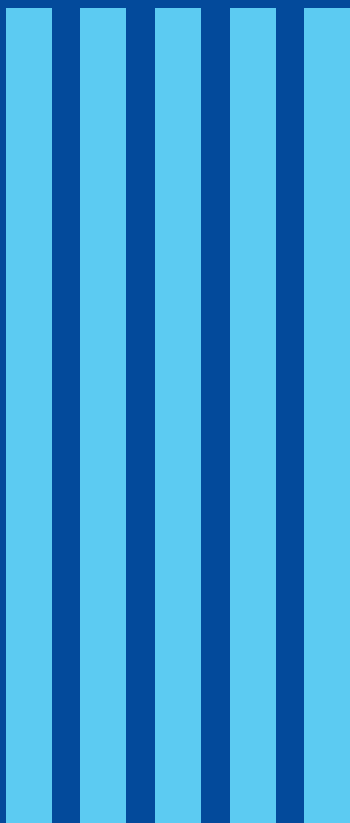
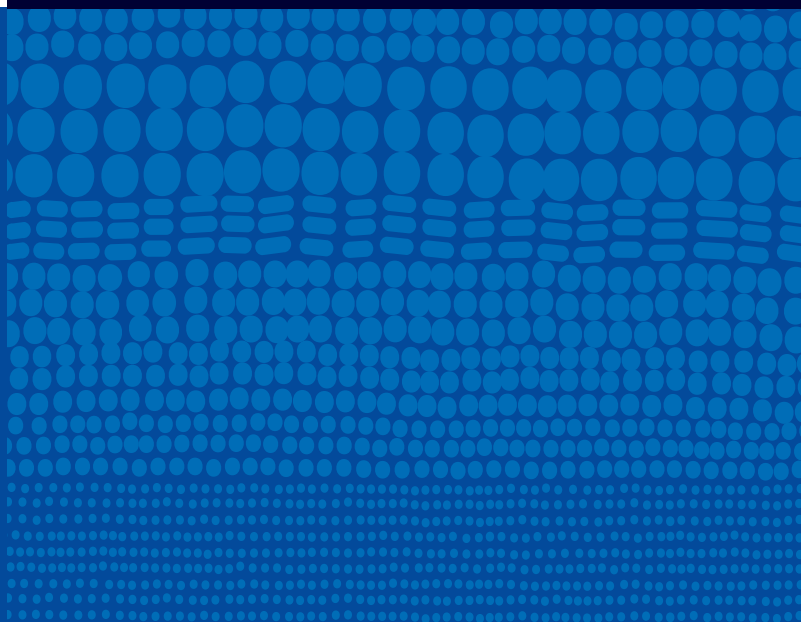
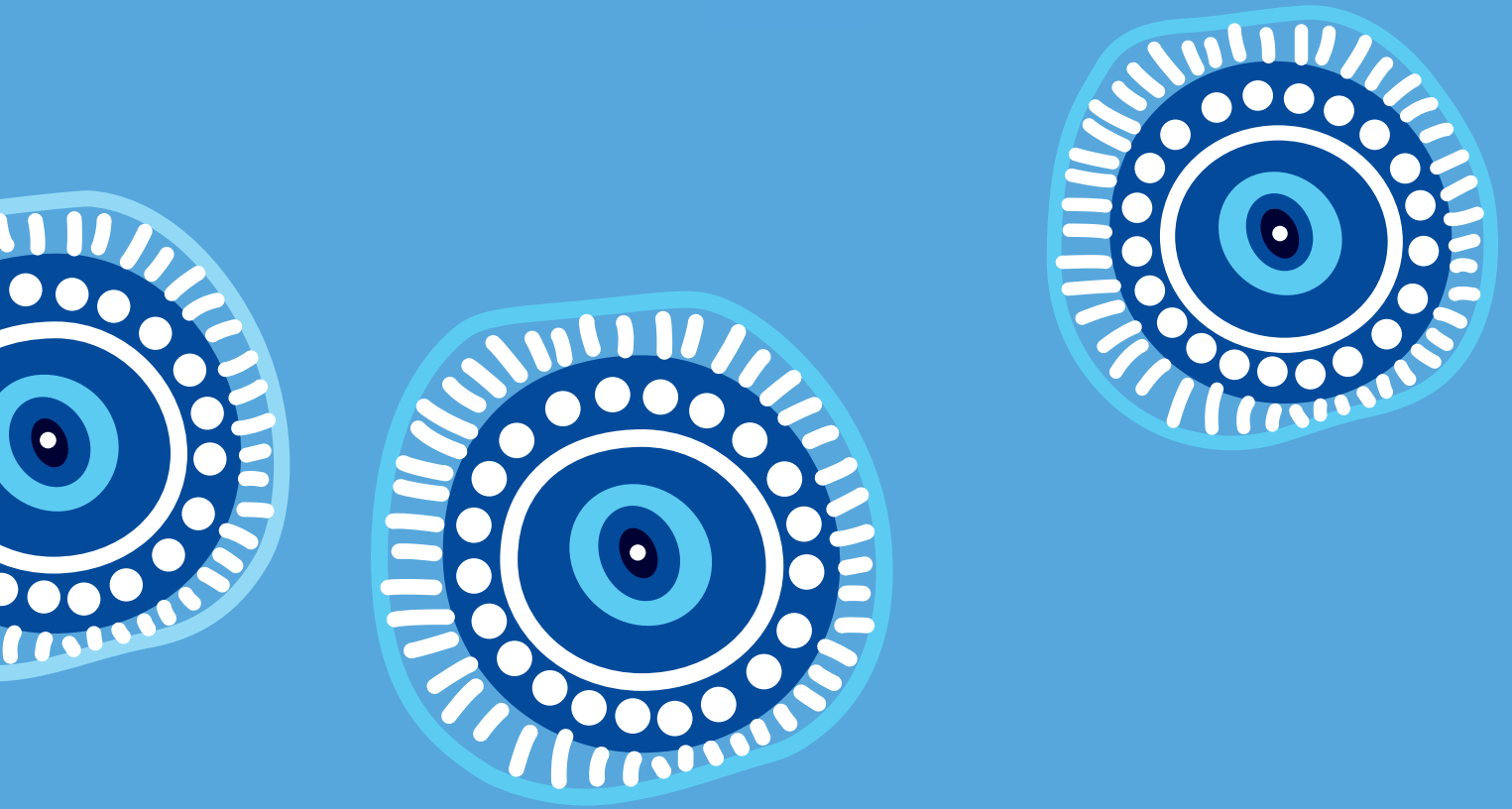


Australian Government
Australian Sports Commission

Sport Governance Standards Benchmarking Report 2024





AUSTRALIAN SPORTS COMMISSION ACKNOWLEDGEMENT OF COUNTRY

The Australian Sports Commission (ASC) acknowledges the Traditional Custodians of the lands where its offices are located, the Ngunnawal people and recognise any other people or families with connection to the lands of the ACT and region, the Wurundjeri Woi-wurrung people of the Kulin Nation, the people of the Yugambeh Nation and the Gadigal people of the Eora Nation.

The ASC extends this acknowledgment to all the Traditional Custodians of the lands and First Nations Peoples throughout Australia and would like to pay its respects to all Elders past, present and future.

The ASC recognises the outstanding contribution that Aboriginal and Torres Strait Islander peoples make to society and sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.

CONTENTS

Introduction	2
Executive Summary	3
National Results [NSO/Ds and SSO/Ds]	5
National Sporting Organisation [NSO/D] Results	10
State Sporting Organisation [SSO/D] Results	16
Gender Balance	22
National [NSO and SSO]	22
National Sporting Organisations [NSO/D] - Funded	24
State Sporting Organisations [SSO/D]	25
Background	26
Appendix	27
Item 1 – Participating organisations	27

INTRODUCTION

Developed by the Australian Sports Commission (ASC) and supported by the State and Territory Agencies for Sport and Recreation (STASR), the annual Sport Governance Standards (Standards) Benchmarking Report provides insights into how sporting organisations assess their governance maturity against those standards.

The Standards provide a framework to evaluate the effectiveness and efficiency of governance systems and processes. Co-designed with the Australian sport sector, the Standards focus on accountability, transparency and continuous governance improvement in all sporting organisations.

The fourth edition of the Benchmarking Report features, for the first time, the results of Standards self-assessments from State Sporting Organisations and State Sporting Organisations for People with Disability (SSO/D), in addition to funded National Sporting Organisations and National Sporting Organisations for People with Disability (NSO/D).

This expanded survey will provide unparalleled insight into sector-wide governance of sporting organisations in Australia. Further, the data collected provides an opportunity for individual sports to assess governance maturity across the whole of sport, facilitating collaboration, improving efficiencies, and identifying opportunities for improvement.

The Standards are broken into the following categories:

- 35 Standards are measured for all NSO/Ds and SSO/Ds and form the basis of this report
- 4 Standards measure Gender Composition for all NSO/Ds and SSO/Ds, and are reported under *Gender Balance*
- 8 Standards measure Principle 8 The best and fairest – *a system for ensuring integrity* for 5 out of 8 State and Territories, and are only included in the SSO/D section of this report

Between April and July 2024, NSO/Ds and SSO/Ds were asked to self-evaluate their governance maturity against each Standard using a four-point scale, with a score of 1 representing low maturity and a score of 4 representing the highest level of maturity.

This report combines data from 62 funded NSO/Ds, 11 non-funded NSO/Ds and 357 SSO/Ds and is designed to provide insights into the results and findings of the self-assessment process against the Standards.

The Standards data in this document will be used by NSO/Ds, SSO/Ds, the ASC and STASR to:

- benchmark the current governance maturity of all NSO/Ds and SSO/Ds
- inform development of Governance Plans for each organisation
- identify the major development needs of NSO/Ds and SSO/Ds to help the ASC prioritise support, education and the development of resources for the sector.

Tiering of organisations and expected maturity

All sporting organisations are sorted into tiers, based on the financial investment from the ASC (NSO/D) or relevant STASR (SSO/D), and the revenue generated by the organisation. In this way, there is an expected governance maturity level based on resources and internal capacity available to the organisation.

It is important to note that the term 'expected' means anticipated – that is – it is the expected eventual maturity level assigned by the ASC and STASR, providing a clear benchmark for organisations to focus improvement, rather than a measure of compliance.

Further information on the Governance Performance Cycle (comprising the Standards self-assessment, Governance Planning and Reporting) can be found on the [**Sport Governance and Organisational Enhancement page on the Australian Sports Commission website**](#).

EXECUTIVE SUMMARY

430 = The number of sporting organisations who completed the Sport Governance Standards self-assessment in 2024	2.70 / 4.00 = The average Standard score for all organisations nationally (NSO/D and SSO/D combined)	3.95 = the highest score nationally was for Standard 5.1 Legal Entity - <i>The organisation should be a legal entity incorporated under the legislation which best fits its size, need and jurisdiction</i>	1.72 = the lowest score nationally was for Standard 9.8 Succession Planning - <i>The board has a documented succession planning process for key personnel and the retention of corporate knowledge</i>
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Strongest performing Standards

Nationally, organisations reported most highly where there is a legislative or legal requirement to comply (e.g. 5.1 Legal Entity), with 7.1 Vulnerable Persons and Children and 8.7 Anti-Doping scoring the next highest nationally and for SSO/Ds (N.B. Standard 8.7 is not recorded for NSO/Ds – see *Principle 8 and the National Integrity Framework under Background*).

Areas for improvement

Nationally, organisations reported the lowest scores in relation to succession planning and board evaluation.

For NSO/Ds, this has been a consistent theme for the past three evaluation cycles. In response, the ASC has developed a range of resources to support organisations at all levels, including templates for succession planning and a free online board evaluation for NSO/Ds and SSO/Ds.

Areas which have improved

The biggest positive change (+12%) was for Standard 4.2 Diversity, Equity and Inclusion. This improvement is encouraging, however noting that it is still the second lowest performing Standard [2.26], there is further opportunity for boards to develop a strong and public commitment towards achieving its diversity, equity and inclusion goals within its board composition. The ASC and STASR will provide continued focus and support to enable sporting organisations to improve this critical element of governance through an intersectional approach.

Gender equity

Sporting organisations reported on the gender balance of their boards for the first time in 2024. This data reveals that:

- There is significant scope for NSO/Ds and SSO/Ds to meet gender equity targets by utilising vacant roles (7.09% of all elected roles and 17.89% of appointed roles are reported as vacant), whilst ensuring that candidates meet board skill, experience and diversity needs
- Female and gender diverse people are underrepresented as chairs (39.08%) and deputy chairs (49.20%), providing further opportunity to increase the gender balance in these critical leadership roles across the sector through the implementation of the National Policy on Gender Equity in Sports Governance.

Foundational practices

Sporting organisations that have achieved the highest level of maturity in Principle 1 (Values-Driven Culture and Behaviours), Principle 2 (Aligned sport through collaborative governance) and Principle 3 (A clear vision that informs strategy), perform better in all other elements of governance. NSO/Ds and SSO/Ds alike should adopt a strong focus on these foundational areas to enable better practices and outcomes across the entirety of their organisational governance.

Tiers – expectations v performance

Expectations on governance maturity are based on organisation size and resourcing. As expected, organisations with greater capacity reported higher governance maturity. Pleasingly, however, results show a steady improvement in performance from the lowest tiers [5 and 6, both of which outperformed expected levels] to the highest tier [1].

The ASC and STASR will continue to support organisations within all tiers to improve their governance performance, helping to reach their potential.

Governance plans – the mechanism for improvement

Using the annual Sport Governance Standards results to help establish priorities, organisations develop an action plan to raise their governance maturity level.

The Governance Plan is available on the **Game Plan** platform for all recognised NSO/Ds and SSO/Ds.

NSO/Ds have reported an increase in overall governance maturity since the adoption of the online Governance Plan.

A collaborative approach

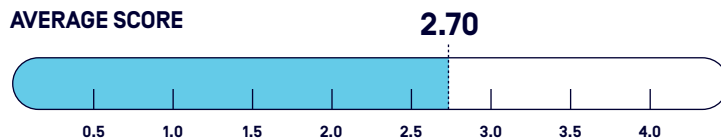
The first National Benchmarking Report provides an unprecedented opportunity for sports that operate in a federated model to work collaboratively with their member states and territories.

A number of Standards measure how a sport governs collaboratively, including 1.2 Defined Values and Behaviours, 2.1 Stakeholder Engagement Plan, 2.3 Member Communication, 2.4 Member Collaboration, and 3.1 Strategic Plan.

Strong performance in these areas directly correlates with an increase in governance maturity across the remainder of the Standards.

