

# **CLUB DEVELOPMENT OFFICER ROLE AND RESPONSIBILITIES**

## Purpose

To increase CLOK's membership by attracting people in their 20s and 30s – especially those with families – to join the club and get involved in club activities. At least initially, the focus will be on those people who have the means and time to access orienteering events distributed across our region.

## Approach

We believe that in order for people in the target demographic to get sufficiently interested in orienteering to “get hooked” and make it one of their main activities:-

- (a) They need to be presented with additional opportunities to experience family fun sociable orienteering activities. This essentially means orienteering events in pleasant safe areas with an element of competition and an opportunity to socialise. For many of the people likely to become interested in orienteering, the desire to improve their performance in relation to their peers will become a strong motivation.
- (b) They need to have frequent contact in an orienteering context with people they can relate to. In particular, this means people of similar ages and social backgrounds. This is especially important for children.
- (c) They need to be made aware and encouraged to utilise the orienteering opportunities available to them.
- (d) They need to have a sense of making progress in terms of improving aspects of their orienteering performance. This can be either in terms of running fitness or (particularly) navigation.

At present:-

- (a) The current programme of orienteering events within reasonable travelling distance does not offer sufficiently frequent opportunities for enthusiastic newcomers to experience fun and sociable orienteering events in a range of less intimidating areas. Someone who has a positive initial experience of orienteering and wants to do more is likely to become frustrated by the delay before their next opportunity to go orienteering. (One newcomer to orienteering talked about how much she was looking forward to her “weekly fix” of the sport.)
- (b) The majority of orienteers whom newcomers are likely to encounter are in the 50+ age range.
- (c) Orienteering does not have sufficiently large membership in the target demographic. We believe that the CLOK web site does a good job of providing information about events, and has a new section which is great for newcomers to the sport, though the club does not have a significant presence across a range of social media. We also don't advertise externally to the (non-member) community these existing opportunities.
- (d) There are some opportunities for novice and 'improving' orienteering families to obtain technical training to help them to improve their navigation, route selection, etc, though less to then frequently practise those skills in a whole range of activities from games, sprints, urban, dusk/night as well as in classic areas. There are existing monthly junior training sessions already offered to members as well as the now annual Couch2Green courses for adults.

The main role of the Club Development Officer (CDO) will be to drive improvements in these four areas.

## Objectives

1. Provide frequent, fun orienteering events within reasonable travelling distance of the main population centres in CLOK's area.

The CDO will organise additional local events and activities to supplement the existing programme of events. The additional events will comprise a mixture of fun sociable activities. They should take place on Saturdays or on mid-week evenings. There should be at least one of these local events per month in addition to the regional / national events to complement our existing summer and autumn local series.

The CDO will draw on CLOK volunteers for support, but will need to do a lot of the planning and organisation himself or herself. Previous experience with CLOK's Summer Series of evening events has demonstrated that it is possible for an enthusiastic and energetic person to put on fun orienteering events on a 'one man band' basis.

CLOK has assisted various landowners across our area in ensuring that many Country and Urban Parks and Woodlands are mapped and have both Permanent and Virtual Orienteering Courses established. These areas and courses can easily be utilised to support the additional programme.

2. Enthusiastically encourage families and young adults who already enjoy other outdoor sports to try orienteering and provide support to ensure that they have a positive and enjoyable experience when doing so.

The targets include people who were already involved with local clubs such as walking, mountain biking, fell racing and running clubs. Those people typically who involve their families with Scouts, Cadets and DofE schemes. Publicise and demonstrate that orienteering is an excellent route for building confidence and independence and then develop into tackling a range of adventure sports, particularly those that require navigation skills.

Note: The CDO could continue co-ordinate and be involved delivering annual Adult introduction to Orienteering coaching sessions (our Couch2Green, & Track 2 Green Courses) for adult orienteers and, as and when appropriate, will provide additional personalised coaching for individuals or small groups. Though an equivalent (slimed down) offering for families including in School holidays might well be developed and offered.

3. Attract, involve and retain new club members in the target demographic by using social media, information technology and other electronic communications in relevant ways to publicise CLOK's activities and other local orienteering opportunities. Make full use of existing materials and, as and when appropriate and with the Club's agreement, commission additional materials.
4. Investigate and/or devise other, innovative ways of attracting families into orienteering, make proposals to the CLOK Committee and, where appropriate, lead the implementation of the selected ideas.

Examples of innovative ideas might include offering kids and adult beginners their first event free, (producing and) publicising promotional videos, identifying and encouraging "onward sellers" (recent converts to orienteering who are so keen on their new sport that they become "super-promoters") and/or interviewing newcomers after their first orienteering experience (what did they enjoy, what did they not enjoy, what surprised them, what would encourage them to repeat the experience, etc.

Link with the Schools Development Programme to provide a continuum of activities for the interested kids.

5. Understand – and make best use of – the very capable and competent orienteering volunteers in CLOK. For example, draw on CLOK volunteers to provide technical aspects of coaching and mapping, established contacts with local authorities and land owners, etc.
6. Identify other successful tactics and strategies to attract families into our sport by networking with other Development Officers, relevant bodies and groups from both within orienteering and other relevant outdoor activities.
7. Generate more income for CLOK by leveraging more membership, involvement and participation by the target demographic.

