

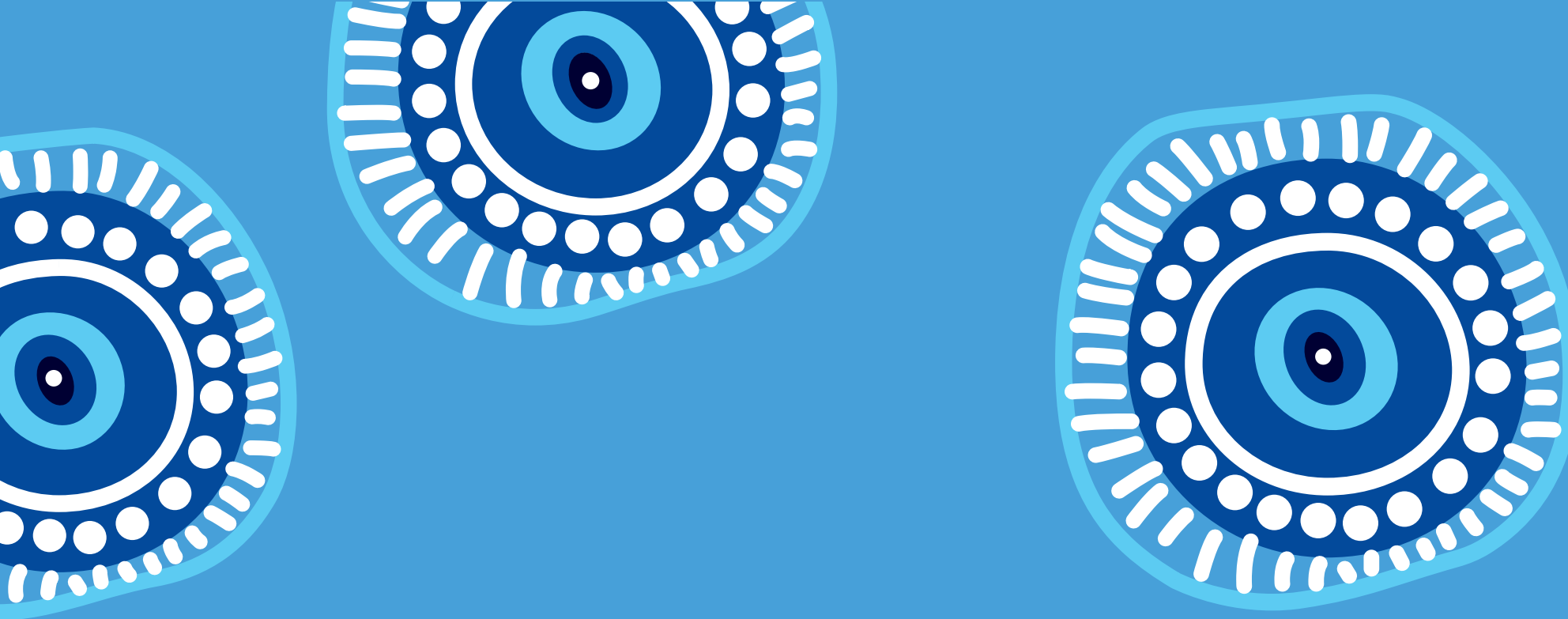


Australian Government  
Australian Sports Commission

# Sport Governance & Organisational Enhancement

## General Services Overview

April 2025



### **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.

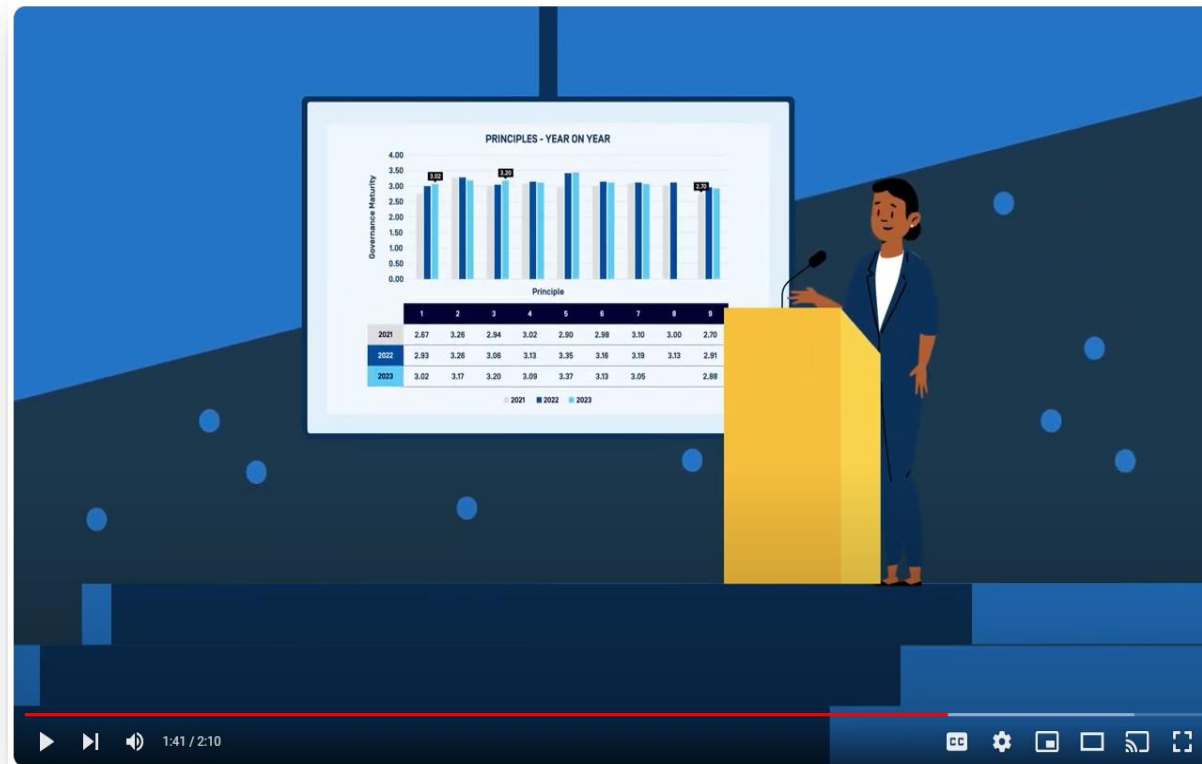
# The SGOE Team

Areas of Impact



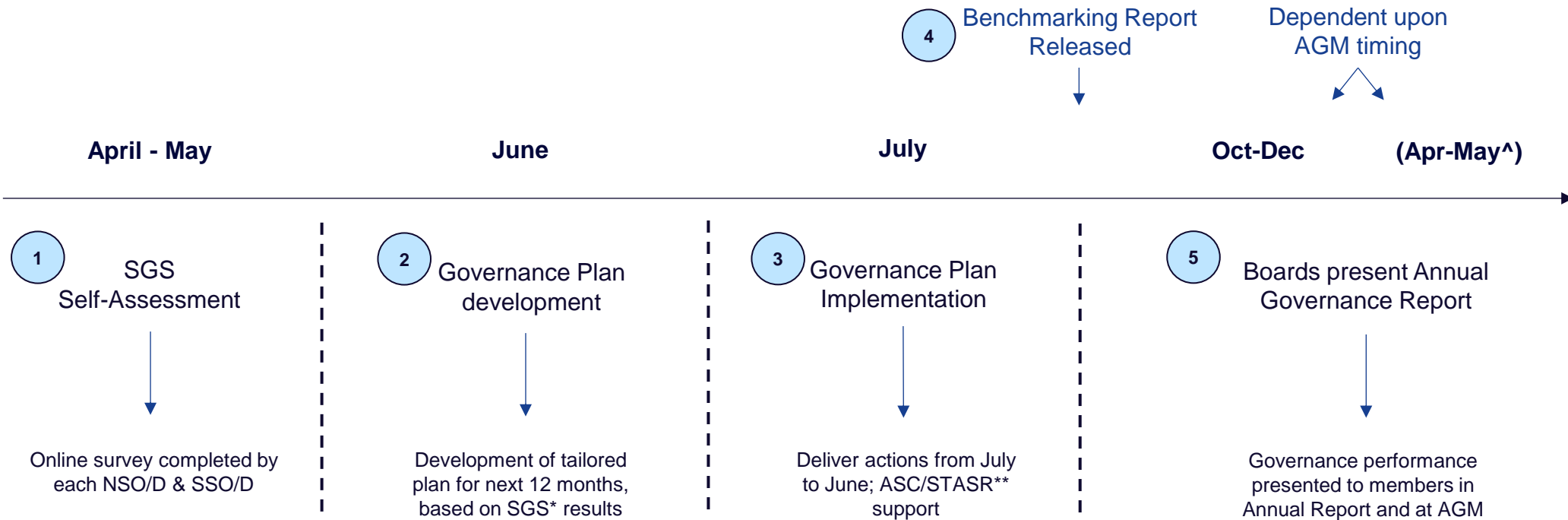
# Governance Performance Cycle

The annual Governance Performance Cycle is the process of self-assessment against the Sport Governance Standards, governance planning and governance reporting.



[Click image to watch or link below  
Governance Performance Cycle \(youtube.com\)](#)

# Governance Performance Cycle



\*SGS = Sport Governance Standards

\*\*STASR – State & Territory Agency for Sport & Rec

^May the following year; i.e., at the end of the cycle

# Governance Plans

Supporting sporting organisations to achieve contemporary governance arrangements

The Governance Plan is the mechanism by which the ASC and STASR support sports organisations to achieve contemporary governance arrangements. Using the annual Sport Governance Standards (SGS) results to help establish priorities, organisations develop an action plan with the support of their Governance Advisor to raise their governance maturity level.

- ➔ **Tiered approach** - the expected governance maturity level is relative to the size of the organisation
- ➔ **Focus Areas** – sector emphasis on implementation of key areas, designed to create a step-change for the sector and focus resources
