Industry Investment Program Increment Assessment

January 2020.

## Background

The Industry Investment Program (IIP) is available for recognised State Sporting Associations as a result, this is a restricted program. To discuss the recognition process please contact the department.

The objective of IIP is to provide funding to assist the State Sporting Associations (SSAs) to support the delivery of quality sporting and active recreation opportunities for all Western Australians. The four key deliverables are:

* Maintain or improve the organisations current funding category;
* Grow or maintain, membership and participation numbers, including reporting accurate figures through the Department’s Census;
* The Department and Lottery West is appropriately acknowledged; and
* Other agreed outputs and objectives.

Previously the funding for IIP was based on a minimum and maximum value per band and the value an organisation received was based on a combination of base funding and the value of ‘roll-ins’, agreed with the department.

Roll-ins were amounts for specific projects that were in addition to the base funding and could have been for a one-off project or allowances to help develop participation and high-performance initiatives.

This document outlines the categorisation characteristics for each of the IIP funding bands and the descriptor for each of the characteristics.

This document consolidates the separate sources of information pertaining to the IIP that is detailed in the Strategic Funding Review; Preliminary Findings and Common Ground Report.

This document is a reference point for all recipients of IIP funding outlining key performance indicators and how they are measured and will be measured for future increment increases.

## Increment Assessment Process

In 2019 each SSA was categorised. The Letter of Offer issued outlined that this would be the SSA’s category for the next three years. The elements used as the basis for the Categorisation are the descriptors which are provided as Attachment 1.

One of the major changes to the IIP is the move to four increments per Category. The Annual Organisational Performance Assessment (AOPA) is the formal process where the department reviews the SSAs to decide the improvements that have been made in the past year. The AOPA has several core components:

* Annual Census data;
* Governance Checklist; and
* AOPA interview.

The intent is to build on this existing process and to provide a level of transparency as to how the information is used to make a recommendation for an increment increase. The added component will also be the opportunity for the SSA to provide an explanation and/or evidence of why it feels it has made improvements to be eligible for an increment increase.

Following the AOPA interview a recommendation template will be generated and if an increment increase is supported then the result will be submitted to the Increment Review Panel for a determination of the increments to be recommended to the Minister. The process of how the elements are assessed is outlined in the next section.

It is important to note that the score required to receive an increment each year will vary based on the overall response of the industry and funding available.

An organisation is only eligible to receive up to one increment increase per financial year. If an organisation moves from Step 3 to Step 4 (the highest increment per category) it will remain at Step 4 until the next Categorisation Process.

Provisional SSA’s and SSA’s at Step 4 will still be required to complete the process, to demonstrate improvements and contribute to the next Categorisation Process but will be a lower priority in relation to the timing of the assessment.

## How are the elements assessed?

The elements are assessed with a combination of qualitative and quantitative questions. These answers are applied to determine the SSA’s performance in the Category and to determine the progression to the next increment or step. The areas where there is a quantitative approach are:

* Membership and Participation;
* Regions;
* Club Development;
* Inclusive Sport Principles; and
* Governance Performance.

Finance is also measured on a quantitative basis but not on the five point scale. The five point scale is as follows:

* Optimised (plus two);
* Performing (plus one);
* Maintaining (neutral);
* Developing (minus one); and
* Not in Place (minus two).

The remainder reflect the AOPA process and will reflect a combination of comment from the SSA and a view as to whether the performance has been maintained, improved (Performing) or there has been a setback (Developing).

How the elements are assessed and scored is outlined in Attachment 2, the IIP Assessment Scoring Sheet.

The expectation is that most of the review will have a Maintaining result, this means that the sport is performing within the expectation and fulfilling its obligations within the IIP Key Result Schedule.

A cumulative score across the elements in the scoring sheet will make part of the determination of whether there has been enough improvement to qualify for a recommendation for an increment increase. The more Performing and Optimised results the stronger the case for an increment increase.

## How are the SSAs involved in the decision making process?

The department and the SSA work through the AOPA and the assessment scoring sheet collaboratively and ideally will land at an agreed point for each element.

Following the AOPA interview and as part of the recommendation template SSAs will be given the opportunity to submit a statement to be included in the template. The statement will need to be less than 150 words and will outline why the SSAs believes it has a case for an increment increase.

