



Orienteering SA

SRSP Stakeholder Feedback Survey
April 2016

**Main Report
(n=63)**

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Government of South Australia
Office for Recreation and Sport

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1. Introduction

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1.1 Background

The Office for Recreation and Sport (ORS) administers the Sport and Recreation Sustainability Program (SRSP). The purpose of this grant funding is to support State Organisations to provide leadership, policies and services relevant to their activity. The SRSP is linked to membership and turnover.

This survey has been commissioned by ORS to obtain feedback from Orienteering SA's membership and stakeholders to:

- Understand members' and stakeholders':
 - Experiences and relationships with Orienteering SA
 - Aspirations for the future of Orienteering SA
- Measure Orienteering SA's performance in meeting member and stakeholder needs and expectations
- Provide indications for how Orienteering SA can better meet the needs and expectations.

The SRSP Stakeholder Feedback Survey was developed in 2013 after ORS investigated similar surveys, in particular the pioneering work undertaken by Sport New Zealand with their national and regional sport and recreation organisations.

Leaderskill Group Pty Ltd was engaged to design and administer the survey on behalf of ORS.

The development of the survey utilised a number of sources, including:

- Consultation with the State Sporting and Recreation Organisations (SSO, SRO) and the Industry Representative Bodies (IRB), including questionnaire development and the customisation of the RSO and IRB service and support questions.
- The Office for Recreation and Sport – ORS Strategic Plan 2013-2015, the Sport and Recreation Development Team, and the Funding Service Team.
- Leadership literature, the Role of a State Sporting Organisation in the National Sport and Active Recreation Framework, the Australian Sports Commission (ASC) Governance principles, and Sport New Zealand.

The initial survey was undertaken in 2013, where 75 state sport and recreation organisations participated. A similar process was undertaken in 2016 with surveys deployed across 70 organisations. The feedback provided by respondents was presented anonymously. Only aggregated responses are shown in this report.

1.2 Intellectual Property and Licensing Arrangements

The background Intellectual Property to this report, including the report format, survey questions, survey model and scales is jointly owned by the Crown and Leaderskill Group Pty Ltd, Sydney Australia. ORS acknowledges that this survey report was authored by Leaderskill Group Pty Ltd with contributions by the ORS.

Leaderskill Group Pty Ltd hosts the www.leaderskill.com.au website and is available at survey@leaderskill.com.au.

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1. Introduction

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1.3 Methodology

The survey respondents nominated by Orienteering SA were invited by email to respond to survey questions grouped into the following **Business Areas**. These are identified by four distinctive colours throughout the report:

	Leadership
	Relationship and Communication
	Services and Support
	Policies

The survey obtained quantitative feedback for each organisational service/activity ('performance' and 'importance' scores), and qualitative feedback about each of the Business Areas (open-ended questions and comments).

Demographic Questions

Respondents were asked to identify their main affiliation with the organisation and their main role.

Two Scales

Respondents answered each question using two independent scales about 'Performance' and 'Importance', these are set out below. Each scale provided the option for "N/A or don't know".

The 'Policies' section had a different scale. It asked about the level to which a policy had been implemented.

1. Performance:

Standard Scale: 'Disagree / Agree'						
1	2	3	4	5	6	7
Strongly disagree	Disagree	Slightly disagree	Neither agree / disagree	Slightly agree	Agree	Strongly agree

'Policies' Scale: 'Not implemented / Fully implemented'						
1	2	3	4	5	6	7
Not implemented	← →					Fully Implemented

2. Importance:

Scale: 'Not important / Extremely important'						
1	2	3	4	5	6	7
Not at all important	Low importance	Somewhat important	Moderately important	Important	Very important	Extremely important

1.4 Respondents' level of Engagement

The concept of 'Customer Engagement' describes customers' overall satisfaction with an organisation as well as their belief in its integrity and feelings of confidence in, pride and passion for, and belonging to the organisation.

Ten questions from the questionnaire that are closely aligned to the Gallup organisation's well-regarded Customer Engagement Survey (Copyright © 1994-2000) were selected from the four Business Areas to provide an indication of members' and stakeholders' engagement with Orienteering SA.

1.5 When reading this report

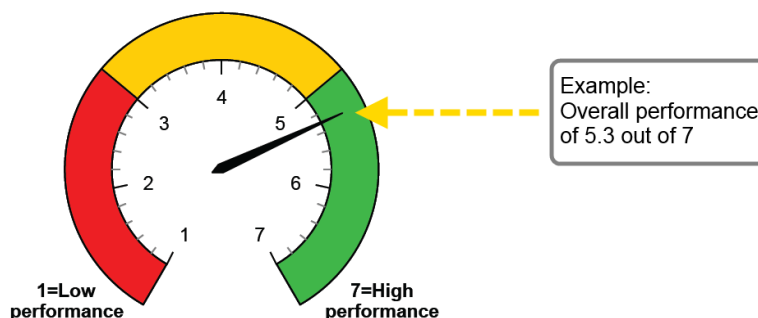
This survey is a snapshot in time of the nominated respondent's perceptions of Orienteering SA's performance and importance of the four Business Areas. This information is represented in the report by a variety of graphs and other visual aids, as shown on the following page.

1. Introduction

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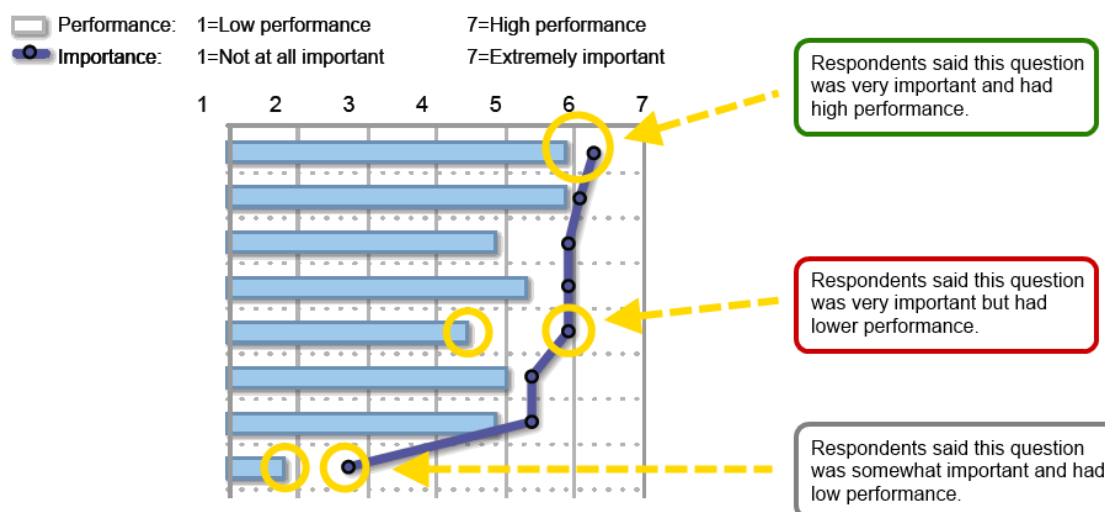
Dials

Dials are used to represent the overall performance ratings (average scores) for all questions in the questionnaire and for the overall level of engagement. The 'needle' shows the overall score between 1 (low performance) and 7 (high performance).



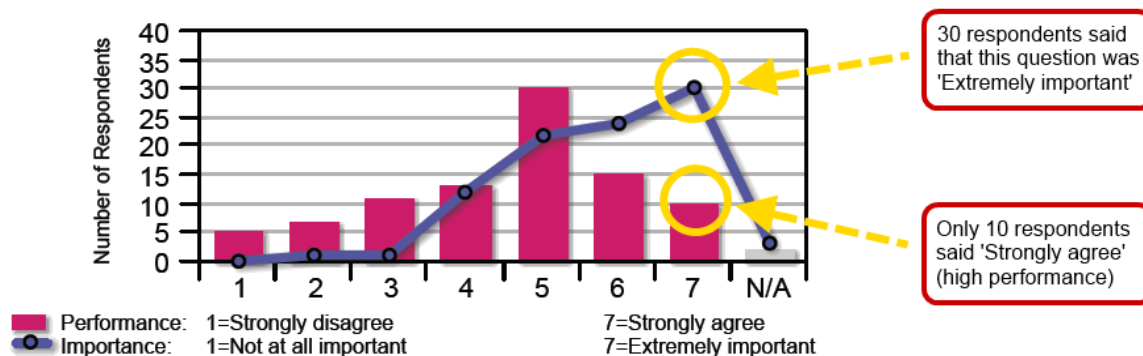
Bar Graphs

Bar graphs show both the average performance and importance scores for Business Areas or individual questions in the questionnaire.



Column Graphs

Column Graphs are used to present the detailed feedback for individual questions within each Business Area. Instead of showing the average scores for a question (as above), the bars and lines show *the number of respondents* who have selected particular ratings for that question.



1. Introduction

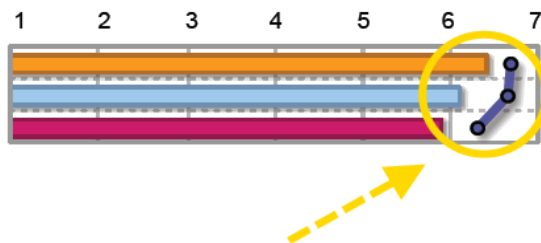
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1.6 What to look for in the report

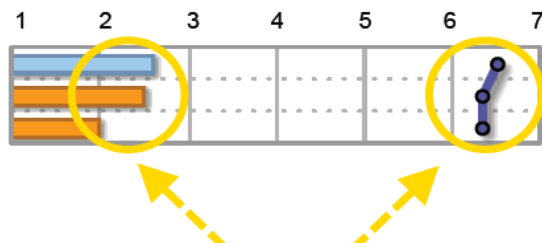
The report provides combined information about what is important to your respondents and their perception of Orienteering SA's performance. This means you can identify the areas that are most important to your respondents and where Orienteering SA is perceived to be performing well or where it could benefit from focusing its development.

Any item that has high importance but low performance will have a gap (see the example below). This type of gap highlights potential opportunities for your organisation. They represent key areas where your respondents would like you to perform at a higher level.

High Importance:

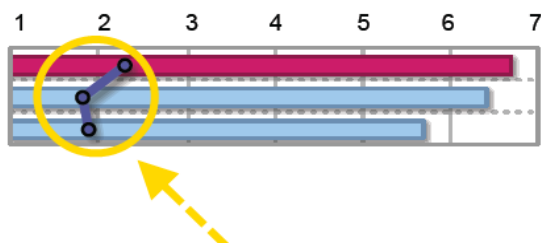


Perceived high performance and very important to respondents. These are high priority items for your organisation to continue doing well.

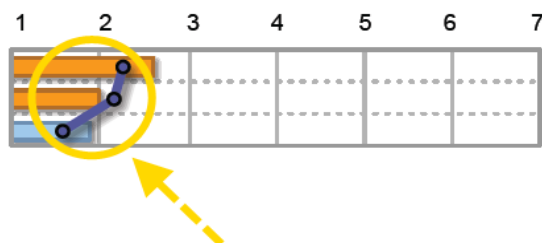


Perceived low performance but very important to respondents. These are high priority items for your organisation to focus on.

Low Importance:



Perceived high performance but not very important to respondents. Review your current activities and also focus on other higher priority items.



Perceived low performance but not very important to respondents. Review your current activities, but there may be other higher priority items to focus on.

