

I Don't Know			
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#### 0004. The Unitary Model

A discussion paper for Archery Australia.

To be read in conjunction with the Australian Sports Commission paper entitled Australia's Winning Edge released in November 2012.

[http://www.ausport.gov.au/ais/australias\\_winning\\_edge/our\\_game\\_plan](http://www.ausport.gov.au/ais/australias_winning_edge/our_game_plan)

#### Overview

Presently, the clubs are independent of the RGBs and the RGBs are independent of AA.

Archery in Australia is unlikely to go forward because;

- The Board of Archery Australia tends to be reactive rather than proactive.
- The Board of Archery Australia tends to focus only on elite archery.
- The RGBs don't want to lose the perceived power they have.

#### Growth

- For archery to grow in this country the following needs to happen.
- The Board of Archery Australia needs to be proactive.
- The Board of Archery Australia needs to encompass grassroots and elite archery as a whole.
- There needs to be a distinction between Governance and Management.

#### Being Proactive

The Government released its High Performance Strategy in November 2012 (*Australia's Winning Edge*).

*The Australian Sports Commission (ASC) noted that there was a compelling case for change in Australian sport. A key area of focus highlighted was governance — the time is now here to raise the bar, recognising that organisations that are managing public investment and member interests must have structures in place that reflect a greater level of professionalism. This is true whether a national sporting organisation (NSO) is focused on high performance or participation. Good governance is a necessary condition for success.*

Extracts for this document are;

*It is uncontested that governance structures significantly affect the performance of sporting organisations. Where they are present, ineffective governance practices not only impact on the sport, but also undermine confidence in the Australian sports industry as a whole.*

*Have the structure, workforce and leadership capacity to develop successful programs to achieve competitive results and to spend taxpayer funding effectively.*

*Each element of a sport needs to be incorporated into governance arrangements on the same basis. Only a sport fully integrated in this fashion can plan strategically for the benefit of the whole sport and operate with optimal efficiency.*

*Effective integration is critical to achieve the scale and whole-of-sport management that shall enable a sport to grow and compete in the marketplace.*

The previous statements are about being effective and ensuring what happens benefits the whole sport.

The following statement is the key in how we may do that.

*Each structure should be clearly documented with a clear delineation of the roles, responsibilities and powers of the Board, management and each body involved. Further, there should be no overlap in the powers of any two bodies or individuals in a governance structure.*

### **Creating a Good Governance Structure**

The 2012 AA AGM had 2 motions presented to try and get the clubs to be the members of AA. These motions were not defeated but were instead deferred. Later in the planning meeting the stated objective of AA was to create a "cooperative" model rather than a "unitary" model. The reason for this appeared to be the insulation of the AA Board from any legal actions arising from a problem created in a club.

If AA create a policy and a club creates a problem by going outside that policy then AA cannot be blamed and cannot be held responsible.

To comply with where the ASC is going we need to define what AA is responsible for and what the RGBs are responsible for. A RGB, or State Sporting Association (SSA), is responsible for the activities of the sport conducted within those State borders. But what are those activities and how do they differ from what AA do or are trying to achieve? In a perfect system they should not differ.

A "cooperative" model is just a duplication of efforts. If AA writes a policy then the RGB should support that policy in a cooperative manner. If AA creates the Pathway Program then the RGBs should follow it. Therefore, if the RGBs follow everything that AA does then do we really need a RGB?

The answer is yes, we do need a SSA staffed by a State Executive Officer (SEO). This SEO should report to the National Administration Manager (NAM) of AA. The Boards and Committees of the RGBs can then be dissolved and become a State Sporting Association (SSA).

By making the clubs the direct members of AA reduces a lot of time, effort and monies in the administration of the sport, but, it puts a lot of responsibility back on AA to be a true Board of governance and to create an efficient and sustainable management structure.

1. The clubs to become the direct members of Archery Australia.
2. The National CEO works for the Board and manages the National Administration Manager.
3. The National Administration Manager manages the State EO's.
4. The State EO's manage all the tasks of the SSA.