## Other considerations

The AOPA is one component of the increment assessment process. The other aspects that are considered as part of the overall recommendation include:

* The status of any existing grants; and
* Completion of the Annual Census.

The progress or achievement of the SSA in its Women in Leadership targets is also noted in the assessment process.

## Attachment 1 - Categorisation Descriptors

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|  |  | **Cat A**($350,000 to $450,000) | **Cat B**($225,000 to $325,000) | **Cat C**($150,000 to $200,000) | **Cat D**($80,000 to $125,000) | **Cat E**($40,000 to $70,000) | **Cat F**($10,000 to $30,000) | **Provisional** ($5,000) |
| **Participation** | Participation Base | >60,000 | >40,000 | >20,000 | >10,000 | >2,000 | >1,000 | <1,000 |
| **Membership** | Membership Base | >40,000 | >20,000 | >15,000 | >5,000 | >2,000 | >500 | <500 |

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| **DESCRIPTOR – Participation / Membership** |
| ***Participation Base:*** |
| ***Program Based***Participants who have access to a limited range of programs and services offered by the organisation or their affiliated club or association as a participant (e.g. would not be or be counted as a Full Active Member). This type of participant typically pays a lesser registration fee and participates in programs and services rather than regular competitions. For example, Rec Footy, AFL 9s, Cardio Tennis, Barefoot bowls |
| ***Events***Participants who pay a fee per event to participate in the activity and receive Iimited other services (e.g. newsletter) from the organisation. For example: come and try events, lightning carnivals, representative teams, university programs. This type of participant pays no formal membership fee and may not have access to programs and service of state organisation.  |
| ***School participants***Participants involved in events, competitions or programs organised primarily by schools which are not directly affiliated with state organisations. For example, Associated Catholic Colleges of WA, School Sport WA.***OR***Participants involved in events, competitions or programs organised primarily by state organisations which may be at school facilities. For example, Eagles Cup. |
| ***Membership:*** |
| ***Full Active Members*** Affiliated/Registered Members who have access to the full range of programs and services offered by the organisation or their affiliated club or association, as a participant, coach or official. This type of member pays full registration fees and participates actively in programs and services. This is further broken down into entry-Ievel, junior and/or youth competition, senior competitions, master’s competitions, coaches and officials. |

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|  |  | **Cat A**($350,000 to $450,000) | **Cat B**($225,000 to $325,000) | **Cat C**($150,000 to $200,000) | **Cat D**($80,000 to $125,000) | **Cat E**($40,000 to $70,000) | **Cat F**($10,000 to $30,000) | **Provisional** ($5,000) |
| **Regions** | Regional Delivery Service (includes Metro area) | 10 regions | 9 regions | 7 to 8 regions | 5 to 6 regions | 3 to 4 regions | 2 regions | 1 region |

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| **DESCRIPTOR – Region** |
| ***Regional Services:*** |
| Organisation has regional representation through affiliated clubs (refer to Category Matrix).A Regional Development Plan and/or Regional Servicing Plan has been developed/implemented that is aligned to state and national direction and meets local needs.  |

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| **Community****Reach****Programming** | National product delivered in schools | ✓ | ✓ | ✓ | State based schools’ program | NA | NA | NA |
| Focus / Reach | Recreational / social focus AND organised sport | Recreational / social focus AND organised sport | Recreational / social focus AND organised sport | Recreational / social focus AND organised sport | Recreational / social focus AND organised sport | Recreational – social access only or competitive access only | Recreational – social access only or competitive access only |
| Participation Events | ✓ | ✓ | ✓ | NA | NA | NA | NA |
| Club Development | ✓ | ✓ | NA | NA | NA | NA | NA |
| Service of Inclusive Sport Principles | 6 out of 6 | 3 out of 6 | At least 1 | NA | NA | NA | NA |

