthcoming events have a suitable qualified team in place for delivery. • Identifying and evaluating potential event sites, plus advising and assisting with course setting. • Balancing the mix of urban, track and bush navigation events to match people expectations. <u>Include this in the member survey [T2]</u> • Compiling the following years rogaining calendar.
2	Monitor and approve the go-ahead for each event. Each event to have independent review and sign-off to proceed.	MEDIUM	<p>One issue with bringing in new people (and not taking your eye off experienced people) is that there needs to be a degree of independent oversight and monitoring to ensure that nothing is missed in event delivery. For example:</p> <ul style="list-style-type: none"> • The map has all the necessary information on it, is accurate and will be legible in all conditions. • The safety plan is signed off and distributed to the right people • The HH is in a good location and has adequate services and access. etc .. <p>This should not be seen as onerous or overbearing – but a function of the event committee to tick-off an event before planning goes too far and effort wasted. It could be as simple as a review meeting or an event proposal in the initial stages of planning. There should also be a final review a couple of weeks before the event to make sure that nothing has been missed. This process would give comfort and reassurance to event organisers that they have a solid plan and that there will be no surprises come event day.</p> <p><u>Review and update the Event Organisation procedure documents and checklists that are currently available [T3]</u></p>

2 - MAKE ROGAINE DELIVERY MORE PREDICTBLE

- Less reliance on individuals.
- Make event management a less onerous activity. Management encompasses the whole process of pulling together all the activities (setting, vetting, mapping, catering etc)
- Lessen the individual time and effort commitment for event delivery.

	ACTION ITEM (from previous page)	TIME-FRAME	TASKS/PLAN DETAIL
1	Increase participation in management tasks by encouraging multiple people to share critical tasks, for example two people sharing the coordination role.	SHORT	Every event should have a designated Second-In-Charge (2IC) who can assist with or take responsibility for an event should the coordinator be unable to take on the primary role. Event coordinators should seek out a 2IC as a priority. <u>As a condition of event go-ahead, all events should have a designated 2IC [T4]</u>
2	Have workshops dedicated to event management.	MEDIUM	Include an item in the Members Survey (see later) to determine whether there is interest from the rogaining community to attend such a workshop. If there is, identify a key person to make it happen. <u>Include an item on Event Management in the Members Survey [T5]</u>
3	Outsource specialist tasks such as catering, first aid etc to reduce reliance on a small group of skilled volunteers.	MEDIUM	We already have a list of preferred suppliers available on the website. This needs to be updated and kept up to date and include a current list of first aiders, catering suppliers etc. After every event we should summarise the key aspects of the event and store this information in a single place so that event coordinators don't have to rely on memory and trawling the archives for suppliers. <u>Build and populate an Events Database/Spreadsheet to store information on all events [T6]</u>

3 - UTILISE UP-TO-DATE AND DIVERSE MARKETING STRATEGIES

- Build closer relationships with complementary organisations to share marketing and promotion of events.
- Make event promotion a core requirement for event delivery.
- Keep track of trends in social media and actively utilise them.

	ACTION ITEM (from previous page)	TIME-FRAME	TASKS/PLAN DETAIL
1	Have a dedicated marketing and publicity sub-group reporting to the Committee that undertakes event promotion for organisers.	SHORT	As with Event Group, establish a dedicated group of 2-3 people, reporting to the Committee that manage the marketing of NSWRA in a variety of ways. Recruit from the NSWRA Membership by direct mailout, Social Media and member survey. The group will have the authority to implement the Marketing Plan (see below) and have an approved budget to do so. <u>Recruit 3 Rogainers to the Marketing Group, one of which is a leader reporting to the Committee [T7]</u>
2	Write and adopt a marketing strategy.	SHORT	A Draft Marketing Plan has been put together for this (by Julian Ledger) and it should be reviewed in light of this overall strategy, updated then adopted. <u>Marketing Group to update and propose the Marketing Plan [T8]</u>
3	Build guidelines for event promotion so that there is a consistent, minimum level of activity at certain times before events.	SHORT	<u>Establish a schedule for event promotion that synchronises with the Event Calendar and identify group members responsible for each task. [T9]</u>

4 - HAVE AN EFFECTIVE COMMITTEE that understands our members needs and enacts change quickly when needed.

- Seek out and encourage rogainers that represent all age and gender categories to take on more responsible roles.
- Give the image of the Committee a makeover to make it appealing for a wider range of members to participate.
- Open new ways to participate in decision making.

	ACTION ITEM (from previous page)	TIME-FRAME	TASKS/PLAN DETAIL
1	Explore whether having shorter terms for positions of President, Secretary, Treasurer is both realistic and potentially effective.	MEDIUM	This is a double-edged sword. Limiting committee service might compromise the quality of people on the committee and leave it short of critical positions. It's a great idea if there are plenty of people to take on the hard jobs, but this is not the case. Having fresh people in the jobs, as well as backup for critical roles is something to aim for and this is contingent on making Committee membership something to aspire to. The next items are directed toward this.
2	Survey members to better understand their views on the committee and what might encourage them to join.	SHORT	<u>Include an item on thoughts and attitude to working on the Committee in the Members Survey [T10]</u>
3*	Survey Committee members, current and past.	MEDIUM	We need to understand what makes members join the Committee and why they leave. Specifically what activities are rewarding, unrewarding, where effort is excessive and what changes need to be made to make the Committee more effective. <u>Survey the Committee for specific insights on it's function and effectiveness [T11]</u>
4*	Find new Committee members	MEDIUM	The Committee needs new members (not specifically in designated roles) to maintain numbers through normal resignations. <u>Recruit 2-3 new members to the Committee every year [T12]</u>
5*	Communication between the Committee and members needs to be improved.	MEDIUM	The Committee currently meets 6 times per year and whilst there are various email and voice communications between members between meetings, there should be a place to share informal correspondence and information pertinent to the sport between Committee and members – such as: <ul style="list-style-type: none"> • Committee news item in each newsletter – (we always used to have a Presidents message) • Chat group, similar to what the ARA have that anyone can join and post items. <u>The Committee to explore methods to improve communications as a discussion item following the results of the Member Survey [T13]</u>

* New item not shown in Summary Page

5 - PLAN FOR A CHANGING ROGAINING DEMOGRAPHIC

Experienced rogainers who carry the bulk of management tasks are moving on.