- ➔ **Template Activities** – prompting activities designed to directly achieve positive outcomes, supporting sports to hit the ground running
- ➔ **Resource support** – a suite of resources is available on the ASC site, designed to support sports to achieve desired outcomes
- ➔ **One plan for Governance** – the Governance Plan is designed to capture all elements of the governance journey, reducing duplication

# Governance Plans – Focus Areas

The ASC has developed the Governance Focus Areas, helping organisations focus efforts on elements which have positive impact on broader governance performance.



[Click image to watch or link below](#)  
[ASC Sport Governance Focus Areas \(youtube.com\)](#)

# Governance Reporting

By sharing the SGS self-assessment, organisations can demonstrate their governance performance to members and key stakeholders, as well as their plans for improvement.

SGS 6.5 states *the organisation reports on governance outcomes at both its Annual General Meeting (AGM) and in its Annual Report*. At the highest maturity level, an organisation outlines plans to meet the standard/s going forward.



Using the SGS dashboard on Game Plan, organisations can share their results:

- as an **average score** (top left)
- score **by Principle** (top right)
- score **by Standard** (bottom)

The bottom graph also illustrates:

- **expected maturity** level (orange bar)
- **self-assessment** score (dark green)
- **maturity gap** (light green)

Governance Resource Library  
examples of NSO reporting  
[click here](#)