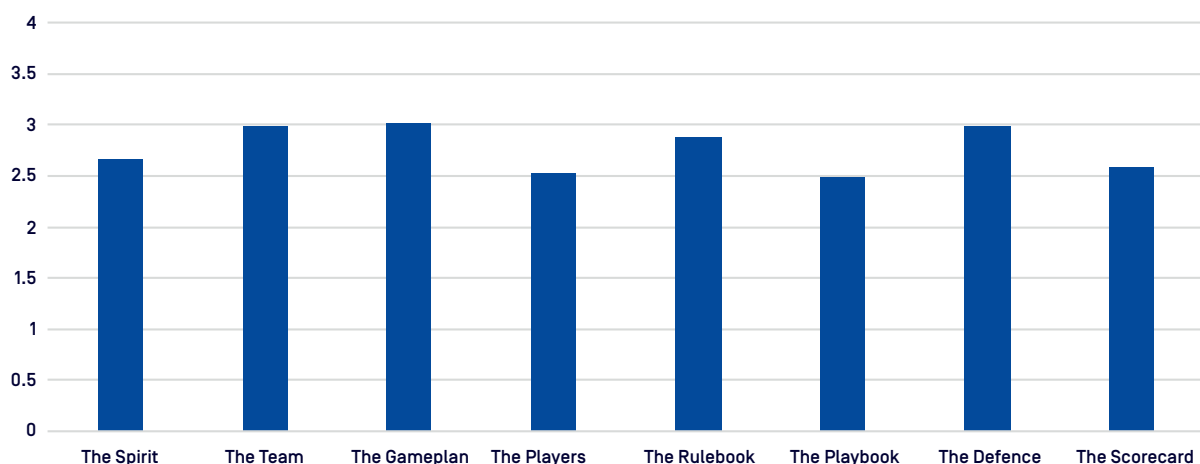
All sporting organisations – regardless of their operating model – are encouraged to discuss their results with their peers to identify opportunities for collaboration and improvement.

NATIONAL RESULTS (NSO/Ds AND SSO/Ds)



Number of Organisations surveyed: **430**

NATIONAL – SPORT GOVERNANCE PRINCIPLES



Key points and insights

- A total of **430** sporting organisations completed the Standards self-assessment in 2024, comprising 62 funded NSO/Ds, 11 recognised NSO/Ds, and a further 357 SSO/Ds
- Organisations were broken into 6 tiers, with Tiers 5 and 6 introduced to acknowledge the reduced resourcing of the smaller State and Territory organisations
- As 2024 is the first year that Standards responses have been collected from SSO/Ds across the country no year-on year data is available
- Principle 8 *The best and fairest* is administered by Sport Integrity Australia and does not form part of the national results
- Overall, organisations with higher levels of resourcing assessed a higher level of governance maturity
- Across all tiers, organisations performed most strongly in those standards which have high expected maturity levels (regardless of resourcing and capacity), including 5.1 (Legal Entity) and 7.1 (Vulnerable Persons and Children)

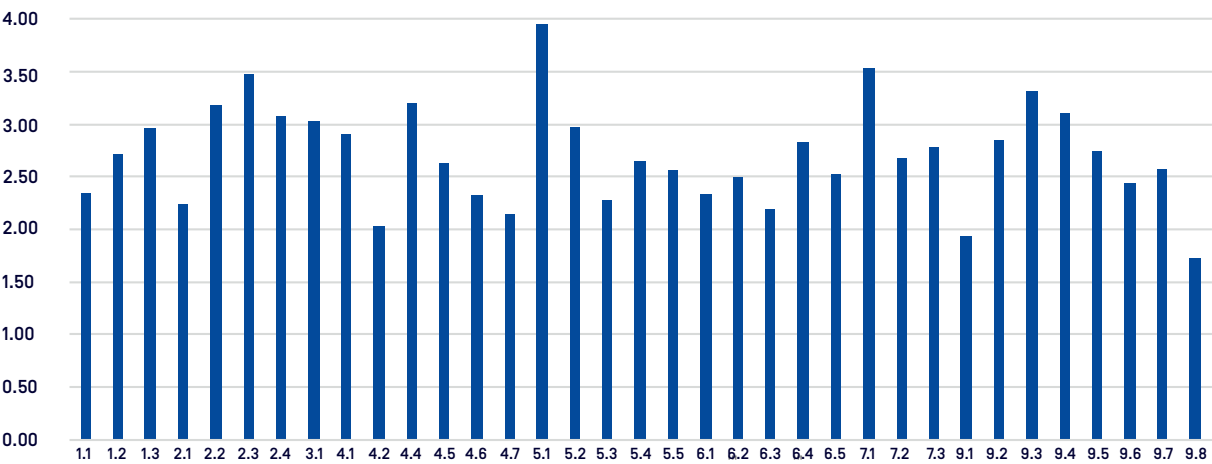
For a detailed list of organisations who submitted Standards self-assessments in 2024, see Appendix Item 1.

Average score of Principles:

Principle	Principle name	Average Score
1	The Spirit of the Game – values driven culture and behaviours	2.67
2	The Team – aligned sport through collaborative governance	2.99
3	The Gameplan – a clear vision that informs strategy	3.02
4	The Players – a diverse board to enable considered decision making	2.53
5	The Rulebook – documents that outline duties, powers, roles and responsibilities	2.88
6	The Playbook – board processes which ensure accountability and transparency	2.47
7	The Defence – a system which protects the organisation	2.99
9	The Scorecard – embedded systems of internal review to foster continuous improvement	2.58

Average score of Standards:

NATIONAL - SPORT GOVERNANCE STANDARDS

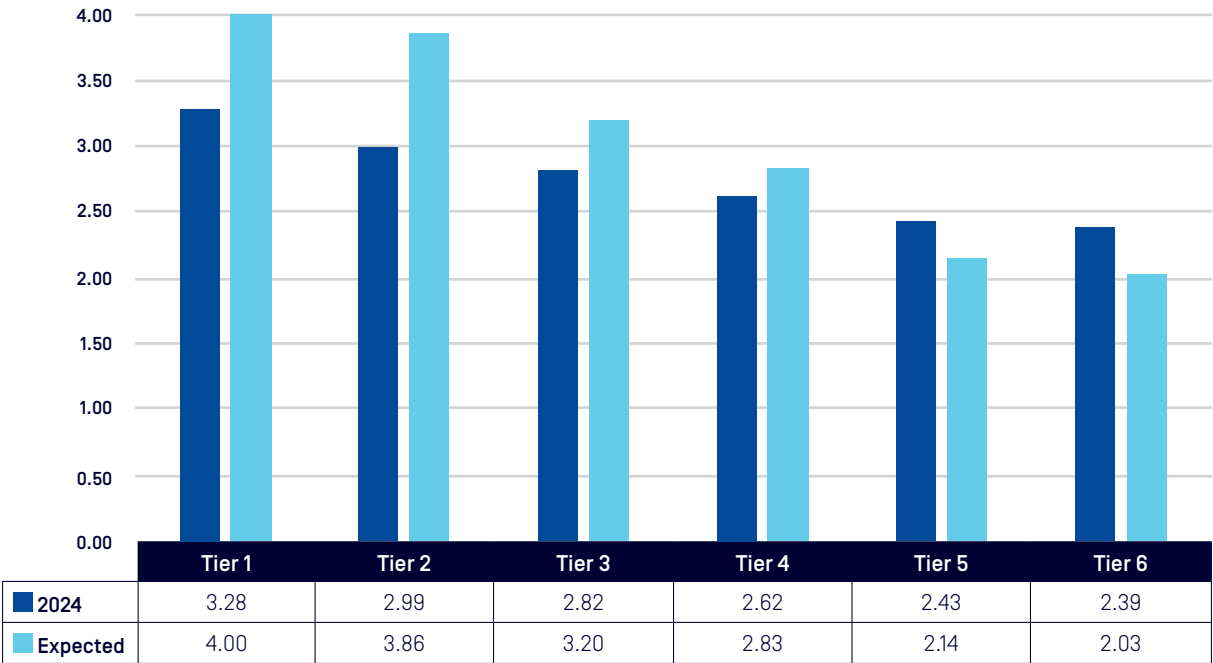


Standard code	Standard name	Average Score
1.1	Code of Conduct	2.35
1.2	Defined Values and Behaviours	2.72
1.3	Demonstrated Values and Behaviours	2.95
2.1	Stakeholder Engagement Plan	2.23
2.2	Member Meetings	3.18
2.3	Member Communication	3.47
2.4	Member Collaboration	3.07
3.1	Strategic Plan	3.02
4.1	Board Skills Matrix	2.90
4.2	Diversity, Equity and Inclusion	2.02
4.4	Director Independence	3.19
4.5	Appointment of Directors	2.62
4.6	Elected Vs Appointed Directors	2.32
4.7	Governance Education	2.15
5.1	Legal Entity	3.95
5.2	Director Term Limits	2.97
5.3	Director Eligibility	2.27
5.4	Director Induction	2.65
5.5	Board Charter	2.55
6.1	Finance, Audit and Risk Committee	2.33
6.2	Chair Appointment and Evaluation	2.49
6.3	CEO Eligibility	2.19
6.4	Conflict of Interest	2.82
6.5	Governance Reporting	2.51
7.1	Vulnerable Persons and Children	3.52
7.2	Development of Risk Management	2.67
7.3	Implementation of Risk Management	2.79
9.1	Board Evaluation	1.93
9.2	Board Meeting Schedule	2.85
9.3	Board Meeting Agenda	3.31
9.4	Board Meeting Minutes	3.10
9.5	Financial Delegations	2.74
9.6	Non-Financial Delegations	2.44
9.7	CEO Evaluation	2.57
9.8	Succession Planning	1.72

Tier Performance & Expected Maturity

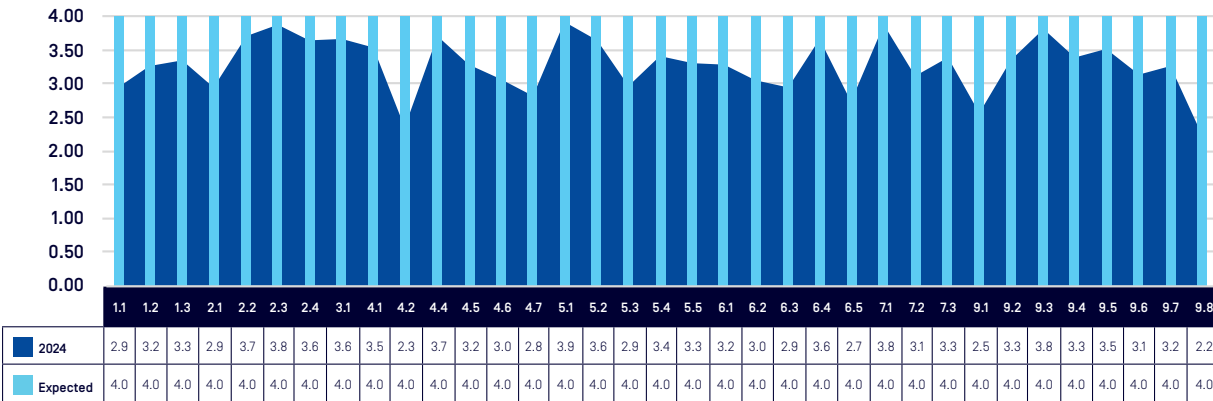
The ASC and STASR sets an **expected governance maturity** level based on resources and internal capacity available to the organisations, with a greater level of governance maturity expected of organisations that received larger amounts of government funding.

NATIONAL TIER AVERAGES V EXPECTED MATURITY

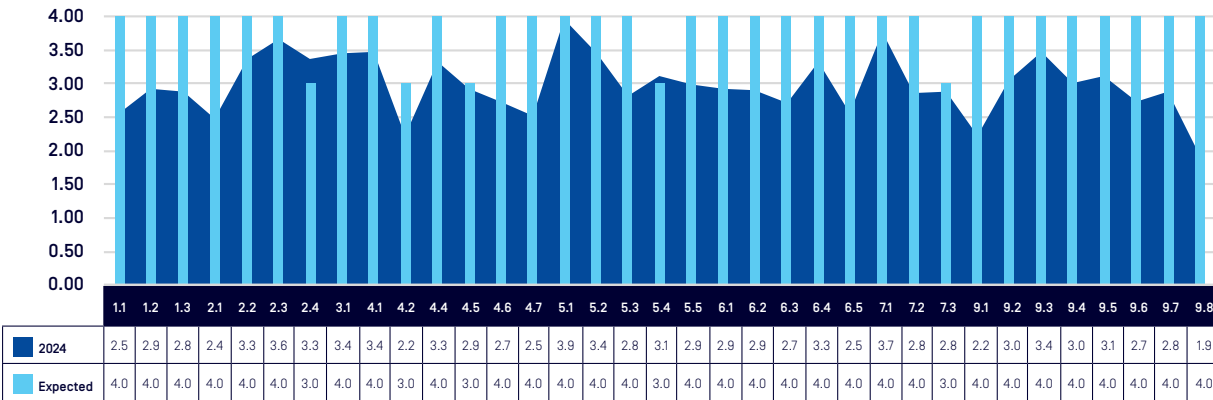


The following graphs demonstrate the performance of each Tier for each Standard (blue), against the expected maturity (vertical light blue line).