1.7 Comparison with similar-sized organisations

Appendix 1 shows your results in comparison with other similar-sized organisations in your sector.

1.8 Beyond the Report

It is important to translate the opportunities that come out of this report into meaningful outcomes for your organisation. Your ORS Industry Advisor will provide support to assist you with this process.

2. Respondent Analysis

Apr 2016

2.1 Respondent Allocations

Respondents were nominated from the following groups:

1. Orienteering SA's *affiliated members* ('Members') – see table in section 2.2 below.
2. 'Other Stakeholders' include the membership of the *affiliated members*, and others, e.g. unaffiliated clubs, lapsed members, volunteers, parents, funders, commercial partners, councils.

Orienteering SA was allocated 150 respondents. 48 Members and 97 Other Stakeholders were nominated to take part in the survey.

The survey was officially open for four weeks, at which time the completion rates were taken to determine the incentive awards. The following table shows the final survey completion rates. These may be higher than the rates compiled at four weeks. If more respondents were nominated than were actually allocated, the completion rate by allocation shows respondents completed against the number allocated (not the number nominated). It was voluntary for the respondents to complete the survey.

Respondent Group	Completed	Nominated	Completion Rate	Allocation	Completion Rate by allocation
Members	30	48	63%	n/a	n/a
Other Stakeholders	33	97	34%	n/a	n/a
Total Respondents	63	145	43%	150	42%

2.2 Demographic Classification

'Members' and 'Other Stakeholders' were asked to select which of the following best described their sport affiliation with Orienteering SA:

Sport Affiliation	Number of Respondents	Sport Affiliation	Number of Respondents
Lincoln	6	Top End *	0
Onkaparinga Hills	10	Warralinga	7
Saltbush *	3	Yalanga	8
Tintookies	18	Other	4
Tjuringa	7		

* To maintain anonymity, sport affiliations with less than 4 respondents are combined with 'Other' in the Demographic Analysis section of this report.

'Members' and 'Other Stakeholders' were asked to select which of the following best described their main role:

Main Role	Number of Respondents	Main Role	Number of Respondents
Club administrator	6	Parent *	0
Club committee member	23	Funder/Commercial Partner *	0
Athlete/Player	24	Facility provider *	0
Coach	4	Other	5
Official	1		

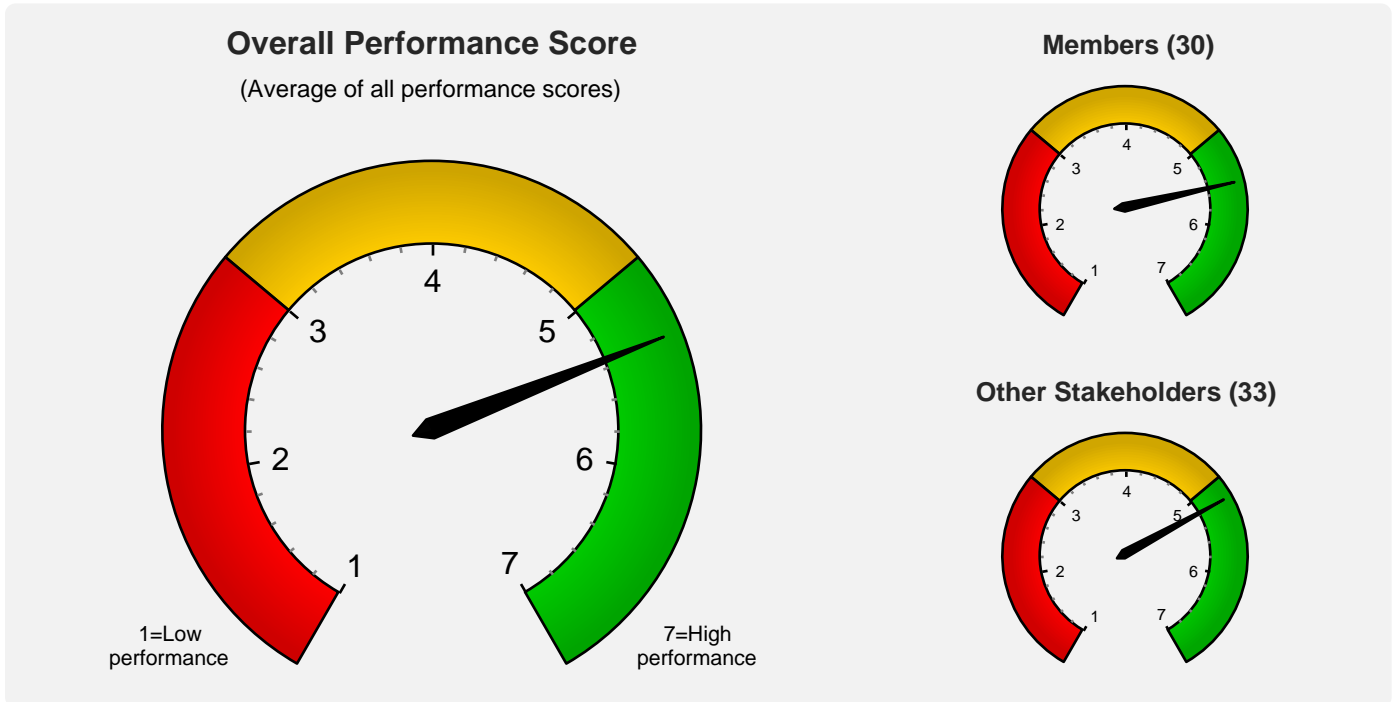
* To maintain anonymity, main roles with less than 4 respondents are combined with 'Other' in the Demographic Analysis section of this report.

Performance Snapshot

Orienteering SA

Apr 2016

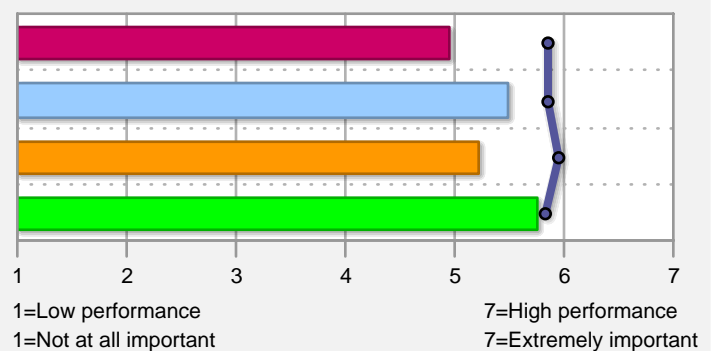
The graphs below show respondents' overall perception of Orienteering SA's performance.



Business Area Summary

	Perf. Avg	Imp. Avg
1. Leadership	4.95	5.86
2. Relationship and Communication	5.49	5.86
3. Services and Support	5.23	5.94
4. Policies	5.75	5.82

█ Performance (Perf.):
● Importance (Imp.):



Highest to Lowest Performance

	Perf. Avg
4. Policies	5.75
2. Relationship and Communication	5.49
3. Services and Support	5.23
1. Leadership	4.95

Highest to Lowest Importance

	Imp. Avg
3. Services and Support	5.94
2. Relationship and Communication	5.86
1. Leadership	5.86
4. Policies	5.82

Engagement Snapshot

Orienteeing SA

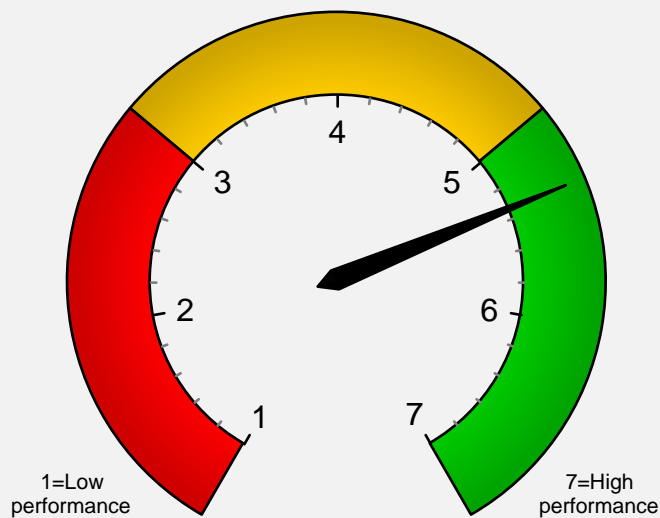
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Engagement Factor

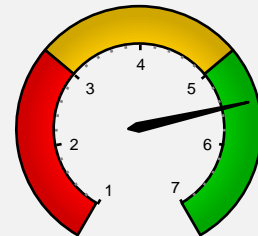
Ten specific questions (see below) were included to capture the level of engagement respondents have with Orienteeing SA. Engagement is a reflection of their overall satisfaction and their feelings and perceptions of confidence, integrity, pride, passion and belonging.

Overall Engagement Score

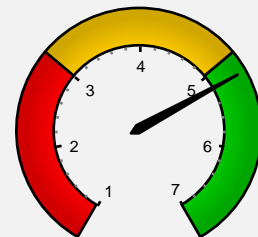
(Average performance from the 10 engagement questions)



Members (30)



Other Stakeholders (33)



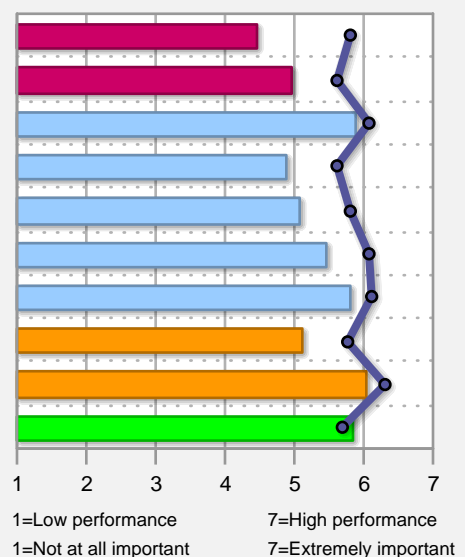
The 10 Engagement Questions

This section highlights the 10 questions in the SRSP Stakeholder Feedback Survey that are aligned to the Gallup Customer Engagement Survey (© 1994-2000) and current research on stakeholder engagement. They are shown in their order in the questionnaire.

Quest.
no.

