

# SPORTAUS

## Core Participation Funding Investment Guidelines

2020-21



# Investment Strategy and Approach

Sport Australia invests in National Sporting Organisations (NSOs) and National Sporting Organisations for People with Disability (NSODs) to increase participation in sport.

In 2015-16, Sport Australia established the NSO Participation Investment Categorisation Framework. The Framework prioritised investment to NSOs considered most capable of driving participation growth. In 2016/17 and 2017/18, funding levels to NSOs and NSODs were determined using this model, and funding levels have been maintained at that level since that time. Sport Australia is currently reviewing the 2015-16 framework to ensure that it meets the current and future needs of the sector, and aligns with our strategic priorities.

Funded NSOs/NSODs must meet and comply with Sport Australia's NSO/NSOD Recognition Criteria and Agreement, as well as the requirements outlined in their Sport Investment Agreement.

In 2020-21, Sport Australia will distribute a total of \$17.26 million in Core Participation Funding to NSOs and NSODs.

## Investment in Drivers for Participation

With the Core Participation Funding provided by Sport Australia, NSOs and NSODs will need to invest in priority activities that align with the Drivers of Participation as outlined in the table below. Examples of these activities are in Appendix A.

NSOs and NSODs may invest, if required, in priorities that will maintain organisational and workforce capability to support their recovery and reactivation following the pandemic.

Participation Drivers	Description
<b>Management</b>	Business Operations conducted by management to meet the needs of the organisation
<b>Workforce</b>	Workforce investment and development initiatives to meet the needs of organisation
<b>Product Design</b>	The development of participation products in line with the needs of the consumer(s)
<b>Market Insights</b>	The collection of data and the application of insights to use as a basis for decision making and developing and executing participation plans
<b>Unified Behaviours</b>	A whole-of-sport approach to achieving participation growth, maximising the efficiency and effectiveness of the systems and structures within the sport, as well as the behaviour of internal stakeholders
<b>Governance</b>	The structure of the organisation and the behaviours of the board that reflect a commitment to grow participation
<b>Commercial</b>	Ensuring that the organisation and its participation products are financially sustainable and that the sport can maximise financial gains from its assets
<b>Marketing &amp; Communications</b>	The brand and messaging of the sport, the channels for communication, and the overall planning of marketing and communications for both internal and external stakeholders
<b>Infrastructure &amp; Equipment</b>	The quality, location and use of facilities and equipment needed, provided and designed for the consumer(s)

## Priority Activities, Budget & Assessment

NSOs and NSODs will need to complete a Core Participation Funding Allocation Form, which outlines their core funding participation priority activities and budget in line with their investment. As noted previously, 2020-21 Core Participation Funding must be allocated against the Drivers of Participation and key performance indicators (KPIs) must be identified for the investment.

The priority activities, associated KPIs and budget will need to be provided to Sport Australia for review and approval prior to the release of any investment.

Once approved, funded NSOs and NSODs will enter into a funding agreement with Sport Australia (the Sport Investment Agreement (SIA)). The agreed priority activities and budget will be included in the SIA.

NSOs and NSODs must report on their performance against the agreed priority activities for the relevant funded period to demonstrate to Sport Australia that the investment made in each priority activity has produced the desired outcome.

Schedule 3 of the SIA provides that, at the end of the investment period, funded NSOs and NSODs must provide to Sport Australia a self-assessed rating, plus commentary to support the rating given, and any challenges or learnings. Sport Australia will consider the information provided and may contact NSOs and NSODs to discuss any appropriate actions needed for current or future investment periods.

## Decision-Making Process

The Grant Approver for approving Core Participation funding allocations is the Sport Australia Board.

Below is a summary of the decision-making process applied for Sport Australia's Core Participation Funding for NSOs and NSODs.

<b>01</b>	<b>Sport Australia proposes the funding levels to NSOs and NSODs</b>
<b>02</b>	<b>Investment recommendations provided to Sport Australia Board for approval</b>
<b>03</b>	<b>Approved investment recommendations provided to the Minister for contract approval</b>
<b>04</b>	<b>Notification of approved funding levels to NSOs and NSODs</b>
<b>05</b>	<b>Priority activities, KPIs and budget developed by NSOs and NSODs provided to Sport Australia</b>
<b>06</b>	<b>Sport Australia review and approve the priority activities, KPIs and budget</b>
<b>07</b>	<b>Sport Investment Agreement executed</b>

## Notification

Funded NSOs and NSODs will be notified in writing of the allocations. The Grant Delegate's decision is final in all matters, including the:

- grant amount to be awarded; and
- terms and conditions of funding.

There is no review or appeals process after the Grant Delegate's final decision.

## Funding Agreement & Payment

As noted earlier, funded NSOs and NSODs will enter into a SIA with Sport Australia. Funded NSOs and NSODs will have 30 days, from the date of a written offer, to execute the SIA ('execute' means both the applicant and Sport Australia have signed the agreement).