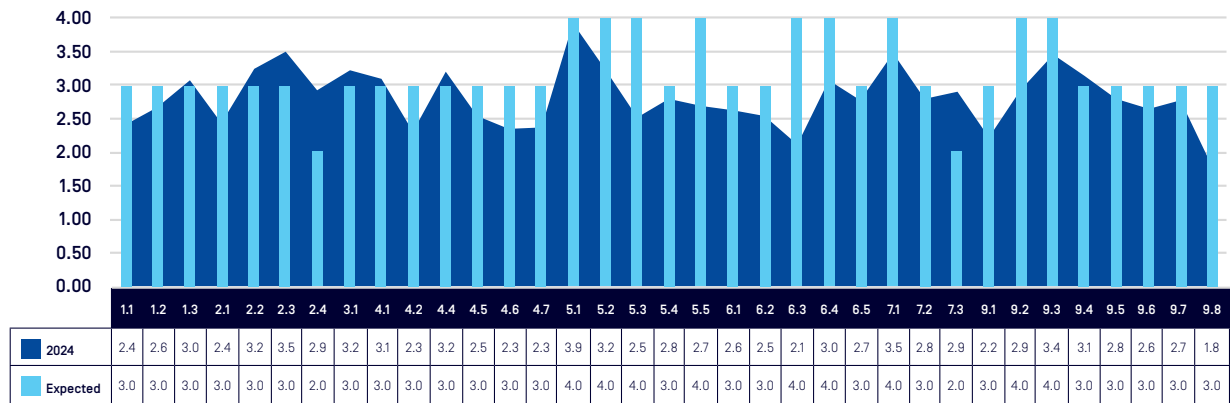
NATIONAL TIER 1 V EXPECTED MATURITY



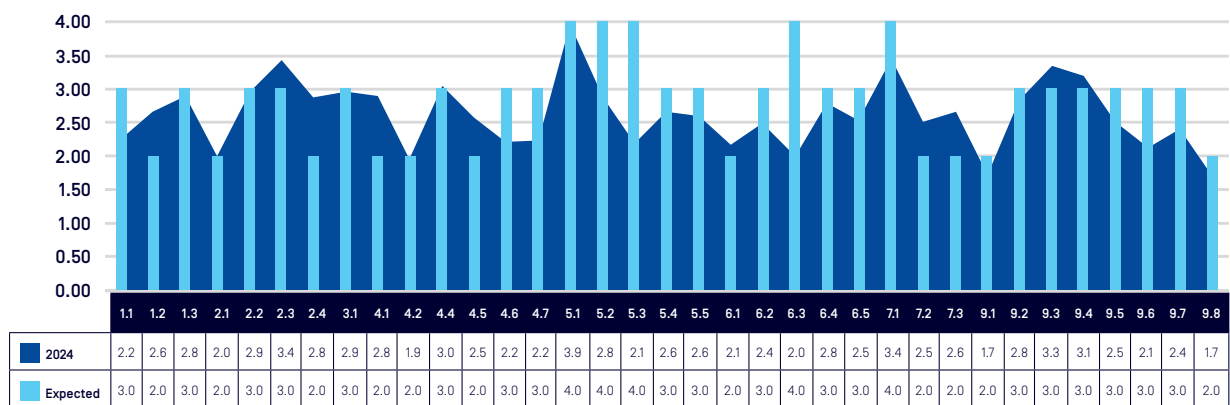
NATIONAL TIER 2 V EXPECTED MATURITY



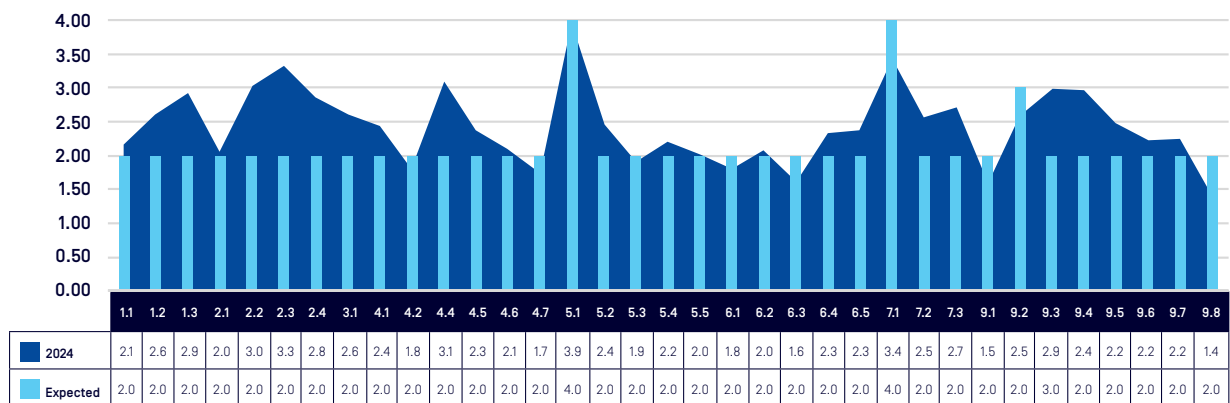
NATIONAL TIER 3 V EXPECTED MATURITY



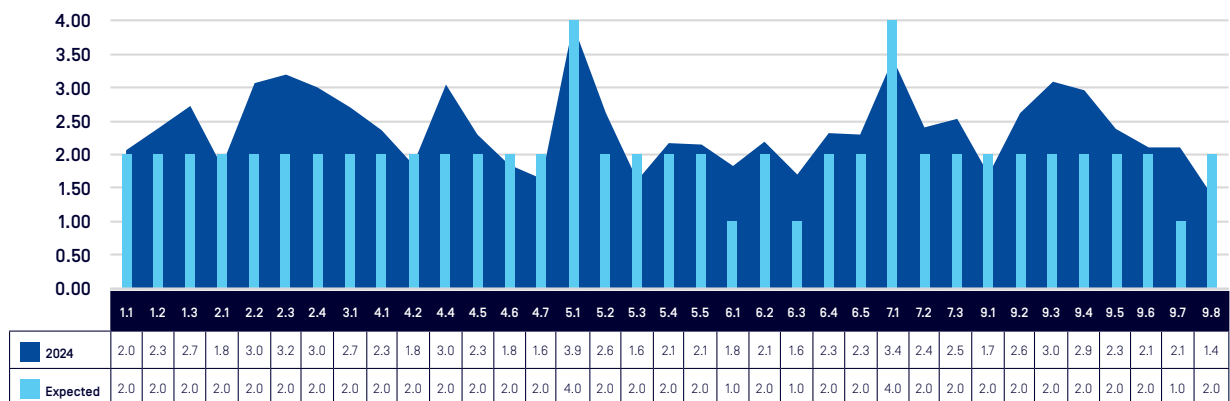
NATIONAL TIER 4 V EXPECTED MATURITY



NATIONAL TIER 5 V EXPECTED MATURITY



NATIONAL TIER 6 V EXPECTED MATURITY



NATIONAL SPORTING ORGANISATION (NSO/D) RESULTS

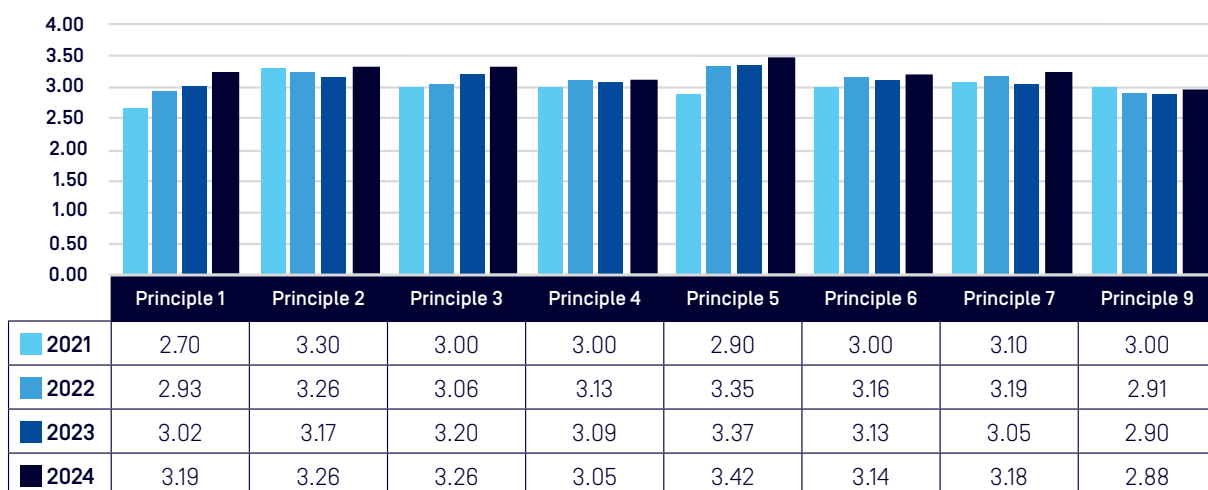
Improvement

60% of NSOD/s increased their governance performance in 2024. The average score reported for a Standard across all funded NSO/Ds in 2024 was **3.13** out of a possible 4 (3.09 in 2023).

Sport Governance Principles

There are nine Principles, eight of which are measured by NSO/Ds (Principle 8 The best and fairest – is administered by Sport Integrity Australia and does not form part of the Standards self-assessment for NSO/Ds).

NSO/D - AVERAGE BY PRINCIPLE



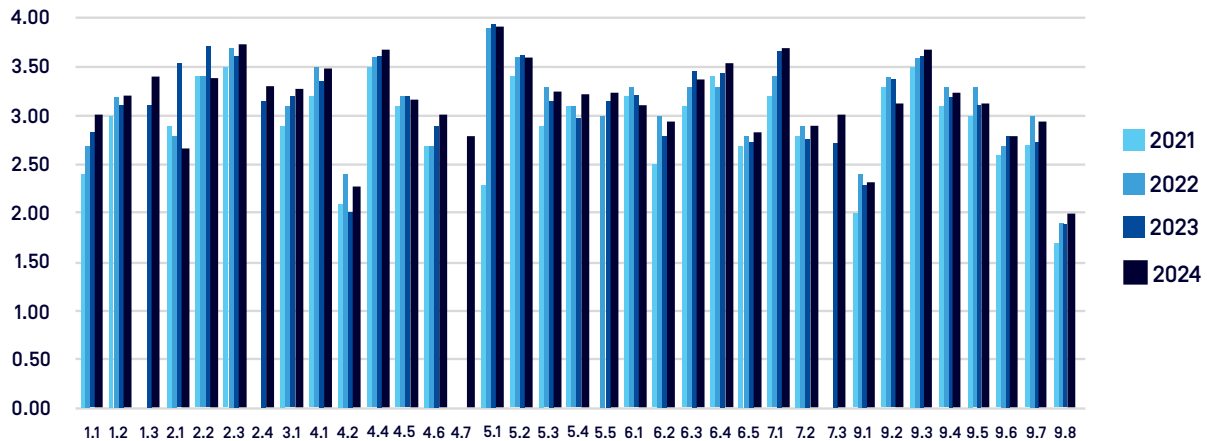
Key points and insights

- NSO/Ds reported improvement in 6 of the Principles
- Principle 4 The Players – a diverse board to enable considered decision-making (-1.29%) and Principle 9 The scorecard – embedded systems of internal review to foster continuous improvement (-0.69%) recorded minimal decreases in average scores amongst NSO/Ds
- The greatest increases were recorded in Principle 1 The spirit of the game – values-driven culture and behaviours (5.63%) and Principle 7 The defence – a system which protects the organisation (4.26%)
- Since the inception of the Standards, NSO/Ds have reported significant increase in governance maturity in a number of areas, most notably Principle 1 The Spirit of the Game – values driven culture and behaviours (15.36%), Principle 5 The rulebook – documents that outline duties, powers, roles and responsibilities (15.2%), and Principle 3 The gameplan – a clear vision that informs strategy (7.98%)
- Conversely, there have been reductions in the average scores across Principle 2 The team – aligned sport through collaborative governance (-1.23%) and Principle 9 The Scorecard – embedded systems of internal review to foster continuous improvement (-4.17%), indicating that NSO/Ds would benefit from further support in these areas

Sport Governance Standards

NSO/Ds were measured against 35 Standards, with an extra 4 Standards asking organisations to submit their gender composition at board, chair/deputy chair and committee level.

NSO/D - AVERAGE BY STANDARD



Key points and insights

- NSO/Ds reported improvement in 24 of the 34 measurable Standards (Standards 4.7 was new for 2024, and Gender Balance Standards were not incorporated into the overall results – see *Gender Balance*)
- The biggest positive change (+12%) was for Standard 4.2 Diversity, Equity and Inclusion, noting that it is still the second lowest performing Standard [2.26], indicating continued focus and support is required on this critical element of governance
- The significant decrease in Standard 2.1 [-25% to 2.65] more accurately reflects the anecdotal evidence that this governance standard presents a challenge across the system and is consistent with the response from SSO/Ds (avg 2.15). Nonetheless, the magnitude of the decrease for NSO/Ds indicates a greater focus is required on improving this standard.
- Three of the five lowest scoring Standards were in the same group last year (9.8 Succession Planning, 4.2 Diversity, Equity and Inclusion, 9.1 Board Evaluation), with 2.1 Stakeholder Engagement Plan and 4.7 Governance Education rounding out the bottom five

Top 5 Performing Standards (NSO/Ds)

1 Legal Entity [Standard 5.1]
The organisation should be a legal entity incorporated under the legislation which best fits its size, need and jurisdiction
Score out of 4: 3.89
Last year's rating: 1

2 Member Communication [Standard 2.3]
The organisation proactively engages, communicates and collaborates with its members, ensuring accountability and transparency
Score out of 4: 3.72
Last year's rating: 4

3 Vulnerable Persons and Children [Standard 7.1]
The organisation has a documented process to ensure compliance with working with vulnerable persons legislation (that reflects the varying legislative requirements of all States and Territories) including maintenance of relevant checks
Score out of 4: 3.68
Last year's rating: 2

4 Director Independence [Standard 4.4]
The organisation's directors should be independent, regardless of whether elected or appointed
Score out of 4: 3.66
Last year's rating: 5

5 Board Meeting Agenda [Standard 9.3]
The board has documentation and processes to operate its meetings in an efficient and effective manner
Score out of 4: 3.66
Last year's rating: 6

Bottom 5 Performing Standards (NSOD/s)

35 Succession Planning [Standard 9.8]
The board has a documented succession planning process for key personnel and the retention of corporate knowledge.
Score out of 4: 1.89
Last year's rating: 35

34 Diversity, Equity and Inclusion [Standard 4.2]
The board demonstrates a strong and public commitment to progressing towards achieving its diversity, equity and inclusion goals within its board composition
Score out of 4: 2.26
Last year's rating: 34

33 Board Evaluation [Standard 9.1]
The board should regularly evaluate its performance and performance of individual directors. The board should agree and implement a plan to take forward any actions resulting from the evaluations
Score out of 4: 2.31
Last year's rating: 33

33 Stakeholder Engagement Plan [Standard 2.1]
The board develops, communicates, and implements a stakeholder engagement plan aligned to its strategy
Score out of 4: 2.65
Last year's rating: 8

31 Governance Education [Standard 4.7]
Directors undertake recognised governance education
Score out of 4: 2.77
Last year's rating: N/A (new Standard)

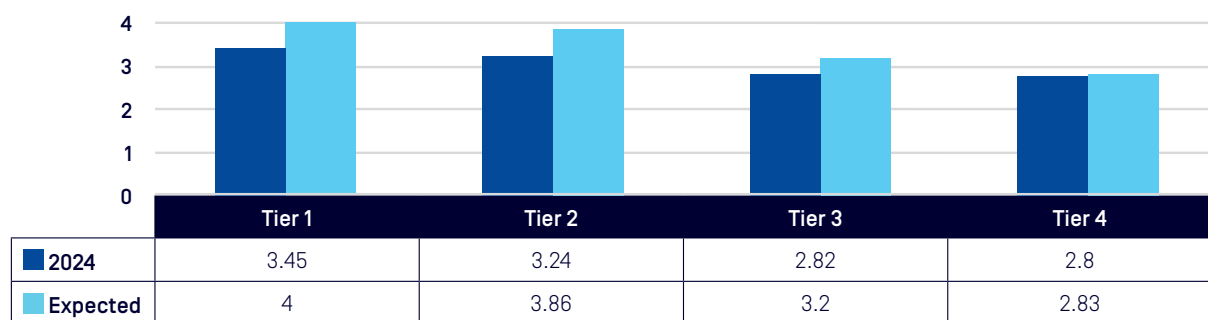
Biggest movers

Standard	2023 Ave	2024 Ave	% Change
2.1 Stakeholder Engagement Plan	3.54	2.65	-25%
4.2 Diversity, Equity and Inclusion	2.02	2.26	+12%
7.3 Implementation of Risk Management	2.72	3.00	+10%
2.2 Member Meetings	3.71	3.37	-9%
1.3 Demonstrated Values and Behaviours	3.11	3.38	+9%

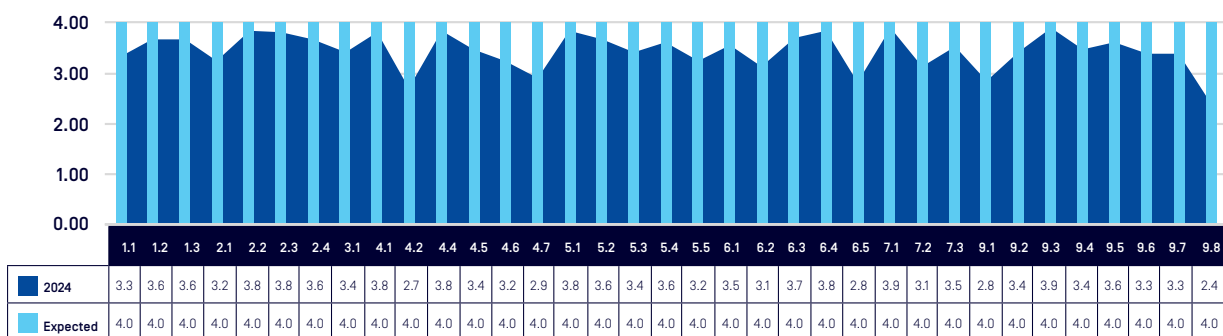
Tier performance & expected maturity

The ASC sets an **expected governance maturity** level based on resources and internal capacity available to the organisations, with a greater level of governance maturity expected of organisations that receive larger amounts of government funding.

