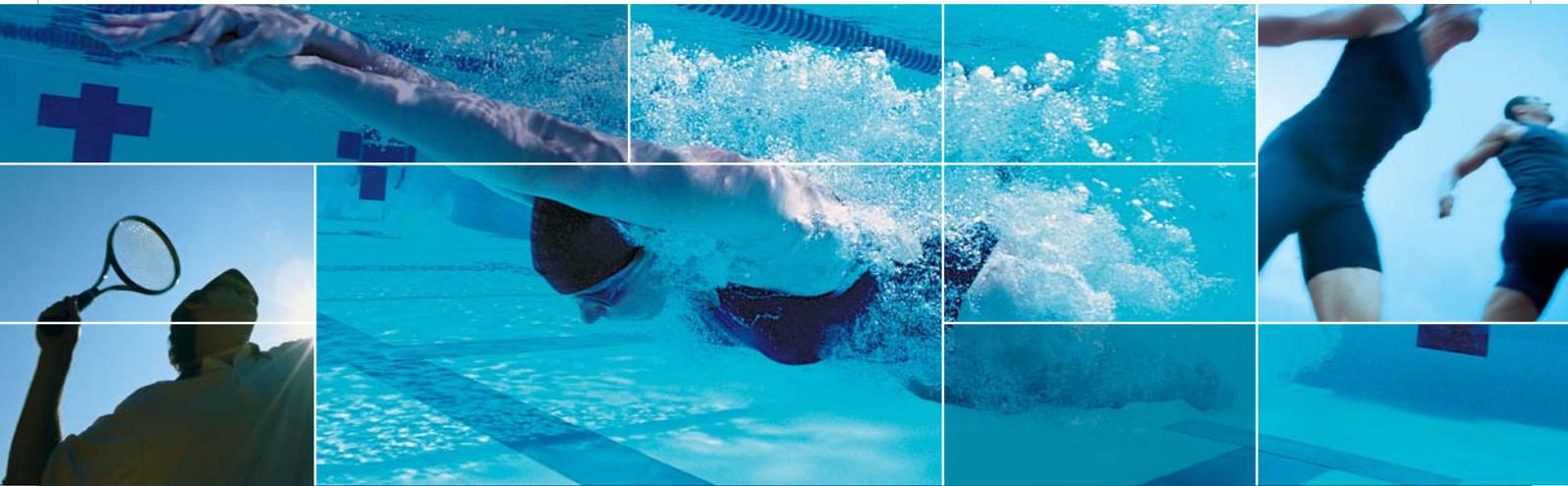




Australian Government
Australian Sports Commission

Overview for national sporting organisation funding and performance review





Active Kids Healthy Communities
Active After-school Communities
www.au.gov.au/asec

OVERVIEW FOR NATIONAL SPORTING ORGANISATION FUNDING AND PERFORMANCE REVIEW

The Australian Sports Commission (ASC) is the Australian Government body that supports, develops and invests in sport at all levels in Australia. The ASC works closely with national sporting organisations (NSOs)¹, state and local governments, schools, and community organisations to support the development of Australian sport from grassroots community level to high performance.

Eligibility

An NSO must be recognised by the ASC before it can be funded. The eligibility criteria for the recognition of NSOs can be found on the ASC website at ausport.gov.au/supporting/nso/asc_recognition. The criteria outline areas that organisations must address in order to be considered for recognition. The key criterion demands that organisations need to demonstrate that they have a national perspective and that they are the pre-eminent organisation taking responsibility for the development of the sport in Australia.

Although recognition is a prerequisite for an NSO to be funded by the ASC, it does not automatically mean the NSO will be allocated funding.

The ASC reviews all recognised NSOs (funded and unfunded) as part of the Annual Sport Performance Review.

Unfunded NSOs wanting to be considered for funding will need to present information to the ASC as part of the annual assessment process. Information required for this will focus on the sport's high performance results, membership data, performance against key planning documentation, and areas for consideration within the risk assessment.

The purpose of these guidelines is to explain the principles and process used in prioritising sports and informing funding recommendations for the consideration of the ASC Board.

ASC funding and review approach

The Annual Sport Performance Review is a critical part of the ASC's strategic direction for sport. It forms the cornerstone of the assessment of NSO performance and therefore the level of Australian Government investment in each sport.

