

Appendix 7 – Other Australian sports models comparative analysis

		Key characteristics	Advantages	Disadvantages/issues with implementation
AusCycling (current)	☑ Unitary national structure	<ul style="list-style-type: none"> ☑ Single Board No State based organisations – absorbed into single unitary organisation Voting members are the clubs, based on proportional model (larger clubs have more votes) All previous entity assets and liabilities centralised State input and interests represented through regional committees Disciplines represented through positions within state based committees; intention is to move away from discipline specific approach to whole of cycling approach National body delivers services directly in all states, with single nationalised administrative and servicing model Centralised systems for HR, IT, Finance, Insurance, etc; Disciplines included: road, track, BMX, mountain bike, cyclocross. 	<ul style="list-style-type: none"> ☑ Simplified and consistent administration ☑ Streamlined and efficient decision making ☑ Clear lines of accountability and responsibility ☑ Direct connection between clubs and governing body ☑ Improved access to support and service delivery for smaller states ☑ Consistent service delivery nationally ☑ Enhanced focus on the sport/activity, rather than specific disciplines ☑ Greater commercial opportunities 	<ul style="list-style-type: none"> ☑ Significant change process, with cost, time and personnel implications ☑ Required to establish and embed unified organisation culture from zero base ☑ WA road and track not part of initial model, creates uniformity challenges ☑ Staff education and training to manage all disciplines and with national focus challenging ☑ 10+ year process to socialise and then implement change and structure
Motorsport (current)	☑ Unitary with a touch of hybrid	<ul style="list-style-type: none"> ☑ One board of 10 members ☑ Voting members are directors 6 State Councils (SC) which make limited state based decisions and run state events Motorsport Aust is the regulator for all motorsport disciplines and events including AGPC Each SC has a seat at the board; no dual roles ☑ Runs national events ☑ Works with event promoters and facility managers ☑ Deals with a competitor org at government and consumer (safety/risk) levels ☑ Clubs are members of Motorsport Aust ☑ Responsible for officials nationwide ☑ Streamlined committees to support organisation re risk, safety, training etc. 	<ul style="list-style-type: none"> ☑ Effective and strong leadership from NSO ☑ Simplified and consistent administration ☑ Streamlined and efficient decision making ☑ Clear lines of accountability and responsibility ☑ Direct connection between clubs and governing body ☑ Appropriate focus on each discipline 	☑ N/A

<p>Touch Football (current)</p>	<ul style="list-style-type: none"> ☑ Hybrid unitary-federated/ ☑ Introduced 2007 	<ul style="list-style-type: none"> ☑ Based on initially fully federated model; Progressed to hybrid unitary-federated model; National body delivers services directly in 6 of the 8 states, with NSW and Queensland remaining as separate member entities, delivering services in their own states; <ul style="list-style-type: none"> ☑ Partnership agreement with NSW and Qld; ☑ Centralised systems for HR, IT, Finance etc; ☑ Bigger states are able to continue operating until such time as they may elect to become part of national body; 	<ul style="list-style-type: none"> ☑ Economies of scale for smaller states through centralised operations; ☑ No <i>doubling-up</i> on infrastructure; ☑ Consistent delivery of services nationally; ☑ Improved databases and records management of members- assists in delivery of services, attracting sponsorship, and putting forward eligibility for funding. ☑ Smaller states viability secured, whilst allowing larger states to continue operating while they assess the model; ☑ Consistent branding. 	<ul style="list-style-type: none"> ☑ Agreement to preserve state cash/assets on takeover resulted in significant cash-flow issues; ☑ Have a transition time to wind down resulting in doubling up of legal and regulatory duties in the interim; ☑ Set-up costs and timeframes involved underestimated; ☑ States part of unitary structure have continued to exist as legal identities; ☑ Staff not properly educated/trained about new roles; ☑ CEO required to focus on change management rather than his job; ☑ Voting power (and hence decision-making) remains with the 2 main states; ☑ Unlikely to have the 2 main states “opt in” to unitary model, leaving hybrid model in place long-term.
<p>Ski & snowboard (current)</p>	<ul style="list-style-type: none"> ☑ Unitary structure 	<ul style="list-style-type: none"> ☑ Only 3 active states; ☑ Unitary structure in place; ☑ Individuals are members of the NSO; NSO provides services to members (SSO’s have progressively dissolved) 	<ul style="list-style-type: none"> ☑ Economies of scale through centralised operations; ☑ Members can join NSO directly; ☑ NSO has access to all members and greater member database capabilities; ☑ Members receive full array of services offered by NSO- not reliant on SSO having capabilities to deliver; ☑ Use of pre-existing SSO knowledge and resources in providing services; ☑ NSO directly provides services, so greater consistency of delivery 	<ul style="list-style-type: none"> ☑ 13 year duration to achieve full unitary structural model <p>Transition was enabled through service agreements with SSOs (for service delivery), transitioning to unitary</p> <p>Difficult to assess fully as a case study as only 3 active SSO’s existed to begin with;</p>

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Sailing (current)	<ul style="list-style-type: none"> Hybrid One Management model 	<ul style="list-style-type: none"> Implemented One Sailing model in 2016; SSO's opted in to NSO one at a time (WA last); NSO provides services directly to members and takes on operational aspects of the SSO by way of a service agreement between the NSO and SSO (where SSO exists); SSO remains in place in an advisory capacity; SSO 'Council' retains right to elect Board (proportional votes based on clubs) SSO's have begun to wind up (NSW first) – potential to move toward a full unitary structure (SSO dependent). 	<ul style="list-style-type: none"> Improved economies of scale; Consistent delivery of services nationally; Not over-committing resources in taking on operational aspects of SSO's; SSO's were given opportunity to review performance of NSO in operating other SSO's prior to <i>opting in</i>; Ability to utilise each SSO's strengths and apply nationally; Improved databases, results in improved appeal to sponsors and less reliance on grants and funding; Expanded career pathway for Regional and National Office staff. 	<ul style="list-style-type: none"> NSO needs to prove its ability to deliver services; Potential for 1 or 2 SSO's to delay or avoid <i>opting in</i> if process not properly structured. Lack of visibility over existing SSO service contracts and budgets before Service Agreement commencing led to increase implementation costs
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Golf (current)	<ul style="list-style-type: none"> One Management Model 	<p>Implemented One Golf in 2018 (NSW & WA not adopted) National strategy and delivery, underpinned by service agreements</p> <ul style="list-style-type: none"> SSOs remain in place See details of model at Appendix A 	<ul style="list-style-type: none"> Improved economies of scale; Consistent delivery of services nationally; Pooling of national assets 	<ul style="list-style-type: none"> CEO required to focus on change management rather than his job; Two SSOs remain out, significant energy and costs to integrate Risk that sport remains in hybrid structure
Water Polo (proposed)	<ul style="list-style-type: none"> Hybrid Federated Model 	<ul style="list-style-type: none"> Proportional State and club vote SSOs remain in place 	<ul style="list-style-type: none"> Creates stability in the national board [7 state/territory members removing the Board on a number of occasions previously] increased representative democracy Retains a state/territory 'voice' recognises jurisdictions that provide a substantial portion of the membership base 	<ul style="list-style-type: none"> integrity of data for modelling of Club numbers and members challenging

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