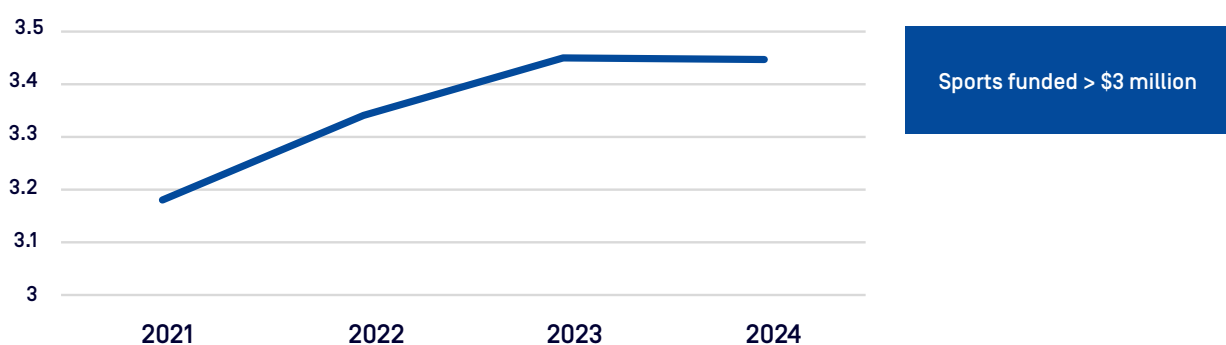
NSO/D TIERS V EXPECTED MATURITY



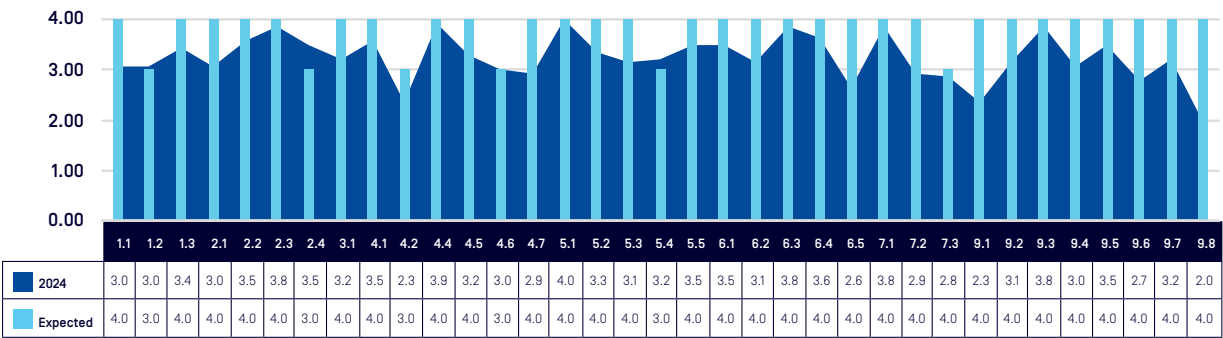
NSO/D TIER 1 V EXPECTED MATURITY



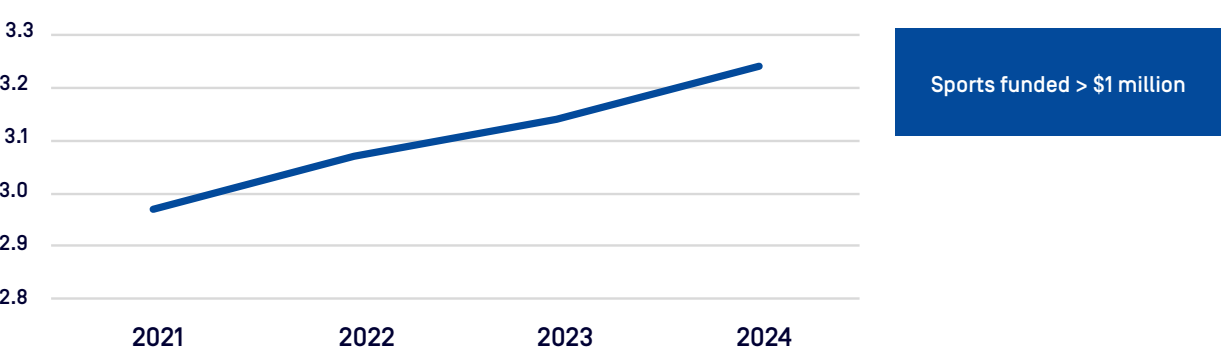
NSO/D TIER 1 TREND



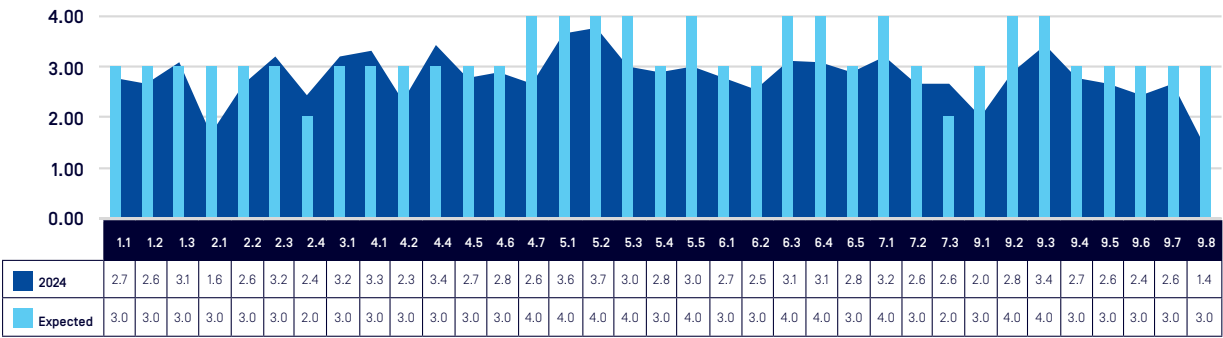
NSO/D TIER 2 V EXPECTED MATURITY



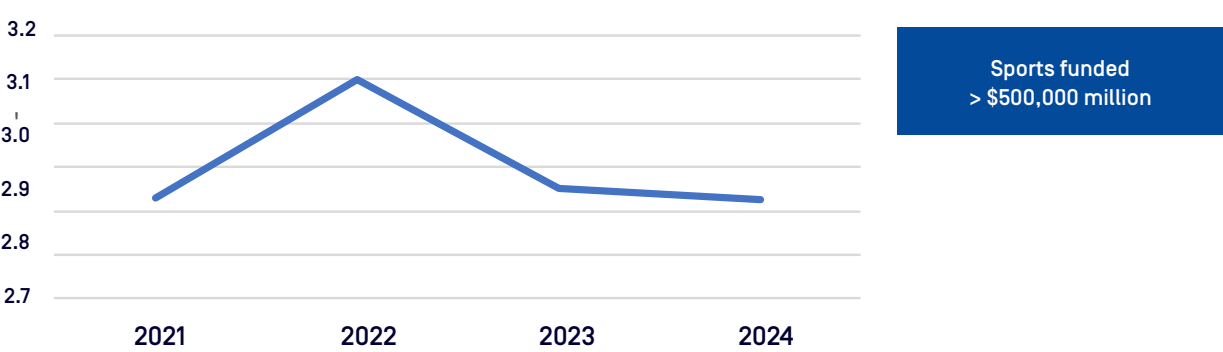
NSO/D TIER 2 TREND



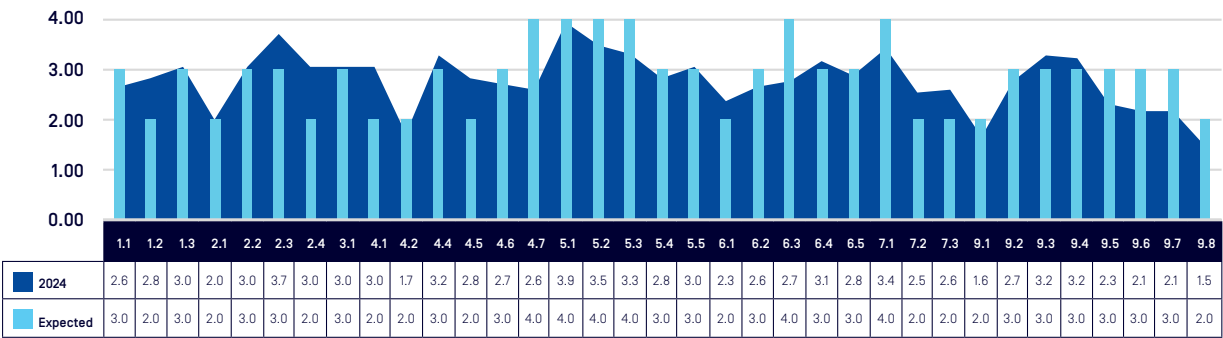
NSO/D TIER 3 V EXPECTED MATURITY



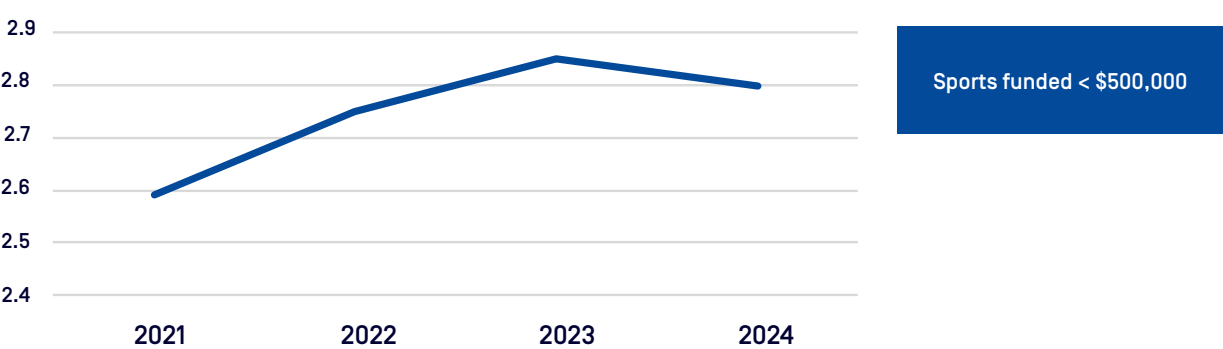
NSO/D TIER 3 TREND



NSO/D TIER 4 V EXPECTED MATURITY



NSO/D TIER 4 TREND



Focus areas

Evidence has identified that focus on the following principles is foundational to good governance. Performing to the highest level of maturity in these areas generates improvement in all other elements of governance.

- **Principle 1:** An organisation’s culture and behaviours should be underpinned by values which are demonstrated by the board. Getting this right will align the organisational culture and drive the sport toward delivering on objectives.
- **Principle 2:** Across a sport, boards should govern collaboratively to create alignment, maximise efficient use of resources and implement whole of sport plans.
- Alignment enables a sport to become more effective, ultimately improving the experience for the sport’s stakeholders.
- **Principle 3:** Strategy connects the objects, purpose and vision with the organisation’s operations and activities.

Collaboration with members can deliver a clear vision for the whole of the sport.

In 2024, the ASC and STASR provided sporting organisations with these Focus Areas to develop Governance Plans. Using these areas as the foundation, organisations tailor their plans to suit their individual needs and priorities.

Visit [ASC Sport Governance Focus Areas \[youtube.com\]](#) for more information.

STATE SPORTING ORGANISATION (SSO/D) RESULTS

Overview

For the first time, all SSO/Ds were invited to complete the Sport Governance Standards self-assessment, enabling an unprecedented view of governance maturity in Australian sport.

Supported by the STASR, organisations completed their assessment using the same question set as their national level counterparts*, providing a state-by-state, whole of sport, and sector wide view of results.

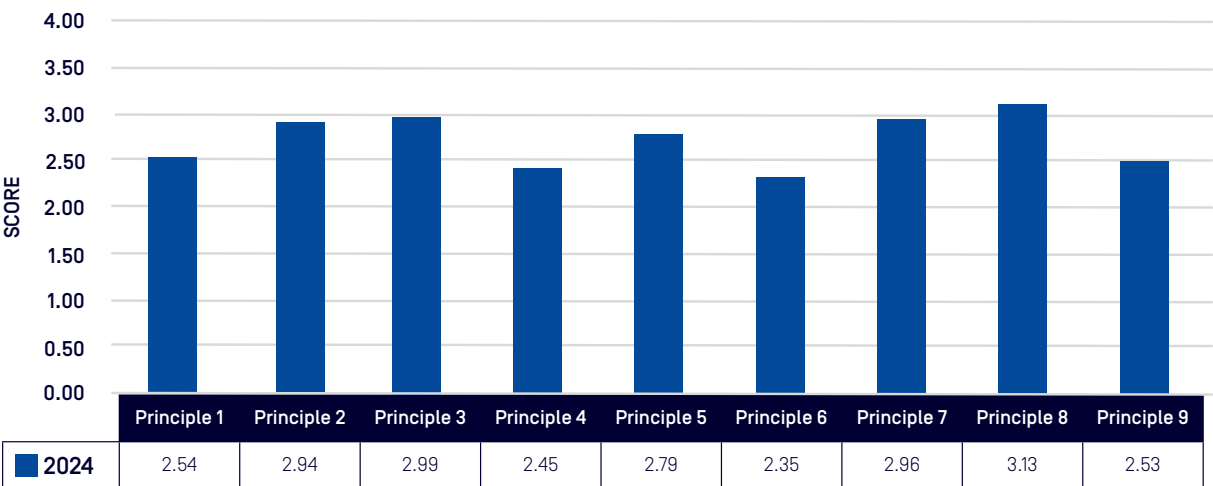
357 SSO/Ds of a possible 609 (59%) completed the Standards self-assessment in 2024.