## Implementing the Unitary Model

### 1. The clubs to become the direct members of Archery Australia.

The motion needs to be put to the RGBs and the RGBs need to vote in favour of it. For this vote to pass, the clubs, the voting members of the RGBs, need to instruct the RGBs to support it.

The most important component in the structure of archery is the clubs. Everything we do must be to make life easier for the clubs to operate and to be successful. We need to provide them with a comprehensive range of policies and procedures, not to control them, but to help them. Any policy or procedure that a club does not have to create is time they can spend on membership growth and retention.

Those that currently give of their time in State positions don't want to lose their States independence or identity. In any type of unitary model this shall not happen. The structure still relies on having a RGB (SSA) in place, it is just the management of it shall be different.

The existing AA Board structure came from a planning meeting in around 2000. It said the Board should not be federated as it leads to bias and infighting. Perhaps we should review that and have each State and Territory elect a representative (the current RGB President) to the AA Board, in addition to the current structure of the 7 elected Board members. That would take the Board to 15 members and maybe we would only do that for no more than 5 years.

To further soften the pain of dissolving the RGBs could be that each RGB Secretary be given the first opportunity to become the State EO which would be a full-time paid position.

### 2. The National CEO works for the Board and manages the National Administration Manager.

The current AA office is under-staffed. The current CEO is torn between servicing the Board and communicating with the RGBs and clubs of which the RGBs and clubs receive the short end of the stick. In any business environment this would be deemed an inefficient way to conduct that business especially when it is the clubs that drive the volume and income of the organisation.

The tasks of the CEO should be concentrated on servicing the Board, formulating policy and procedures and managing the staff which would include the National Administration Manager.

### 3. The National Administration Manager manages the State CEO's.

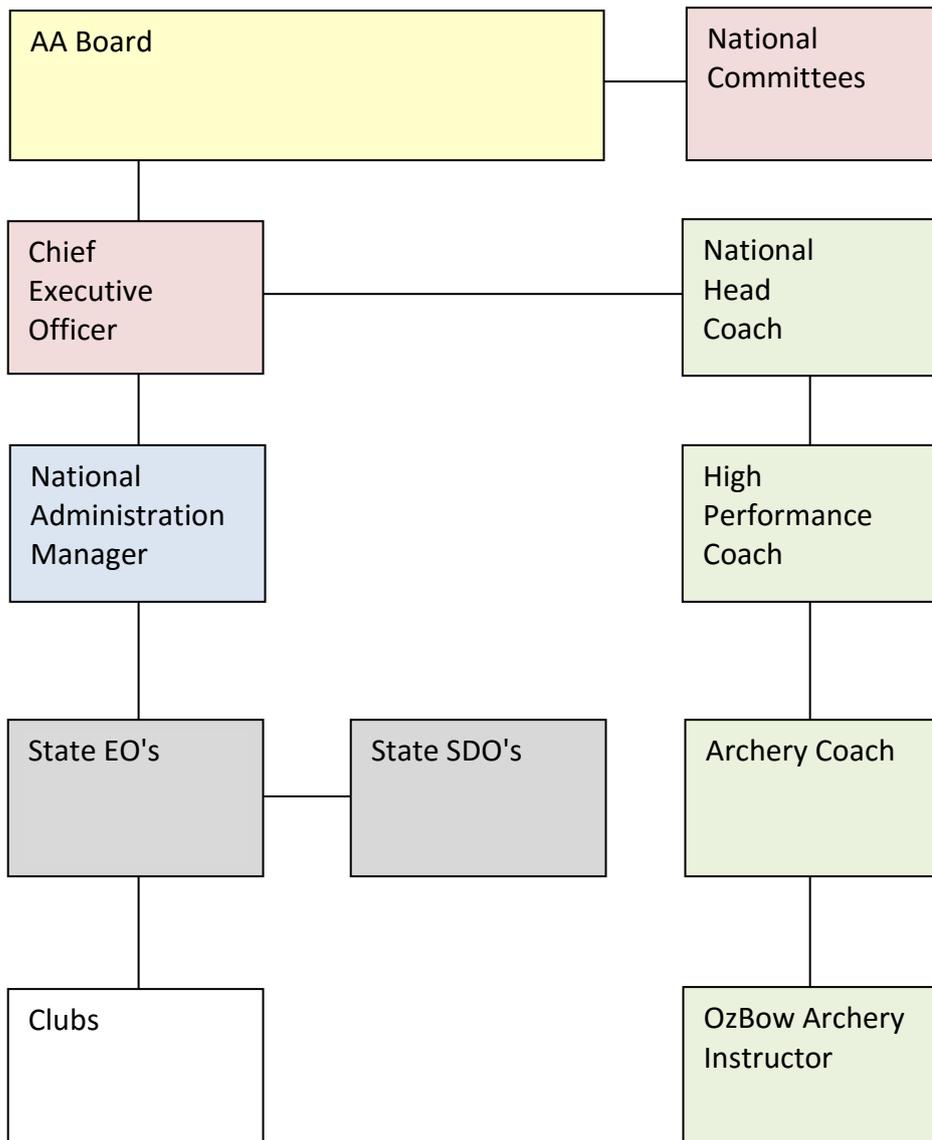
The National Administration Manager (NAM) shall manage the State EO's. In addition the NAM shall manage the website, the membership system and the national calendar.

