

Modern Sport: Scottish Orienteering Association: Issues, Decisions, Actions - 24/25 February 2006

16 Scottish Orienteering Association members and staff and 1 sportscotland staff in attendance over 2 days

Desired outcomes of weekend as identified in diagnostic survey:

1. Greater understanding of the structure of orienteering and the role of the SOA
2. Greater clarity about the core priorities for the SOA over the next 3-4 years; developing a focus on fewer and more achievable objectives
3. More decisive Executive Committee meetings in future, with clearer communications between those involved
4. A greater sense of teamworking between the Executive Committee, professional officers, sportscotland, and clubs
5. Greater understanding about how the Executive Committee and professional staff will work together in future to take the organisation forward.

Governance Issues	Discussion / Points	Decisions / Action / Implementation
Diagnostic summary report	<p>General discussion about current issues faced by SOA:</p> <ul style="list-style-type: none"> ➤ Generally reflective of both EC and club views; could recognise ourselves ➤ Some clubs not appreciating SOA ➤ Remember our relationship to BOF; possible opportunity to work more with them ➤ Increasing bureaucracy at every level - gets in the way of the sport!; not resourced to handle the extra admin. ➤ Schools orienteering helps raise profile of sport - beneficial role ➤ Could improve communications; do we seek club views actively? ➤ Relationships with BOF; distance; equated with England ➤ Query whether the Areas help 	
Role and responsibilities of the Executive Committee	<ul style="list-style-type: none"> ➤ Currently too focused on operations, especially comps and fixtures. Could these be delegated more? ➤ Tend to be reactive rather than proactive - responding to issues as they arise. ➤ 'Thorny' issues tend to come to EC from clubs ➤ Fixtures and Comps officials becoming more 'empowered' in order to make their roles work 	<p>Ensure that all officers have role description (review, update, issue - President)</p> <p>Clearer delegation of comps and fixtures to specific officers / groups (- assume granted unless you hear otherwise)</p>



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	<ul style="list-style-type: none"> ➤ Idea of devising a reporting template for officers / working groups to report to EC ➤ Not good at communicating including succession from one officer to another ➤ Reports / minutes not going onto website for clubs to read ➤ Some officers unclear about their role description ➤ Lack of reporting back from some delegated areas e.g. coaching, as no representation on EC. 	<p>Create HR Handbook from sportscotland template (VP-A to 'customise' for SOA)</p> <p>Reporting templates from delegated tasks (TP to send pro-forma for adaptation by SOA)</p> <p>Taking a more strategic agenda for EC. (Pre-meeting, Secretary and President to review agenda items to ensure strategic relevance. At meeting, everyone to keep on track. At meeting, Lynne to pro-actively monitor whether discussion is staying on track.)</p>
<p>Legal status of SOA</p>	<ul style="list-style-type: none"> ➤ Risks as employer, event organiser and youth activities ➤ An issue for clubs too, particularly in organising events ➤ Risks are small and difficult to quantify, but could be very serious; at present, individual officers face unlimited personal liability ➤ Consider Community Amateur Sports Clubs status for clubs ➤ Ensure that good practice is identified, written down as policy/procedure, and notified to everyone as a requirement of task or membership. 	<p>Task: Short briefing paper on pros and cons of incorporation for both SOA and member clubs to be presented to EC, and then distributed to clubs. (Catherine to collate existing key documents for SOA on this. EC to decide action - March)</p> <p>3 lines of defence:</p> <ol style="list-style-type: none"> (1) define good practice, distribute, implement (2) good insurance (3) incorporation to protect liability of individual member <p>Task: review and collate all best practice policies. Task: ensure they are all published (Hilary to summarise and identify links. Report to EC. By end-May.)</p> <p>Task: ensure that all members and participants understand that these are conditions. (EC to decide implications for membership - summer 2006)</p> <p>Task: review and summarise what insurance currently covers (PO to summarise nature of existing insurance covers. By end-May.)</p>



