



# ARI Strategic Plan

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## Introduction

Following the establishment of ARI in October 2020 and the election of the founding management committee a lot of work has been invested over the last 6 months. Many activities are underway from online skills workshops, to educational and collaboration forums, to member engagement, to partner recruitment, as well as work to establish the basic operations and administration of the organisation.

During the early months of 2021, the management committee decided to embark on developing the initial Strategic Plan for Adventure Racing Ireland which is described in this document.

It is intended that this plan is the first version of what we hope will be a long history of revisions, refinements, and improvements in the years ahead.

ARI is an entirely member-driven organisation, and as such this initial plan is firmly rooted in the stated needs of its members. ARI welcomes all comments, suggestions and input from its members at all times.

Please contact us to with ideas and more importantly help with improving future versions of the strategic plan: [info@adventureracing.ie](mailto:info@adventureracing.ie)

*Brendan O'Brien, Chairperson ARI, 21st May 2021*

## Strategic Planning Process

Since the start of the COVID-19 pandemic, no adventure racing events have been taking place. Accordingly, it was not possible for ARI the committee to meet in person or work in groups while drafting this plan. So we sought inspiration from various sources of available information. These sources include:

1. The original mission and objectives of ARI
2. The ARI membership survey conducted during December 2020 and January 2021
3. The series of online webinars and training activities that ARI hosted from October 2020 to April 2021
4. The experience, insights and knowledge of the management committee.

All of this information was analysed, codified, grouped and refined to establish five core Strategic Development Objectives.

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# Strategic Focus Areas

In no order of importance or priority the strategic development objectives are listed as follows:

- [Participation](#)
- [Member Training & Development](#)
- [Quality & Standards](#)
- [Communications](#)
- [Developing ARI as an Organisation](#)

Each objective was further developed by working groups along with the details of planned activities and specific targets for 2021.

While these targets may be somewhat optimistic to start, they nevertheless set key milestones for the development of ARI and the evolution of the strategic plan.

## Participation

### Participation Objectives

The objectives of the 'Participation' focus area is to:

- Increase participation in adventure races
- Include participants of all age groups, gender and abilities
- Create pathways to enable increased individual and team participation

### Participation Activities 2021

This section describes the activities and targets that will meet the objectives for participation.

#### Participation Activity 1.1

Attract folk from other sports looking who are looking "something different" and through social media provide information about events that are conducive to AR beginners/newcomers, in particular

### Participation Target 1.1

- Identify 4-5 areas to target (tri/ath/or clubs)
- Method of targeting to be identified
- VDO / Beginners Guide / AR Advantages / Sociability & Group participation

### Participation Activity 1.2

- For Solo AR, ensure that many "local" participants are informed about other events to encourage repeat participation
- Possible discount scheme for multiple/repeat participation

### Participation Target 1.2

- Organisation of National Adventure Racing Series (NARS) for 2021. Promotion of Solo AR events and the national series.
- Publish map of confirmed Solo AR events.
- Highlight events where there is synergy and cross-training opportunities.

### Participation Activity 1.3

- For Team AR, ensure a pathway is shown for Solo AR participants; examples of successful transitioning folk to be championed on social media
- Identify and then work on removing real or imagined barriers for participation

### Participation Target 1.3

- Identify and document 4 (2F/2M) folks who have progressed - Ambassadors on social media
- Identify 3 barriers and methods to eliminate them (i.e. navigation, gear, training)

### Participation Activity 1.4

- Provide relevant information on skills needed and training opportunities for potential participants for both Solo AR and Team AR events

### Participation Target 1.4

- Deliver AR specific training for navigation, MTB, nutrition, off- road running and bike skills
- Create 'AR skills toolbox'

### Participation Activity 1.5

- More women led events
- More podcasts
- More AR sport ambassadors
- Not necessarily top-placed folk but folk who are good ambassadors for the sport and are willing to be very active as ambassadors

### Participation Target 1.5

- Identify positive ambassadors and contact them
- Create content to encourage gender/age/ability participation