The average score reported for a Standard across all SSO/Ds in 2024 was **2.71** out of a possible 4.

*NSW, QLD, SA, Tas and Vic also measured their sporting organisations against the Standards under Principle 8

Sport Governance Principles

SSO/D - AVERAGE BY PRINCIPLE



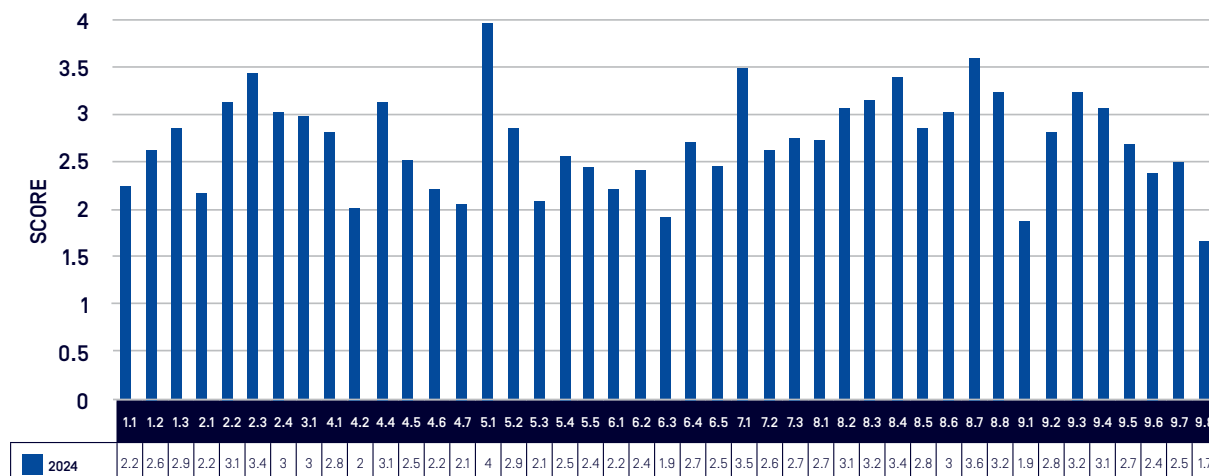
Key points and insights

- As 2024 is the first year that Standards responses have been collected from SSO/Ds across the country no year-on year data is available
- Principle 8 *The best and fairest – a system for ensuring integrity* - scored the highest (noting 5 State and Territories measured this Principle)
- Of those Principles measured by all States and Territories, the highest performers were Principle 3 *The game plan – a clear vision that informs strategy* (2.99), Principle 7 *The defence – a system which protects the organisation* (2.96) and Principle 2 *The team – aligned sport through collaborative governance* (2.94).
- The lowest scoring Principles were Principle 4 *The players – a diverse board to enable considered decision-making* (2.45), Principle 9 – *The Scorecard* (2.53) and Principle 1 *The spirit of the game – values-driven culture and behaviours* (2.54), broadly mirroring the relative scores for NSO/Ds. This indicates that a greater emphasis on and support in these areas of governance would address common challenges across Australian sport.

Sport Governance Standards

SSO/Ds were measured against 43 Standards [35 Standards for WA], with an extra 4 Standards asking organisations to submit their gender diversity at board and committee level.

SSO/D - AVERAGE BY STANDARD



Key points and insights

- SSO/Ds assessed relatively high maturity across all Standards supporting Principle 8 *The best and fairest – a system for ensuring integrity*, with 8.7 [3.6] and 8.4 [3.4] in particular performing strongly amongst the 5 States that included these questions
- Of the Standards completed across all States and Territories, the highest performing were 5.1 [4.00], 7.1 [3.5] and 2.3 [3.4]. These Standards were at the high end of the scale for NSO/Ds, indicating strong maturity in these areas of governance across the sport system, and providing a common foundation upon which continuous improvement can be built.
- Similarly, the lowest performing Standards for SSO/Ds were scored at the lower end of the scale amongst NSO/Ds, indicating a common area of challenge within the sport system.
 - Standard 9.8 *Succession Planning* [1.70] – this result is likely driven by many SSO/Ds being volunteer run and those with paid staff having small workforces, making succession planning difficult. A focus for these organisations is to ensure they have systems that manage organisational documents, processes and authorities to minimise the loss of intellectual property due to people turnover
 - Standard 9.1 *Board Evaluation* [1.90] – for many organisations without a cost effective and streamlined system for evaluation, this is not addressed amongst the pressures of business as usual. This is expected to improve over the coming years as STASR implement the ASCs system for Board, Chair and Director evaluations
 - Standard 4.2 *Diversity, Equity and Inclusion* [2.00] – in recognition of the changing face of Australia, this standard challenges boards to develop a strong and public commitment towards achieving its diversity, equity and inclusion goals within its board composition

Top 5 Performing Standards [SSO/Ds]

1 Legal Entity [Standard 5.1]

The organisation should be a legal entity incorporated under the legislation which best fits its size, need and jurisdiction

Score out of 4: **3.96**

2 Anti-Doping [Standard 8.7]

The organisation's policy on Anti-Doping is current and compliant with relevant requirements

Score out of 4: **3.59**

3 Vulnerable Persons and Children [Standard 7.1]

The organisation has a documented process to ensure compliance with working with vulnerable persons legislation (that reflects the varying legislative requirements of all States and Territories) including maintenance of relevant checks

Score out of 4: **3.49**

4 Member Communication [Standard 2.3]

The organisation proactively engages and communicates with its member bodies, ensuring accountability and transparency

Score out of 4: **3.42**

5 Member Protection and Child Safeguarding [Standard 8.4]

The organisation's Member Protection Policy and Child Safeguarding Policy are compliant with relevant requirements

Score out of 4: **3.41**

Bottom 5 Performing Standards [SSO/Ds]

35 Succession Planning [Standard 9.8]

The board has a documented succession planning process for key personnel and the retention of corporate knowledge

Score out of 4: **1.67**

34 Board Evaluation [Standard 9.1]

The board should regularly evaluate its performance and performance of individual directors. The board should agree and implement a plan to take forward any actions resulting from the evaluations

Score out of 4: **1.87**

33 CEO Eligibility [Standard 6.3]

The board shall ensure that the CEO, upon leaving their role, is not appointed or elected to the board within 3 years

Score out of 4: **1.90**

32 Diversity, Equity and Inclusion [Standard 4.2]

The board demonstrates a strong and public commitment to progressing towards achieving its diversity, equity and inclusion goals within its board composition

Score out of 4: **2.01**

31 Governance Education [Standard 4.7]

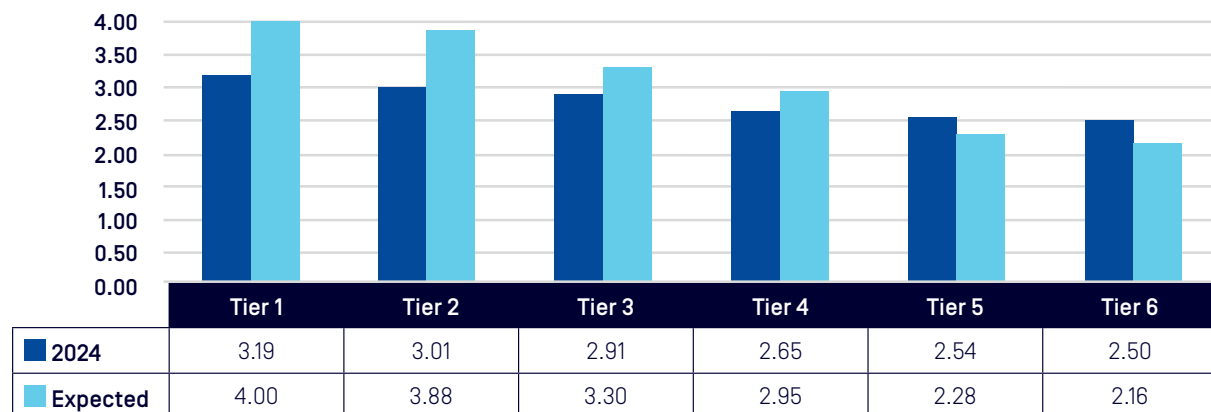
Directors undertake recognised governance education

Score out of 4: **2.05**

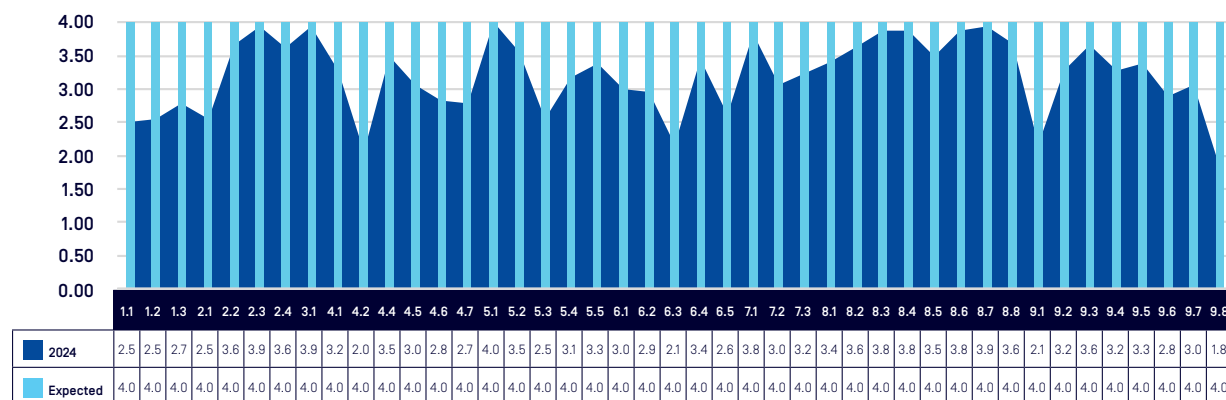
Tier performance & expected maturity

The ASC and STASR sets an **expected governance maturity** level based on resources and internal capacity available to the organisations, with a greater level of governance maturity expected of organisations that received larger amounts of government funding.