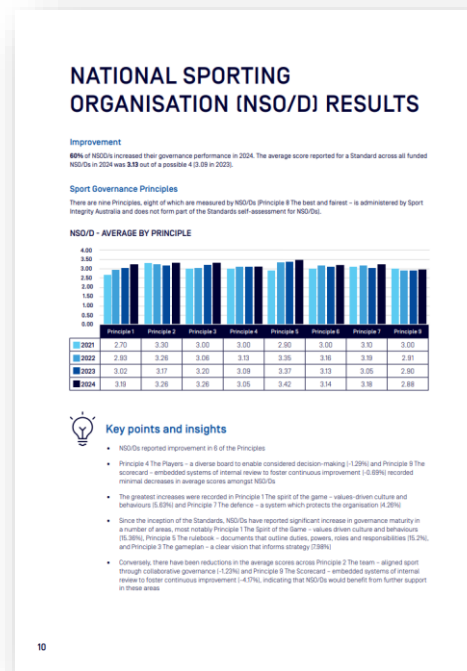
# SGS Benchmarking Report

The Sport Governance Standards (SGS) [Benchmarking Report](#) is developed by the ASC to provide insights on sector governance performance. Previously, the report highlights the findings of how federally funded NSOs assessed themselves against the new Sport Governance Standards (SGS). From 2024, the results from SSO self-assessment are included, providing, for the first time, a sector-wide report on governance performance.