### 4. The State EO's manage all the tasks of the SSA

There are several tasks a State EO should do and one of the important ones is working with the State Government to attract funding. I can tell you from experience that this is a very rewarding and informative task.

Then there are the administrative functions such as the website, organising the calendar, ordering State medals, database entry, etc.

## The Proposed Organisational Structure

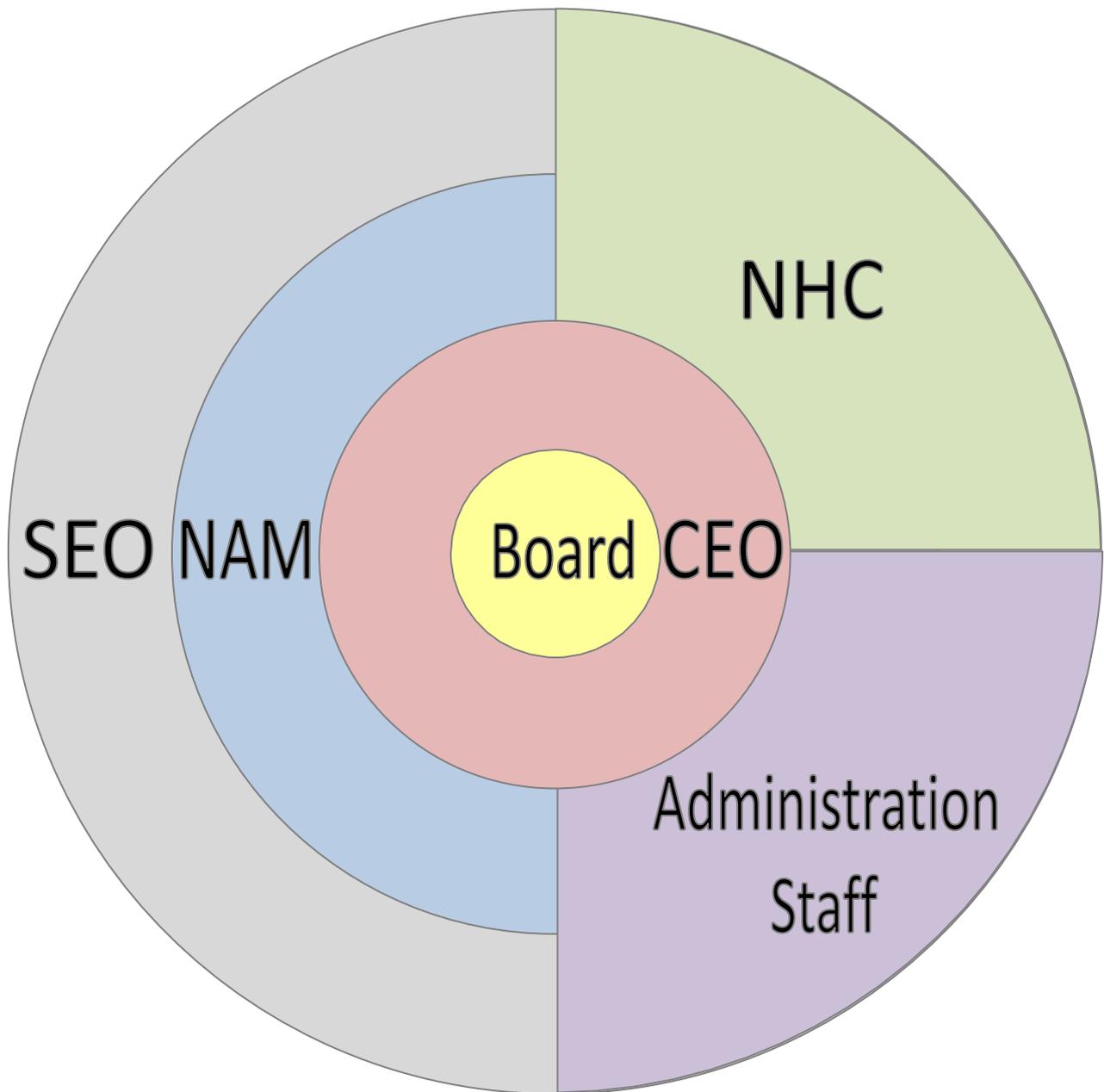


This is a standard organisational hierarchy chart. It is based on each layer of the chart having a defined set of responsibilities without any overlap.

The SSAs would be managed by a State Executive Officer.

In either case the RGB shall hold an AGM and a planning meeting each year where the clubs get a chance to create motions for AA to consider.

## The Responsibility Wheel



This is another version of an organisational chart that may better project where the NAM and the SEO's fit within the proposed structure.

## Implementing the Unitary Model

Target Australia is a company that owns its own stores. If it ran under the current AA/RGB/Club (federated) system we currently have it would be a nightmare. If you want to advertise a new towel you would have to get consensus from each store manager to stock it and some sort of guarantee that they are going to sell it for the same price. The same goes for a franchise system like Bakers Delight. These stores are owned by individuals but work under a system supported by a contract. Break the contract and you are out.

Of these two systems I think the franchise system would suit us best. Clubs apply to be members of AA and have to abide by the rules, no ifs, and no buts'. When AA changes a rule the clubs must implement and support it.

