



ORIENTEERING
AUSTRALIA

GOVERNANCE AND FINANCE WORKSHOP

18 November 2024

VIA ZOOM

WELCOME

Orienteering Australia Chair Mike Dowling.

Please mute your microphone when not speaking.



AGENDA

- ACKNOWLEDGEMENT OF COUNTRY
- ATTENDANCE
- OA ACTIVITY PLAN REVIEW
 - GREAT ORGANISATION
 - GREAT EVENTS
 - GREAT PERFORMANCES
 - GREAT RELATIONSHIPS
 - GREAT OPPORTUNITIES
- FINANCE/BUDGET
- ASC 2024 – 2025 PROJECTS
- ASC GOVERNANCE REQUIREMENTS
- CONSTITUTION UPDATE
- NIF UPDATE
- RISK UPDATE
- GENERAL BUSINESS – MEMBER ISSUES/QUERIES



ACKNOWLEDGEMENT OF COUNTRY

Orienteering Australia acknowledges the Traditional Custodians of the land upon which we compete upon.

We extend this acknowledgement to all the Traditional Custodians of the lands and First Nations Peoples and would like to pay our respects to all Elders past, present and emerging.



ATTENDANCE



PURPOSE

To further update you, as the members of OA, the work of the Board in connection to Governance and Finance matters and to seek advice about Board priorities for 2025.





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ACTIVITY PLAN REVIEW

SUMMARY

The Activity Plan (operational work) is driven by the Strategic Plan (strategic priorities) of OA. These are:

- **Great Organisation:** Enhance our organisational capability through responsible sport management practices, good governance, and effective administration, and by welcoming and recognising the contribution of willing volunteers and those with specialist skills alike.
- **Great Events:** Support a quality orienteering experience through the delivery of competitive and participation-focused events, and by encouraging and developing our volunteers, paid officials and those who innovate to improve our sport.



SUMMARY

- **Great Performances:** Achieve results on the international stage with a high-performance program connected to our community via a commitment to juniors and development squads at state and national levels, as well as providing opportunities for every orienteer to grow their enjoyment of the sport, regardless of their age or ability.
- **Great Relationships:** Collaborate and communicate across and beyond our orienteering community to promote and support the long-term growth and success of our sport.
- **Great Opportunities:** Nurture opportunities to promote and increase participation in orienteering, and for every orienteer to grow and contribute to our community –whether as a recreational participant, competitor, volunteer, coach, or administrator.



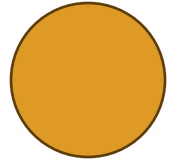


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ACTIVITY PLAN REVIEW GREAT ORGANISATION

GREAT ORGANISATION

Governance - Maintain compliance with the National Integrity Framework (NIF) and ensure Member States/Territories



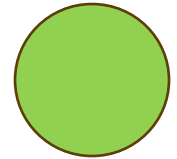
- Implementation of Sport Integrity Australia's (SIA) NIF policies an ongoing work in progress.
- OA implementing Safeguarding in Sport Continuous Improvement Program actions.
- Onboarding of Officers in child facing roles for NIF compliance.
- Continuous monitoring of compliance with NIF policy requirements.



GREAT ORGANISATION

Governance - Complete process for Orienteering Australia to move to a company limited by guarantee

- OA structure as a Company Limited by Guarantee completed with ASIC July 2024.
- Constitution amendments foreshadowed as suggested by ASC (refer separate section in workshop) and Board review.



GREAT ORGANISATION

Review risks and align our procedures with public liability insurance requirements.

- Update of existing risk completed early 2024.
- Director with focus of Risk monitoring risk.
- Risk a standing Board agenda item.
- Ongoing monitoring and review of Risk (refer Risk section in Workshop).



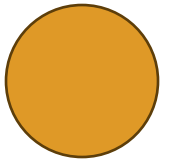
GREAT ORGANISATION

Governance - Implement a unified national membership structure for organisational efficiency.

- Examination of membership structures within Eventor reveal several differences remain.
- Board considering future actions.

Workforce – Ensure all officers of the OA workforce are correctly employed with agreed conditions aligned with National Employment Standards

- Officer contracts to be updated to align with new Company structure and legal requirements effective January 1, 2025.



GREAT ORGANISATION

Finance - Ensure OA is financially able to perform its role well

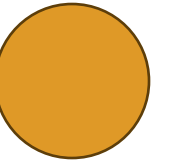
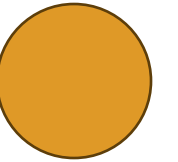
- Continual focus on cost control. (Refer Finance section in Workshop).
- Where possible using ASC funding for workforce to reduce operational budget challenges.

Finance - Investigate opportunities to increase revenue to OA from outside the sport and Sport Australia

- Reviewing Sponsorship Policy as a basis for going out to the market.

Finance - Plan to achieve a balanced operational budget by 2026

- A work in progress. (refer Finance section of Workshop)



2025 MAJOR PRIORITY

Review and update Strategic Plan

- Consultation process with you as our members.
- Aim to keep it at a high level.
- A “whole of sport” high level strategy.
- To inform operational implementation of priority activities and projects and business as usual, driven and aligned with high level strategy.



