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Ms Narelle Berry
Acting Chair
Walking SA
PO Box 1094
PASADENA SA 5042

Dear Ms Berry

I would like to congratulate the Board of Walking SA (WSA) and the previous Chair, Ms Cate Mettam, on the successful implementation of the majority of the recommendations of the recent Governance Review conducted by PKF Organisations Development on behalf of the Office for Recreation and Sport (ORS).

The work of the Board has refreshed the image, broadened the scope and set up a structure and strategic direction that has positioned Walking SA to take advantage of opportunities for partnerships and membership growth.

By developing the *Charter of Board Responsibilities*, the current Board has left a valuable legacy of documentation that supports current and future individual board directors undertake their role. The Charter will ensure clarity about the expectations placed on them and provides guidance for activities and decisions.

Your Strategic Plan 2014-16 has set out clear goals for the board to work towards and was an opportunity for the members and other stakeholders to input into the future direction of their association.

The creation of a new dynamic website and the successful Walking Expo in March, have provided a new profile for Walking SA and are great tools for promoting your services.

The *Find a Walk* tool is an offering that demonstrates your commitment to servicing the wider community of walkers. This tool encourages new engagement with your organisation and may build a marketable network of contacts for potential sponsors.

I am also pleased to hear of the positive approach you have taken as a representative on the Trails Committee, and your strong relationship with like-minded organisations such as Horse SA and Bicycle SA. I understand that you have also been proactive in supporting the consultation process for the new Adventure Activity Standards.

Finally, the recruitment of an Executive Officer will support the Board in the implementation of the strategic plan and to drive initiatives to support current and new members. I understand that your new Executive Officer, Ms Dannielle McBeath has experience in marketing, events and strong networks in media and business.

I look forward to hearing the progress of your organisation's continued growth in the regular internal reports on Governance projects from my staff.

Michelle Ingrames, Senior Project Officer – Sport Governance, is your Industry Advisor and will continue to be available to Walking SA, as you finalise the recommendations of the review. Michelle can be contacted on 7424 7729.

Yours sincerely

A handwritten signature in black ink, appearing to be 'PA' followed by a long horizontal stroke.

Paul Anderson
EXECUTIVE DIRECTOR
Office for Recreation and Sport

/ October 2014



MINUTES forming ENCLOSURE to

2013/17655/01

2012/25416/01

TO: EXECUTIVE DIRECTOR OFFICE FOR RECREATION AND SPORT

**RE: IMPLEMENTATION OF RECOMMENDATIONS FROM
GOVERNANCE REVIEWS – WALKING SA AND YACHTING SA**

PURPOSE

To provide draft letters to:

- Walking SA congratulating them on the progress of their implementation of the recommendations from their 2013 Governance and Operational Review
- Yachting SA clarifying the Office for Recreation and Sport expectations regarding the implementation of recommendations from the governance review conducted by BDO Australia.

BACKGROUND

The Office for Recreation and Sport (ORS) has engaged BDO Australia to undertake governance reviews of state associations (SSO) to align with the work of the Australian Sports Commission (ASC) as part of their *Australia's Winning Edge* strategy. In 2013-14, a total of five reviews were conducted.

The final review for the 2013-14 financial year was with Yachting SA, with the final report presented to the Board on 14 July 2014.

Prior to the above reviews, ORS engaged PKF Organisation Development to undertake a Governance and Operational Review of Walking SA. The completed report was presented in March 2013, which provided practical recommendations to support the development of the board, its associated documents and the operations of the association.

ISSUES/DISCUSSION

Walking SA

Following the outcomes of the Walking SA review, ORS provided funding of \$30,000 to support the implementation of the recommendations. As of June 2014, only five recommendations remain to be implemented. As some of those were dependent on the employment of the Executive Officer position, this is not unexpected. Walking SA has plans in place to ensure the funds are fully expended within 6 months.

The implementation has been undertaken with enthusiasm by the transitional Walking SA Board, consisting of some current and new members after the 2013 AGM. The Board has been operational due to its size and having only a part time

office administrator, who focussed on correspondence and membership services of newsletter, insurance and annual subscription, so the addition of this large project did place the group under a lot of pressure.

Walking SA Achievements

The Board has refreshed its image with a new website, www.walkingsa.org.au, which includes a *Find a Walk* tool that provides visitors information on walks in certain locations, including duration, rating and terrain. They held a successful Walking Expo in Elder Park in March 2014.

To support their decision making as a Board, they developed a new Strategic Plan 2014-16, a *Charter of Board Responsibilities* and are planning governance training in the near future.

The Strategic Plan 2014-16 was developed in consultation with the members and other stakeholders.

Walking SA is a representative on the Trails Committee and has also been proactive in supporting the consultation process for the new Adventure Activity Standards.

Most recently, Walking SA recruited an Executive Officer, Ms Dannielle McBeath. Ms McBeath's most recent role was with the Entrepreneur's Organisation, and prior to that, held marketing and promotions roles with Adelaide Festival Centre, Triple M and was Executive Officer of the Australian Paralympic Committee SA 2002-2003. Ms McBeath was a trainee at ORS in the mid-1990s. An ORS representative was on the selection and interview panel.

The draft letter provided is to recognise the achievements of the transitional board, a large feat for an operational board who were still conducting business. The funds that ORS provided covered expenses for software upgrades, website design, holding of strategic forums for members and stakeholders and some administration expenses. The actual work on the project was down to the people themselves.

Yachting SA.

Yachting SA were very accepting of the opportunity to participate in the review and were already aware of the Mandatory Governance Principles as Yachting Australia has discussed the implementation of the principles at National level and were encouraging the States to work towards them.

The review found that Yachting SA was compliant in many areas and identified improvements in the same principles as most of the other SSOs who have been involved in a review – maximum term for board directors, formation of nomination committee, audit and risk committee, gender balance, board evaluations and financial details supporting the strategic plan.

ORS has met with the President of Yachting SA, Mr Wayne Thompson, to discuss the development of an implementation plan and the association has already advanced some of the recommendations. Mr Thompson has sought support from

Yachting Australia and also found a couple of people in the sport who are not currently on the board, who are willing to assist with some projects.

The attached draft letter to Yachting SA outlines the ORS position on which key recommendations are to be implemented or progressed before the 2015-16 financial year grants are offered. The letter also indicates that recommendations for a 20% reduction in funding will be made if these expectations are not met, as agreed by EMT.

In addition to the identification of the specific key recommendations to be implemented, the letters also outline the ORS expectations regarding the implementation process as being:

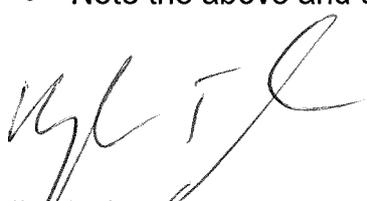
- An implementation plan to be developed and the SSO Board will need to put in place a suitable method to manage and monitor implementation
- Progress reports against the implementation plan to be tabled and discussed by the Board at least quarterly.

Updates on the progress of implementation by Yachting SA will be presented to EMT and also provided in your one on one discussion with the Director, Sport and Recreation Development.

RECOMMENDATION

It is recommended that you:

- Note the above and sign the attached letters to Walking SA and Yachting SA.



Kylie Taylor
DIRECTOR SPORT AND RECREATION DEVELOPMENT
Office for Recreation and Sport

30 September 2014

NOTED / ACTIONED



Paul Anderson
EXECUTIVE DIRECTOR
Office for Recreation and Sport

/ October 2014