### Participation Activity 1.6

- Organise the NARS (SAR) Events

### Participation Target 1.6

- Have enough events in series to make it worthwhile & keep sponsors on board

### Participation Activity 1.7

- Set up NARS Page on ARI website
- New webpage and populate with historical info / tables etc from MSAI site

### Participation Activity 1.7

- Organise Online Members' Events - 1st & 3rd Wednesday of the month

### Participation Target 1.7

- Hold 2 online events per month until Race Season starts
- Maybe drop to 1 per month for July / Oct inclusive (TBC)

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# Member Training & Development

## Member Training & Development Objectives

The objectives of the 'Member Training & Development' focus area is to:

- Develop the skills, standards and abilities of individual AR racers and AR teams
- Supply training, coaching, skills development, club formation, teams formation
- Establish partnerships with other non-government bodies (NGBs) and suitably qualified service providers

## Member Training & Development Activities 2021

This section describes the planned activities and targets that will meet the objectives for member training and development.

### Training & Development Activity 2.1

Establish a panel of qualified training providers to provide training opportunities for members

### Training & Development Target 2.1

- List 10 training providers on the panel by end of year
- Five training opportunities offered and run through ARI website for members
- Establish Training & Skill Dev Page on website

### Training & Development Activity 2.2

Develop partnership links with Canoeing Ireland and Cycling Ireland in 2021

### Training & Development Target 2.2

- Develop Paddling Skills for Adventure Racers course
- Develop and offer Cycling Skills Course for Adventure Racers (road & MTB)



### Training & Development Activity 2.3

Establish a members forum on the ARI website

### Training & Development Target 2.3

Forum to be established on website by end of year

### Training & Development Activity 2.4

Establish a Regional ARI Rep System

### Training & Development Target 2.4

Identify four Regional Representatives 2021 and bring to AGM later in year

### Training & Development Activity 2.5

Establish a system that facilitates ARI-inspired regional Meet & Train groups

### Training & Development Target 2.5

Have **six** Meet and Train Groups up and running in 2021

## Quality & Standards

### Quality & Standards Objectives

The objectives of the 'Quality & Standards' focus area is to:

- Develop and implement for Adventure Racing in Ireland:
  - a) Best practice guidelines and standards for races
  - b) Training and affiliation standards
  - c) Environmental & access standards
- Establish a code of practice to facilitate the provision of suitable insurance for members and/or affiliated events and activities

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## Quality & Standards Activities 2021

This section describes the planned activities and targets that will meet the objectives for ARI quality and standards.

### Quality & Standards Activity 3.1

- Liaise with similar Irish NGBs e.g. Athletics Ireland, Canoeing Ireland, Cycling Ireland, Irish Orienteering Association, Mountaineering Ireland, Triathlon Ireland to learn from their policies for events/training/clubs.

### Quality & Standards Target 3.1

Formulate a set of ARI Policies; priority policies for 2021 include:

- Training/Third Party Policy
- Safety Policy
- Environment & Access Policy
- Safeguarding Policies
- Privacy Policy
- COVID Policy

### Quality & Standards Activity 3.2

Liaise with international AR Associations and race series and learn from their standards and guidelines; starting with:

- United States Adventure Racing Association (a NGB)
- Canadian Adventure Racing Association
- AR World Series
- Scottish Adventure Racing Association
- Adventure Racing Denmark
- Czech Association of Extreme Sports (AREuroSeries is managed by this)

### Quality & Standards Target 3.2

Formulate our Adventure Race Format:

- Competition Rules
- Race Safety Guidelines (containing relevant policies)

### Quality & Standards Activity 3.3

Liaise with insurance companies and find out what documentation and policies they require to provide cover for events/members/training/clubs.

### Quality & Standards Target 3.3

- Club Set-up Guidelines
- Team Management Guidelines

*Both containing relevant ARI Policies*

### Quality & Standards Activity 3.4

- Familiarise ourselves with Sport Ireland NGB Recognition Process as follows:
  - Code of Practice for Good Governance of Community
  - Code of Practice for Voluntary and Charity Organisations in Ireland
  - Recognition Criteria for National Governing Bodies of Sport
- Draw up guidelines and standards with a view to becoming a NGB, once eligible.