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| **DESCRIPTOR – Community Reach / Programming** |
| ***National Product delivered in schools:*** |
| The NSO has a national program/commercialised product that is delivered through SSAs, across the country i.e.; Auskick, Net Set Go, Cricket Blast, ALDI Miniroos. |
| ***Focus/Reach:*** |
| Organisation has ‘access points’ for the sport and capacity to deliver competitive, recreational, organised sport and social participation initiatives (refer to Category Matrix). |
| ***Participation Events:*** |
| Organisation delivers ‘participation events’ to increase membership and/or participation in the sport, and the initiatives provide inclusive and physical activity outcomes. i.e.; Come and Try Days, Open Water Swims, Community Triathlons |
| ***Club Development:***  |
| A club development plan is developed and implemented which aims to build the capacity and capability of the governance, management, planning, marketing and membership services of the organisation’s club network. |
| ***Service of Inclusive Sport Principles (female, youth, Aboriginal, CaLD, disabled and aged)*** |
| Organisation meets the required Inclusive Sports Principles (refer to Category Matrix) and delivers programs and initiatives to the identified cohorts. |

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| **High Performance****Pathways** | WAIS / Winning Edge | ✓ | ✓ | NA | NA | NA | NA | NA |
| Olympic / Paralympic / Commonwealth | ✓ | ✓ | NA | NA | NA | NA | NA |
| World Championship / Cup | ✓ | ✓ | ✓ | NA | NA | NA | NA |
| International Major event hosting | ✓ | NA | NA | NA | NA | NA | NA |
| National Championships participation | Open AND Junior | Open AND Junior | Open AND Junior | Open AND JUNIOR | Open OR Junior | Open OR Junior | Open OR Junior |
| National event hosting (open) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | NA |
| National event hosting (juniors) | ✓ | ✓ | ✓ | ✓ | ✓ | NA | NA |
| Junior and senior base | ✓ | ✓ | ✓ | ✓ | ✓ | Junior AND / OR Senior base | Junior AND / OR Senior base |
| Coach / official | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | NA |

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| **DESCRIPTOR – High Performance / Pathways** |
| ***WAIS/Winning Edge:*** |
| Sport has a WAIS program or WAIS provides individual scholarships or services and/or the National Sporting Organisation receives HP funding from Sport Australia. |
| ***Olympic/Paralympic/CTH:*** |
| Sport competes at one or all these events. Develop and implement a High-Performance Plan with clear systems, pathways and programs for athletes, coaches and officials who have the potential to achieve sporting excellence. |
| ***World Championship/Cup:*** |
| Sport competes at a World Championship/Cup |
| ***International Major Event Hosting:*** |
| Sport hosts International major event annually/bi-annually |
| ***National Championship Participation:*** |
| Sport participates at all levels of National Championship events and provides pathways for athletes. |
| ***National Event Hosting (open and juniors):*** |
| Sport has capacity and hosts both/either open or junior National Events |
| ***Junior and Senior Base:*** |
| Sport provides pathways for both junior and senior participants that align with National Sporting Organisation. |
| ***Coach/Official*** |
| Sport provides pathways for coaches and officials that align with National Sporting Organisation |

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| **Governance**\*Dependent on Board Tenures / Constitution | Rating against governance checklist | >145 | <135 | >125 | >115 | >105 | >95 | >85 |
| Policy framework | 7 policies | 6 out of 7must include MP/DIS/Alcohol | 5 out 7must include MP/DIS /Alcohol | 4 out of 7 must include MPP DIS/Alcohol | MPP/DIS/Alcohol | MPP/DIS/Alcohol | MPP |
| Women in leadership targets(achieved by June 2022) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

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| **DESCRIPTOR – Governance and Finance** |
| ***Governance:*** |
| Organisation meets criteria based on Governance Checklist (refer Category Matrix) and demonstrates principles of good governance systems and practices. Board Evaluation (Sport Australia or other) is completed every two to three years and an action plan is developed and implemented by the Board/Committee. |
| ***Policy Framework:*** |
| Policy framework that sets out the procedures to guide a more detailed set of policies / policies required to meet legislative requirements / needs of the organisation to inform development and implementation of those policies |
| ***Gender Targets:*** |
| Organisations understand the benefits of a diverse organisation, particularly at Board level. I.e.; enhanced organisational and financial performance, improved decision making and governance and higher levels of innovation and creativity and growth.Meets Gender Diversity Targets (refer Category Matrix) |
| ***Annual Revenue:*** |
| The income an organisation generates from operations before deductions are taken for expenses.Annual revenue meets requirements for category (refer Category Matrix) |