The ASC's new funding and review approach:

- > is conducted through an annual performance assessment framework in a shift from the traditional four-yearly funding process
- > is to be closely aligned to the new ongoing funding arrangements implemented by the ASC in parallel with the annual performance reporting cycle of NSOs
- > will be more effective in monitoring the impact of the government's investment in sport.

Through the funding assessment and review process the ASC will comprehensively engage with all key stakeholders, including NSOs, the National Elite Sports Council² (NESC), state and territory departments of sport and recreation (SDSR) and other key sector partners.

¹NSO includes national sporting organisations for people with disability

²NESC membership includes directors of each institute and academy of sport, as well as a nominee of the ASC. It also includes the Australian Olympic Committee, Australian Paralympic Committee and the Australian Commonwealth Games Association as observers.

The funding assessment and review process incorporates the initiatives announced in Australian Sport: the Pathway to Success, and is underpinned by the ASC's Strategic Plan which outlines the following four goals:

- 1 Increased participation in sport
- 2 Increased international success
- 3 Sustainable sport
- 4 Enhanced Australian Sports Commission capability to lead, partner and support.

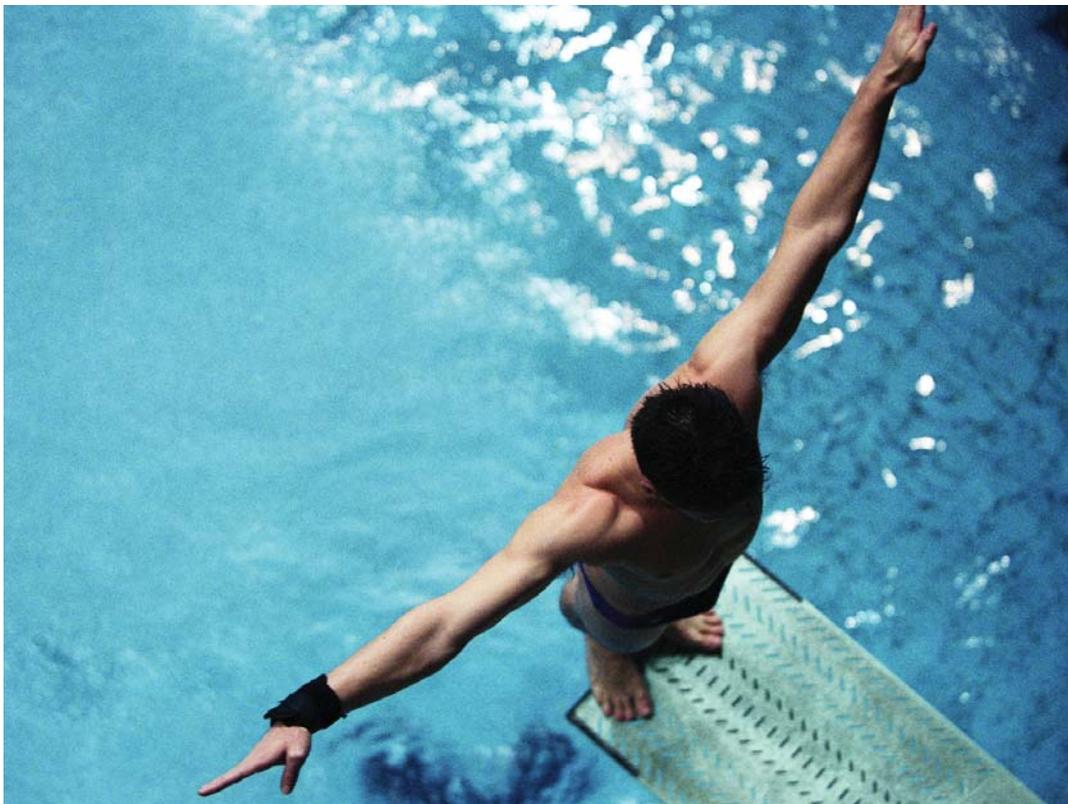
The ASC Strategic Plan 2011–12 to 2014–15 can be viewed at ausport.gov.au/about/publications

The ASC Strategic Plan aligns to and shows how the ASC will contribute to the achievement of the objectives detailed in the National Sport and Active Recreation Policy Framework (the Framework).

Highlighting the collaborative approach to Australian sporting system reform, the Sport and Recreation Ministers' Council agreed to establish the Framework to help guide the development of sports policy across Australia.