2025 MAJOR PRIORITY

Board Composition

- We have a gap in high level HR expertise.
- Would be good to also have Board expertise in area of inclusive practice.



QUESTIONS





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ACTIVITY PLAN REVIEW

GREAT EVENTS

GREAT EVENTS

E-learning - Commence adaptation of our Controller Curriculum to the OA Orienteering Learning Centre. (ASC Funded Project)

- Scoping of project commenced.
- Seeking a person to manage process of placing curriculum within the OLC

Education - Develop and implement a course planning education framework. (ASC Funded Project).

- Work commenced by Director, Technical on reviewing literature and planning of content.



GREAT EVENTS

Education – Develop a risk management module within the OA Orienteering Learning Centre for event organisers to improve event quality.

- Work commenced on scoping of content for module.

Develop a plan for the hosting of future IOF major events by 2030

- Working Groups formed and analysing issues and potential in both orienteering and mountain bike orienteering.
- Target is to report to Board before end of this year.



QUESTIONS



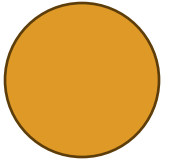


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ACTIVITY PLAN REVIEW GREAT PERFORMANCES

GREAT PERFORMANCES

E-Learning - Complete adaptation of our coaching curriculum into the OA Orienteering Learning Centre. (ASC Funded Project)



- Orienteering Instructor (Community) and (Teacher) and Learn and Play now available on the OA eLearning platform (Orienteering Learning Centre – OLC).
- Work commenced with placing Competition and Performance coaching accreditation courses into the OLC.
- Contact Brodie at coaching@orienteering.asn.au.



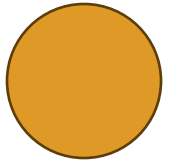
GREAT PERFORMANCES

Beginner Instruction for Everyone – Acquit project aligned with adjusted project brief. (ASC Funded Project)

- Project finally commencing.
- Project Manager being appointed.
- More information in Opportunities and Relationships workshop.

Learn to Orienteer – Implement a national program from pilots conducted in 2023. (ASC Funded Project)

- Successfully being implemented.
- More information in Opportunities and Relationships workshop.



GREAT PERFORMANCES

International - Finalise teams to send major international events such as the World Championships, World MTBO Championships, Junior World Championships, World Cups and World University Championships

- Successful international event participation with some pleasing performances by team members.
- Some unfortunate incidents with parent behaviour at JWOC.

National - Establish a team-based competition for the Australian Championships Carnival

- Successful trial this year. To continue in 2025.



QUESTIONS





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ACTIVITY PLAN REVIEW GREAT RELATIONSHIPS

GREAT RELATIONSHIPS

Communication - Develop and implement a Communication Plan and Social Media Plan to promote orienteering. (ASC Funded Project).

- Plan endorsed by the Board at its last meeting.
- A framework for how OA will communicate.
- Will continue to evolve over time.
- Informs work of OA Manager, Communications and Marketing.



GREAT RELATIONSHIPS

Communication - Complete and fully implement the redevelopment of the OA website. (ASC Funded Project)

- New website launched February this year. Still a work in progress.
- SEO optimisation means easily searchable through search engines such as Google, Bing etc.
- Security and support through a Maintenance contract with developer Digital Thing.
- Up time is being affected by issues with some State websites on the hosting server.
- Subsite system in place for state and club associations organising major events.



GREAT RELATIONSHIPS

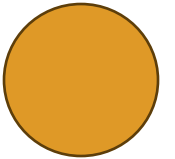
Communication - Employ a Manager, Communications and Marketing to improve communication and promotion to enhance participation and engagement. (ASC Funded Project)

- Liz Leung appointed March this year.
- Analytics data shows big increase in communication engagement.



GREAT RELATIONSHIPS

Communication – Adopt and implement a Photography Policy aligned with the NIF Safeguarding Children and Young People Policy to provide guidance as to how OA will use photographic imagery in publications and online.



- Policy adopted and being successfully implemented at OA level in communication.
- A photography module under development with the OLC.
- Examining ways to improve photography permission process within Eventor.
- Requires a change of cultural mindset in how photographs of young people are used.



QUESTIONS





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ACTIVITY PLAN

GREAT OPPORTUNITIES

GREAT OPPORTUNITIES

Digital Systems - Improve Eventor usability addressing user need issues (ASC Funded Project)

- Work continuing through year led by Paul Prudhoe and Eventor Working Group
- Challenge has been developer availability within SOFT.
- Detailed overview will be provided in the Opportunities and Relationships Workshop.



GREAT OPPORTUNITIES

Participation - Complete and implement a “Whole of Sport” Participation Plan. (ASC Funded Project),

- Plan endorsed March this year by Members and Board.
- Daniel Stott now Manager, Participation.
- Plan is being used as a model for other sports by the ASC.
- Establishing Participation Committee to further enhance implementation and participation activities (refer section later in the Workshop).
- Reconciliation Action Plan (RAP) development under way as part of Plan.



