

New Zealand Orienteering Federation



Stakeholder Relationship Strategies for the Sport of Orienteering

Version 1.0 (26 September 2005) Prepared by Paul Dalton, Vice President, NZOF

CONTENTS

	<u>Page</u>
(1) Introduction	3
(2) NZOF Stakeholder Map (draft)	5
(3) Generic club Stakeholder Map	6
(4) Developing Stakeholder Strategies	7
(5) Wider relationship between clubs and the NZOF	12
(6) Next Steps	13

(1) INTRODUCTION

What is the purpose of this document?

In the current National Strategic Plan for Orienteering in NZ there are the following actions in the area of Stakeholder Relationships under the overall Strategic Goal heading of ‘Raise the Performance of Management’. These actions were given a priority allocation of ‘CRITICAL’.

4.4.2 STAKEHOLDER RELATIONSHIPS

Expected Outcomes

- Programme to be developed and executed to manage stakeholder relationships at a more strategic level.
- Specific partnership opportunities sought out and developed for the benefit of the sport.

Specific Actions

Group	Action	Person	Timing
NZOF	<ul style="list-style-type: none"> • In conjunction with clubs, develop an internal stakeholder strategy document that identifies issues surrounding the relationships between participants, clubs and NZOF and contains actions to improve these relationships. 	GM/ Council	Sept 2005 (draft) Dec 2005 (final)
	<ul style="list-style-type: none"> • In conjunction with clubs, develop an external stakeholder strategy document that identifies issues surrounding the relationships between orienteers and external stakeholders and contains actions to improve these relationships. 		June 2006 (draft) Dec 2006 (final)
Clubs in general	<ul style="list-style-type: none"> • Provide input to stakeholder strategies. 	Club Presidents	2005 and 2006
	<ul style="list-style-type: none"> • Assist in the implementation of stakeholder strategies at local level where applicable. 	Club Presidents	Ongoing

This paper is intended to cover the first two action points, bringing forward the completion timing of the second area of external stakeholders into line with that for internal stakeholders.

Who are our Stakeholders??

- In a very general sense they are all those who are affected in a material way (either positively or negatively, directly or indirectly) by the existence of our clubs, national body and the activities they undertake.
- They include a wide variety of groups and individuals, and can be categorized in a number of ways. Below is a view based on the nature of the relationship with the sport:

Direct Interest	Partners	Indirect Interest
<ul style="list-style-type: none"> • Members in general. • Member subgroups incl new members, committees and active volunteers. • Local and Intl participants who are not members. • Families, parents, spouses. • NZOF. • IOF. • Overseas O Federations. • Sponsors/ Advertisers. • General public. 	<ul style="list-style-type: none"> • Landowners. • SPARC. • Regional Sports Trusts. • Regional Councils/ Local Authorities. • Community/ Gaming Trusts. • Schools (teachers & students). • Community Groups (eg SAR). • Mapping providers. • Retailers of O equipment. 	<ul style="list-style-type: none"> • Media. • Printers. • Outdoor NZ. • NZ SDA. • University Sport NZ. • Min Social Development. • Regulatory bodies. • Medical industry. • Insurance industry. • Other sports. • NZ Olympic Committee

- Understanding and meeting the needs of Orienteering’s stakeholders has never been more important. We need to identify who are our most important stakeholders and be very clear about what we do for them and what they expect/ need from us.
- Managing these relationships needs to move from an ad hoc, amateur level to a more professional and strategic level. Orienteering needs to **plan** more carefully how it is going to meet the needs of these stakeholders and to engage with them to ensure we have understood their needs in the first place.

Why do we need to think about them?

- Because good governance demands that stakeholder interests be identified and appropriate relationships established. Common sense stuff – look after the important people who make things possible for you!!
- Because the interests and expectations of key stakeholders often conflict and tradeoffs are required. A classic one for orienteering is the new members wanting easy, close, park events while the committee members want technically challenging forest events.
- Because some stakeholders expectations may conflict with what is in the best interests of the organisation.
- Because complex stakeholder relationships are the norm for sports and recreational organisations.
- Too often stakeholder relationships are reactive and having to fix things up after they have gone wrong.
- Equally, specific partnership opportunities can be sought out and developed for the benefit of the sport, including:
 - (a) Organisations that can assist us to deliver our sport and/or develop our capability, e.g. SPARC / Regional Sports Trusts.
 - (b) Organisations that can help us fund our sport, e.g. potential sponsors including Charitable Trusts.
 - (c) Organisations that can help us promote our sport, e.g. Media.

So what do we do when we have figured out who they are?

- Clearly understand the relative significance of each stakeholder group to us. A useful tool to do this is a grid based on the degree of influence the stakeholders have on the organization (the ability to achieve its objectives) and the current strength of the relationship with the stakeholders.