The Framework, developed in consultation with the sport and active recreation sectors, provides a mechanism for the achievement of national goals for sport and active recreation, and sets out the agreed roles and responsibilities of governments and their expectations of sport and active recreation partners. Its purpose is to assist Australian governments to achieve a consistent approach to the development and adoption of policies that support increased participation, success in international competition and strong national competitions, and contribute to whole of government objectives.

The Framework can be viewed at dpmc.gov.au/sport/resources/reports/nsarpf.cfm





PRINCIPLES FOR ANNUAL SPORT PERFORMANCE REVIEW

The ASC is committed to the sustainability and growth of sports. The Annual Sport Performance Review model is intended to balance certainty and continuity with the need to achieve accountability for the Australian Government investment.

The following principles underpin arrangements for all NSOs funded by the ASC:

1

NSOs are responsible for the development of their sport in Australia. Funding is only provided to recognised NSOs with current strategic plans supported, where required, with business plans.

2

Funding is not an automatic entitlement but is based on how an NSO can contribute to achieving government outcomes in alignment with the National Sport and Active Recreation Policy Framework.

3

NSOs are accountable for performance. Accountability is defined by **agreed** key performance targets.

4

Funding is primarily focused on delivering future outcomes, but it is informed by past performance.

5

Funding is provided on an ongoing basis subject to outcomes of the Annual Sport Performance Review.

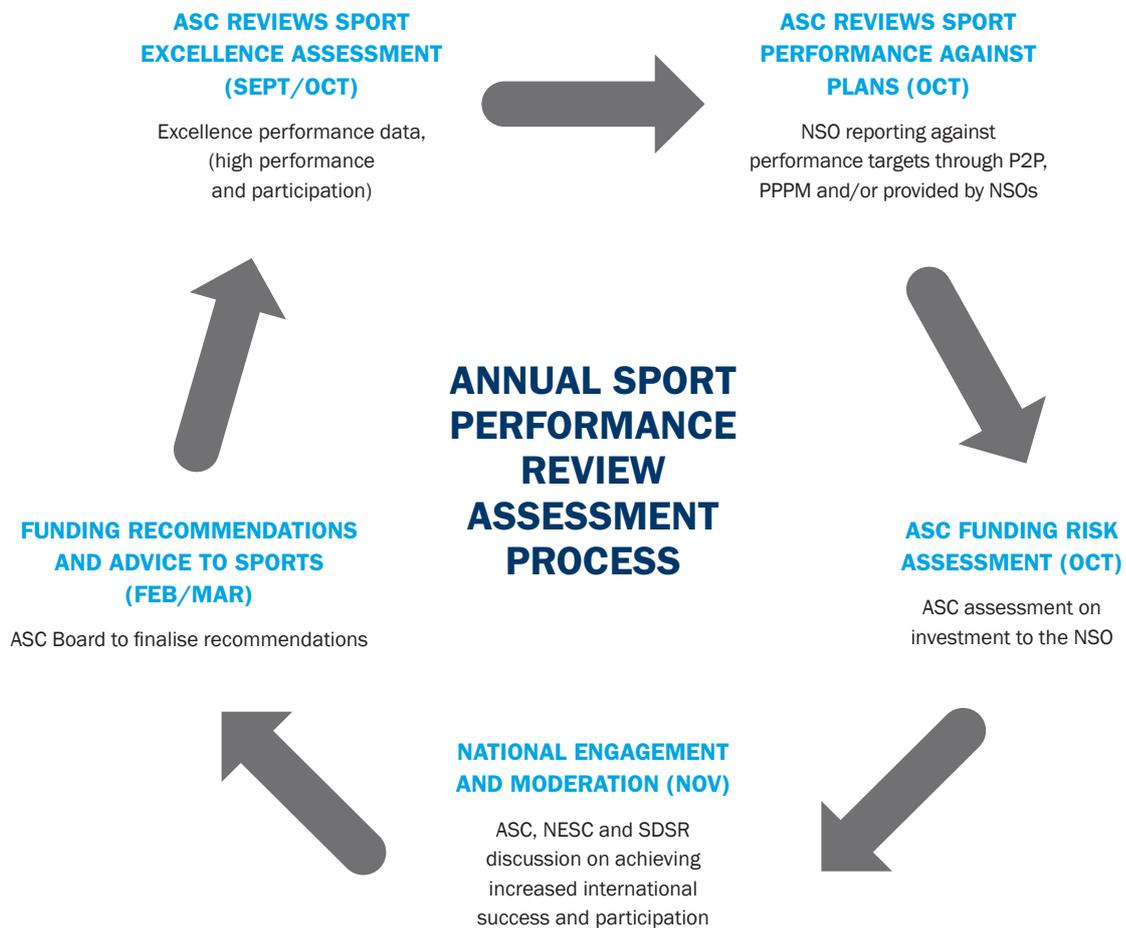
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The ASC will invest in sports that are culturally important to Australians and which meet performance targets.