The offer may lapse if both parties do not execute the SIA within this time. In certain circumstances, Sport Australia may extend this period.

Funding approval may have specific conditions that have been determined through the assessment process. Any such details will be specified in the SIA.

The SIA will state the approved funding amount payable to the NSO/NSOD, the payment instalments, timing of payments and any compliance to be met for the release of the payment instalments.

## Agreement Variations

Sport Australia understands that unexpected events may result in a change of priority activities or delay a project/activity's progress. In these circumstances, the NSO/NSOD can request a SIA variation.

Proposed changes to specifications in the SIA must be made in writing before the end date of the funding agreement. If a variation request is submitted, the following factors will be considered:

- how it affects the project outcome; and
- changes to the timing of grant payments.

To request a variation to Schedule 3 of the SIA, the NSO/NSOD must contact Sport Australia via email ([participation@sportaus.gov.au](mailto:participation@sportaus.gov.au)) to arrange a time to discuss the proposed changes and factors bringing rise of the request.

Sport Australia will work directly with the NSO/NSOD to ensure that any changes are agreed and in line with the investment guidelines. All variations must be approved by Sport Australia prior to commencing the proposed activities.

## Financial Acquittal

All funded NSO/NSODs will need to provide an acquittal regarding the financial expenditure as specified in the Funding Agreement.

# Conflict of Interest

Sport Australia manages our conflicts of interest according to the APS Code of Conduct (section 13 (7) of the Public Service Act 1999). Sport Australia staff involved in the Core Participation Funding Program must declare any conflicts of interest.

If Sport Australia considers a conflict of interest is a cause for concern, that staff will not take part in the assessment and management of the Program.

# Disclose of Information

Sport Australia may share your information with other government agencies for a relevant Commonwealth purpose such as:

- to improve the effective administration, monitoring and evaluation of Australian Government programs;
- for research; and
- to announce grant recipients.

Sport Australia will treat the information provided by applicants as sensitive and therefore confidential if it meets one of the four conditions below:

1. Is clearly identified as confidential and provide an explanation.
2. The information is commercially sensitive.
3. Disclosing the information would cause unreasonable harm to you or someone else.
4. Applicants provide the information with an understanding that it will stay confidential.

Sport Australia may disclose confidential information to:

- Sport Australia's CEO, Board and our employees and contractors, to help us manage the Program effectively;
- the Minister or Parliamentary Secretary;
- the Auditor-General, Ombudsman or Privacy Commissioner; and
- a House or Committee of the Australian Parliament.

Sport Australia may also disclose confidential information if:

- required or authorised by law;
- if agreed to the information being disclosed; or
- someone other than Sport Australia has made the confidential information public.

Sport Australia must treat your personal information according to the Australian Privacy Principles (APPs) and the Privacy Act 1988. This includes informing you:

- what personal information Sport Australia collects;
- why Sport Australia collects your personal information; and
- to whom Sport Australia give your personal information.

Sport Australia may give personal information collected to our employees and contractors, and other Commonwealth employees and contractors, so we can manage the Program; and research, assess, monitor and analyse our programs and activities.

## Reporting

Effective disclosure and reporting of administered grants is essential for public accountability. Reliable and timely information on grants is vital for public and Government confidence in the quality and integrity of grants administration.

In accordance with the Commonwealth Grants Rules and Guidelines (CGRG), Sport Australia publishes grant recipients and funding details in the Grant Funding Report on its website.

Further information on Sport Australia reporting requirements is available at Section 1.4 and Government mandatory requirements can be found in Part 1 of the CGRG 2017.

## Freedom of Information

The Freedom of Information Act 1982 and the Privacy Act 1988 are the main pieces of legislation that provide for access to, and amendment of personal information. Arrangements for managing Freedom of Information (FOI) requests should be discussed with Sport Australia's FOI Officer.

The FOI Act is about openness and access to government-held information and is based on the principle that government information should be accessible by the public because it belongs to the public. Consequently, it is important that recorded information is accurate, up to date, complete, not misleading and relevant to the purpose for which it was collected.

The FOI Officer must be contacted to assist with FOI requests. The circumstances under which an agency may refuse a request for information under FOI laws are limited. Advice on possible exemptions should be sought from the FOI Officer.

## Appendix A – Example Investment Priority Activities

The below table provides some examples of priorities and key performance indicators (KPIs) that NSOs and NSODS may wish to invest their Core Participation Funding in 2020-21.