Fourth edition – now National



Includes year on year comparisons

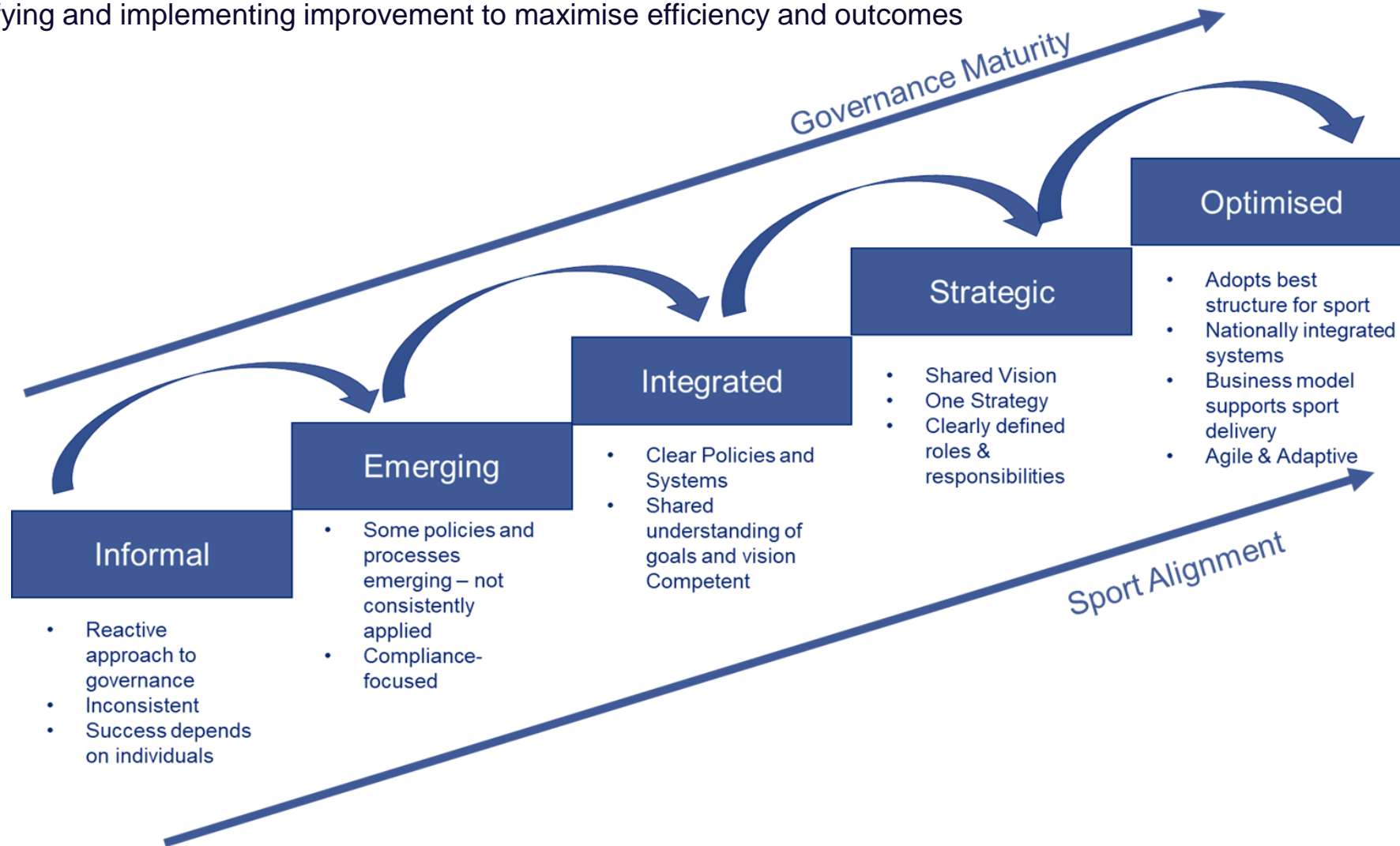


Summarises the performance of each Tier



# Sports Optimisation

Identifying and implementing improvement to maximise efficiency and outcomes



# Sport Governance Education & Training

Helping sport leaders gain the skills, knowledge and techniques to contribute to success

The ASC offers **Governance Education courses (self-paced online)** designed to support new and existing directors at all levels of sport, from NSOs to state level organisations, associations and local clubs.



## **The Start Line – Sport Governance Foundations**

Free online course details the foundational skills of directorship for new and existing board and committee members.



## **The Defence – Risk Education for Directors**

Free online course to assist directors to explore the elements of a good risk management system to protect and grow their sporting organisation.



## **The Spirit of the Game – Organisational Culture**

Free online course to assist board and committee members to develop a strong positive culture in their sporting organisation.



## **The Players – Board Diversity**

This free online course explores diversity and its positive impacts on organisational performance, providing directors with tools to increase diversity in their organisation.

# Board & Director Evaluation

Helping sport leaders evaluate their performance, facilitating continuous improvement

Anonymous online questionnaires (aligned to the Sport Governance Principles) designed to provide regular review of board and director performance and guide good practice governance.



## Director Evaluation

The activity evaluates individuals using a Director's self-assessment and peer assessments to develop a 360 assessment of the director's performance.

The ASC collates and analyses the responses and provides a comprehensive, independent report, including recommendations.

This service includes a facilitated session at a Board meeting to unpack the reports and develop individual actions and commitments



## Chair Evaluation

This activity evaluates the performance of the chair as an individual combining the Chair's self-assessment and a peer assessments by the directors.

The ASC collates and analyses the responses and provides the Chair with an independent report, including recommendations. The Board/Chair determines in advance of the process how the evaluation report is shared.