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| **Finance** | Annual Revenue | $5mil to $10 mil | $1mil to $5mil | $750K to $1mil | $500K to $750 | $150K to $500K | $50K to $150K | <$50,000 |
| **Planning** | Strategic Plan | 3 to 5 years supported by a financial and resourcing plan | 3 to 5 years supported by a financial plan | 3-year | 3-year | 3-year | Working towards 3-year | NA |
| Annual operational plan | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Annual budget | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | NA |
| Risk Management | RMP and framework | RMP | RMP | RMP | Risk register | Event programs register | Event programs register |
| Assessment management plan | ✓ | ✓ | Register | Register | Register | Register | NA |
| Workforce development plan | ✓Linked in strategic plan | ✓ | NA | NA | NA | NA | NA |
| Volunteer management plan | NA | NA | ✓ | ✓ | ✓ | NA | NA |
| Marketing and comms plan | ✓ | ✓ | ✓ | Communication initiatives | Communication initiatives | Communication initiatives | Newsletter |
| ICT strategy and plan | ✓ | Plan | NA | NA | NA | NA | NA |

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| **DESCRIPTOR – Planning**  |
| ***Strategic Plan:*** |
| Development of/and implementation of a minimum 3-year Strategic Plan for the organisation, review of the plan, stakeholder engagement and communication (refer Category Matrix).  |
| ***Annual Operation Plan:*** |
| Development of/and implementation of annual business or operational plan linked to strategic plan and budget. All organisations will have an annual operational plan. |
| ***Annual Budget:*** |
| An annual budget is prepared with consideration to financial management policy and operational planning (refer Category Matrix). Consider current practice around development, regularity and depth of monitoring of annual operational budgets. |
| ***Risk Management:*** |
| Comprehensive risk management assessment process completed for the organisation. A Risk Management Plan and Framework or Risk Management Plan or a Risk Register is developed, and annual review process developed (refer Category Matrix). |
| ***Asset Management Plan:*** |
| An Asset Management Plan must provide the information required for future asset planning and anticipate potential eventualities including economic, social and environmental factors OR an Asset Register including what the asset is, where the asset is located, who is responsible for the asset, what the asset cost is, and what the expected resale value is. The asset register will also show each assets depreciation since its purchase date, clearly stating its current value. The assets’ current worth will also help for tax and insurance purposes (refer Category Matrix). |
| ***Workforce Development Plan:*** |
| Development of/and implementation of an organisation workforce plan linked to operational plan and budget, review of plan and continual implementation. Plan will include both paid and unpaid (volunteer) workforces where appropriate (refer Category Matrix). Should be integrated into strategic plan. |
| ***Volunteer Management Plan:*** |
| A volunteer development plan provides the organisation with clear objectives and strategies to support volunteer recruitment and retention efforts (refer Category Matrix). |
| ***Marketing and Communications Plan:*** |
| Organisation has an effective marketing and communication plan/strategy to communicate with members, sponsors and volunteers or has developed communication initiatives. |
| ***ICT Strategy and Plan:*** |
| Organisation invests into information technology to deliver sport business and resource objectives through digital services and supporting policies (refer Category Matrix). |

## Attachment 2 - IIP Assessment Scoring Sheet

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| **PILLARS** | **Criteria** | **How is it Assessed?** | **How is it Scored?** | **Optimised** | **Performing** | **Maintaining** | **Developing** | **Not in Place** |
| **Participation / Membership** | **Participation Base** | The information collected from the Census and recorded in the AOPA data Collection will be measured against the previous year’s measurement to determine the following:Has the overall participation in the sport increased?If the answer is yes, was the increase such that: * The organisation is greater than 30% towards the next category - if so, this is considered Optimised;
* The organisation is greater than 10-30% towards the next category - if so, this is considered Performing; or
* The organisation is less than 10% towards the next category - if so, this is considered Maintaining.