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<p>Executive Committee structures</p>	<p>Characteristics of a ‘modern’ board:-</p> <ul style="list-style-type: none"> ➤ 6-8 members ➤ Strategic not operational ➤ Functional areas assigned to vols / officers / staff, aligned with individual skills and interests, aligned with strategic objectives and delegated budgets ➤ Reporting template to board - one page ➤ Flexible use of task groups, etc <p>Two-level structure:</p> <p>(1) 6-8 person board, no functional hats</p> <p>(2) series of portfolio officers with delegated authorities (some people will be in both groups, but wearing different hats in each context)</p>	<p><<<< Do this</p> <p>Task: briefing paper on EC role, terms of reference, groundrules, appropriate agendas, membership PLUS implications for delegated functional officers. Distribute this to EC and clubs. Progress to final proposals. (VP-A, with Pres and Paul. By 11 March.)</p> <p>Task: review implications for constitution and whether formal change is required, timescales, etc. (EC to decide. By May 2006 AGM)</p> <p>Implications for constitution paragraph 3(c)</p> <p>Task: Identify relevant portfolios e.g.</p> <ul style="list-style-type: none"> Child protection Fixtures Youth development Communications PR, etc.
<p>Volunteer recruitment, support, reward</p>	<ul style="list-style-type: none"> ➤ Change understanding of ‘volunteering’ to members’ responsibility for contributing back to sport - cajoling members. Generate a culture that everyone is contributing to the work behind the sport. ➤ Training / development officer in each club, linking together in a network, providing training, proactively seeking volunteers from club members ➤ Shadowing and mentoring of experienced volunteers to new ones ➤ Defined jobs, tasks, time limits, expectations for each volunteer role. Work smart. ➤ Recognition of volunteers - link to individual motives for volunteering (status, experience, social, loyalty) ➤ Set out expectations more clearly of members. ➤ Parents newsletter involving and identifying opportunities for parental involvement 	



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	<ul style="list-style-type: none"> ➤ Annual awards, club of the year, volunteer recognition, etc. 	
<p>Membership recruitment and development</p>	<ul style="list-style-type: none"> ➤ Participation in the sport is more important than membership. Participation should lead to membership. ➤ What are we doing to convert participants to members ➤ Officials and members are ambassadors for sport - need to welcome and communicate accordingly ➤ Need to be seen to cater for all levels 	<p>Sharing of membership recruitment successes between clubs - networking around 'what works'. (Hilary to summarise ideas around volunteers and membership, distribute to clubs, possible club day)</p> <p>Possible review of membership categories to bring in more groups e.g. participants</p>
<p>Raising profile of sport</p>	<ul style="list-style-type: none"> ➤ Clarify the image that we want to promote. Portray the elite sport as the best visual image. (compare mountain biking, snowboarding for public image) ➤ Improve the publicity at club level to local media ➤ National media contacts must come from GB ➤ Look at media practice in other countries e.g. Sweden. ➤ Quality promotional video / DVD, posters ➤ Yet ensure that the promotional text engages all abilities ➤ Get a consistent image presented at national, club and event activities ➤ Build SOL event to a more public 'final' ➤ Identify role models within the sport - make more of them at events 	
<p>SOA strategic priorities going forward</p>	<ol style="list-style-type: none"> 1. Split operational from strategic roles 2. Get better at business processes <p>Review of current objectives Participation, membership recruitment, retention 5/10 Club development 7/10 Coaching 6/10 Fixtures and comps 9/10 Leadership 4/10 Communications, publicity, marketing 6/10 Performance 9/10 Access and environment 7/10</p>	<p>3 priorities going forward to focus development around:</p> <ol style="list-style-type: none"> 1. 'Leadership' (BOF, communications, HR) 2. Participation and retention of members 3. Coaching <p>(EC to determine process for planning priorities)</p> <p>EC structure could be:</p> <ul style="list-style-type: none"> • Chair • Secretary • Treasurer - finances • Communications (clubs, print, online, external, BOF, partners)



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		<ul style="list-style-type: none"> • Operations - fixtures, comps, access, performance • Leadership - lead development • Participation - lead development • Coaching - lead development
<p>Club development</p>	<ul style="list-style-type: none"> ➤ New Help for Clubs website full of guidance and practical templates ➤ www.helpforclubs.org.uk 	<div data-bbox="1341 443 1659 676" style="border: 1px solid black; padding: 5px; text-align: center;"> <p>Help for Clubs Practical resources for sports clubs www.helpforclubs.org.uk</p> </div> <p>Link from SOA website?</p>
<p>Follow up actions post springboard seminar</p>	<ul style="list-style-type: none"> ➤ 	<p>These notes to VP-A by end-February</p> <p>VP-A circulates notes to EC and club invitees People to discuss with own clubs David to write up for <i>Score</i></p> <p>Outcomes on agenda for next EC meeting</p> <p>EC Review of Outcomes scheduled for 30 September TBC</p>

Tim Pickles
 25 February 2006