## Board Evaluation

The board evaluation is used to evaluate the board as a collective using a 133-question survey aligned to the Sports Governance Principles.

The ASC collates and analyses the responses and provides the board a comprehensive, independent report, including recommendations.

This service includes presentation of the report and facilitated discussion at a Board meeting.

# National Governance Resource Library (NGRL)

Guides, templates and tools for NSOs and SSOs

The **NGRL** contains a comprehensive suite of resources co-designed by the ASC, state and territory agencies for sport and recreation and NSOs to ensure they are fit for purpose and reflect best practice in sport. There are in excess of 180 guidance and template resources supporting Australian sporting organisations

The screenshot shows the homepage of the National Governance Resource Library (NGRL). At the top, it says "Clearinghouse for Sport" and "The online knowledge sharing platform for Australian sport". Below this, there are navigation links for "ABOUT", "CONTACT US", "LOGIN", and "REGISTER". The main heading is "NATIONAL GOVERNANCE RESOURCE LIBRARY" with the subtitle "Guides, templates and tools for NSOs and SSOs".

The page features a search bar and a "SEARCH DOCUMENTS" button. Below the search bar, there are several categories of resources listed with icons and brief descriptions:

- Sport Governance**: Foundation guides which provide the framework for effective governance.
- Board Foundations**: Resources to support board and committee structure.
- Board Functions**: Tools for planning and executing core board functions.
- Board Induction**: Resources to support the induction of directors.
- Board Responsibilities**: Resources to support state and organisational performance.
- Board Subcommittees**: Templates to support effective subcommittees.
- Director Education**: Governance courses for directors and committee members.
- Director Recruitment**: Guides and templates to support the director recruitment process.
- Strategic Planning**: Guides and templates to support the development of strategic plans.
- Case Studies**: Tools and examples to support governance reporting at AGMs.
- Governance Reporting**: Tools and examples to support governance reporting at AGMs.