### Quality & Standards Target 3.4

Corporate Governance Policy to Sport Ireland Recognition Criteria

## Communications

### Communications Objectives

The objectives of the 'Communications' focus area is to **be the central voice** for adventure racing throughout the island of Ireland as follows:

- a) Communicate in a consistent manner with members
- b) Promote the sport of adventure racing in Ireland
- c) Be the central source of all AR information and events listing in Ireland
- d) Promote Ireland as a unique adventure tourist destination

## Communication Activities 2021

This section describes the planned activities and targets that will meet the objectives for ARI communications.

### Communication Activity 4.1

Update the ARI website regularly with latest webinar slides and video links to YouTube

### Communication Target 4.1

- Establish a structure and a dedicated team to manage ARI website content
- Increase traffic to the website link from social media channels (Instagram, Facebook, etc.)

### Communication Activity 4.2

Establish systematic procedures for managing/updating ARI website content

### Communication Target 4.2

Document guidelines and instructions for managing and updating the website for handover to future ARI committee members

### Communication Activity 4.3

Plan communication schedule with respect to webinars and training sessions; trimesterly blog posts and news piece that sum up each trimester or best 'newsworthy' timeframe

### Communication Target 4.3

- Regular posts
- Keep information fresh

## Communication Activity 4.4

Post race schedule and information:

- National Solo Adventure Racing Series
- Non-series solo AR event
- Team AR events and ranking

## Communication Target 4.4

- Contact race directors to include logos and links and their sites
- Contact retailer sites for mutual promotions

*Get the ARI name and logo out there with every event*

# Developing ARI as an Organisation

## Organisational Development Objectives

To develop a vibrant, quality and effective ARI organisation that is:

- a) Effective and efficient with its organisational policies and procedures
- b) Transparent in its governance
- c) Accountable in its financial management
- d) Represented nationally and internationally
- e) Progressing toward a formally recognised non-government body (NGB)
- f) Willing and able to recognise and celebrate excellence
- g) Building and adhering to a strong code of ethics

## Organisational Development Activities 2021

This section describes the planned activities and targets that will meet the objectives for developing ARI as an organisation.

### Organisational Development Activity 5.1

Define, create and maintain effective and efficient organisational policies and procedures

### Organisational Development Target 5.1

- a) Define policy/procedure list and prioritise
- b) Create top priority policies/procedures (minimum of 5)

### Organisational Development Activity 5.2

Define, create and maintain a transparent governance model

### Organisational Development Target 5.2

- a) Ensure all ARI members have access (online) to all governance documents, principles, codes of practice, annual operating and financial reports etc.
- b) Build governance principles into all policies, procedures and initiatives as a default

### Organisational Development Activity 5.3

Appropriate financial management and accountability

### Organisational Development Target 5.3

- a) Setup banking and payment mechanisms
- b) define financial policy & procedures
- c) define annual financial planning and reporting model

### **Organisational Development Activity 5.4**

Provide national and international representation

### **Organisational Development Target 5.4**

- a) Build links with NGB's as potential partners/collaborators - IOA, TI & Canoe Ireland
- b) Initiate links with emerging Adventure sports international organisations
- c) Draft a framework/model for representing Ireland abroad in AR
- d) Draft framework for ARI approved National/Regional AR championship races

### **Organisational Development Activity 5.5**

Develop toward a formally recognised NGB

### **Organisational Development Target 5.5**

- a) Define roadmap towards NGB status
- b) Create 3 - 4 year plan for achieving NGB status

### **Organisational Development Activity 5.6**

Recognising and celebrating excellence

### **Organisational Development Target 5.6**

- a) Establish 1 or 2 additional awards for excellence and/or contribution to AR
- b) Establish annual awards event
- c) Establish National AR Championship format

### **Organisational Development Activity 5.7**

Building and adhering to a strong code of ethics

### **Organisational Development Target 5.7**

Create Code of Ethics for all ARI activities