Question

- | Quest. no. | Question |
|------------|---|
| 1.2 | I have confidence in the direction Orienteeing SA is taking our sport |
| 1.7 | The affiliation or membership fees charged by Orienteeing SA are justified for the s... |
| 2.1 | I am provided with the information I need to perform my role within orienteeing |
| 2.4 | Orienteeing SA's representatives/staff listen to my point of view |
| 2.5 | I can rely on Orienteeing SA to help resolve any problems or issues appropriately |
| 2.7 | Orienteeing SA delivers on what it promises |
| 2.8 | I feel welcomed in the orienteeing community |
| 3.1 | Our club is given support it needs to keep up to date and continuously improve |
| 3.2 | Orienteeing competitions are well managed in our area |
| 4.5 | There is a fair and accessible dispute resolution system |



□ Performance: 1=Low performance 7=High performance
● Importance: 1=Not at all important 7=Extremely important

Questions Prioritised by Performance

Orienteering SA

Apr 2016

Questions grouped within their Business Areas

- Leadership
- Relationship & Communication
- Services & Support
- Policies

□ Performance: 1=Low performance 7=High performance
 ● Importance: 1=Not at all important 7=Extremely important



Questions Prioritised by Importance

Orienteering SA

Apr 2016

Questions grouped within their Business Areas

- Leadership
- Relationship & Communication
- Services & Support
- Policies

□ Performance: 1=Low performance 7=High performance
 ● Importance: 1=Not at all important 7=Extremely important



Questions Prioritised by Performance

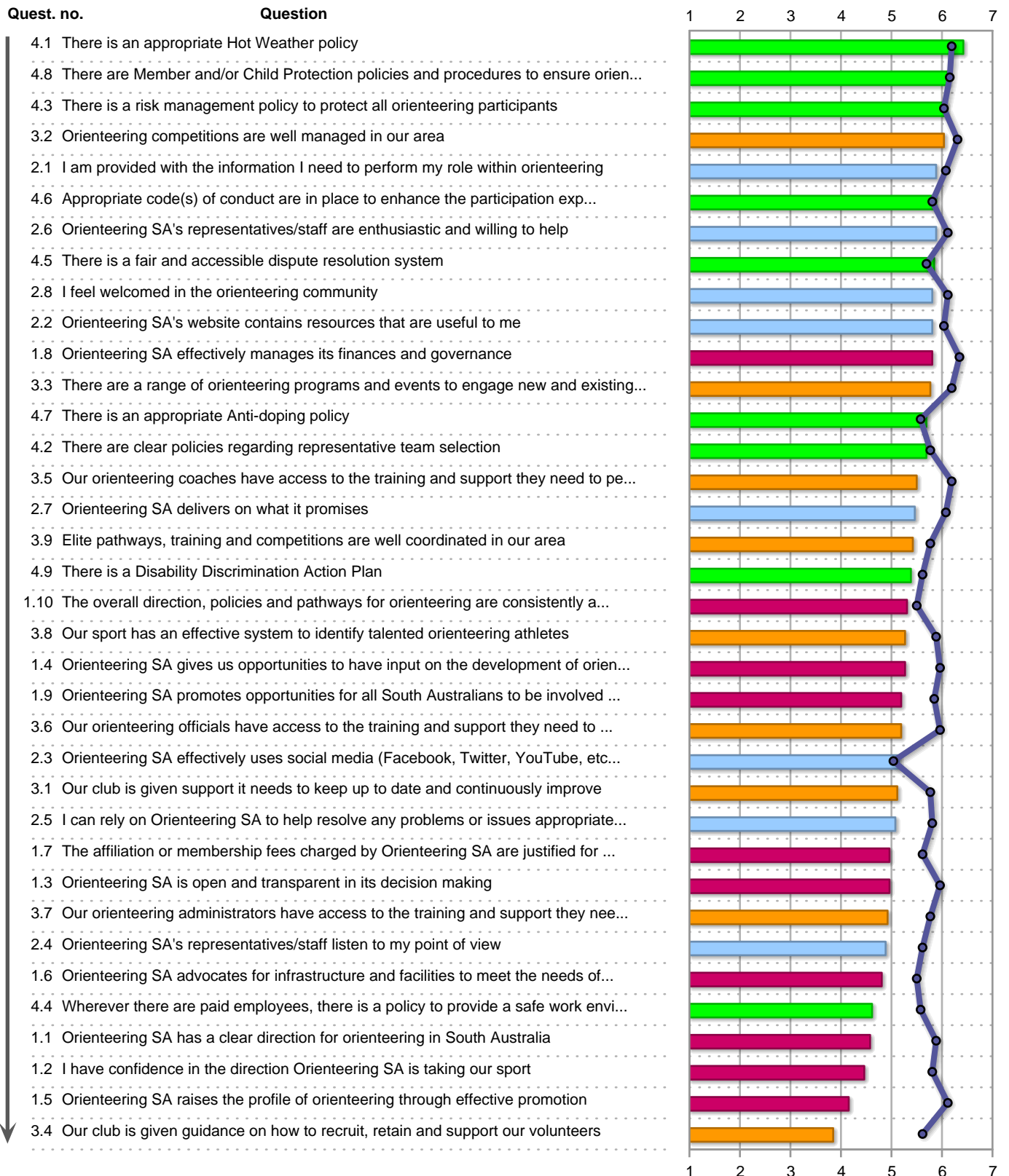
Orienteering SA

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Questions prioritised from the entire questionnaire



□ Performance: 1=Low performance 7=High performance
 ● Importance: 1=Not at all important 7=Extremely important

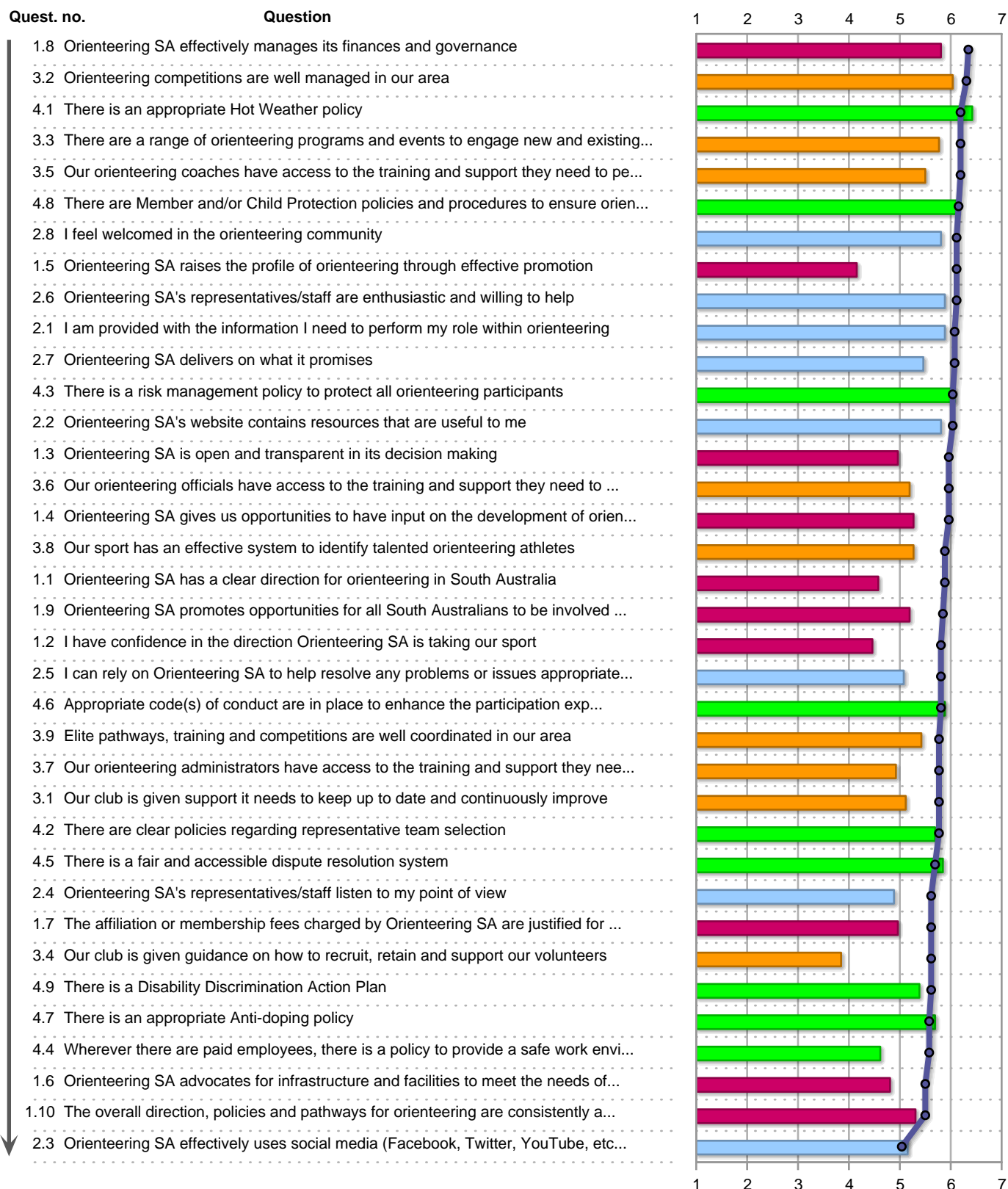
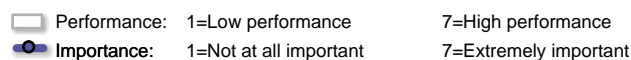


Questions Prioritised by Importance

Orienteeing SA

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Questions prioritised from the entire questionnaire



Question Detail

Orienteering SA

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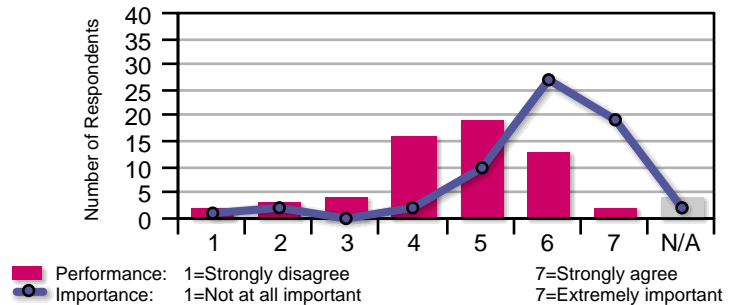
1. Leadership

- 1.1 Orienteering SA has a clear direction for orienteering in South Australia

Average Performance Score = 4.59

Average Importance Score = 5.87

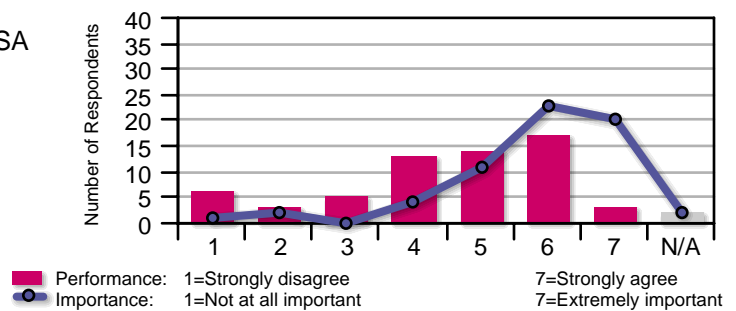
Total Number of Respondents = 63



- 1.2 I have confidence in the direction Orienteering SA is taking our sport

Average Performance Score = 4.46

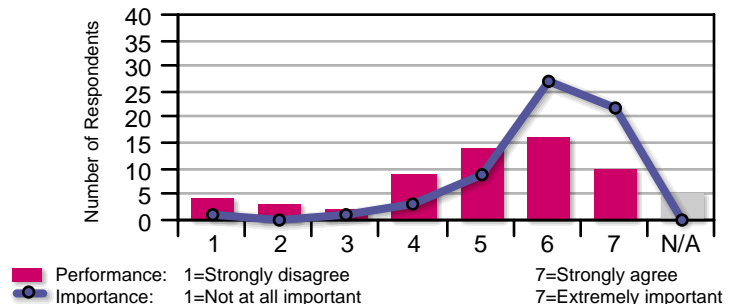
Average Importance Score = 5.80



- 1.3 Orienteering SA is open and transparent in its decision making

Average Performance Score = 4.97

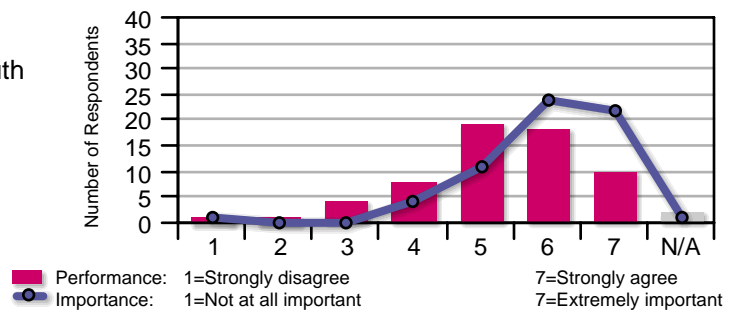
Average Importance Score = 5.98



- 1.4 Orienteering SA gives us opportunities to have input on the development of orienteering in South Australia