If the answer is no, then there needs to be a discussion as to the factors that may have caused this to occur and what steps can be put in place. * If the reduction is less than 20% below the requirement of the category it will be scored as Developing; or
* If the reduction is greater than 20% it will be scored as Not in Place.
 | This is scored as an individual element | **2** | **1** | **0** | **-1** | **-2** |
| **Participation / Membership** | **Full Active Members** | The information collected from the Census and recorded in the AOPA data Collection will be measured against the previous year’s measurement to determine the following:Has the overall membership in the sport increased? If the answer is yes, was the increase such that: * The organisation is greater than 15% towards the next category - if so, this is considered Optimised;
* The organisation is greater than 5-15% towards the next category - if so, this is considered Performing; or
* The organisation is less than 5% towards the next category - if so, this is considered Maintaining.

If the answer is no, then there needs to be a discussion as to the factors that may have caused this to occur and what steps can be put in place. * If the reduction is less than 10% below the requirement of the category it will be scored as Developing; or
* If the reductions are greater than 10% it will be scored as Not in Place.
 | This is scored as an individual element | **2** | **1** | **0** | **-1** | **-2** |
| **Regions** | **Regional Delivery Service** | Has the SSA increased the number of regions it is servicing from last year? If so, is this to a level commensurate to the existing regions the SSA is servicing?* If the answers to both is yes and it can be demonstrated through the question set, then the SSA is considered Optimised.
* If the answer to the first is yes and the second is no but it can be demonstrated through the question set that there is a plan to increase service, then the SSA is considered Performing.
* If the answer to the first is no, then the SSA is Maintaining.

If the number of regions serviced has decreased, it will be scored as developing if it has decreased by 1 and Not in Place if reduced by two or more. | This is scored as an individual element | **2** | **1** | **0** | **-1** | **-2** |

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| **PILLARS** | **Criteria** | **How is it Assessed?** | **How is it Scored?** | **Optimised** | **Performing** | **Maintaining** | **Developing** | **Not in Place** |
| **Community Reach &Programming** | **National product delivered in schools** | These three elements reflect the expectation of the organisation's category. The question set is to verify that the SSA is meeting this obligation. The measure of improvement is captured through the change in participation numbers. Therefore, there is no score attributable to this section. |  There is no score attributed to this element but a statement regarding the SSAs approach to changes to participation programs will be part of the recommendation report. Combined with the change in the participation numbers recorded separately. |  | Comment provided in the Recommendation Report | Comment Provided in the Recommendation Report | Comment Provided in the Recommendation Report |  |
| **Focus / Reach** |  |  |
| **Participation events** |  |  |
| **Club Development** | This element reflects the expectation of the organisation's category. The question set is to verify that the SSA is meeting this obligation.Club development is a requirement for Category A and B sports. Category C,D,E,F sports that demonstrate improvements of club development can score a performing/optimised rating.  | This is scored as an individual element | **2** | **1** | **0** | **-1** | **-2** |
| **Service of Inclusive Sport Principles (female, youth, Aboriginal, CALD, disabled and aged)** | Has the SSA increased the number of specific programs to identified cohorts from last year? If so, is this to a level commensurate to the existing cohorts that the SSA is servicing?* If the answers to both is yes and it can be demonstrated through the question set, then the SSA is considered Optimised.
* If the answer to the first is yes and the second is no but if it can be demonstrated through the question set that there is a plan to increase service, then the SSA is considered Performing.
* If the answer to the first question is no, then the SSA is Maintaining.
* If the number of cohorts has decreased a score of Developing will be allocated if it is one less. If it is two less, then it will be scored as Not in Place.
 | This is scored as an individual element | **2** | **1** | **0** | **-1** | **-2** |