## Board Foundations

Resources to support board and committee structure.

- [Company Limited by Guarantee - Guidance Sheet](#) (PDF • 303.0 kb)
- [Board Charter - Template](#) (DOCX • 139.5 kb)
- [By-laws and Policies - Guidance Sheet](#) (PDF • 260.0 kb)
- [Delegations Policy - Template](#) (DOCX • 166.2 kb)
- [Not for Profit Statement - Guidance Sheet and Template](#) (DOCX • 137.2 kb)
- [Gender Strategy Toolkit \(Australian Government Website\)](#)

## Club Committee

- [Committee Guide Book - Template](#) (DOCX • 301.6 kb)
- [Position Description President - Template](#) (DOCX • 245.9 kb)
- [Position Description Secretary - Template](#) (DOCX • 244.5 kb)
- [Position Description Treasurer - Template](#) (DOCX • 238.3 kb)
- [Position Description Committee Member - Template](#) (DOCX • 244.3 kb)

## GUIDANCE SHEET



### Company Limited by Guarantee

#### Context

The **Sports Governance Principles** specify that an organisation should clearly define and document its structure and the duties, responsibilities and powers of members, directors, committees and management.

The **Sports Governance Standards** specify that the organisation should be a legal entity incorporated under the legislation which best fits its size, need and jurisdiction.

#### Company Limited by Guarantee

A company limited by guarantee is incorporated under the Corporations Act 2001 (Cth) and can carry out its activities anywhere in Australia.

The law relating to incorporated associations is state- and territory-based. Accordingly, an organisation incorporated as an association under, e.g. the Associations Incorporation Act 1987 (Qld) can operate anywhere in Queensland, however, it cannot substantially operate in other states without taking further legal steps. There are increased and duplicative administrative processes associated with the following further legal steps:

- Registering the organisation as a Registered Australian Body with the Australian Securities and Investments Commission (ASIC) and obtaining an Australian Registered Body Number (ARBN) – Being regulated by ASIC as well as the relevant state regulatory body means extra forms will need to be prepared and lodged by your organisation each year and when certain changes occur.
- Incorporating separately as an association in all other states and territories – Incorporation in multiple states can be difficult to manage and you may end up having to comply with multiple state and territory laws and report to multiple regulators. Additionally, being incorporated under a state or territory law usually means that the association's Public Officer needs to reside in the same state or territory in which the association is incorporated, which is not always possible.

In addition to the above obvious advantages, there are a number of other benefits to incorporating as a company limited by guarantee.

#### Benefits

- **Regulation** – Organisations with larger turnover, and which are seeking to become a significant national organisation are better positioned to be regulated by ASIC under the Commonwealth Act. The greater resources of the Commonwealth regulator means they are better able to monitor operations, and are more vigilant in addressing non-compliance of organisations.
- **Understanding the relevant law** – Although more complex, the principles of the Corporations Act 2001 that apply to organisations are straightforward and are widely understood by legal professionals from all parts of Australia, unlike the various state and territory associations incorporation Acts.
- **Company Secretary** – The role of the Company Secretary of a company limited by guarantee is better defined in practice and in law than that of a Public Officer of an incorporated association.
- **Culture** – Anecdotal evidence leads to a suggestion that directors of a company limited by guarantee take their responsibilities more seriously than when these same directors were committee members of an association.

www.asport.gov.au



# Sport Director Talent Community

Targeted Talent Pipeline matching individuals to sport directorship opportunities nationally

The ASC **Sport Director Talent Community** is a free online service for sporting organisations to advertise board and committee roles, as well as individuals seeking directorship opportunities. The SDTC is administered by the ASC on the Humanforce platform.

# Oversight – Governance Newsletter

Newsletter for board and committee members

Released biannually to coincide with AGM seasons, *Oversight* is designed to update, inform and educate, providing links to resources, information, and training opportunities.