ANNUAL SPORT PERFORMANCE REVIEW ASSESSMENT PROCESS

Below is an overview of the Annual Sport Performance Review assessment process, detailing how NSOs will be prioritised and funding decisions determined. This will see the ASC:

- > use information provided by NSOs to guide the outcomes of the Annual Sport Performance Review
- > engage with state and territory partners to inform prioritisation of sports and funding recommendations
- > access independent information, where required, from a range of government and non-government sources to complete the Annual Sport Performance Review.





SPORT EXCELLENCE PERFORMANCE DATA (HIGH PERFORMANCE AND PARTICIPATION)

The ASC considers the following criteria when assessing sport excellence data:

High performance

To assess the high performance program of a sport, the ASC will review the sport's performance at the three most recent benchmark events. It is acknowledged that there is inconsistency of timing across the different world championship events, as different sports have events that range from annual, to biennial and quadrennial championships.

As part of the assessment, the ASC Board has prioritised Olympic and Paralympic performances as a key determinant of success in its work in high performance sport.

Participation

Funding provided by the ASC to NSOs and SDSR is intended to build capability that will grow participation, including in under-represented groups, as well as support the implementation of new nationally driven participation strategies.

It will be the responsibility of each NSO to have verifiable and effective data collection processes. However, in ensuring there is meaningful and comparable data across sports, standard definitions, currently used by the Queensland Department of Communities – Sport and Recreation services, have been adopted and noted below:

Category A: Engagement (full active members)

Members who have access to the full range of programs and services offered by the organisation or their affiliated club or association, as a participant, coach or official. This type of member typically pays a full registration fee and participates actively in programs and services.

Category B: Exposure (program participants; event participants; school delivered programs; school managed competitions; and Exercise, Recreation and Sport Survey/Australian Bureau of Statistics)

- > Program participants: Members/participants who have access to a limited range of programs and services offered by the organisation or their affiliated club or association as a participant. This type of member/participant typically pays a lesser registration fee and participates in programs and services rather than in regular competitions.
- > Event participants: Participants who pay a fee per event to participate in the activity and receive limited other services from the organisation. This type of participant pays no formal membership fee and may not have access to programs and services of the state organisation.
- > School delivered programs: Participants involved in regular competitions, programs and championship events organised by state organisations which may be at school facilities.
- > School managed competitions: Participants involved in events, competitions or programs organised primarily by schools which are not directly affiliated with state organisations.

These adopted definitions will provide a sound baseline for future reporting and ensure greater consistency across sports.

Sport excellence in participation data will not only be based on a sport's current membership, but include annual growth experienced by the sport and the potential market that exists within the sport. Annual growth will be considered in both absolute and percentage terms.

SPORT PERFORMANCE AGAINST PLANS

The Australian Government is investing heavily and partnering with sports to achieve international success and participation growth in organised sport, which are both key outcomes of the Framework. This places NSO planning and performance at the centre of the ASC's strategic approach to implement the government's direction for sport.

The ASC supports NSOs to work with their state and territory counterparts, state and territory government and other non-government agencies, to develop and implement strategic, high performance and participation business plans. These plans need to show how an NSO will enhance and grow its business, increase participation and assist local clubs and organisations to deliver targeted and inclusive programs for their communities, as well as support high performance outcomes at the international level.

A requirement of NSO plans is that the planning process incorporates a substantive and significant engagement with stakeholders, and that all plans include measurable performance targets for high performance and participation outcomes. These performance targets will consist of sets of indicators that will be used to assess the implementation of programs and initiatives and will form the foundation of the assessment against plans.

NSO participation performance indicators form the foundation of future performance monitoring and review through the creation of the Participation Planning and Performance Monitoring (PPPM) assessment framework. The PPPM assessment framework has been developed by the ASC to ensure alignment and cooperation across all relevant stakeholders and to support effective planning and implementation to maximise outcomes in participation. The PPPM will provide a formal communication channel, a performance review process against sports' participation plans and an opportunity to discuss key issues.