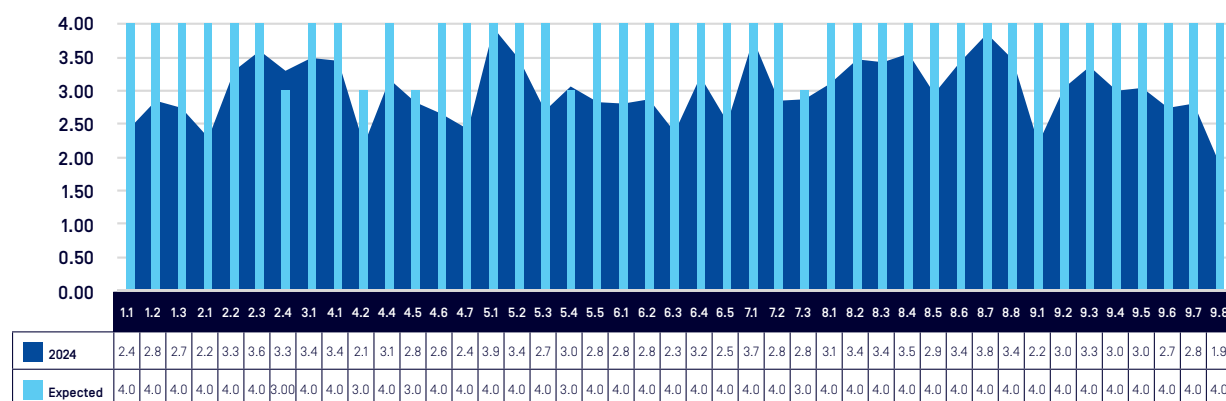
SSO/D TIERS V EXPECTED MATURITY



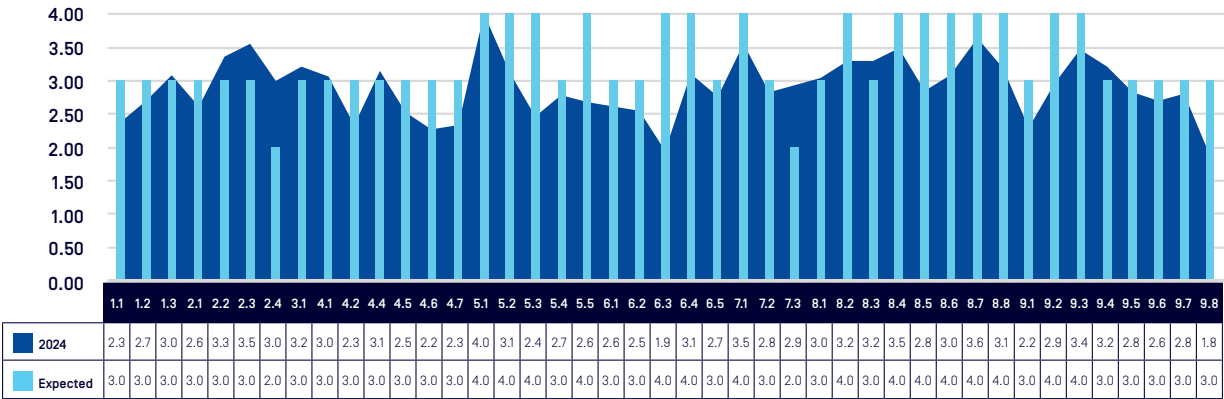
SSO/D TIER 1 V EXPECTED MATURITY



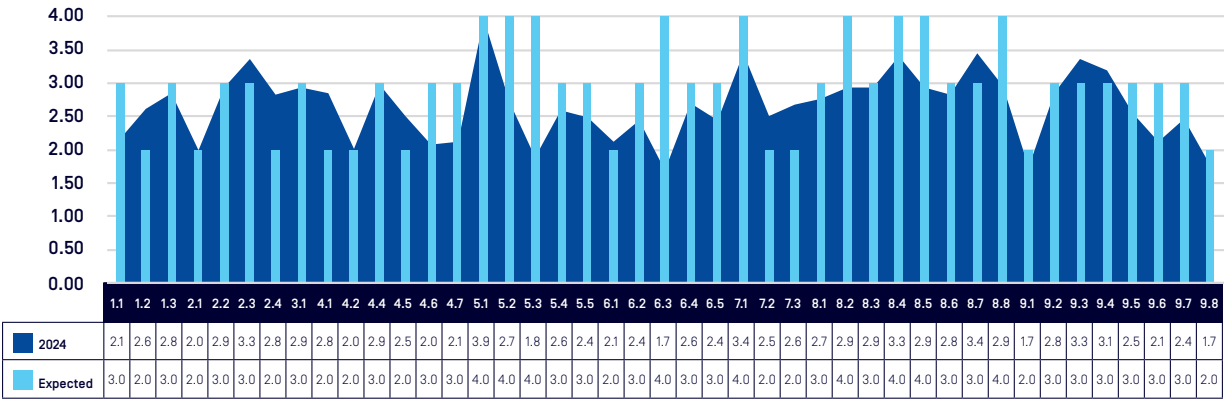
SSO/D TIER 2 V EXPECTED MATURITY



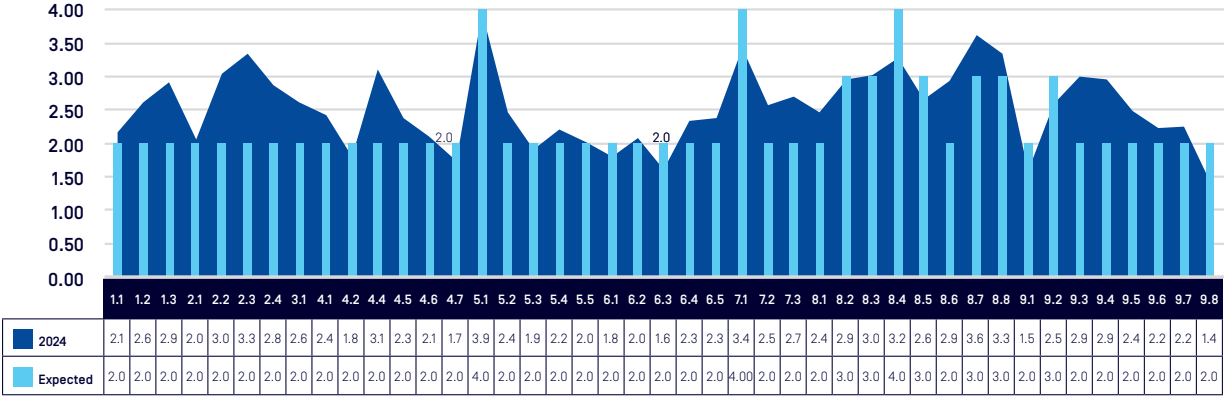
SSO/D TIER 3 V EXPECTED MATURITY



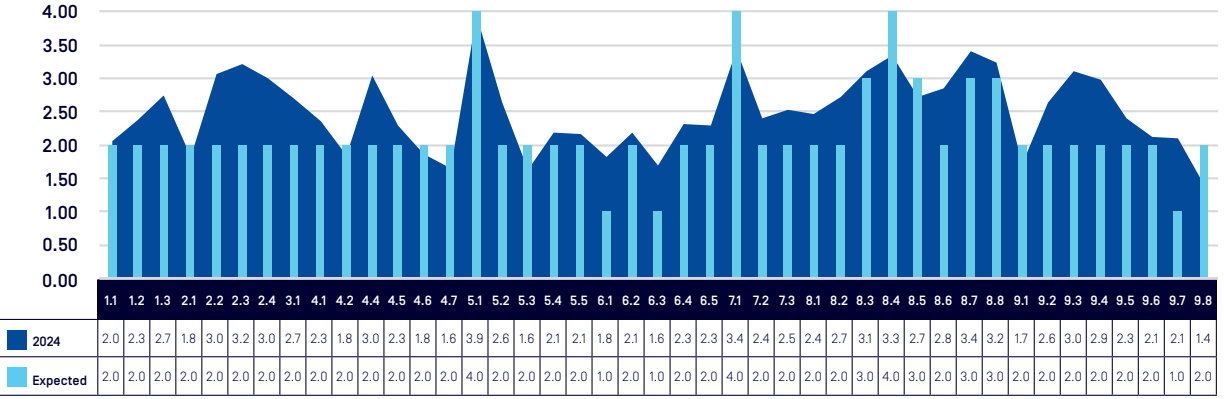
SSO/D TIER 4 V EXPECTED MATURITY



SSO/D TIER 5 V EXPECTED MATURITY



SSO/D TIER 6 V EXPECTED MATURITY





Key points and insights

- A total of **357** state sporting organisations and state sporting organisations for people with disability completed the STANDARDS self-assessment in 2024
- Organisations were broken into 6 tiers, acknowledging the variation in resourcing of State and Territory organisations
- Overall, organisations with higher levels of resourcing assessed a higher level of governance maturity
- On average, Tiers 5 and 6 scored higher than their expected maturity, performing strongly in Standards relative to collaborative governance (member collaboration and engagement), risk (vulnerable persons and risk management) and integrity
- For a detailed list of organisations who submitted Standards self-assessments in 2024, see Appendix item 1

GENDER BALANCE

To support the release of the **National Gender Equity in Sports Governance Policy**, a series of measures were incorporated into the 2024 STANDARDS self-assessment.

STANDARDS 4.3 – Gender Balance states:

The board, while ensuring the prevailing criterion for election is eligibility, skills, expertise, and experience, should be composed in a manner such that no one gender accounts for more than 50% of the total number of Directors.

To support this Standard, organisations were asked to indicate the gender balance of:

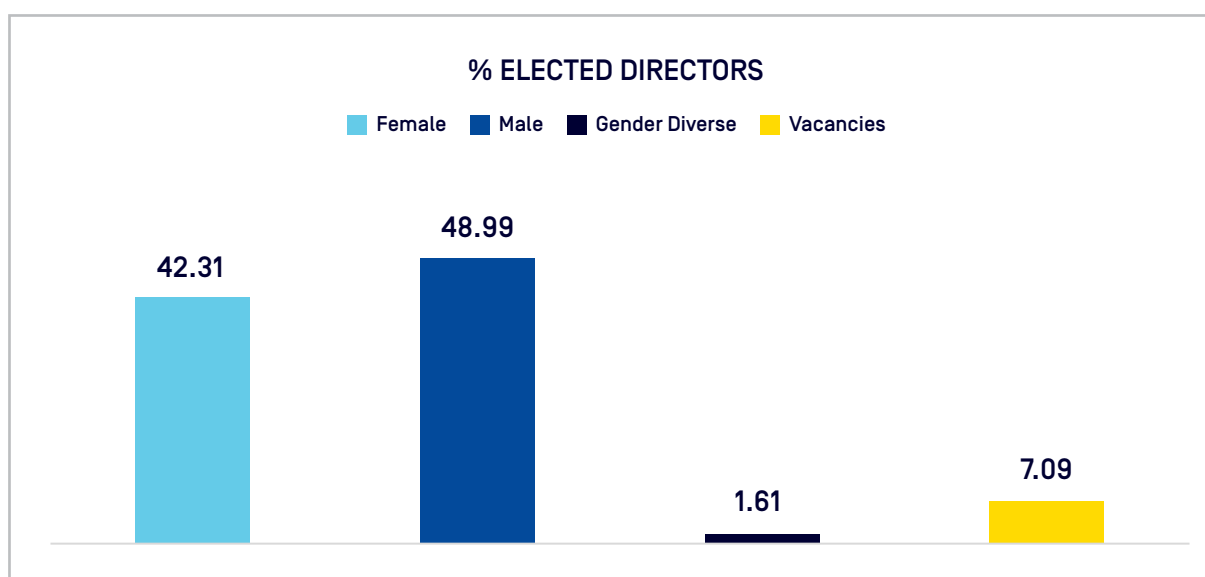
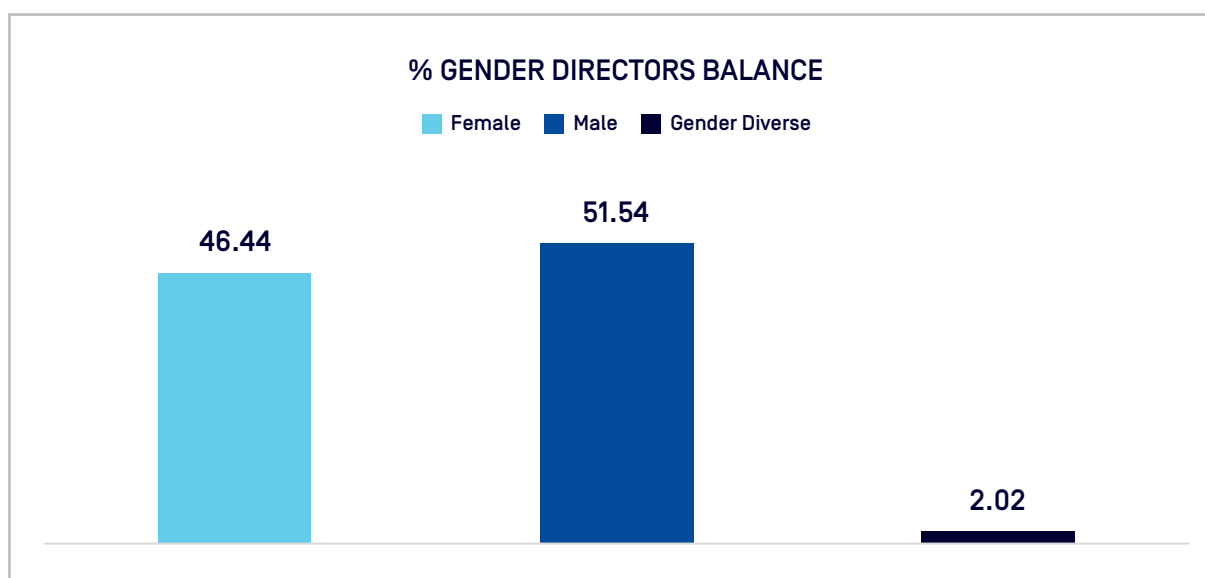
Directors [STANDARDS 4.3] – the board of directors' current gender composition

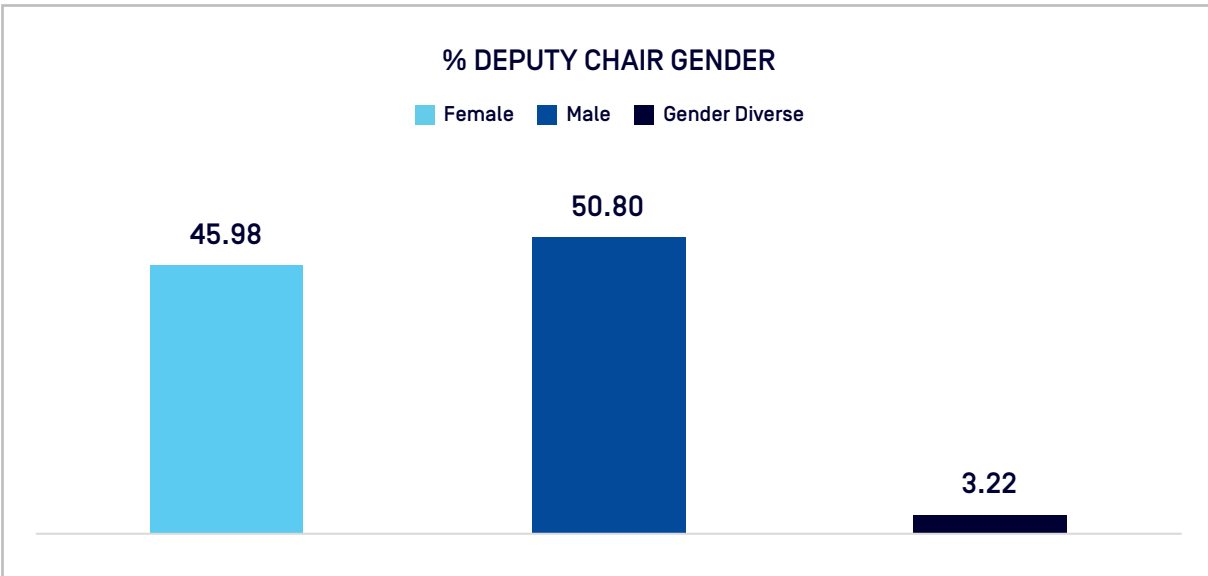
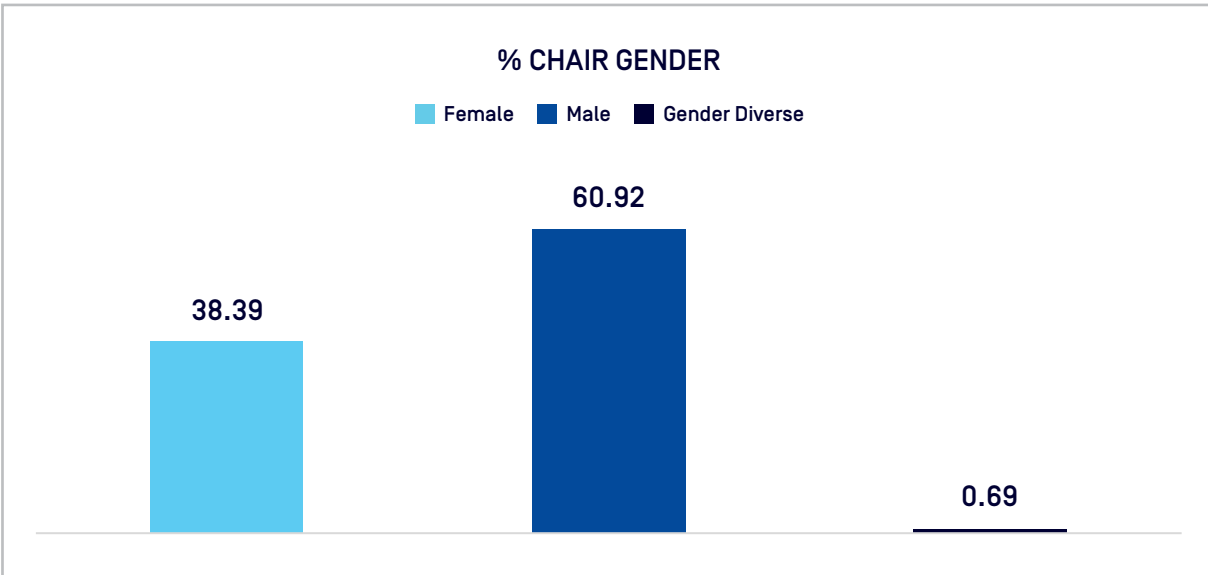
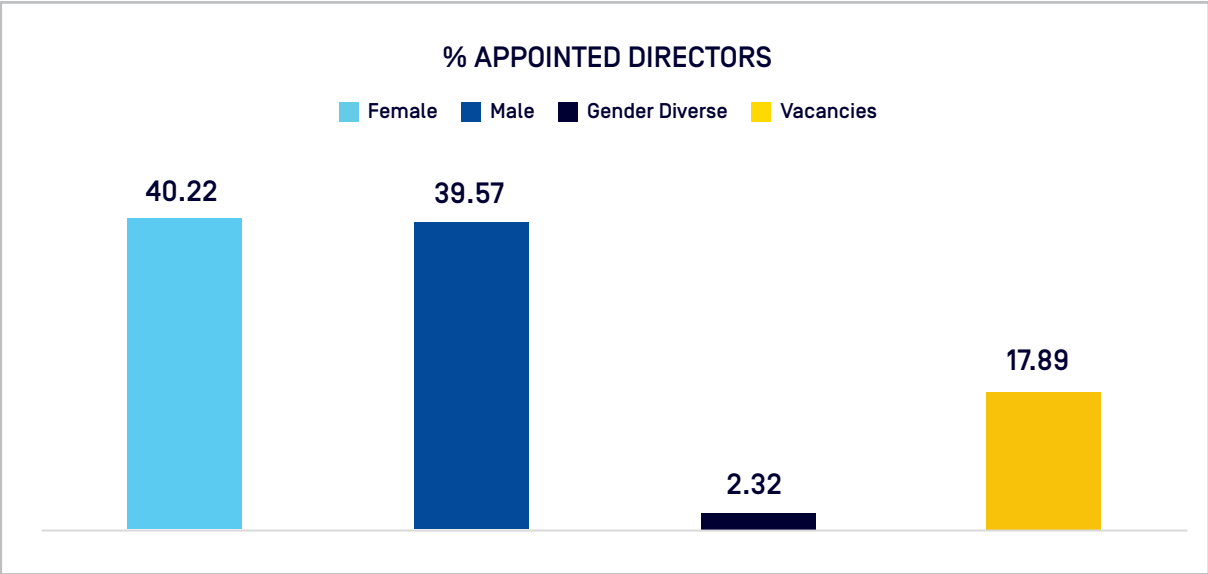
Chair & Deputy [STANDARDS 4.3.1] – the gender make-up of the Chair and Deputy Chair