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| **PILLARS** | **Criteria** | **How is it Assessed?** | **How is it Scored?** | **Optimised** | **Performing** | **Maintaining** | **Developing** | **Not in Place** |
| **High Performance & Pathways** | **WAIS /SA HP fundingOlympic / Paralympic / CommonwealthWorld Championship/Cup** | These elements reflect the expectation of the organisation's category. The question set is to verify that the SSA is meeting this obligation.  |  There is no score attributed to this element but a statement regarding the SSAs approach to high performance will be part of the recommendation report. |  | Comment Provided in the Recommendation Report | Comment Provided in the Recommendation Report | Comment Provided in the Recommendation Report |  |
| **International Major Event Hosting**  |  |  |
| **National Championships Participation** |  |  |
| **National Event Hosting (Open)** |  |  |
| **National Event Hosting (Juniors)** |  |  |
| **Junior and Senior Base** |  |  |
| **Coach/ Official** | This element is an obligation against all categories. The purpose of the question set is to have an open discussion as to how the sport considers its progress over the last 12 months. The score is to be set at maintaining unless there can be demonstrable improvement from the previous 12 months in which case a Performing score may be given. Alternately if there is concern that there has been a decline compared to the past 12 month a Developing score may be allocated. | Where a recommendation of Performing is determined the rationale of this will be added as a comment on the recommendation report. |  | **1** | **0** | **-1** |  |

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| **PILLARS** | **Criteria** | **How is it Assessed?** | **How is it Scored?** | **Optimised** | **Performing** | **Maintaining** | **Developing** | **Not in Place** |
| **Governance** | **Rating against governance checklist**  | The information collected from the Governance Checklist will be measured against the previous year’s measurement to determine the following:Has the overall score increased?If the answer is yes, was the increase such that: * The organisation would meet the number in the category above - if so, this is considered Optimised;
* The organisation is greater than 50% towards the next category - if so, this is considered Performing;
* The organisation is less than 50% towards the next category - if so, this is considered Maintaining;
* If the score has dropped to be less than 25% of the requirement of the category it will be scored as Developing; or
* If the score has dropped more than 25% it will be scored as Not in Place.

If the answer is no, then there needs to be a discussion as to the factors that may have caused this to occur and what steps can be put in place. | This is scored as an individual element | **2** | **1** | **0** | **-1** | **-2** |

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| **PILLARS** | **Criteria** | **How is it Assessed?** | **How is it Scored?** | **Optimised** | **Performing** | **Maintaining** | **Developing** | **Not in Place** |
| **Governance** | **Policy Framework** | This element is an obligation against all categories, the number and sophistication reflect the amount of the funding provided. The purpose of the question set is to have an open discussion as to how the sport considers its progress over the last 12 months. The critical element is to demonstrate how the policies are being developed, reviewed and implemented. The score is to be set at maintaining unless there can be demonstrable improvement from the previous 12 months in which case a Performing score may be given. Alternately if there is concern that there has been a decline compared to the past 12 month a Developing score may be allocated. | Where a recommendation of Performing is determined the rationale of this will be added as a comment on the recommendation report. |  | **1** | **0** | **-1** |  |
| **Constitution / Certificate of Insurance** | No score is attributed to this as it is a requirement of the grant. | Not scored |  |  | Evidence of Certificate provided |  |  |
| **Child Safeguarding** | No score is attributed to this as it is a requirement of the grant. | Not scored |  |  | Self-Assessment Completed |  |  |
| **Women in Leadership Targets(3 years to implement - \*dependent on board tenures/ constitution)** | No score is attributed to this as it is a requirement of the grant.  | The progress comment provided by the SSA will be included in the recommendation sheet to the Increment Panel. |  |  | Comment provided in the Recommendation Report |  |  |
| **Finance** | **Annual Revenue** | Using the financial ratios determined through the data collection and the confirmation of annual revenue | Not scored, but the ratios will be provided in the recommendation report |  |  | Financial Ratios |  |  |

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| **PILLARS** | **Criteria** | **How is it Assessed?** | **How is it Scored?** | **Optimised** | **Performing** | **Maintaining** | **Developing** | **Not in Place** |
| **Planning** | **Strategic Planning** | Strategic Planning is an obligation against all categories, the number and sophistication reflect the amount of the funding provided. The purpose of the question set is to have an open discussion as to how the sport considers its progress over the last 12 months. The critical element is to demonstrate how the strategic plan are being developed, reviewed and implemented. The score is to be set at Maintaining unless there can be demonstrable improvement from the previous 12 months in which case a Performing score may be given. Alternately if there is concern that there has been a decline compared to the past 12 month a Developing score may be allocated | Where a recommendation of Performing is determined the rationale of this will be added as a comment on the recommendation report. |  | **1** | **0** | **-1** |  |
|  **Operational Planning** | This element is an obligation against all categories, the number and sophistication reflect the amount of the funding provided.The purpose of the question set is to have an open discussion as to how the sport considers its progress over the last 12 months. The critical element is to demonstrate how the operational plan was developed, reviewed and implemented. The score is to be set at Maintaining unless there can be demonstrable improvement from the previous 12 months in which case a Performing score may be given. Alternately if there is concern that there has been a decline compared to the past 12 month a Developing score may be allocated. | Where a recommendation of Performing is determined the rationale of this will be added as a comment on the recommendation report. |  | **1** | **0** | **-1** |  |