The ASC will continue to work with NSOs to develop and monitor progress against their high performance plans through the Pathway to Podium (P2P) framework. Not all sports will have a PPPM or P2P. These sports have been selected based on their priority and existing levels of ASC investment.

All recognised NSOs, funded and unfunded, including those not involved in the P2P or PPPM processes, will be provided with an opportunity to contribute additional information and engage in ongoing discussions with the ASC. This information will be considered in the assessment of sport performance against planning documentation in the Annual Sport Performance Review.

In reviewing sport performance against plans, the ASC will use an NSO performance management framework to manage any NSO under-performance issues and the implications for future funding. It is considered important that this approach is not punitive, but recognises that ASC investment decisions need to be based on delivering future outcomes. The key features of the performance management approach will be:

- > developing a sound understanding of NSO performance and what issues or barriers may have contributed to poor performance
- > recognising those NSOs that are able to define the likelihood of enhanced future success, through the use of good lead performance indicators and the implementation of a process to manage under-performance.

FUNDING RISK ASSESSMENT

The purpose of the funding risk assessment is to ensure the optimal allocation of Australian Government investment to achieve the outcomes defined by the Framework. When making prioritisation and funding recommendations for NSOs, the Annual Sport Performance Review will take into consideration, but not be limited to, the following factors:

- > financial effectiveness
- > financial self-sufficiency
- > NSO governance
- > NSO management
- > stakeholder relationships
- > integrity issues
- > what opportunities the sport uniquely presents to delivering outcomes defined in the Framework
- > sports that are culturally important to Australians.



NATIONAL ENGAGEMENT AND MODERATION

Background

In February 2011 all jurisdictions (with the exception of New South Wales) endorsed the National Institute System Intergovernmental Agreement (NISIA). The NISIA agreement provides a new national approach to improve coordination and better align Australia's high performance system. NISIA is designed to enhance the way institutes and academies of sport collaborate together with sporting organisations to identify and develop sporting talent, and ultimately deliver and support world-class Australian athletes.

This new approach in pursuit of international success can only be achieved through the alignment of the system through NISIA. This will be supported by targeting funding and resources to those NSOs that can best contribute to delivering success internationally through developing and improving the systems and processes to sustain Australia's international standing in sport.

In 2010, the ASC commenced a more comprehensive national engagement and moderation process with state institutes and academies of sport and SDSR to inform sport prioritisation and funding for sport. The ASC has committed to continue with this national collaboration approach.

High performance

The ASC role under NISIA is to ensure that a national approach is undertaken in the new national planning process with NSOs and to collaborate with members of NESC to establish nationally agreed priority sports for high performance.

NESC members will be actively involved in discussions with the ASC during each assessment period, and will provide feedback on ASC recommendations in formulating prioritisation of sports and high performance funding recommendations.

Participation

Working through the Council of Australian Sport and Recreation Organisations, the ASC will engage SDSR for input and advice that will inform the prioritisation of sports and participation funding recommendations.

SUMMARY

How is funding decided?

An analysis of historical (proven) successful performance of an NSO is taken into account with reference to the funding currently received by the NSO from the Australian Government.

The ASC, in collaboration with the NSO, will also look at the NSO's planning documentation to identify what the sport needs to be successful in the future to achieve its high performance and participation outcomes and how this can be influenced by Australian Government investment.

Ultimately funding decisions will be made in consideration of all recognised NSOs. This is to ensure the optimal investment of Australian Government resources to maximise the government's outcomes. Funding decisions will be influenced by factors such as the NSO's governance, management, financial management, self-sufficiency, stakeholder management, cultural significance and integrity issues.

The ASC Board will determine final high performance funding and prioritisation following collaboration with NESC.

The ASC Board will determine final participation funding and prioritisation following collaboration with SDSR.

The ASC Board has the final responsibility for deciding on how the ASC should invest funds appropriated to the Commonwealth, and is committed to working with sport stakeholders to continue to review and evaluate the process regarding the Annual Sport Performance Review to achieve the most effective outcome for Australian sport.

Any questions from NSOs regarding the detail of the process outlined in this document should be directed to their ASC NSO partnership manager.



GLOSSARY

ASC	Australian Sports Commission
NESC	National Elite Sports Council
NISIA	National Institute System Intergovernmental Agreement
NSO	National sporting organisation
P2P	Pathways to Podium
PPPM	Participation Planning and Performance Monitoring
SDSR	State departments of sport and recreation