Influence

High

Quadrant 1 = Top Priority to improve	Quadrant 2 = Put in energy to maintain
Quadrant 3 = Improve where possible but not a priority	Quadrant 4 = Leave alone

Low

Weak

Relationship Strength

Strong

- Map out a proactive strategy on where we want the relationships to go to/ what outcomes we need from them.
- Primary stakeholders should be involved when we are planning our direction and priorities (a bit of a chicken and egg situation!!). This does not mean that they decide the overall strategy or drive decision making – but they should be consulted.

(2) NZOF Stakeholder Map

**Influence
On NZOF
High**

<p>X Clubs</p> <p>X Community/Gaming Trusts</p> <p>X National Corporate Landowners</p>	<p>X NZOF Officers</p> <p>X SPARC</p> <p>X Major Sponsors (eg SILVA)</p>
<p>X Regional Sports Trusts</p> <p>X National media</p> <p>X General Public</p> <p>X NZOC</p> <p>X Outdoors NZ</p> <p>X Other O Federations</p>	<p>X IOF</p> <p>X Orienteering Aust.</p>
Low	Relationship Strength
Weak	Strong

The top priority stakeholder relationships for the NZOF to think about improving are:

- (1) Clubs.
- (2) Community and Gaming Trusts.
- (3) National Corporate Landowners.

The priority relationships to maintain are:

- (1) NZOF's own Officers.
- (2) SPARC.
- (3) Major Sponsors.

(3) Generic Club Stakeholder Map

This map is a generalized view of how a club may see its relationships with its stakeholders for the purposes of an example. It is not intended to reflect any particular club and indeed the real value will come from each club doing their own version of the map.

**Influence
On Club**

High

X Club Volunteers X Non member participants X New Members X Members families, parents, spouses X NZOF X Regional Sports Trusts X Community/ Gaming Trusts	X Landowners X Mappers/ O equip sellers X Local school sports Assn
X Local Authorities X Local media X General Public	X Local printers/ suppliers

Low

Weak

Relationship Strength

Strong

Under the scenario above, the top priority stakeholder relationships to think about improving are:

- (1) Club volunteers.
- (2) Non-member participants.
- (3) General club members.
- (4) New members.
- (5) Members supporters (ie families, parents, spouses).
- (6) NZOF.
- (7) Regional Sports Trusts.
- (8) Community/ Gaming Trusts.

The priority relationships to maintain are:

- (1) Landowners.
- (2) Mappers/ O equipment sellers.
- (3) Local school sports Assn's.

(4) Developing Stakeholder Strategies

4.1 For the NZOF

Rank	Stakeholder	Expected Outcomes	Measure	Actions	Person
1	Clubs	<ul style="list-style-type: none"> • Strong working relationship with clubs. • Alignment of objectives and actions. • Support for NZOF activities by clubs. 	National level review	<ul style="list-style-type: none"> • Proactive engagement with clubs over their needs. • Regular communications and review of progress. • Overall Strategy document for the sport with a bottom up/ top down approach. • See also Section 5. 	GM, Council
2	Community and Gaming Trusts	<ul style="list-style-type: none"> • Regular access to funds. 	Funding levels	<ul style="list-style-type: none"> • Maintain full details of all potential funding sources, timings for applications, priorities for allocations etc. • For major supporting trusts to build up over time a personal contact with key personnel. • For any funds received ensure the terms and conditions are fully complied with and reporting is done on the use of the funds. 	GM
3	National Corporate Landowners	<ul style="list-style-type: none"> • Ongoing access to key areas (eg Woodhill Forest). • A level of goodwill built up to cover possible incidents (eg fence damage). • Advocates for the sport in accessing other areas. 	Informal review	<ul style="list-style-type: none"> • Contact details/ profile kept on all national corporate landowners. • Build & maintain a relationship with key individuals in these organizations in co-ordination with club level contacts. • Assist clubs manage any difficulties they may have with access. 	GM

For those stakeholders in the priority maintenance category:

Rank	Stakeholder	Expected Outcomes	Measure	Actions	Person
1	NZOF Officers	<ul style="list-style-type: none"> Retain a group of motivated, skilled and rewarded Officers Create a deep talent pool to spread the workload and avoid burnout. Succession planning – bringing new people through. 	Regular review of key positions	<ul style="list-style-type: none"> Effective management of Officers (clear objectives, performance reviews etc). Regular reviews to identify key roles, priorities and the remuneration levels. Recognition for work done. Follow up with Officers for feedback on how things can be improved. <u>Make it easy for people</u> – simple systems, reference materials, instructions, tools etc. Ensure records kept of previous activities etc. 	GM, Council
2	SPARC	<ul style="list-style-type: none"> Funding maintenance. Effective working relationship. 	Funding levels	<ul style="list-style-type: none"> Keep abreast of all SPARC developments and initiatives. Maintain good personal relationships with key SPARC personnel. Meet all reporting deadlines. 	GM
3	Major Sponsors	<ul style="list-style-type: none"> Funding continuity. Effective working relationship. Growth of support over time. 	Funding levels	<ul style="list-style-type: none"> Keep well informed of sponsors business activities. Maintain good personal relationships with key personnel Regular feedback to sponsor on activities supported. Ensure sponsorship agreements are honoured and logos used as required (eg letterhead, website, publications etc). Where possible formalize relationships in writing. 	GM

4.2 For Clubs

Below are some examples of strategies that could be employed for the top priority stakeholders in the previous example:

Rank	Stakeholder	Expected Outcomes	Measure	Actions	Person
1	Club Volunteers	<ul style="list-style-type: none"> Retain a group of motivated, skilled and rewarded volunteers. Create a deep talent pool to spread the workload and avoid burnout. Succession planning – bringing new people through. 	Monitor actions against targets.	<ul style="list-style-type: none"> Build a database of volunteers recording skills, areas of interest and work done. Develop a programme where all members are encouraged and trained in aspects of the sport. Put in place a ‘buddy’ system for every time a volunteer does a new task. Follow up volunteers for feedback and reward/ recognize their efforts. <u>Make it easy to help</u> – simple systems, prepared materials, instructions, good equipment. 	Club Captain
2	Non member Participants	<ul style="list-style-type: none"> Convert 50% to members within 12 months. Get 50% of secondary schools participants into clubs. Ongoing improvements in what the club is offering. 	Monitor non-member participation	<ul style="list-style-type: none"> Build a ‘prospects’ database of regular non-members. Identify the specific reasons that are holding back people from joining. Develop a compelling ‘package’ of benefits only available via full membership. Create an introductory offer to make it easy to become a member. Where there are individuals who remain unconvinced, start treating them like they are members by involving them in helping at events etc. Work closely with schools and develop offers for them. 	Membership Officer
3	General Club Members	<ul style="list-style-type: none"> High levels of retention & satisfaction. Become advocates for the sport, bringing along new members via word of mouth. Assist with club activities. Increase skills useful to the club. 	Turnover & involvement. Individual feedback.	<ul style="list-style-type: none"> Build a good structured understanding of members needs and review regularly. Test their satisfaction formally and informally on the key aspects of the club, eg event programme, coaching etc. Fix the priority areas where satisfaction is low. As per ‘Volunteers’ above, get them involved via personal contact with other members. 	All key club officials

4	New Members	<ul style="list-style-type: none"> Develop the necessary skills to really enjoy the sport. Integrated socially into the club. As per general club members above. 	Turnover & involvement. Individual feedback.	<ul style="list-style-type: none"> A special subset of the actions above aimed specifically at new members. A 'buddy' system can be effective here so there is always someone looking out for them and following up. The hardest area is in skill development. Set up special 1:1 training at events at nominated times. If traveling to out of town events make sure they know where to go etc, ideally travel with someone else initially. 	All key club officials, esp Club Coach
5	Members Supporters	<ul style="list-style-type: none"> Family, parents, spouses of members fully support them in participating. Supporters can feel part of club activities too. As a result members can participate more and supporters may join also. 	Individual feedback	<ul style="list-style-type: none"> Ensure information is provided in a format for supporters to read. Personal communication with parents of children to encourage & keep them informed. Recognition for supporters in magazines etc. Involve supporters in appropriate roles at events. Assembly areas conducive non-participants. 	Event organizers, Club Captain
6	NZOF	<ul style="list-style-type: none"> Alignment of objectives and actions. Support for club activities by NZOF. An effective two-way working relationship. 	National level reviews	<ul style="list-style-type: none"> Active involvement with NZOF programmes & activities. Provide input and request help as required. See Section 5 below. 	Club President
7	Regional Sports Trusts	<ul style="list-style-type: none"> RST's assist the club where appropriate with resources (incl Kiwisport). Orienteering gains higher profile through involvement with the RST. 	Club Review	<ul style="list-style-type: none"> Club officials are in regular communication with their local RST and are familiar with all the support that is available. Where appropriate, engage and participate with the RST activities. 	Club President Kiwisport Officer
8	Community and Gaming Trusts	<ul style="list-style-type: none"> Regular access to funds. 	Funding levels	<ul style="list-style-type: none"> Maintain full details of all potential funding sources, timings for applications, priorities for allocations etc. For major supporting trusts to build up over time a personal contact with key personnel. For any funds received ensure the terms and conditions are fully complied with and reporting is done on the use of the funds. 	Club Treasurer

