

Example 1: Governance Reporting – dashboard overview with action items to increase maturity
 (The ASC thanks Golf Australia for providing this example).

Golf Australia Annual Governance Report

Governance Performance Cycle

A key priority for the Australian Sports Commission (ASC) is to improve industry capability. To facilitate this, all funded NSO/Ds are supported by the ASC to undertake an annual a 'Governance Performance Cycle', which provides a clear, step-by-step process for sports to improve their governance maturity in line with the Sports Governance Principles.

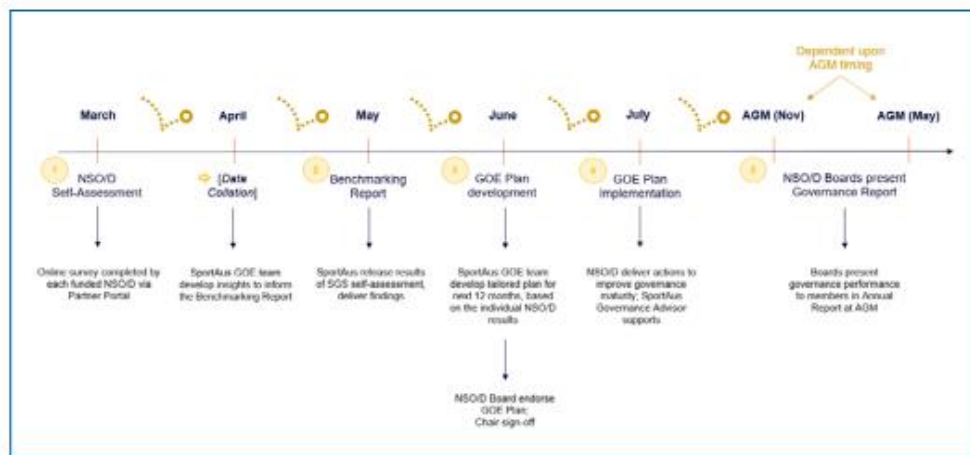


Figure 1 – Sport Governance Performance Cycle

NSO/D Self-Assessment

The Sports Governance Standards (SGS) are the measures by which NSO/Ds self-assess their governance maturity to identify opportunities to improve their governance systems and processes.

As part of the annual governance performance cycle, each sport is required to provide an overview of their performance, outlining key SGS achieved as well as provide explanation for non-achievement.

Sports are categorised into 4 tiers according to the overall revenues of an organisation, and the level of public funding that organisation receives from the ASC, with Tier 1 being the highest revenue sports and Tier 4 the lowest. NSO/Ds that receive large amounts of public funding will operate at a higher governance maturity level.

Each Standard has 4 maturity level statements, one (1) indicating the least mature governance with four (4) being the most mature.

As per SGS 6.5: 'the organisation reports on governance outcomes at both its Annual General Meeting (AGM) and in its Annual Report', with the highest level of maturity against this standard defined as 'The organisation reports on governance outcomes at its AGM and in its annual report. They provide an "if not, why not" statement as to why they have not met the Sport Governance Standard/s and outlines plans to meet the standard/s going forward'.

See Figure 2 for a year on year comparison of the SGS self-assessment for Golf Australia.



SGS Self-Assessment 2022 – Year on Year Comparison

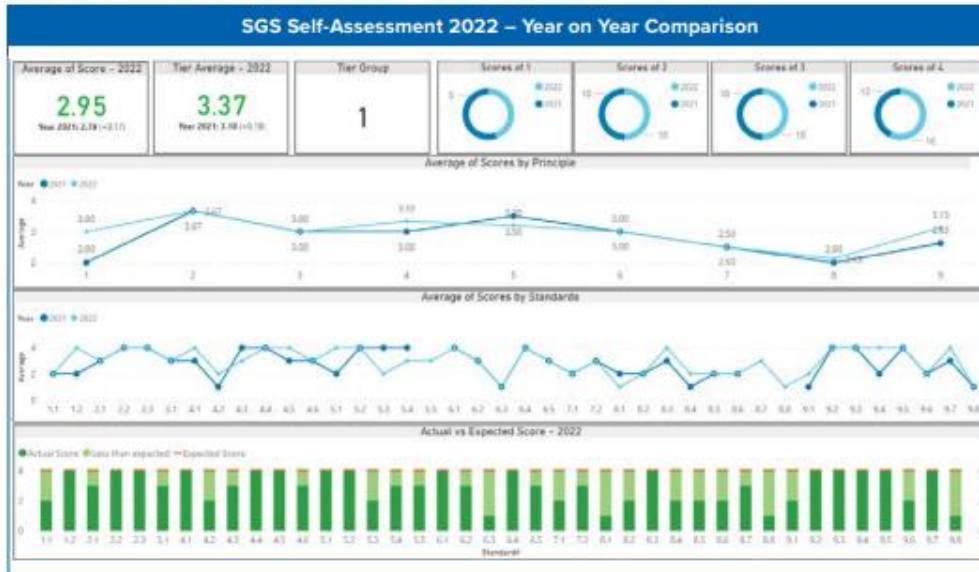


Figure 2 – Year on Year SGS Comparison

Governance and Organisation Enhancement Plan (GOE Plan)

The Governance and Organisational Enhancement (GOE) Plan is the mechanism by which NSO/Ds establish governance priorities based on their SGS results, and develop a 12 month governance improvement plan.

Each GOE Plan features Activities to assist a NSO/D to improve their governance practices in areas which have been identified as sector priorities by the ASC and State & Territory Agencies for Sport & Recreation (STASR). NSO/Ds also have the opportunity to tailor activities within their GOE Plans to address additional standards, which are identified by the NSO/D’s own responses to the SGS.

Accordingly, Golf Australia has embarked upon further enhancements to governance processes within its GOE Plan with items to be addressed during FY 2022/23 including:

- Review and update of the GA Board Charter (including review of the Director’s Code of Conduct).
- Review and update of GA’s by-laws, specifically to reflect revised National Integrity Framework (NIF) policies.
- Review of GA’s Code of Conduct to ensure it complies with the NIF framework.
- Formalisation of a Board performance assessment considering both internal and external review methodologies and timing.
- Development and review of succession plans for key personnel.