**OVERSIGHT**  
SPORT GOVERNANCE  
NEWSLETTER

Autumn 2024




**Welcome to *Oversight*, the Australian Sports Commission's newsletter for board and committee members.**

Released biannually, *Oversight* is designed to update, inform and educate, providing links to resources, information, and training opportunities.

We hope you find the following informative and helpful, and as always, we appreciate your feedback on how best to support sporting organisations.

**Sport Governance and Organisational Enhancement team**

**NEW – Game Plan for NSOs, SSOs, and Clubs**




Game Plan is the ASC's online platform supporting sporting organisations to develop their capability.

By completing assessment modules across a variety of capabilities, organisations can identify opportunities for improvement, connect to resources and develop actions plans.

In 2024, sporting organisations at all levels – clubs, state and national – are able to utilise this free platform. In doing so, sports can now adopt a common learning and development framework to build capability at all levels.

[LEARN MORE ABOUT GAME PLAN](#)

**NEW – Nationally aligned sport governance standards tool**



2024 marks a significant milestone in Australian sport governance.


For the first time, all NSO/IDs and SSO/IDs will utilise the Sports Governance Standards (SGS) as a common evaluation tool.

This collaborative, uniform approach to governance evaluation and improvement will assist sporting organisations to recognise current **strengths and opportunities**, plan for governance **priorities**, understand the governance **maturity** across the sport, and promote greater **transparency and collaboration** within the sport.

SGS assessments and reporting will be available to each sport through Game Plan from April 2024.

[GO TO SPORT GOVERNANCE STANDARDS](#)

**REMINDER – Director Recruitment Processes and Resources**



For many organisations, Autumn signals AGM season.

To support sports in navigating this busy period, the ASC has developed a range of resources covering director recruitment and governance reporting.

[ACCESS DIRECTOR RECRUITMENT RESOURCES](#)

**COMING SOON – Governance Education Courses**




The ASC is pleased to announce the upcoming release of 3 new governance education courses in 2024.

Building on the existing suite of courses, the new (free) online courses are designed to assist current and new directors and committee members to understand the role they play in shaping and driving **strategy in sport, board diversity, and quality processes** to deliver strategic objectives.

Featuring sport case studies and insights from expert contributors, directors and committee members at all levels can learn practical ways to develop and embed best practice governance in their sporting organisation.

[VISIT GOVERNANCE COURSES](#)

**REMINDER – Respect@Work and Positive Duty**



The Australian Human Rights Commission (AHRC) has released new guidelines for all Australian workplaces.

As of December 2023, organisations must take a proactive approach to preventing workplace sexual harassment and discrimination. Simply reacting to incidents is no longer acceptable, and organisations can be held accountable for any unlawful actions of employees related to their work duties.

Compliance to the new laws requires employers to satisfy a **positive duty** across key standards.

[CLICK HERE FOR MORE INFORMATION](#)

**UPDATE – National Governance Resource Library**

Responding to sector requests, the ASC and State and Territory Agencies for Sport and Recreation (SIASH) have developed a range of resources for sporting organisations.

Click on the links below for new and updated resources:

<a href="#">Board Grievance Policy - Template</a>	<a href="#">Conflict of Interest Policy - Template</a>
<a href="#">CEO Position Description - Template</a>	<a href="#">Director Position Description - Template</a>
<a href="#">CEO Recruitment Policy - Template</a>	<a href="#">Evaluation for Committees - Template</a>
<a href="#">Chair Position Description - Template</a>	<a href="#">FAR Committee Charter - Template</a>
<a href="#">Committee Establishment - Guide</a>	<a href="#">Secretary Position Description - Template</a>

[GO TO RESOURCE LIBRARY](#)

Sign up for the newsletter by emailing the team at [sportsgovernance@ausport.gov.au](mailto:sportsgovernance@ausport.gov.au)

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Contact us: [sportsgovernance@ausport.gov.au](mailto:sportsgovernance@ausport.gov.au)