Nominations Committee [STANDARDS 4.5.1] – the gender make-up of the Nominations Committee

RESULTS

National [NSO and SSO]



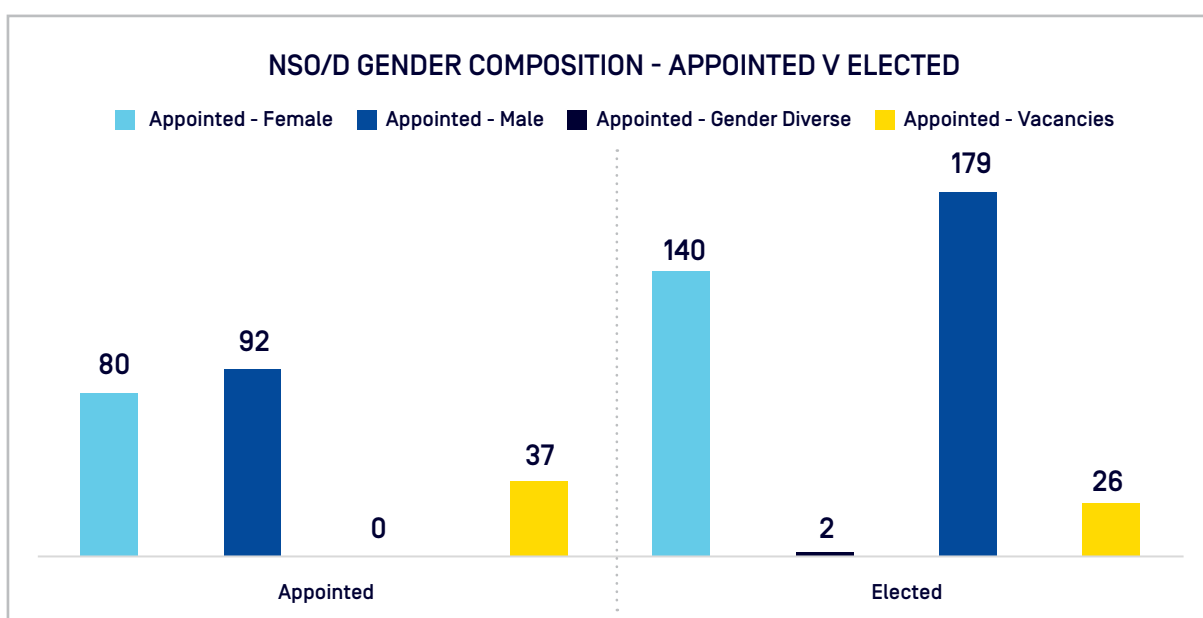
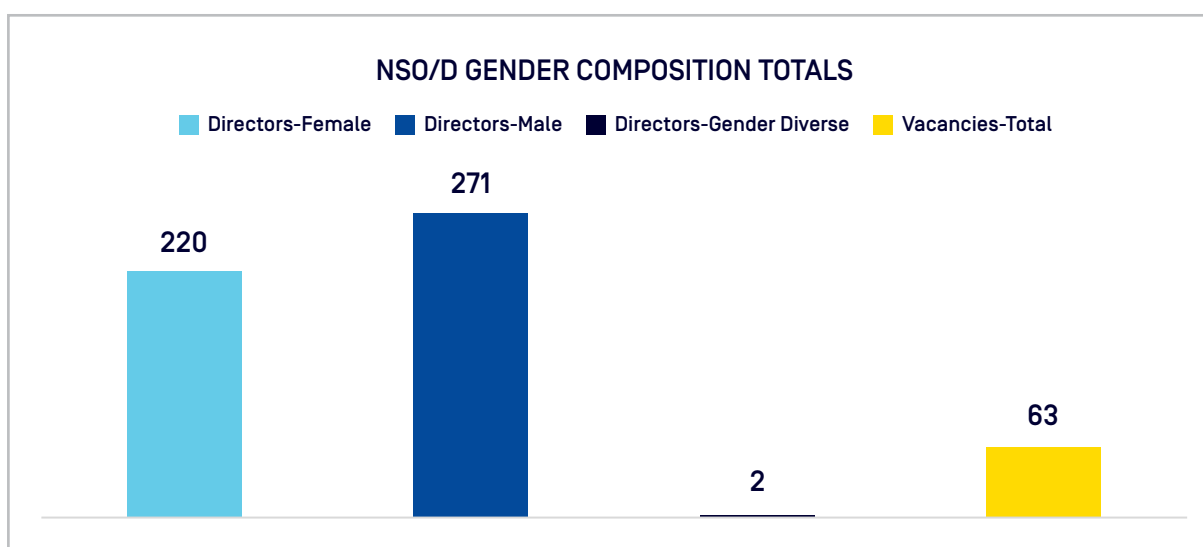




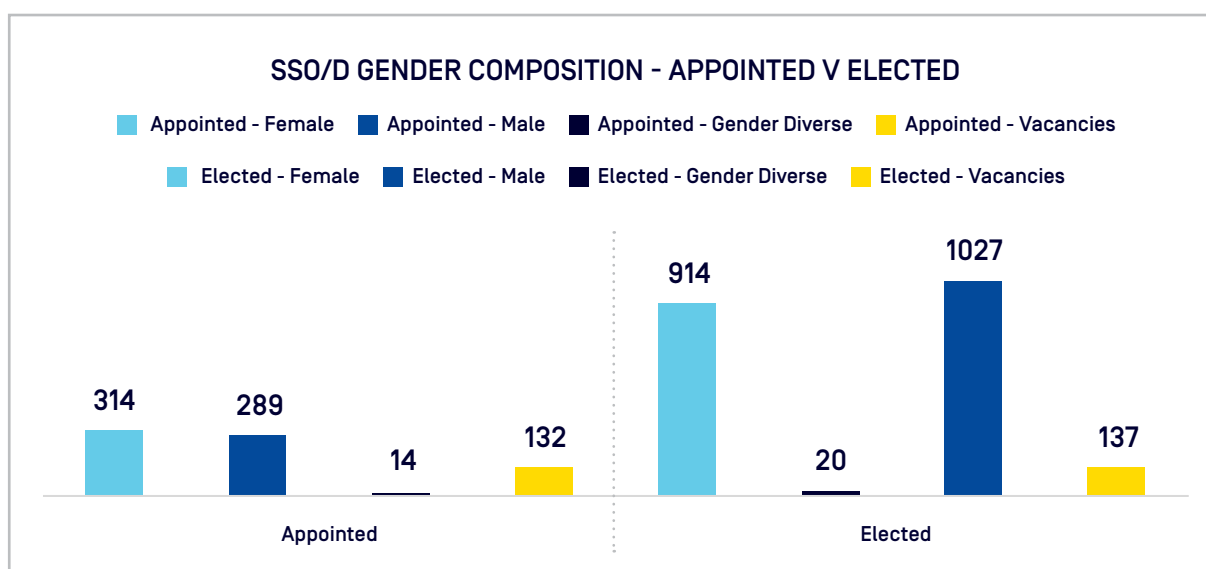
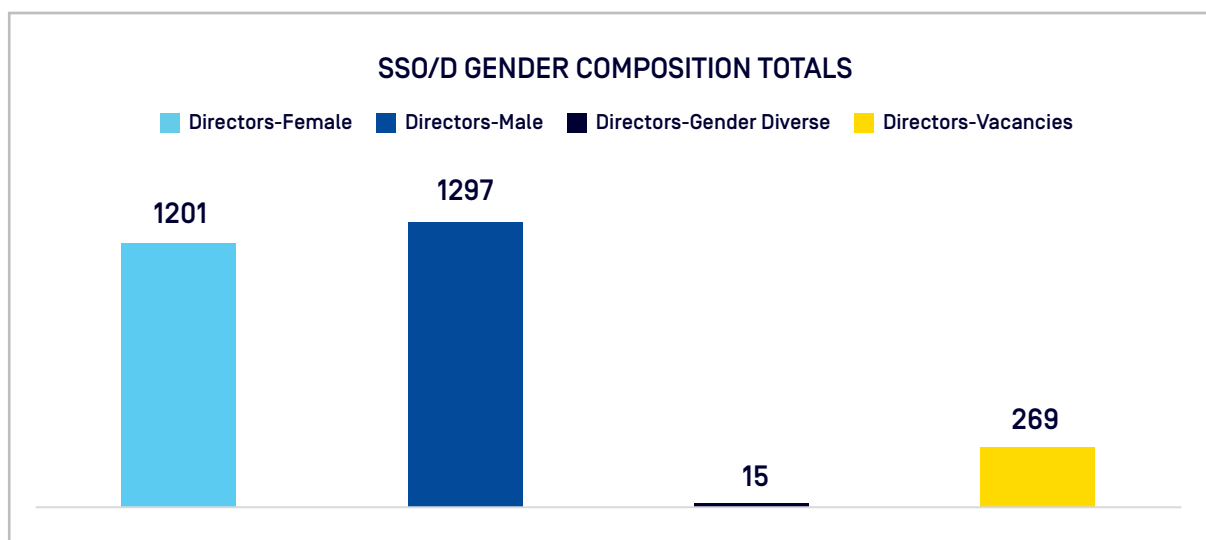
Key points and insights

- No analysis has been conducted on the number of NSO/Ds and SSO/Ds that currently meet all of the targets set out in the National Gender Equity in Sports Governance Policy
- Whilst overall results are encouraging (48.46% of total directors are women or gender diverse), it should be recognised that these figures include a large number of SSO/Ds from Western Australia, South Australia, Queensland and Victoria, where local STASR policies have increased board gender equity (e.g. 97% of Victorian SSOs meet the board gender equity target)
- There is a discrepancy between the percentage of female and gender diverse directors that are elected (47.27% of all elected positions), compared to those that are appointed (51.80%). This indicates that organisations are disproportionately utilising appointed director positions to achieve gender balance, creating an opportunity to embed director recruitment practices that increase the number of female and gender diverse directors that are elected.
- There is significant scope for NSO/Ds and SSO/Ds to meet gender equity targets by utilising vacant roles (7.09% of all elected roles and 17.89% of appointed roles are reported as vacant), whilst ensuring that candidates meet board skill, experience and diversity needs
- There is a discrepancy between the percentage of female and gender diverse chairs (39.08%) and deputy chairs (49.20%), indicating further opportunity to increase the number of female and gender diverse chairs across the sport sector

National Sporting Organisations (NSO/D) - Funded



State Sporting Organisations [SSO/D]



For more information on the Policy, visit [Clearinghouse for Sport](#).

BACKGROUND

Limitations of this report

The data in this report is self-reported by NSO/Ds and SSO/Ds. The ASC and STASR have reviewed the submitted data for obvious errors. However, due to the nature of self-reporting, independent verification of all data in this report has not been undertaken.

Due to the changes in the number of Standards measured in 2024 (see New Standards for 2024 and Principle 8 and the National Integrity Framework), the average scores for individual NSO/Ds and SSO/Ds are affected and should not be considered a direct like-for-like score. Consequently, these average scores should be treated as a guide and indicator of trends.

New Standards for 2024

The ASC and STASR annually review the Standards, ensuring the Standards and their corresponding measures continue to be fit-for-purpose in the evolving sporting environment. Further, the ASC and STASR seek feedback from participating organisations on the relevance and effectiveness of the measures.

Based on this review and feedback, one new Standard was introduced in 2024:

4.7 – Governance Education (Directors undertake recognised governance education)

State and territory adoption of the Sport Governance Standards

In a coordinated approach to drive national sport governance improvement, all State and Territory Agencies for Sport and Recreation (STASR) have implemented the Standards with their respective SSO/Ds in 2024. Combining these results with the NSO/D data has provided the very first national benchmark for governance enabling a more coordinated approach to governance support for organisations across the country.

Principle 8 and the National Integrity Framework

Sport Integrity Australia (SIA) has assumed responsibility and support for the implementation of the National Integrity Framework by NSO/Ds. Consequently, activities in relation to Principle 8 (Standards 7.1 and 8.1 through to 8.8) are supported by SIA. The questions related to Principle 8 were removed from the Sport Governance Standards self-assessment for NSO/Ds in 2023 and are supported by SIA.

At an SSO/D level, it is important to note 5 of the jurisdictions measured the Standards associated with Principle 8, and these are included in this report for SSO/Ds.

RESOURCES

An extensive suite of fact sheets, guides, tools and templates is available at the [**National Governance Resource Library**](#) to support sporting organisations on their continuous improvement journey.

ACKNOWLEDGEMENTS

The ASC would like to acknowledge the invaluable continued support and contribution of the STASR, as well as the NSO/D and SSO/D leaders who provided their time and expertise to the development of the Sport Governance Principles and accompanying Standards.

APPENDIX

Item 1 – Participating organisations

The following tables provide a full list of all national and state/territory level organisations that completed the 2024 Sport Governance Standards [Standards] self-assessment.

Organisations are listed in their respective tier to provide meaningful comparison. See 'Tiering of Organisations and Expected Maturity' in the introduction.

TIER 1 ORGANISATIONS [N=42]

AFL (NSW/ACT)
Athletics Australia
AusCycling
Australian Rugby League Commission
Australian Sailing
Basketball Australia
Basketball NSW
Bowls New South Wales Limited
Combat Institute of Australia Ltd
Cricket Australia
Cricket NSW
Football Australia
Football NSW Limited
Football West Limited
Golf Australia
Golf NSW Limited
Gymnastics Australia Ltd
Gymnastics NT
Hockey Australia
Motorcycling NSW Limited
Motorsport Australia
Netball Australia
Netball NSW
Netball WA Inc.
Northern NSW Football
NSW Rugby League
NSW Rugby Union
Olympic Winter Institute of Australia
Paddle Australia
Paralympics Australia
Rowing Australia Ltd
Rugby Australia
Shooting Australia
Surf Life Saving Australia
Surf Life Saving NSW
Swimming Australia Ltd

Tennis Australia
Tennis NSW
Triathlon Australia (Aus Triathlon)
Water Polo Australia Limited
West Australian Football Commission Inc.
Western Australian Basketball Federation Inc.