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| **PILLARS** | **Criteria** | **How is it Assessed?** | **How is it Scored?** | **Optimised** | **Performing** | **Maintaining** | **Developing** | **Not in Place** |
| **Planning** | **Annual Budget** | No score is attributed to this element, the information is used in conjunction with the annual revenue to develop the Financial Ratios.The Financial Ratios are submitted to the Increment Panel as part of the recommendation process. | Reported through the Financial Ratios |  |  | Report provided by the Financial Ratios |  |  |
| **Risk Management**  | This element is an obligation against all categories, the number and sophistication reflect the amount of the funding provided. The purpose of the question set is to have an open discussion as to how the sport considers its progress over the last 12 months. The critical element is to demonstrate how the risks are being identified, reviewed and managed. The score is to be set at Maintaining unless there can be demonstrable improvement from the previous 12 months in which case a Performing score may be given. Alternately if there is concern that there has been a decline compared to the past 12 month a Developing score may be allocated. | Where a recommendation of Performing is determined the rationale of this will be added as a comment on the recommendation report. |  | **1** | **0** | **-1** |  |
| **Asset Management Plan** | This element is an obligation against all categories, the number and sophistication reflect the amount of the funding provided. The purpose of the question set is to have an open discussion as to how the sport considers its progress over the last 12 months and its long term plans. The critical element is to demonstrate how the future needs are being considered. The score is to be set at Maintaining unless there can be demonstrable improvement from the previous 12 months in which case a Performing score may be given. Alternately if there is concern that there has been a decline compared to the past 12 month a Developing score may be allocated. | Where a recommendation of Performing is determined the rationale of this will be added as a comment on the recommendation report. |  | **1** | **0** | **-1** |  |
| **Workforce Development Plan\*** | As this relates to Category A and B there will generally be score as Not Applicable. For Category A and B recipients this will need to be provided and will be a focus of the AOPA meeting. The score is to be set at Maintaining unless there can be demonstrable improvement from the previous 12 months in which case a Performing score may be given. Alternately if there is concern that there has been a decline compared to the past 12 month a Developing score may be allocated. | Where a recommendation of Performing is determined the rationale of this will be added as a comment on the recommendation report. |  | **1** | **0** | **-1** |  |
| **Volunteer Management Plan\*** | As this relates to Category C, D and E there will generally be score as Not Applicable. For Category C, D and E recipients this will need to be provided and will be a focus of the AOPA meeting. The score is to be set at Maintaining unless there can be demonstrable improvement from the previous 12 months in which case a Performing score may be given. Alternately if there is concern that there has been a decline compared to the past 12 month a Developing score may be allocated. | Where a recommendation of Performing is determined the rationale of this will be added as a comment on the recommendation report. |  | **1** | **0** | **-1** |  |
| **Marketing and Communication Plan** | This element is an obligation against all categories, the number and sophistication reflect the amount of the funding provided. The purpose of the question set is to have an open discussion as to how the sport considers it has progressed over the last 12 months and its long term plans. The critical element is to demonstrate how the future needs are being considered. The score is to be set at Maintaining unless there can be demonstrable improvement from the previous 12 months in which case a Performing score may be given. Alternately if there is concern that there has been a decline compared to the past 12 month a Developing score may be allocated. | Where a recommendation of Performing is determined the rationale of this will be added as a comment on the recommendation report. |  | **1** | **0** | **-1** |  |
| **ICT Strategy and Plan** | As this relates to Category A and B there will generally be score as Not Applicable. For Category A and B recipients this will need to be provided and will be a focus of the AOPA meeting. | Not scored |  |  | Evidence of Plan provided |  |  |