Average Performance Score = 5.25

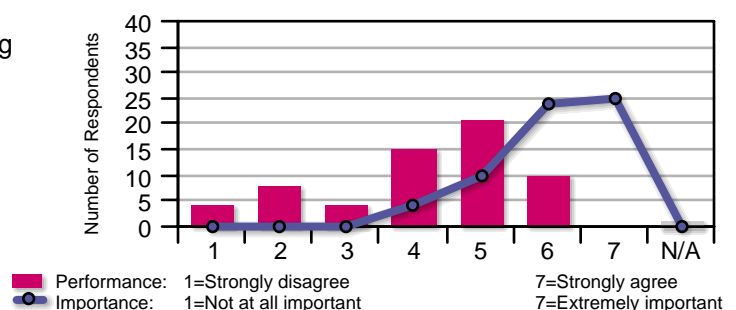
Average Importance Score = 5.97



- 1.5 Orienteering SA raises the profile of orienteering through effective promotion

Average Performance Score = 4.15

Average Importance Score = 6.11



Question Detail

Orienteering SA

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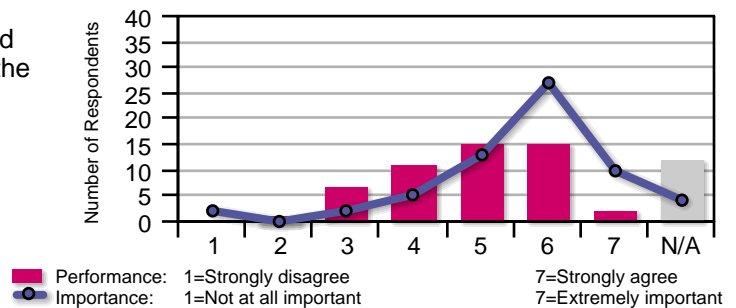
1. Leadership (cont.)

- 1.6 Orienteering SA advocates for infrastructure and facilities to meet the needs of orienteering into the future

Average Performance Score = 4.82

Average Importance Score = 5.51

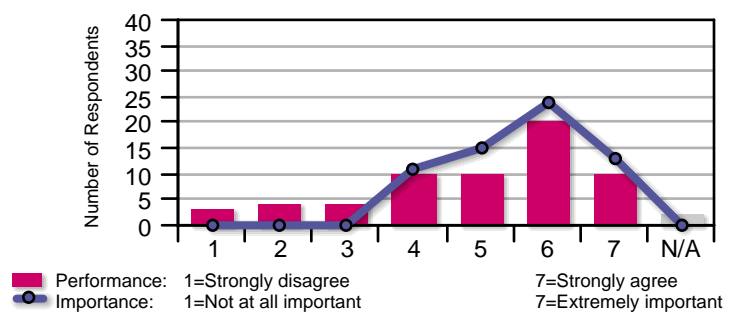
Total Number of Respondents = 63



- 1.7 The affiliation or membership fees charged by Orienteering SA are justified for the services provided

Average Performance Score = 4.97

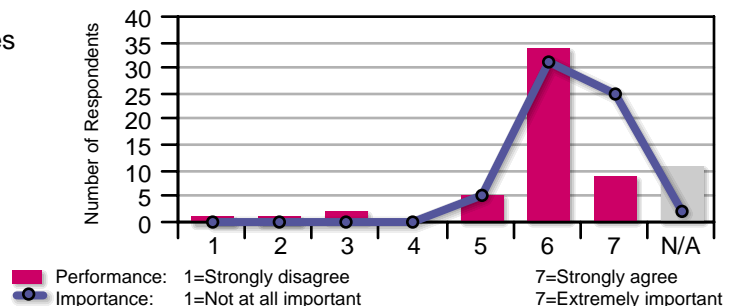
Average Importance Score = 5.62



- 1.8 Orienteering SA effectively manages its finances and governance

Average Performance Score = 5.79

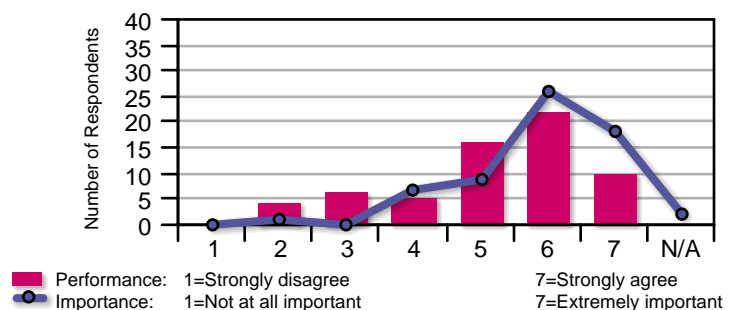
Average Importance Score = 6.33



- 1.9 Orienteering SA promotes opportunities for all South Australians to be involved in orienteering

Average Performance Score = 5.21

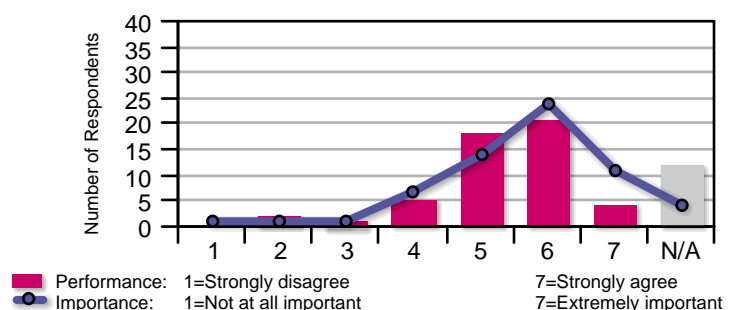
Average Importance Score = 5.85



- 1.10 The overall direction, policies and pathways for orienteering are consistently aligned at the national, state and local levels

Average Performance Score = 5.31

Average Importance Score = 5.51



Question Detail

Orienteering SA

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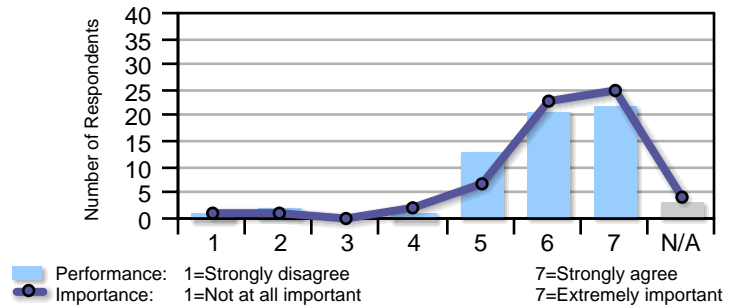
2. Relationship and Communication

2.1 I am provided with the information I need to perform my role within orienteering

Average Performance Score = 5.90

Average Importance Score = 6.08

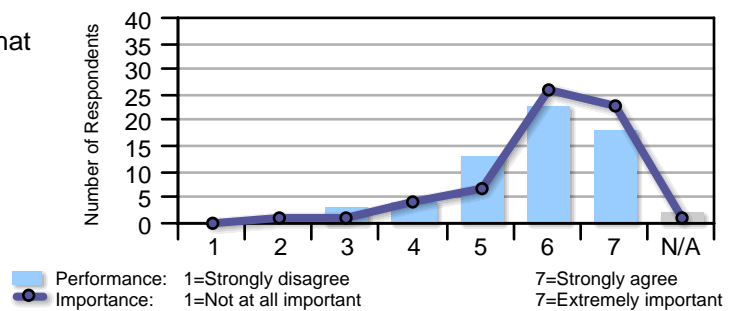
Total Number of Respondents = 63



2.2 Orienteering SA's website contains resources that are useful to me

Average Performance Score = 5.80

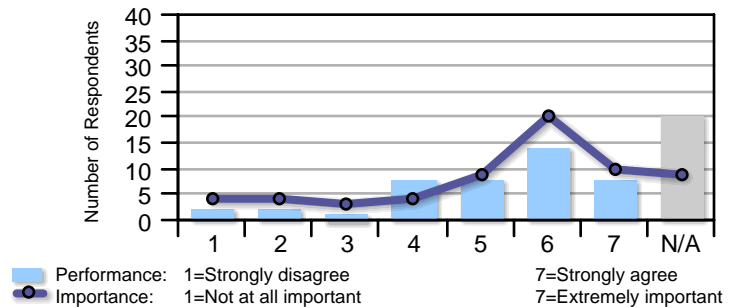
Average Importance Score = 6.02



2.3 Orienteering SA effectively uses social media (Facebook, Twitter, YouTube, etc.) to keep me informed about current news and events

Average Performance Score = 5.14

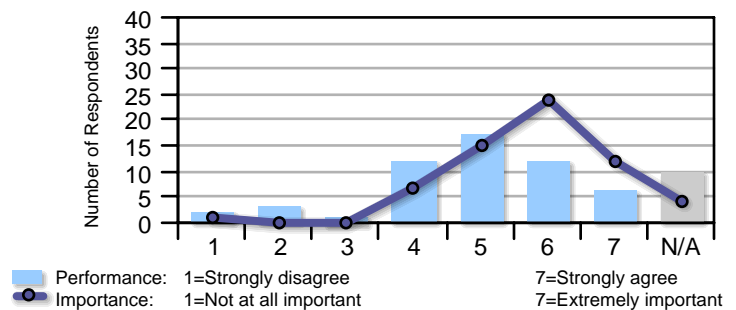
Average Importance Score = 5.04



2.4 Orienteering SA's representatives/staff listen to my point of view

Average Performance Score = 4.87

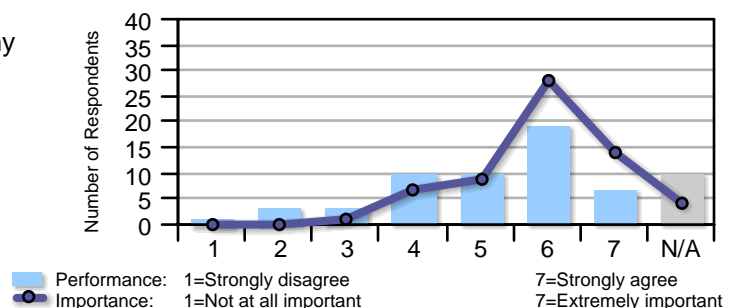
Average Importance Score = 5.63



2.5 I can rely on Orienteering SA to help resolve any problems or issues appropriately

Average Performance Score = 5.08

Average Importance Score = 5.80



Question Detail

Orienteering SA

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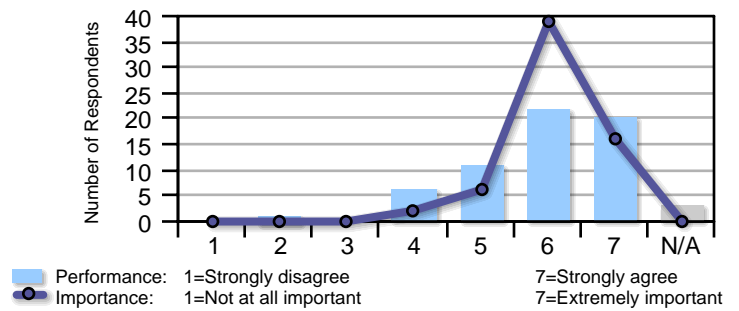
2. Relationship and Communication (cont.)