Where more funding is generated, we can consider the option of increasing the size of this contract, we do want the role to be self-sustaining after the Orienteering Foundation funding finishes after the next year. Income could come from a range of sources, including additional membership fees,

higher event income (from increased event entries and more events) and / or services provided to local schools and colleges. We'd prefer to avoid increasing the membership or entry fees (which might be justified by more club activities being organised),

### Targets

1. Ensure that there is a family friendly fun orienteering opportunity within ~1 hours' drive of Middlesbrough / Stockton / Guisborough / Darlington area every month during the year (to complement CLOKs existing programmes).
2. Once there is sufficient interest, encourage families to make use of additional coaching sessions for new and improving orienteers at least once per month. There are existing junior coaches, and a Junior squad (NEJS) within the club and region.
3. After the first three months, encourage a new young family or couple to join on average at a rate of one per month. (Equivalent to a rate of 2 young adults / month).
4. A stretch target would be that there would be as many CLOK members in the 20 – 40 age range as in the 50 – 70 age range. This would effectively involve doubling the club's membership, with the majority of the new members being in their 20s and 30s.

### Timing

November 2023	Closing date for tenders for the CDO contracts.
December 2023	Selection process concluded and contract awarded (subject to having identified an appropriate service provider).
Christmas 2023	Some CDO contract activities start with the aim of preparing for the proposed programme of orienteering events and activities during May – September.

The CDO service contract will be for two years. Either party will be able to end the contract on one month's notice period. After 18 months, CLOK and the contract holder will review what has been achieved and any learning points, after which CLOK will (a) decide whether to invite tenders for a follow-on contract and (b) the objectives and targets for the next two years.

### Funding

For the first year, the CDO will be funded 50% by the Orienteering Foundation and 50% by CLOK. CLOK will pay the CDO monthly in arrears after being invoiced by the contract holder.

### Budget and Contract

The CDO will work on a self-employed basis. It is envisaged that the contract for services will be for about £8,000 / year. It is estimated that delivering the objectives may require the CDO to work for an average of 1½ days per week for 48 weeks per year. Travelling time is not reimbursed directly or through expenses, so it would be more efficient for the contract holder to live within this area, but the CDO will be expected to vary his or her working hours as required to deliver the project objectives.

### Management

The CDO will report to a suitable mentor appointed by the CLOK Committee, and the two will meet (via Zoom/ telephone if appropriate) on a regular basis – at least monthly – to review activities, achievements, ideas, plans, need for support, etc.

The CDO will provide a monthly input (brief) to the CLOK Committee, and a report to the CLOK AGM.

CLOK will give the Orienteering Foundation progress report after the first year. One aim of these reports will be to ensure that this project captures ideas, learning and successes and failures for use elsewhere.

### Skills, experience and competences

CLOK is looking for a self-motivated, proactive and organised person with a keen interest in outdoor sports. An ideal candidate will have the following skills and experience:

#### Essential criteria

- High level of motivation and enthusiasm.
- Excellent organisational skills.
- Demonstrated ability to work both independently and in collaboration with others.
- A friendly, responsive and professional attitude towards colleagues, members of the public and members of other organisations
- Good communication skills, including an ability to communicate effectively through social media.
- Working knowledge of IT
- Working knowledge of the sport of orienteering, especially at beginner levels.
- A positive view and experience of competition in sport, particularly at entry level.
- A full current UK driving licence and access to a car (which will need to be insured for business use).
- Willingness to work flexible hours, especially Saturdays and evenings including in school holidays.

The successful candidate will also need to obtain (or already have) an enhanced DBS check. CLOK/BO will assist in obtaining this if necessary.

#### Desirable criteria, or willingness to work towards fulfilling these criteria

- Marketing experience.
- A relevant sports development qualification (e.g. UKCC sports coaching qualification or orienteering coaching qualification) or the willingness to gain one.
- A first aid qualification.
- Some orienteering experience or willingness to gain such experience.
- Leadership skills.
- Experience of working in a sports development environment.
- Experience of working in a volunteer club environment.
- Experience of coaching a sport.
- Experience of initiating, developing and evaluating projects.

#### Selection process and criteria.

Informal enquiries and requests for more information can be made to Caroline Mackenzie (CLOK Chair).

To apply, please send a CV and a covering letter to CLOK Chair (Caroline Mackenzie) explaining how you would deliver the services described in this document and the separate Contract for Service and the skills and expertise that you can draw on to do so. Please provide contact details of two people who can provide references.

A paper-based tender exercise will be carried out against the contract for service.

Online interviews will be used to select candidates for a shortlist.

#### Contract details, including travel expenses

See the separate Contract for Service document.

**Caroline Mackenzie**  
**CLOK Chair**

## **Appendix 1 – Strategy for seeking candidates**

This contract for services could suit a couple of students undertaking Sports science college / degree courses (each in a different year in order to provide rolling continuity).

- Advertise in the following (including on Facebook , Instagram):-
  - Orienteering press, both national and local.
  - Orienteering Foundation.
  - Tchimes.
  - Other local clubs, including NATO, NN, (so across NEOA) EBOR and CLARO.
  - Tees Valley Sports.
  - Local universities, including Newcastle, Teesside and Durham.
  - Local colleges. Middlesbrough College does sports qualifications. Also Stockton, Northallerton, Darlington and Durham?
  - SHUOC.
  - Armed Services resettlement organisation.
- Social media. – including paid advert on Facebook in local area
- Local sports clubs and gyms.
  - Everyone Active.
  - Local authorities.
  - Running clubs, including Middlesbrough Athletic Club (Mandale), New Marske Harriers, Quakers and Esk Valley Fell Club.
  - Let's Run.
  - Up and Running – Social Run group
  - Ramblers.
- Word of mouth through CLOK members - onto their places of work.
- Sport England
- Local councils.
  - Sports Officers. Stockton, Middlesbrough, Darlington, Hartlepool, Northallerton.
  - Park Ranger services, including Flatts Lane, Pinchinthorpe, North Yorkshire and Yorkshire Dales.
- Community groups?
- School sports (PE) co-ordinators. We can get an updated list from TVS, and Sports Partnership Leads
- Outwood Bound Centres; e.g. East Barnby.