The RGBs move to rewrite the AA Constitution making the clubs the members under the rules listed in the policy and procedures manual. This manual contains all the rules required to operate under the AA banner.

The clubs shall always control their local area and marketing such as setting their own membership fees. On the other side is the pricing for grassroots activities such as come'n'try programs. I believe we need to be united as a sport heading in one direction. For this to happen we must have a body that shall lead us in the right direction and that must be the AA Board. That means the Board must also address the grassroots component of our sport.

The crux of this discussion paper is the clubs. They are the coal face of the sport and if the sport is to grow then it must happen at the clubs as it shall not happen by anything we do or say at RGB or AA level. We can give them the tools to do it but it is the people in the clubs that must enact it.

In Victoria there are planning documents going back to 1988, and I am sure they exist in every RGB. All of them have good words on what we need to do and how to do it, but, it never happens. All these plans have been innovative and logical but they have always failed because there has been no way to get the clubs to actually do it.

We need governance and this must come from AA. We need managers to oversee the plan and this must come from the SSAs. We need people to execute the plan and these must come from the clubs. We must have one united plan that is easy, fun and profitable for these people to execute. We must make the management of our sport enjoyable and rewarding at all levels thereby attracting the very best people to these positions.

For your consideration.

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~ The primary focus of all obstacles is to induce labour so progression can be born~ "Lil' C"