2.6 Orienteering SA's representatives/staff are enthusiastic and willing to help

Average Performance Score = 5.88

Average Importance Score = 6.10

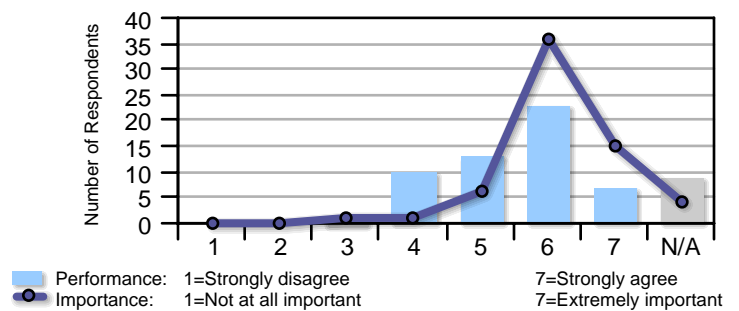
Total Number of Respondents = 63



2.7 Orienteering SA delivers on what it promises

Average Performance Score = 5.46

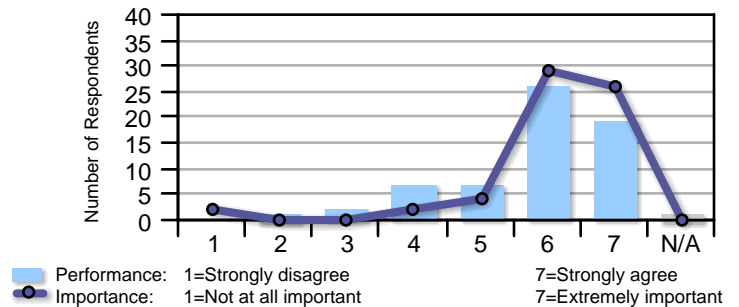
Average Importance Score = 6.07



2.8 I feel welcomed in the orienteering community

Average Performance Score = 5.81

Average Importance Score = 6.13



Question Detail

Orienteering SA

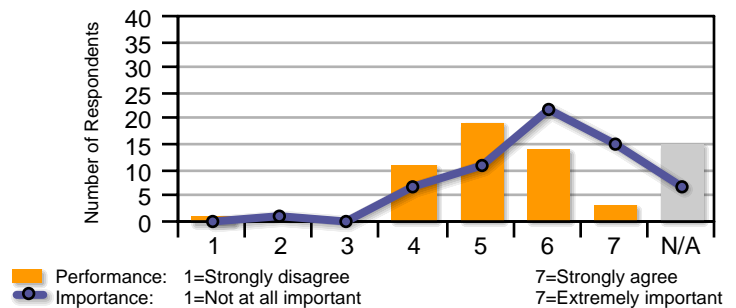
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3. Services and Support

- 3.1 Our club is given support it needs to keep up to date and continuously improve

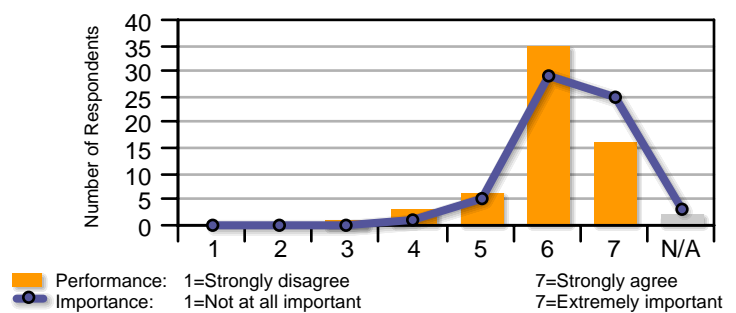
Average Performance Score = 5.10
Average Importance Score = 5.75

Total Number of Respondents = 63



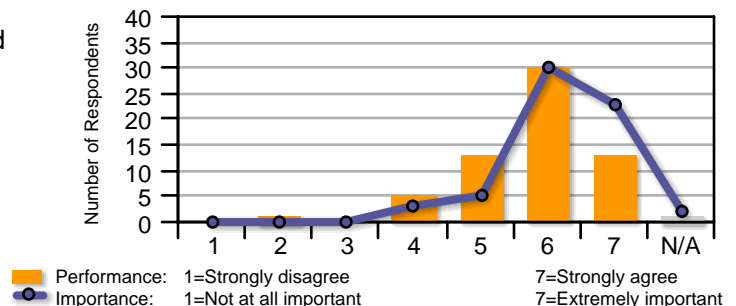
- 3.2 Orienteering competitions are well managed in our area

Average Performance Score = 6.02
Average Importance Score = 6.30



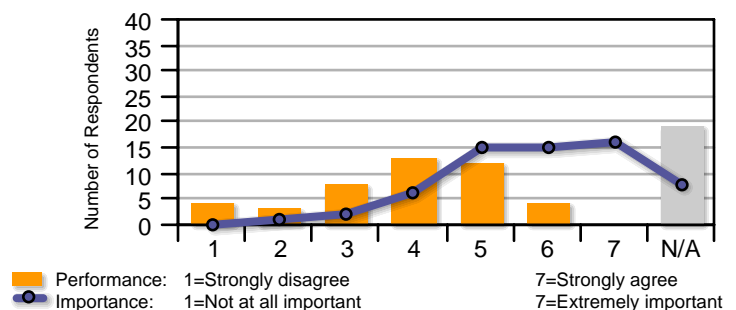
- 3.3 There are a range of orienteering programs and events to engage new and existing participants

Average Performance Score = 5.77
Average Importance Score = 6.20



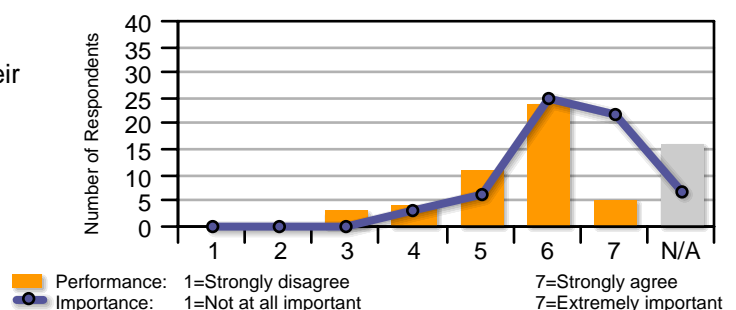
- 3.4 Our club is given guidance on how to recruit, retain and support our volunteers

Average Performance Score = 3.86
Average Importance Score = 5.62



- 3.5 Our orienteering coaches have access to the training and support they need to perform at their best

Average Performance Score = 5.51
Average Importance Score = 6.18



Question Detail

Orienteering SA

Apr 2016

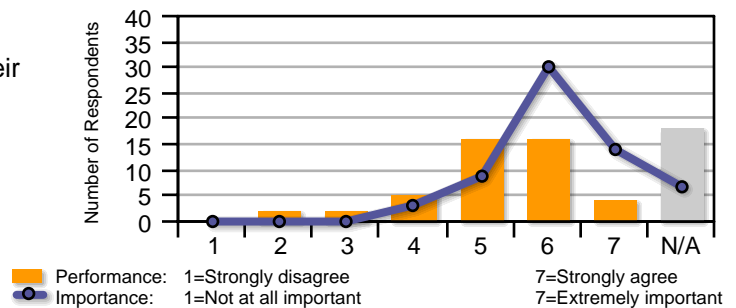
3. Services and Support (cont.)

- 3.6 Our orienteering officials have access to the training and support they need to perform at their best

Average Performance Score = 5.20

Average Importance Score = 5.98

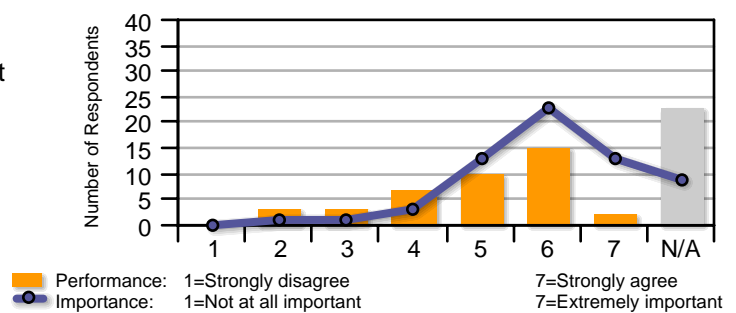
Total Number of Respondents = 63



- 3.7 Our orienteering administrators have access to the training and support they need to perform at their best

Average Performance Score = 4.93

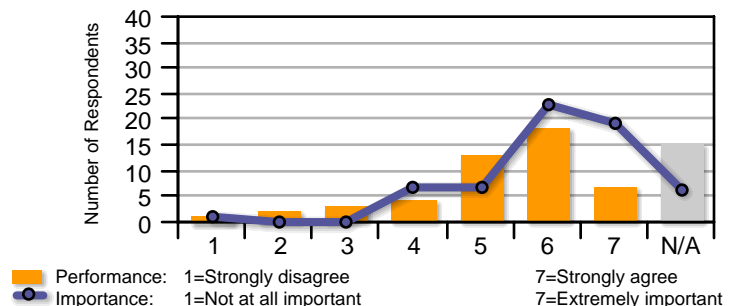
Average Importance Score = 5.76



- 3.8 Our sport has an effective system to identify talented orienteering athletes