- Retain newcomers to the sport through training workshops and planned mentoring activities.
- Train for rogaing management skills such as event coordination

	ACTION ITEM (from previous page)	TIME-FRAME	TASKS/PLAN DETAIL
1	Increase the number of members getting hooked on the sport after their first few events.	MEDIUM	Retention of rogainers is an essential part of having a sustainable sport and Association. - Follow-up with new rogainers after events to see whether the experience was positive and what's needed to return for the next event - Offer Navigation and Rogaine Strategy training on a more regular basis. Have a Workshop event annually. Not necessarily navigation, but other skills
2	Activate the volunteers. Volunteering engages members and builds confidence and commitment.	MEDIUM	We can't drop new rogainers into the high-level jobs where we need help, so just continuing to ask for help wears down the regular volunteers who keep us going. A large proportion of the members who indicate that they are willing to volunteer have never stepped forward, despite being asked through direct email call-outs. This is due largely to call-outs being made when we are in need of help, rather than in a planned, longer term way. One way to address this issue would be to ask volunteers who have indicated their willingness to help to select 2 or 3 events in the following year's calendar and be included on a firm roster. A <u>Contact willing volunteers and develop a roster for the future events. [T14]</u> <u>Update future event entry forms to change the wording of the "willing to volunteer" tick box to say that there is an expectation that you will volunteer once in the coming year. [T15]</u>
3*	Make volunteering less daunting for newcomers.	MEDIUM	Volunteering can be daunting if someone is unsure about what to do and whether they have the skills to perform the tasks. We need to remove barriers to stepping up by better explaining the roles and skill requirements. <u>Update volunteer role descriptions and include section on volunteering processes and benefits in the Information to Novices section of the website.[T16]</u>
4*	Critically review the nature of events	MEDIUM	The number and mix of events in the calendar have not evolved significantly in the last 5 years. Should we firm up a commitment to the core rogaing principle of competitive bush navigation with map and compass or embrace something that may have greater mass appeal? <u>Open a discussion on the topic on the nature of NSW Rogaines through newsletter, blog, survey and social media [T17]</u>
5*	Know our members	SHORT MEDIUM	<u>Survey the membership on a variety of topics to see what's changing year to year. [T18]</u> <u>Statistically analyse event attendance metrics annually to understand the demographics of our membership [T19]</u>

* New item not shown in Summary Page

SUMMARY OF ACTION ITEMS

ITEM	TIMEFRAME	DETAIL
T1	SHORT	Recruit 3 experienced rogainers to make up the Events Group.
T2	SHORT	Include a question about balancing the mix of urban, track and bush navigation in the member survey.
T3	MEDIUM	Review and update the Event Organisation procedure documents and checklists currently available.
T4	SHORT	As a condition of event go-ahead, all events should have a designated 2IC.
T5	MEDIUM	Include an item on Event Management in the Members Survey.
T6	MEDIUM	Build and populate an Events Database/Spreadsheet to store information on all events.
T7	SHORT	Recruit 3 Rogainers to the Marketing Group, one of which is a leader reporting to the Committee.
T8	SHORT	Marketing Group to update and propose the Marketing Plan.
T9	SHORT	Establish a schedule for event promotion that synchronises with the Event Calendar and identify group members responsible for each task.
T10	SHORT	Include an item on thoughts and attitude to working on the Committee in the Members Survey.
T11	MEDIUM	Survey the Committee for specific insights on it's function and effectiveness.
T12	MEDIUM	Recruit 2-3 new members to the Committee every year.
T13	MEDIUM	The Committee to explore methods to improve communications as a discussion item following the results of the Member Survey.
T14	MEDIUM	Contact willing volunteers and develop a roster for the future events.
T15	SHORT	Update future event entry forms to change the wording of the "willing to volunteer" tick box to say that there is an expectation that you will volunteer once in the coming year.
T16	SHORT	Update volunteer role descriptions and include section on volunteering processes and benefits in the Information to Novices section of the website.
T17	MEDIUM	Open a discussion on the topic on the nature of NSW Rogaines through newsletter, blog, survey and social media.
T18	SHORT	Survey the membership on a variety of topics to see what's changing year to year.
T19	MEDIUM	Statistically analyse event attendance metrics annually to understand the demographics of our membership.

DOCUMENT REVISION HISTORY

DATE	VERSION	AUTHOR	CHANGES
09/04/2024	1.0	Graham Field	Initial version distributed for review. Single page plan.
20/05/2024	2.0	Graham Field	Addition of detailed task definitions, working version.
23/05/2024	2.1	Graham Field	Refined and distributed for review by Strategy Group (Committee plus others invited to strategy meeting)
26/05/2024	2.2	Graham Field	Final version for committee consideration and approval. Minor changes based on feedback including: <ul style="list-style-type: none">• Item 2 - Consistent use and definition of Event Management (vs Event Coordination).• Item 4 – remove 'younger' and refer to all representative categories.• Updates to task numbers for consistency• Added document revision history