For those stakeholders in the priority maintenance category:

Rank	Stakeholder	Expected Outcomes	Measure	Actions	Person
1	Landowners	<ul style="list-style-type: none"> Ongoing access to areas. A level of goodwill built up to cover possible incidents (eg fence damage). Advocates for clubs in accessing other areas. 	Informal review	<ul style="list-style-type: none"> Contact details/ profile kept on all landowners. Contact sheets able to be given to all course setters/ controllers. Formal process of seeking permission and thanking landowners in place & managed. Framed copies of new maps provided to all landowners. 	Club President
2	Mappers/ O equipment sellers	<ul style="list-style-type: none"> Ready access to mapping talent and equipment. 	Informal review	<ul style="list-style-type: none"> Build up mapping/ OCAD/ fieldworking skills within the club from interested people. Keep regular contact with mapping contractors. Keep regular contact with equipment suppliers. 	Club President
3	Local secondary school sports associations	<ul style="list-style-type: none"> Orienteering recognized as a local sport where there are interschool competitions. Access to youth market who can be encouraged to join clubs. 	Informal review	<ul style="list-style-type: none"> Clubs run secondary school competition programmes in conjunction with normal events which are sanctioned by local association officials. Clubs develop 'package' of benefits to encourage school participants to become full club members. Where possible clubs provide support to schools to teach orienteering as part of the sports curriculum. 	Club President

Notes:

- **Club Captain:** This role exists in some clubs and is a very useful role in organizing day to day club activities (eg finding people to run events) and taking pressure off other club officials such as President and Secretary. If the role does not exist in a club then this work would most likely fall back on the President.
- **Club Coach:** This is a key role within any club. It is recognized that many clubs have vacancies in the coaching position which in itself is a problem.
- **Membership Officer:** This role is not always a stand-alone role in some clubs.
- In general, for clubs to effectively manage their stakeholder relationships the key roles in the club need to be filled by competent individuals.

(5) The wider relationship between clubs and the NZOF

The three most important entities within orienteering are the Participants, Clubs and NZOF. Their interrelationship can perhaps be described as follows:

NZOF

- The principal stakeholders of the national federation are its affiliated clubs.
- The national federation's role is therefore to support and resource clubs to grow and to provide clubs with the capability to sustain participation levels.
- The national federation also provides national unity as well as an international face.

Clubs

- The principal stakeholders of the affiliated clubs are their members (and potential members, viz. participants). Without them clubs would not exist and Orienteering would cease to exist.
- Clubs invest in the national federation both financially and with volunteer resources.

The national federation can support clubs and help build capability through:

- Promotion: website, pursuing media coverage, national magazine, promotional resources.
- Development funding: best practice models, permanent course network, schools orienteering, new forms of orienteering.
- Coaching structures: clubs, national and development squads.
- Coordinating national teams: high performance directorate, selection panel.
- Technical standards including coordinated event calendar.
- Support services: public liability insurance, health & safety policy, anti-doping code, environmental policies.
- Training and sharing of knowledge e.g. controller/mapping clinics, national forums.

Clubs can support the national federation through:

- Varied event programmes and event promotion.
- Developing newer forms of orienteering, permanent courses.
- Membership recruitment and retention.
- Coaching programmes.
- Building partnerships at local / regional level.
- Funding via event levies.

Getting absolute clarity of understanding of this two-way relationship is essential for all parties.

The upcoming Club Survey is an initial start in the process of deepening these relationships, along with the Regional Development Forums scheduled for the last quarter of 2005.

(6) Next Steps

This draft version of the document is only an initial ‘stake in the ground’ on this subject. The value will come from further discussion and gaining the insights and ‘best practice’ ideas from clubs around the country. Ultimately the real benefits will then come from the implementation of the appropriate actions at club and NZOF levels.

Ideally, the process from here is:

Step	Action	By Who	Timing
1	<p><u>Review this document</u>, and in particular:</p> <p>(1) NZOF Stakeholder map. (2) Generic Club Stakeholder map. (3) Suggested outcomes and actions for priority relationships at both NZOF and Club level. Add views and ideas.</p> <p>There are many clubs who are doing excellent work with their stakeholders and we want to be able to capture this.</p>	NZOF Officials Clubs	30 November 2005
2	Final document to be produced.	NZOF	31 December 2005
3	Clubs use the generic example to produce their own individual Stakeholder maps and develop actions using the ideas available in the document.	Club Presidents	Progressively from 2006
4	Review progress as part of regular NZOF reporting on Strategic Plan activities.	GM/ President	Ongoing

Paul Dalton
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