Average Performance Score = 5.25

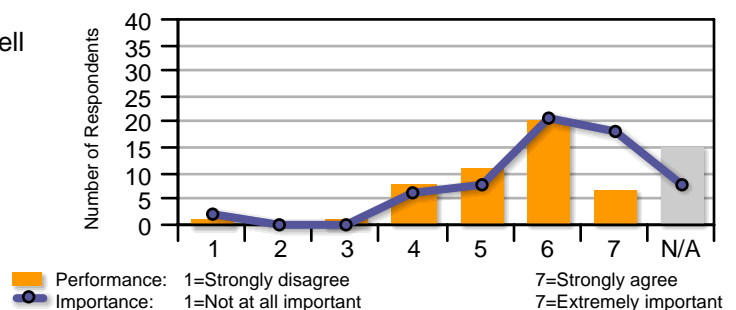
Average Importance Score = 5.88



- 3.9 Elite pathways, training and competitions are well coordinated in our area

Average Performance Score = 5.42

Average Importance Score = 5.78



Question Detail

Orienteering SA

Apr 2016

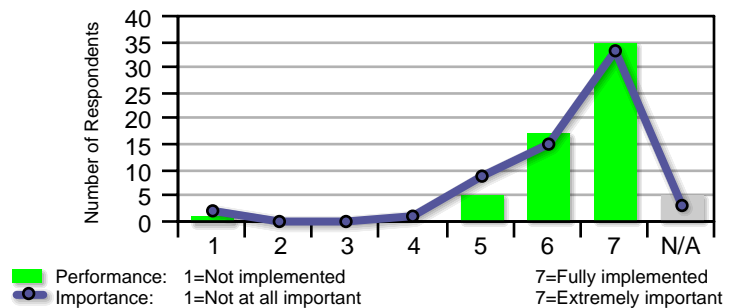
4. Policies

4.1 There is an appropriate Hot Weather policy

Average Performance Score = 6.43

Average Importance Score = 6.20

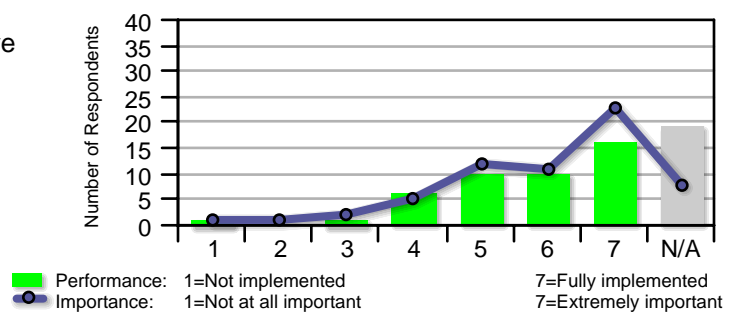
Total Number of Respondents = 63



4.2 There are clear policies regarding representative team selection

Average Performance Score = 5.68

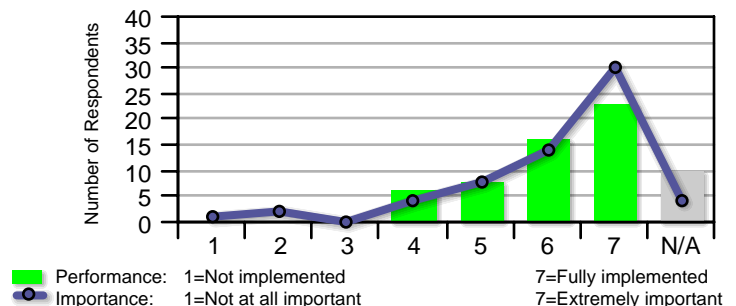
Average Importance Score = 5.75



4.3 There is a risk management policy to protect all orienteering participants

Average Performance Score = 6.06

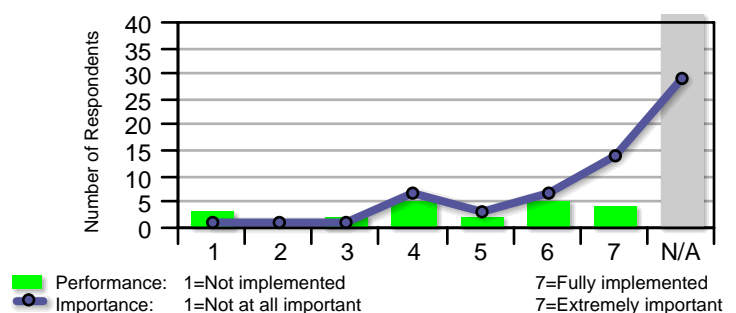
Average Importance Score = 6.02



4.4 Wherever there are paid employees, there is a policy to provide a safe work environment

Average Performance Score = 4.62

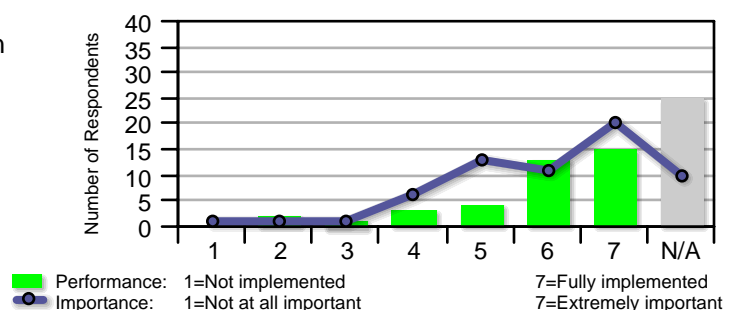
Average Importance Score = 5.56



4.5 There is a fair and accessible dispute resolution system

Average Performance Score = 5.84

Average Importance Score = 5.68



Question Detail

Orienteering SA

Apr 2016

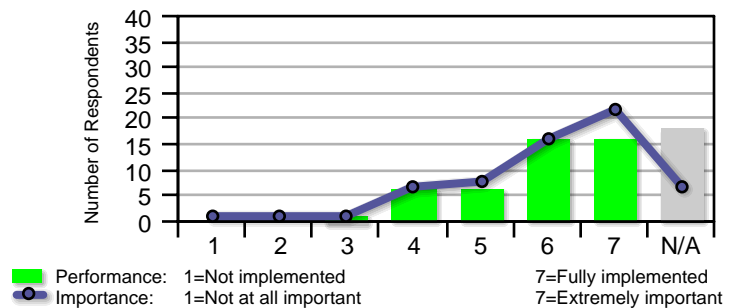
4. Policies (cont.)

- 4.6 Appropriate code(s) of conduct are in place to enhance the participation experience for all

Average Performance Score = 5.89

Average Importance Score = 5.79

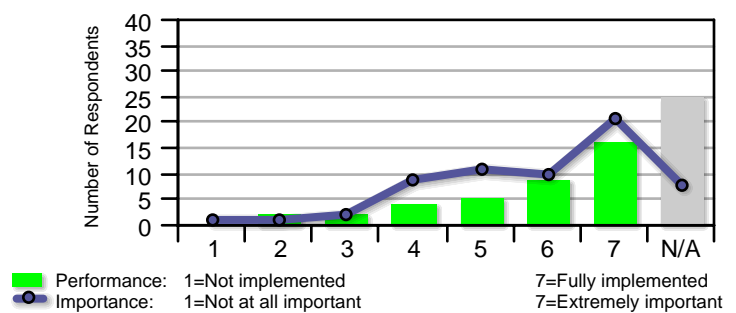
Total Number of Respondents = 63



- 4.7 There is an appropriate Anti-doping policy

Average Performance Score = 5.71

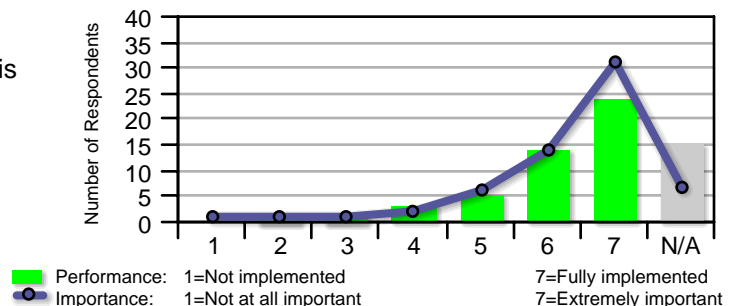
Average Importance Score = 5.58



- 4.8 There are Member and/or Child Protection policies and procedures to ensure orienteering is a fair, safe and inclusive sport

Average Performance Score = 6.13

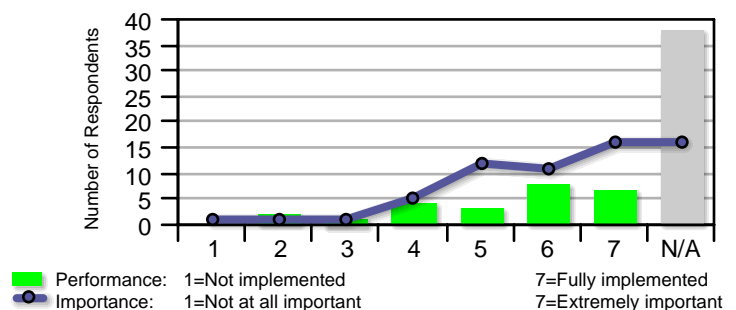
Average Importance Score = 6.16



- 4.9 There is a Disability Discrimination Action Plan

Average Performance Score = 5.40

Average Importance Score = 5.62



Affiliate Highlights

Orienteering SA
Apr 2016

- Leadership
- Relationship & Communication
- Services & Support
- Policies

Lincoln (6)

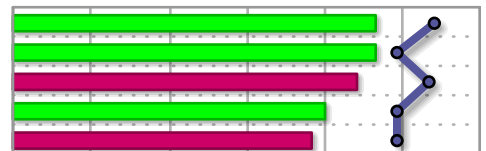
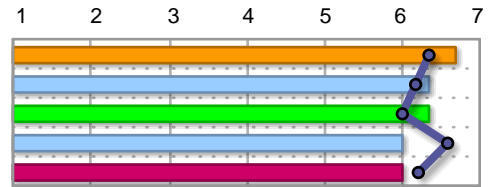
Questions rated as most important and HIGH performance:

- 3.2 Orienteering competitions are well managed in our area
- 2.8 I feel welcomed in the orienteering community
- 4.1 There is an appropriate Hot Weather policy
- 2.1 I am provided with the information I need to perform my role within orienteering
- 1.8 Orienteering SA effectively manages its finances and governance

Questions rated as most important and LOW performance:

- 4.3 There is a risk management policy to protect all orienteering participants
- 4.8 There are Member and/or Child Protection policies and procedures to ensure orien...
- 1.6 Orienteering SA advocates for infrastructure and facilities to meet the needs of...
- 4.4 Wherever there are paid employees, there is a policy to provide a safe work envi...
- 1.5 Orienteering SA raises the profile of orienteering through effective promotion

□ Performance: 1=Low performance 7=High performance
● Importance: 1=Not at all important 7=Extremely important



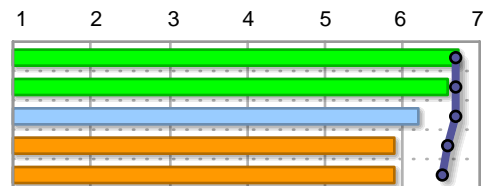
Onkaparinga Hills (10)

Questions rated as most important and HIGH performance:

- 4.8 There are Member and/or Child Protection policies and procedures to ensure orien...
- 4.1 There is an appropriate Hot Weather policy
- 2.8 I feel welcomed in the orienteering community
- 3.3 There are a range of orienteering programs and events to engage new and existing...
- 3.2 Orienteering competitions are well managed in our area

Questions rated as most important and LOW performance:

- 1.8 Orienteering SA effectively manages its finances and governance
- 3.5 Our orienteering coaches have access to the training and support they need to pe...
- 1.9 Orienteering SA promotes opportunities for all South Australians to be involved ...
- 3.8 Our sport has an effective system to identify talented orienteering athletes
- 1.5 Orienteering SA raises the profile of orienteering through effective promotion



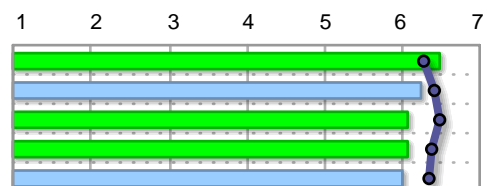
Tintookies (18)

Questions rated as most important and HIGH performance:

- 4.1 There is an appropriate Hot Weather policy
- 2.1 I am provided with the information I need to perform my role within orienteering
- 4.8 There are Member and/or Child Protection policies and procedures to ensure orien...
- 4.3 There is a risk management policy to protect all orienteering participants
- 2.2 Orienteering SA's website contains resources that are useful to me

Questions rated as most important and LOW performance:

- 1.8 Orienteering SA effectively manages its finances and governance
- 3.5 Our orienteering coaches have access to the training and support they need to pe...
- 2.8 I feel welcomed in the orienteering community
- 1.3 Orienteering SA is open and transparent in its decision making
- 4.4 Wherever there are paid employees, there is a policy to provide a safe work envi...