TIER 2 ORGANISATIONS (N=72)

AFL Queensland Limited
Archery Australia Inc
Athletics NSW
Athletics Queensland Limited
Athletics West Ltd
Baseball Australia
Baseball NSW
Basketball Queensland Limited
Basketball SA Incorporated
Bowls Australia
Bowls Queensland
Bowls SA Incorporated
Bowls Victoria Ltd
Cricket Victoria
Diving Australia Ltd
Equestrian Australia
Football Federation SA Incorporated
Football Queensland Ltd
Football Victoria Inc.
Golf Australia Limited (QLD)
Golf South Australia Incorporated
Golf Victoria
Golf Western Australia Inc.
Gymnastics NSW
Gymnastics South Australia Incorporated
Gymnastics Victoria
Gymnastics Western Australia Inc.
Hockey NSW
Hockey Queensland Limited
Hockey WA Incorporated
Little Athletics NSW
Motorcycling Australia Ltd
Motorcycling Queensland
Netball Queensland Limited
Netball Victoria
NSW Squash Ltd
NSW Touch Association
NSW Water Polo Inc.
Pony Clubs Association of NSW

Queensland Cricket Association
Queensland Gymnastic Association Inc.
Queensland Rugby Football League Limited
Queensland Rugby Union Ltd.
Queensland Touch Association Incorporated
Rowing South Australia Incorporated
Royal Queensland Lawn Tennis Association Ltd
Snow Australia
Softball Australia
South Australian Baseball Incorporated
South Australian Hockey Association Incorporated
South Australian Little Athletics Association Incorporated
South Australian Netball Association Incorporated
Special Olympics Australia
Squash Australia Ltd
Surf Life Saving SA
Surfing Australia
Surfing NSW
Surfing Western Australia Inc.
Swimming NSW Ltd
Swimming Queensland
Swimming SA Incorporated
Swimming Victoria Inc.
Swimming WA
Tennis SA Incorporated
Tennis Victoria
Tennis West
Touch Football Australia
UniSport Australia
Volleyball Australia
Volleyball NSW
Volleyball South Australia
Volleyball WA

TIER 3 ORGANISATIONS (N=54)

AFL Tasmania
Australian Sailing WA Branch
Australian Taekwondo
Australian Weightlifting Federation Limited
Badminton Australia
Baseball WA Ltd
Basketball Tasmania
Bowls Tasmania
Bowls WA
Boxing Australia
Cricket Tasmania
Equestrian NSW

Equestrian Queensland Inc.
Equestrian Western Australia Incorporated
Football Tasmania
Golf Tasmania
Gymnastics Tasmania
Hockey Tasmania
Indoor Sports NSW
Judo Australia
Life Stream Services Inc.
Motorcycling Western Australia Inc.
Netball Tasmania
NSW Amateur Pistol Association Inc.
NSW Clay Target Association
NSW Rifle Association
Polocrosse Australia
Pony Club Association of Queensland Inc.
Queensland Clay Target Association Inc.
Queensland Rifle Association Incorporated
Queensland Volleyball Assoc
Riding For Disabled Association of Queensland Inc.
Rowing Association of Western Australia Inc (trading as Rowing WA)
Rowing NSW Incorporated
Rowing Queensland Limited
Rugby WA
Softball NSW
Softball Queensland Inc.
South Australian Rifle Association Incorporated
Sport Inclusion Australia
Surf Life Saving Queensland
Surf Life Saving Western Australia Inc.
Surfing Queensland Inc.
Swimming NT
Table Tennis Australia
Table Tennis NSW
Tennis Tasmania
Tenpin Bowling Association of Queensland Inc.
Tenpin Bowling Australia Ltd
Touch Football Tasmania
Triathlon Australia Ltd. (QLD)
Triathlon NSW
Triathlon Western Australia Incorporated
Western Australia Speedway Commission Inc.

TIER 4 ORGANISATIONS (N=83)

Artistic Swimming Australia Inc.
Athletics SA
Australian Fencing Federation

Australian Ice Racing Inc.
Australian Karate Federation
Australian Sporting Alliance For People With A Disability
Badminton Association of Western Australia Inc.
Badminton NSW
Badminton Tasmania
Badminton Victoria
Baseball Victoria
Baseball NT
Baseball Queensland Inc.
Bike SA
Blind Sports Australia
Bocce Australia
Boxing Australia (NSW) Inc.
Boxing Queensland Inc.
Croquet NSW Inc.
DanceSport Australia (SA)
Deaf Sports Australia
Disability Sports Australia
Disabled Wintersport Australia
Diving NSW Inc.
Dragon Boats NSW Inc.
Equestrian Northern Territory
Equestrian Tasmania
Gaelic Football and Hurling Association of South Australia
Horse Federation of South Australia
Ice Hockey NSW
Judo Federation of Australia (Queensland) Inc.
Judo NSW
Karting NSW Inc.
Lacrosse Australia
Lacrosse WA Inc.
Little Athletics Association of Victoria Inc.
Little Athletics Tasmania
Masters Swimming NSW Inc.
Motorcycling South Australia Incorporated
NRL Victoria
NSW Fencing Association
NSW Hang Gliding and Paragliding Association Inc (NSWHPA)
NSW Karate Federation Inc.
NSW Ultimate
NSW Waterski Federation
NSW Weightlifting
Orienteering Australia
Paddle NSW Inc.
Paddle Queensland Incorporated
Paddle Victoria
Paddle Western Australia

Pistol Shooting Queensland Ltd
Pony Club Association of Victoria Inc.
Pony Club Australia Ltd
Pony Club Western Australia Incorporated
Riding for the Disabled Association of Australia
Riding for the Disabled Association S.A. Incorporated
Royal Life Saving Society South Australia Incorporated
Rugby Victoria
Sailability NSW
Skate Australia Ltd
Skate NSW Inc.
Softball SA Incorporated
Softball Western Australia Inc.
South Australian Petanque League Incorporated
South Australian Rugby Union Limited
Squash Queensland Ltd
Squash WA
Surfing Victoria Inc.
Surf Life Saving Northern Territory
Swimming Tasmania
Table Tennis Queensland Inc.
Table Tennis Victoria Inc.
Touch Football Australia [SA] Limited
Transplant Australia
Triathlon Victoria Incorporated
Walking SA Incorporated
Water Polo Queensland Incorporated
Water Polo Western Australia Inc.
Waterski and Wakeboard Australia
Western Australian Diving Association Inc.
Wheelchair Sport NSW/ACT
Wrestling Australia Limited

TIER 5 ORGANISATIONS (N=98)

Amputee Golf NSW
Archery Queensland Inc.
Archery Society of NSW
Archery Western Australia
Artistic Swimming NSW/ACT
Artistic Swimming WA Incorporated
Athletics Tasmania
Australian Karate Federation Western Australia Inc
Australian Karting Association [Queensland] Inc.
Australian Powerchair Hockey Association (NSW) Incorporated
Australian Underwater Federation - Queensland Inc.
Blind Cricket NSW
Blind Sports and Recreation NSW/ACT

Boccia NSW
Boxing SA Incorporated
Calisthenics Association of WA Inc.
Cerebral Palsy Sport and Recreation Association of NSW
Croquet Association Queensland Inc.
Croquet SA
DanceSport Australia, NSW Branch
Diving Queensland
Dragon Boat Queensland Inc.
Dragon Boat SA Incorporated
Field Archery NSW
Floorball Association of Western Australia
Gridiron Queensland Inc.
Handball Queensland Inc.
Ice Hockey Queensland Inc.
Ice Racing NSW
Ice Skating Queensland Inc.
Judo NT
Judo Western Australia Inc.
Karting Western Australia
Kung Fu Wushu NSW Inc.
Lacrosse NSW
Masters Swimming Western Australia Inc.
Motor Sport Australia (WA)
Motorcycling Tasmania
Northern Territory Calisthenics
Northern Territory Tenpin Bowling Association
NRL South Australia
NSW Biathlon Association
NSW Bocce Federation
NSW Darts Council
NSW Endurance Riders Association Inc.
NSW Gliding Association
NSW Goalball Association
NSW Handball Association
NSW Ice Skating Association Incorporated
NSW Parachute Council
NSW Polo Association
NSW Powerchair Football Association Incorporated
NSW Wrestling Association
Orienteering Association of NSW
Orienteering Association of Western Australia
Orienteering Queensland Inc.
Orienteering SA Incorporated
Orienteering Tasmania
Paddle SA
Paddle Tasmania
Pistol NT

Polocrosse Association of NSW
Pony Club Association of South Australia Incorporated
Queensland Endurance Riders Association Inc.
Queensland Fencing Association Incorporated
Queensland Ice Racing Association Inc.
Queensland Sporting Clays Association Inc.
Queensland Target Sports Inc.
Queensland Ultimate Disc Association Inc.
Queensland Water Ski & Wakeboarding Federation Inc.
Queensland Weightlifting Association Inc.
Riding for the Disabled Association NSW
Rowing Tasmania
Skate Queensland Association Inc.
Skate South Australia Incorporated
Snooker and Billiards NSW Inc.
Softball NT
South Australia Triathlon
South Australian Badminton Association Limited
South Australian Clay Target Association Incorporated
South Australian Ice Hockey Association Incorporated
South Australian Water Polo Incorporated
Sport Climbing NSW/ACT
SPORTS 4 ALL
Squash SA
Surfing South Australia Incorporated
Surfing Tasmania
Table Tennis South Australia Incorporated
Table Tennis Tasmania
Taekwondo Queensland Inc.
Target Rifle South Australia Incorporated
Tenpin Bowling Australia [SA]
Tenpin Tasmania
Volleyball Tasmania
West Australian Eight Ball Federation Inc.
Western Australian Flying Disc Association
Western Australian Water Ski Association Inc.
Wheelchair Rugby League Australia [NSW]

TIER 6 ORGANISATIONS (N=64)

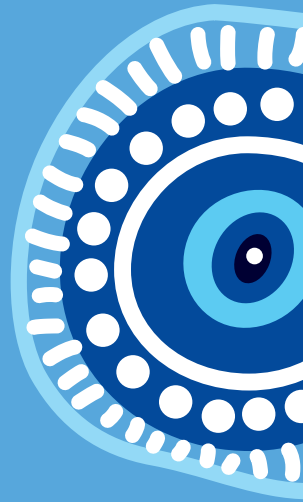
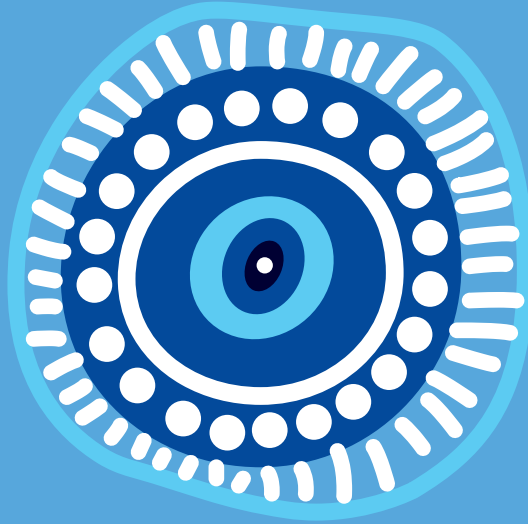
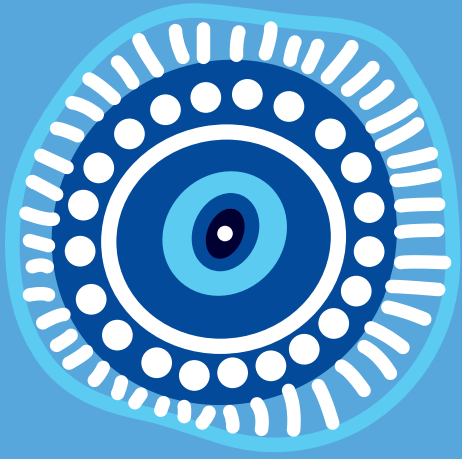
Artistic Swimming Victoria
Australian Power Boat Association- Victorian Council
Australian Taekwondo Western Australia Inc.
Austswim Limited [South Australia]
Billiards and Snooker Association of WA Inc.
Blind Sports and Recreation Victoria
Blind Sports SA
Bocce Federation SA

Boxing WA Inc.
Curling WA Inc.
DanceSport Australia Ltd
Darts Western Australia Incorporated
Diving Victoria
Dragon Boat Victoria Inc.
Dragon Boating WA Inc.
Drill Dance WA Inc (trading as Marching WA)
Field Archery — Australian Bowhunters Association
Gaelic Athletic Association of WA Inc.
Gridiron Association of South Australia Incorporated
Gridiron Victoria
Gridiron West Inc.
Handball West
Hang Gliding and Paragliding Association of Western Australia Inc
Ice Sports Victoria
International Practical Shooting Confederation WA Inc.
Judo Victoria Inc.
Karate Tasmania
Kiteboarding Western Australia Inc.
Kung Fu Wushu Western Australia
Kungfu Wushu Victoria Inc.
Lacrosse South Australia Incorporated
Modern Pentathlon Victoria Inc.
Orienteering Victoria
Pickleball Tasmania
Polocrosse Association of Western Australia
Rebound WA
Rollersports Association of WA Inc.
Softball Tasmania
South Australian Flying Disc Association Incorporated
South Australian Ice-Skating Association Incorporated
South Australian Wrestling Incorporated
Sport Climbing Victoria
Sport Climbing Western Aust Inc.
Table Tennis Western Australia Inc.
Triathlon Tasmania
Ultimate Victoria Inc.
Victorian Amateur Pistol Association
Victorian Croquet Association Inc.
Victorian Skateboard Association Inc.
Victorian Soaring Association
Volleyball Victoria Inc
WA Council of the Australian Power Boat Association
WA Kendo Renmei
Water Polo Victoria
Weightlifting Western Australia Inc.
West Australian Croquet Association Inc (trading as Croquet West)

West Australian Gliding Association Inc.
West Australian Pistol Association Inc.
West Australian Smallbore Rifle Association Inc.
Western Australian Fencing Association
Western Australian Ice Hockey Association Inc.
Western Australian Ice Racing
Western Australian Polo Association Inc.
Wrestling Western Australia

ORGANISATIONS NOT ASSIGNED A TIER (OR INFORMATION NOT AVAILABLE) AT THE TIME OF PUBLICATION (N=17)

Active Inclusion
Australian Calisthenics Federation
Australian Dragon Boat Federation
Australian Trail Horse Riders Association Incorporated
Australian Underwater Federation
Curling Australia
Gaelic Football & Hurling Association of Australasia
Handball Australia
Kung Fu Wushu Australia
NSW Underwater Hockey Inc.
Queensland Little Athletics Assoc Inc
Recfishwest
Royal Life Saving Society Western Australia Inc.
Scouts ACT
South Australian Sports Medicine Association
Sport SA
Sport West





Australian Government
Australian Sports Commission

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