PARTICIPATION DRIVER	EXAMPLE PRIORITIES	EXAMPLE KEY PERFORMANCE INDICATOR/MEASUREMENT
<b>Management</b> Business Operations conducted by management to meet the needs of the organisation.	Review and/or development of a 'whole of sport' strategic or participation plan	Plan completed by 30 June 2021 and implemented by [date]
	Develop/implement a plan to reactivate participation projects, competitions, and leagues across the country	X% of programs reactivated compared to pre-pandemic levels Number of participants by 30 June 2021 Satisfaction of stakeholders regarding strategy collaboration X%
	Crisis and risk management planning	
	Commit to the inclusion of everyone irrespective of age, gender, ability, race, ethnicity, economic or other status	Develop an inclusion policy and action plan by X and to be implemented by Y
<b>Workforce</b> Workforce investment and development initiatives to meet the needs of organisation.	Employing staff to develop strategic and operational plans to continue to reactivate.	Reactivation plan implemented by 30 June 2020
	Employing financial management staff to develop and maintain budgets and financial management systems to enable the organisation to continue with the minimum viable operations due the economic crisis.	Budget reviewed monthly Implementation of financial management system by [date]
	Develop a workforce re-engagement plan	Plan completed by 30 June 2021 and implemented by [date]
	Complete a skills assessment/analysis to develop workforce for restart	Identification of skills needed to be developed and programs of development planned
	Implement online training for coaching and/or officiating	Number of new/renewed coaches/officials Satisfaction of participants
<b>Product Design</b> The development of participation products in line with the needs of the consumer(s)	Re-develop an existing product	Consultation with stakeholders by 30 June 2021 Number of participants by [date]
	Review of product offerings to ensure alignment and pathways.	Data from market insights and stakeholder feedback collected and reviewed by [date]
	Expand the delivery of programs to be online	Online modules implemented by [date] Number of participants by [date]
	Ensure products provide an environment where diverse groups and people come together	Review new/existing products to ensure inclusive practices Number of [targeted market] participants by [date]
	Develop a program that helps transition children from school programs to community clubs	Number of participants transition from school programs to community clubs

PARTICIPATION DRIVER	EXAMPLE PRIORITIES	EXAMPLE KEY PERFORMANCE INDICATOR/MEASUREMENT
<b>Market Insights</b> The collection of data and the application of insights to use as a basis for decision making and developing and executing participation plans	Enhance online registration systems on national database	Number of registered participants with complete data from X% to Y%
	Undertake bespoke market research	Data on motivations, attitudes and behaviours is collected and analysed by X
	Review new/existing programs meet the needs of the participant e.g. through participant survey	Data on motivations, attitudes and behaviours is collected and analysed by [date] Satisfaction of the participation experience X%
<b>Unified Behaviours</b> A whole-of-sport approach to achieving participation growth, maximising the efficiency and effectiveness of the systems and structures within the sport, as well as the behaviour of internal stakeholders	Align participation strategies, policies, and procedures across the sport	Satisfaction of stakeholders regarding aligned policies and procedure X%
	Align administrative systems across the sport that enable the effective and efficient growth of participation (e.g. aligned financial and administrative systems).	Implementation of a national database by [date]
<b>Governance</b> The structure of the organisation and the behaviours of the board that reflect a commitment to grow participation	Undertake a review of overall internal investment into Participation	Data on participation investment and projects collected and analysed by [date]
	Review strategic plan, in consultation with members to ensure it caters for "whole of sport"	Plan completed by 30 June 2021 and implemented by [date]  Satisfaction of stakeholders regarding strategy collaboration X%
	Explore the opportunity to establish a Board sub-committee targeting participation	Analyse and review the opportunity to establish a Board sub-committee targeting participation by [date]
	Develop a process for performance evaluation of the CEO	Implement a CEO performance evaluation by [date]
	Develop a process for performance evaluation of the board and its directors	Implement a board evaluation by [date]
	Develop a documented succession planning process for key personnel	Implement a succession process by [date]
<b>Commercial</b> Ensuring that the organisation and its participation products are financially sustainable and that the sport can maximise financial gains from its assets	Review the business model of all community sport products	Overall sponsor satisfaction Number of products generating surplus
	Assessment of revenue streams to decrease reliance on member funding %	Total value of sponsorship assets Total commercial revenue



PARTICIPATION DRIVER	EXAMPLE PRIORITIES	EXAMPLE KEY PERFORMANCE INDICATOR/MEASUREMENT
<b>Marketing &amp; Communications</b>  The brand and messaging of the sport, the channels for communication, and the overall planning of marketing and communications for both internal and external stakeholders	Promote the opportunity to participate in the sport in new and innovative ways	Increase brand awareness of sport's products to x  Brand sentiment of sport and/or its products
	Promote inclusivity within the sport and target diverse groups to participate	Increase of consumers satisfaction with the level of the website content, direct communication, and/or social media to X.
<b>Infrastructure &amp; Equipment</b>  The quality, location and use of facilities and equipment needed, provided and designed for the consumer(s)	Investigate ways to make the sport more accessible	Satisfaction with infrastructure/equipment provided by your sports programs and competitions
	Undertake an all of sport community infrastructure audit	Number of utilised facilities to grow by %  Facility utilisation to increase by %  Facility funding from all levels of government of \$





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