Affiliate Highlights

Orienteering SA
Apr 2016

- Leadership
- Relationship & Communication
- Services & Support
- Policies

Tjuringa (7)

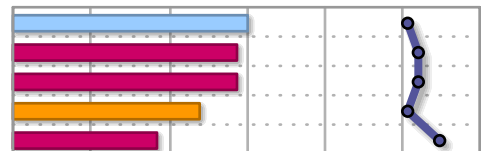
Questions rated as most important and HIGH performance:

- 4.1 There is an appropriate Hot Weather policy
- 1.8 Orienteering SA effectively manages its finances and governance
- 2.8 I feel welcomed in the orienteering community
- 3.2 Orienteering competitions are well managed in our area
- 3.5 Our orienteering coaches have access to the training and support they need to pe...

Questions rated as most important and LOW performance:

- 2.4 Orienteering SA's representatives/staff listen to my point of view
- 1.1 Orienteering SA has a clear direction for orienteering in South Australia
- 1.4 Orienteering SA gives us opportunities to have input on the development of orien...
- 3.4 Our club is given guidance on how to recruit, retain and support our volunteers
- 1.5 Orienteering SA raises the profile of orienteering through effective promotion

□ Performance: 1=Low performance 7=High performance
● Importance: 1=Not at all important 7=Extremely important



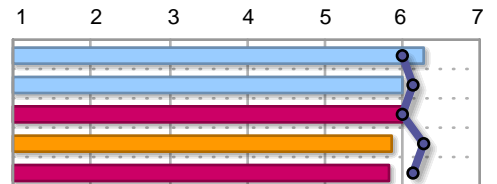
Wallaringa (7)

Questions rated as most important and HIGH performance:

- 2.1 I am provided with the information I need to perform my role within orienteering
- 2.6 Orienteering SA's representatives/staff are enthusiastic and willing to help
- 1.9 Orienteering SA promotes opportunities for all South Australians to be involved ...
- 3.2 Orienteering competitions are well managed in our area
- 1.3 Orienteering SA is open and transparent in its decision making

Questions rated as most important and LOW performance:

- 1.8 Orienteering SA effectively manages its finances and governance
- 2.8 I feel welcomed in the orienteering community
- 2.7 Orienteering SA delivers on what it promises
- 1.5 Orienteering SA raises the profile of orienteering through effective promotion
- 1.1 Orienteering SA has a clear direction for orienteering in South Australia



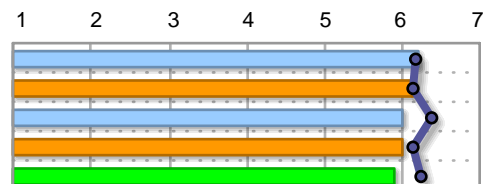
Yalanga (8)

Questions rated as most important and HIGH performance:

- 2.3 Orienteering SA effectively uses social media (Facebook, Twitter, YouTube, etc.)...
- 3.3 There are a range of orienteering programs and events to engage new and existing...
- 2.6 Orienteering SA's representatives/staff are enthusiastic and willing to help
- 3.2 Orienteering competitions are well managed in our area
- 4.1 There is an appropriate Hot Weather policy

Questions rated as most important and LOW performance:

- 4.8 There are Member and/or Child Protection policies and procedures to ensure orien...
- 2.7 Orienteering SA delivers on what it promises
- 4.2 There are clear policies regarding representative team selection
- 1.2 I have confidence in the direction Orienteering SA is taking our sport
- 3.4 Our club is given guidance on how to recruit, retain and support our volunteers



Affiliate Highlights

Orienteering SA

Apr 2016

- Leadership
- Relationship & Communication
- Services & Support
- Policies

Other (7) - See Respondent Analysis section for details

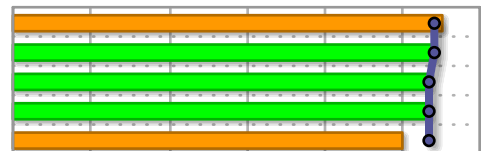
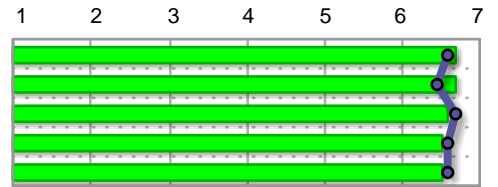
Questions rated as most important and HIGH performance:

- 4.9 There is a Disability Discrimination Action Plan
- 4.1 There is an appropriate Hot Weather policy
- 4.3 There is a risk management policy to protect all orienteering participants
- 4.6 Appropriate code(s) of conduct are in place to enhance the participation experie...
- 4.8 There are Member and/or Child Protection policies and procedures to ensure orien...

Questions rated as most important and LOW performance:

- 3.2 Orienteering competitions are well managed in our area
- 4.5 There is a fair and accessible dispute resolution system
- 4.2 There are clear policies regarding representative team selection
- 4.7 There is an appropriate Anti-doping policy
- 3.5 Our orienteering coaches have access to the training and support they need to pe...

□ Performance: 1=Low performance 7=High performance
 ● Importance: 1=Not at all important 7=Extremely important



Role Highlights

Orienteering SA
Apr 2016

- Leadership
- Relationship & Communication
- Services & Support
- Policies

Club administrator (6)

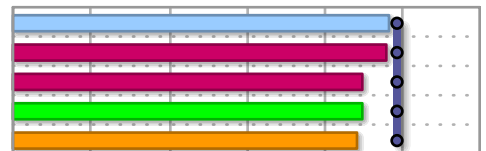
Questions rated as most important and HIGH performance:

- 4.1 There is an appropriate Hot Weather policy
- 4.5 There is a fair and accessible dispute resolution system
- 1.8 Orienteering SA effectively manages its finances and governance
- 4.8 There are Member and/or Child Protection policies and procedures to ensure orien...
- 3.2 Orienteering competitions are well managed in our area

Questions rated as most important and LOW performance:

- 2.2 Orienteering SA's website contains resources that are useful to me
- 1.6 Orienteering SA advocates for infrastructure and facilities to meet the needs of...
- 1.7 The affiliation or membership fees charged by Orienteering SA are justified for ...
- 4.4 Wherever there are paid employees, there is a policy to provide a safe work envi...
- 3.6 Our orienteering officials have access to the training and support they need to ...

□ Performance: 1=Low performance 7=High performance
● Importance: 1=Not at all important 7=Extremely important



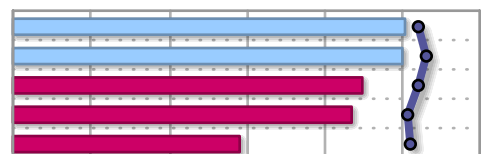
Club committee member (23)

Questions rated as most important and HIGH performance:

- 4.1 There is an appropriate Hot Weather policy
- 2.1 I am provided with the information I need to perform my role within orienteering
- 3.2 Orienteering competitions are well managed in our area
- 3.3 There are a range of orienteering programs and events to engage new and existing...
- 2.6 Orienteering SA's representatives/staff are enthusiastic and willing to help

Questions rated as most important and LOW performance:

- 2.2 Orienteering SA's website contains resources that are useful to me
- 2.8 I feel welcomed in the orienteering community
- 1.8 Orienteering SA effectively manages its finances and governance
- 1.3 Orienteering SA is open and transparent in its decision making
- 1.5 Orienteering SA raises the profile of orienteering through effective promotion



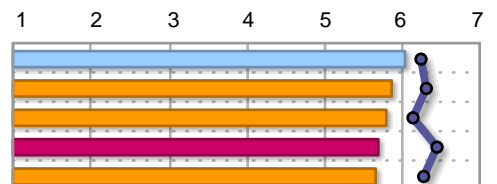
Athlete/Player (24)

Questions rated as most important and HIGH performance:

- 2.1 I am provided with the information I need to perform my role within orienteering
- 3.2 Orienteering competitions are well managed in our area
- 3.3 There are a range of orienteering programs and events to engage new and existing...
- 1.8 Orienteering SA effectively manages its finances and governance
- 3.5 Our orienteering coaches have access to the training and support they need to pe...

Questions rated as most important and LOW performance:

- 4.8 There are Member and/or Child Protection policies and procedures to ensure orien...
- 2.8 I feel welcomed in the orienteering community
- 2.7 Orienteering SA delivers on what it promises
- 3.6 Our orienteering officials have access to the training and support they need to ...
- 1.5 Orienteering SA raises the profile of orienteering through effective promotion



Role Highlights

Orienteering SA

Apr 2016

- Leadership
- Relationship & Communication
- Services & Support
- Policies

Coach (4)

□ Performance: 1=Low performance 7=High performance
● Importance: 1=Not at all important 7=Extremely important

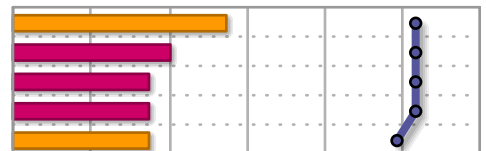
Questions rated as most important and HIGH performance:

- 4.8 There are Member and/or Child Protection policies and procedures to ensure orien...
- 1.8 Orienteering SA effectively manages its finances and governance
- 4.1 There is an appropriate Hot Weather policy
- 3.1 Our club is given support it needs to keep up to date and continuously improve
- 3.5 Our orienteering coaches have access to the training and support they need to pe...



Questions rated as most important and LOW performance:

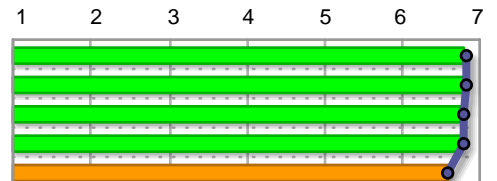
- 3.9 Elite pathways, training and competitions are well coordinated in our area
- 1.2 I have confidence in the direction Orienteering SA is taking our sport
- 1.3 Orienteering SA is open and transparent in its decision making
- 1.5 Orienteering SA raises the profile of orienteering through effective promotion
- 3.8 Our sport has an effective system to identify talented orienteering athletes



Other (6) - See Respondent Analysis section for details

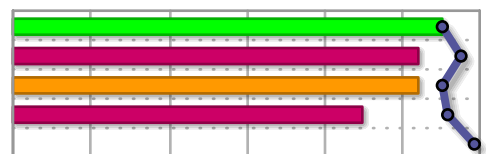
Questions rated as most important and HIGH performance:

- 4.1 There is an appropriate Hot Weather policy
- 4.3 There is a risk management policy to protect all orienteering participants
- 4.2 There are clear policies regarding representative team selection
- 4.8 There are Member and/or Child Protection policies and procedures to ensure orien...
- 3.2 Orienteering competitions are well managed in our area



Questions rated as most important and LOW performance:

- 4.6 Appropriate code(s) of conduct are in place to enhance the participation experie...
- 1.1 Orienteering SA has a clear direction for orienteering in South Australia
- 3.5 Our orienteering coaches have access to the training and support they need to pe...
- 1.2 I have confidence in the direction Orienteering SA is taking our sport
- 4.4 Wherever there are paid employees, there is a policy to provide a safe work envi...