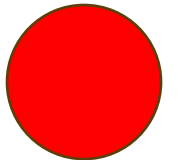
GREAT OPPORTUNITIES

Participation - Develop a volunteer recognition plan for 2025 implementation

- Initial discussion with ASC volunteer team around developing this plan.
- **Will be seeking member input for a national approach.**
- **Priority rollover to 2025.**

Develop a framework for the development of an OA Inclusive Practice Plan in 2024 to increase the social and cultural diversity of people participating in orienteering.

- Not yet started but connected to development of the Reconciliation Action Plan (RAP)
- **Will be seeking member input for a national approach.**
- **Priority rollover to 2025.**



QUESTIONS





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BUDGET/FINANCE

2024 FINANCIAL OUTCOMES

	2024 budget (\$'000)	2024 current forecast (\$'000)
Income	481	518
Expenditure	584	601
Loss	-102k	-82k
Comprising		
Operating loss	42k	32k
ASC funded projects overspend	60k	50k



2024 FINANCIAL HIGHLIGHTS

- Additional ASC funding for 2025 and beyond: base increasing from 100k to 180k pa.
- Play Well participation grant of 159k to end of 2025.
- Overseas HP costs continue be high.
- "Compliance and admin costs" - insurance, audit/accounting, software licences above budget.



2025 BUDGET

- Currently being prepared – will be discussed at this week's Board meeting.
- To reflect new ASC funding and projects.
- Director, Finance objectives are:
 - Balance operational position
 - Maintain event levies and State registration costs at 2024 levels
 - Increase HP funding if possible



QUESTIONS





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2024-2024 ASC PROJECTS

2024 PROJECT HIGHLIGHTS

- Participation Plan
- Orienteering Learning Centre (3 out of 5 coaching courses live)
- Participation Funding Distribution (\$19,000 of \$29,150)
- Learn to Orienteer (about \$2000 left in budget)
- National Junior Development Camp (\$1000)
- Sporting Schools Year 9-10 Curriculum (\$10,000 – not yet started)
- Coaching & Controlling courses (\$4500 – first half 2025)
- Participation and Engagement Network
- Game Plan (9 clubs signed up)
- Reconciliation Action Plan (small groups currently drafting)



2025 PROJECT HIGHLIGHTS

- Participation Pathway
 - Beginner Instruction for Everyone project
 - KID-O
 - Learn to Orienteer (PlayWell grant)
- Reconciliation Action Plan published
- Improve data recording and analysing (\$4000)
- OA Participation Committee
 - Participation Plan initiatives funding for SSO's (\$16,800)
 - Develop marketing and promotion guidelines and marketing materials



QUESTIONS





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ASC GOVERNANCE REQUIREMENTS

OA CONSTITUTION UPDATE

- Aims: minor changes to simplify and improve wording, and to address recent guidance from ASC
- The Constitution should contain general principles; details will be set out as Policies which will form part of OA's Operations Guide.



UPDATE PROCESS

- ASC has provided draft wording recommendations
- OA Company Secretary RS is managing the re-drafting
- Form a small Consultation group including State rep(s), to review the drafting. Any nominations?
- The Final Draft will be circulated to States early in 2025
- Aim to vote on the update at the OA AGM in 2025.
- Changing the Constitution requires a Special Resolution.



SUMMARY OF CHANGES

- Remove Transitional Provisions which are no longer needed
- Add, under 'Objectives':
 - To operate as a Not-for-Profit organisation
 - To work towards gender equity
- Add new position of Deputy Chair
- No change to the number of Directors (9)
- Add Nominations Committee and Risk (Finance and Audit) Committee
- Minor editorial changes – eliminate duplication, improve wording



QUESTIONS





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RISK MANAGEMENT UPDATE

WHERE WE WERE AND WHERE WE ARE AT NOW

2023

- **Risk Policy**
How risk is managed
- **Risk Schedule**
A list of risks OA faces rated high, medium and low

2024

1. **Updated Risk Policy to meet ASC requirements** – Includes addition of Risk Manager and Risk Appetite statements
2. **Risk Schedule Reviewed** – High risks reviewed, actions developed and implemented
3. **Risk (Finance and Audit) Committee** - Purpose and Membership



QUESTIONS





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NIF UPDATE

State of play...

- On going work on the Safeguarding in Sport Continuous Improvement Program
 - This is largely happening with the review and updating of OA policy.
 - New OA Integrity webpage to be developed to improve comms and update look/feel.
- OA was awarded a \$15000 grant under the above Program for safeguarding initiatives in FY24/25
 - Stand-by for comms to State bodies to elicit bids for allocation of grant money.
 - Spending proposals are subject to SIA approval.



Outstanding work

- Finalisation of updated National Sporting Tribunal/Complaints policy to align with the current NIF (to be submitted to the Board shortly).
- Question: Is there a desire to formalise an integrity sub-committee of OA to improve comms and collaboration between the States and OA?
 - Intent would be to have semi-regular meetings probably quarterly.
 - What would be of value and benefit to all but of low burden amongst competing priorities?



QUESTIONS





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MEMBER FEEDBACK

Do you have something that you would like to see as an OA priority in 2025?





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THANK YOU