Appendix 1 - Comparison with previous 2013 Survey

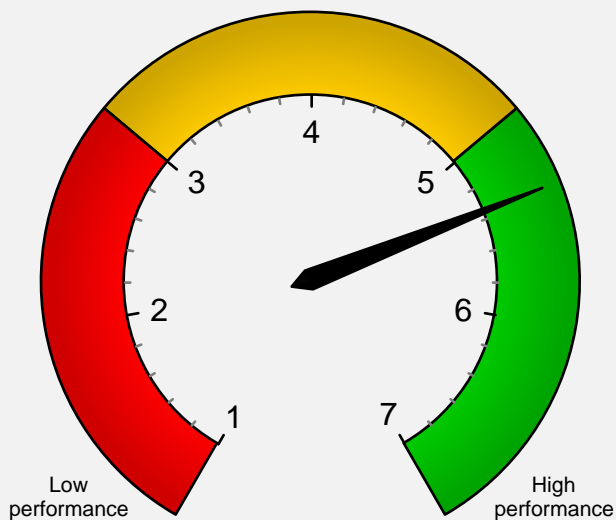
Orienteering SA

Apr 2016

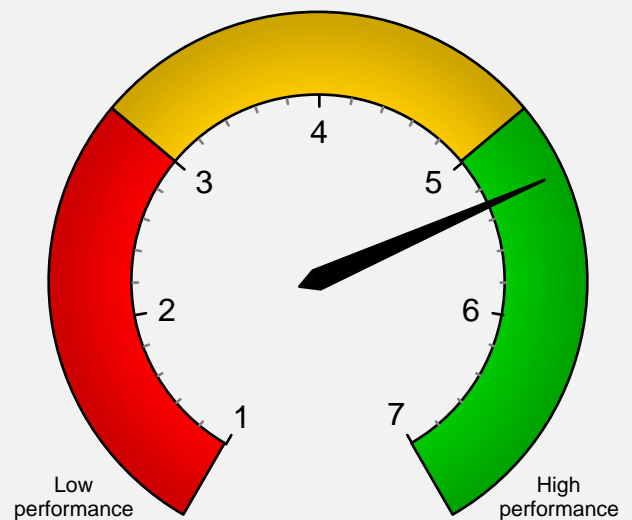
The graphs below show Orienteering SA's 2016 overall performance scores compared with the previous 2013 stakeholder survey.

Overall Performance 2016

(average of all the performance scores)



Overall Performance 2013



Business Area Summary

Performance:

- Orienteering SA 2016
- Orienteering SA 2013

Importance:

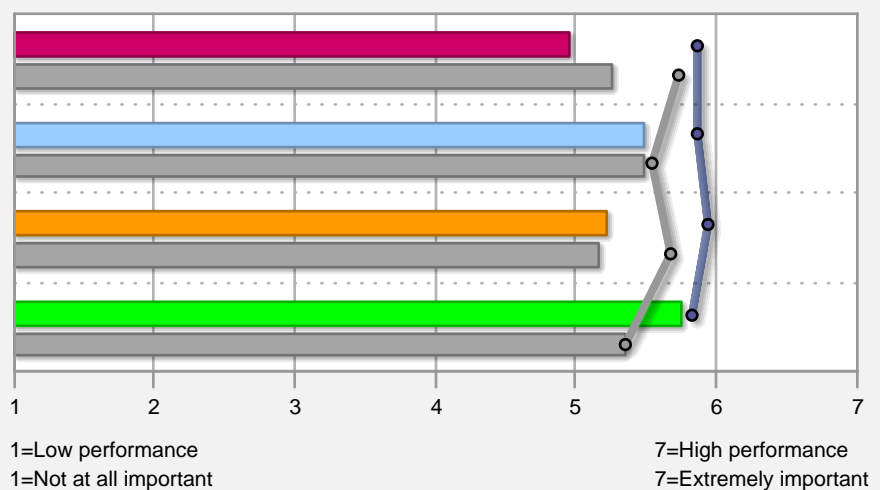
- Orienteering SA 2016
- Orienteering SA 2013

1. Leadership

2. Relationship and Communication

3. Services and Support

4. Policies



Appendix 2 - Comparison with similar-sized Organisations

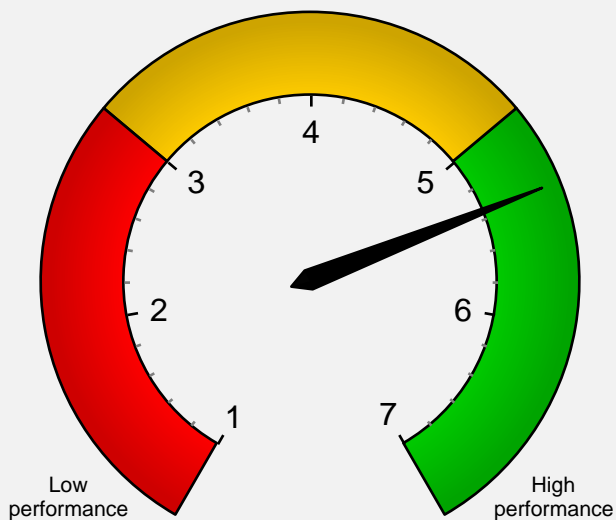
Orienteering SA

Apr 2016

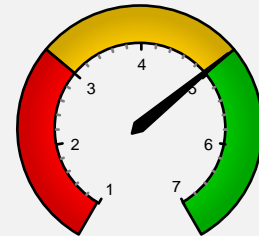
The graphs below show Orienteering SA's 2016 overall performance scores compared to other small SSOs and all other 2016 SSOs.

Orienteering SA Overall Performance 2016

(average of all the performance scores)



All Small 2016 SSOs (16)



All 2016 SSOs (56)



Business Area Summary

Performance:

- Orienteering SA
- All Small SSOs

Importance:

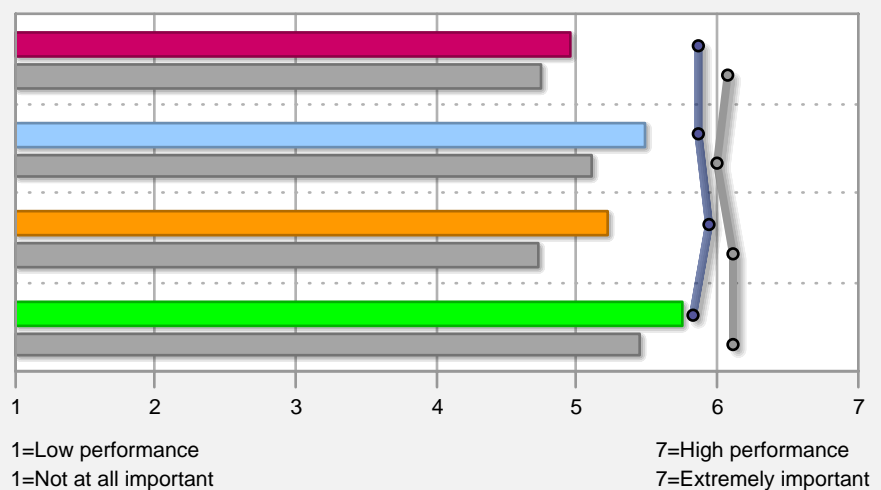
- Orienteering SA
- All Small SSOs

1. Leadership

2. Relationship and Communication

3. Services and Support

4. Policies



Appendix 3 – Survey Questions

Apr 2016

Section 1: Leadership

- 1.1 Orienteering SA has a **clear direction** for orienteering in South Australia.
- 1.2 I have **confidence in the direction** Orienteering SA is taking our sport.
- 1.3 Orienteering SA is **open and transparent** in its decision making.
- 1.4 Orienteering SA gives us **opportunities to have input** on the development of orienteering in South Australia.
- 1.5 Orienteering SA **raises the profile of orienteering** through effective promotion.
- 1.6 Orienteering SA advocates for **infrastructure and facilities** to meet the needs of orienteering into the future.
- 1.7 The affiliation or membership **fees charged** by Orienteering SA are **justified** for the services provided.
- 1.8 Orienteering SA effectively manages its **finances and governance**.
- 1.9 Orienteering SA promotes **opportunities** for all South Australians to be involved in orienteering.
- 1.10 The overall direction, policies and pathways for orienteering are **consistently aligned** at the national, state and local levels.
- 1.11 What are Orienteering SA's strengths with regard to Leadership? What could Orienteering SA do to improve?

Section 2: Relationship and Communication

- 2.1 I am **provided with the information I need** to perform my role within orienteering.
- 2.2 Orienteering SA's **website** contains resources that are useful to me.
- 2.3 Orienteering SA effectively uses **social media** (Facebook, Twitter, YouTube, etc.) to keep me informed about current news and events.
- 2.4 Orienteering SA's representatives/staff **listen** to my point of view.
- 2.5 I can rely on Orienteering SA to **help resolve** any problems or issues appropriately.
- 2.6 Orienteering SA's representatives/staff are **enthusiastic and willing to help**.
- 2.7 Orienteering SA delivers on what it **promises**.
- 2.8 I feel **welcomed** in the orienteering community.
- 2.9 What are the strengths in Orienteering SA's Relationship and Communication with you? What could Orienteering SA do to improve?

Section 3: Services and Support

- 3.1 Our club is given support it needs to **keep up to date** and **continuously improve**.
- 3.2 Orienteering **competitions** are well managed in our area.
- 3.3 There are a range of orienteering **programs and events** to engage new and existing participants.
- 3.4 Our club is given **guidance** on how to recruit, retain and support our **volunteers**.
- 3.5 Our orienteering **coaches** have access to the training and support they need to perform at their best.
- 3.6 Our orienteering **officials** have access to the training and support they need to perform at their best.
- 3.7 Our orienteering **administrators** have access to the training and support they need to perform at their best.
- 3.8 Our sport has an effective system to identify **talented orienteering athletes**.
- 3.9 **Elite pathways, training and competitions** are well coordinated in our area.
- 3.10 What are Orienteering SA's strengths in its Services and Support? How could Orienteering SA better meet your needs and expectations?

Appendix 3 – Survey Questions

Apr 2016

Section 4: Policies

- 4.1 There is an appropriate **Hot Weather** policy.
- 4.2 There are clear policies regarding **representative team selection**.
- 4.3 There is a **risk management** policy to protect all orienteering participants.
- 4.4 Wherever there are paid employees, there is a policy to provide a **safe work environment**.
- 4.5 There is a fair and accessible **dispute resolution system**.
- 4.6 Appropriate **code(s) of conduct** are in place to enhance the participation experience for all.
- 4.7 There is an appropriate **Anti-doping** policy.
- 4.8 There are **Member and/or Child Protection** policies and procedures to ensure orienteering is a fair, safe and inclusive sport.
- 4.9 There is a **Disability Discrimination Action Plan**.
- 4.10 Which policies have been well implemented in orienteering in your area? What could be done to improve the implementation of policies in orienteering?

Section 5: Questions Specific to Organisation

- 5.1 What could Orienteering SA do to make becoming a member more attractive to you or others?
- 5.2 What changes could Orienteering SA make to encourage you to participate more often?
- 5.3 What factors, if any, discourage you from going to Orienteering?

Section 6: More about organisation

- 6.1 What are some of Orienteering SA's other **strengths**?
- 6.2 What **opportunities** does Orienteering SA have?
- 6.3 What **challenges** does Orienteering SA face?

Section 7: Anonymity of comments

7. OPTIONAL: Your feedback is completely anonymous. However, if you would like Orienteering SA to identify your written comments (not scores), select the option here. Orienteering SA may contact you to discuss your comments.