Industry Investment Program Categorisation Table and Descriptors

May 2019

**Background**

The Industry Investment Program (IIP) is primarily designed 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 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.

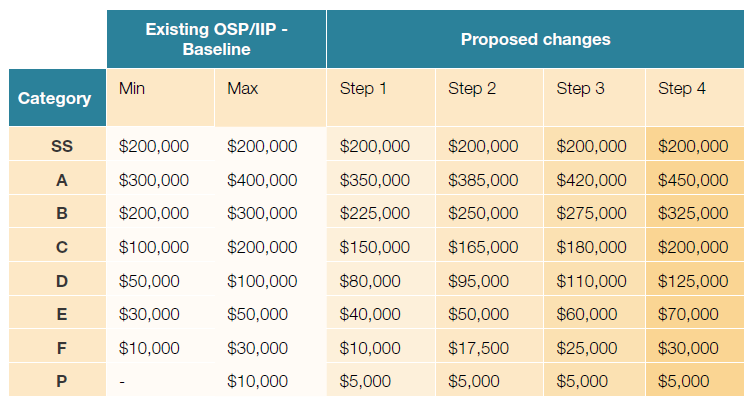
Previously the funding for IIP was based on a minimum and maximum value per band and the value an organisation received was based on a combination of base funding and the value of ‘roll-ins’, agreed with the department (see Table below).

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 then 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 outling key performance indicators and how they are measured and will be measured for future increment increases.



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| **Commercial**  **200,000** |  |
| **Workforce** | More than 75 Staff or FTE equivalents |
| **Governance** | *Strong governance and management:* |
| >145 rating against governance checklist |
| *Policy:* |
| Developed and implemented Policy Framework – (All 7 policies -Member Protection, Alcohol, Drugs in Sport, Sports Betting, Match Fixing, Privacy, Inclusion) |
| *Gender Targets are met: 3 years to implement* |
| Meets board gender target >= 50% female |
| Below board gender target < 50% female |
| No gender diversity on board |
| **Finance** | *Level of Maturity:* |
| Meets or exceeds financial criteria and has reached a level of organisational maturity and developed sufficient revenue streams to establish themselves as a viable ongoing concern.   * Total revenue more than $15million (not including benevolent fundraising or donations) * Funding from National Sporting Organisation more than 10% of total revenue * Industry Investment program funding being less than 2% of total revenue * Accumulated funds / equity more than $10,000,000 |
| **Planning** | *Strong planning culture:* |
| 3-5-year strategic plan supported by a financial and resourcing plan |
| Annual operational plan |
| Annual budget |
| Risk Management Framework |
| Asset Management Plan |

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| **A**  **350,000 – 450,000** |  |
| **Participation/ Membership** | Large participation base >60,000 |
| Large membership >40,000 |
| **High performance / Pathways** | *Significant talent development pathways:* |
| WAIS/ winning edge |
| Olympic/Paralympic/CTH/World Championships |
| International Major event hosting |
| National championships participation – open AND junior |
| National event hosting (open) |
| National event hosting (juniors) |
| Junior and senior base |
| Coach/official |
| **Regional** | Significant affiliated regional representation in 10 regions of WA |
| **Community Reach/Programming** | *Significant reach into the WA community:* |
| National product delivered in schools |
| Recreational/social focus AND organised sport |
| Participation events |
| Inclusive sport (meets all 6 principles: female, youth, Aboriginal, CALD, disabled, aged) |
| *Club Development:* |
| Club Development Plan developed and implemented |
| **Governance** | *Strong governance and management:* |
| >145 rating against governance checklist |
|  | *Policy:* |
| Developed and implemented Policy Framework – (All 7 policies -**Member Protection, Alcohol,** Drugs in Sport, Sports Betting, Match Fixing, Privacy, Inclusion) **(Mandatory)** |
| *Gender Targets are met: 3 years to implement* |
| Meets board gender target >= 50% female |
| Below board gender target < 50% female |
| No gender diversity on board |
| **Finance** | Strong annual total revenue between $5million-10million |
| **Planning** | *Strong planning culture:* |
| 3-5-year strategic plan supported by a financial and resourcing plan |
| Annual operational plan |
| Annual budget |
| Risk Management Framework and Plan |
| Asset Management Plan |
| Workforce development plan linked to strategic plan |
| Marketing and Communications plan |
| ICT Strategy and plan |

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| **B**  **225,000 – 325,000** |  |
| **Participation / Membership** | High participation base >40,000 |
| High membership >20,000 |
| **High performance / Pathways** | *Strong talent development pathways:* |
| WAIS/Winning Edge |
| Olympic/Paralympic/Cth/World Champs |
| National Championships participation – open AND junior |
| National event hosting (open) |
| National event hosting (juniors) |
| Junior/Senior base |
| Coach/Official |
| **Regional Delivery** | Very good affiliated regional representation in 9 regions |
| **Community Reach / Programming** | *Strong reach into the WA community:* |
| National product delivered in schools |
| Recreational/social focus AND organised sport |
| Participation events |
| Inclusive sport (meets at least 3 principles: female, youth, Aboriginal, CALD, disabled, aged) |
| *Club Development:* |
| Club Development Plan developed and implemented |
| **Governance** | *Very good governance and management:* |
| >135 rating against governance checklist |
| *Policy:* |
| Developed and implemented policies – (at least 6 of 7 policies -**Member Protection**, **Alcohol, Drugs in Sport**, Sports Betting, Match Fixing, Privacy, Inclusion**) (Mandatory)** |
| *Gender Targets are met: 3 years to implement* |
| Meets board gender target >= 50% female |
| Below board gender target < 50% female |
| No gender diversity on board |
| **Finance** | High annual total revenue between $1million-5million |
| **Planning** | *Very good planning culture:* |
| 3-5-year strategic plan supported by a financial plan |
| Annual operational plan |
| Annual budget |
| Risk Management Plan |
| Asset Management Plan |
| Workforce development plan |
| Marketing and Communications plan |

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| **C**  **150,000-200,000** |  |
| **Participation / Membership** | Medium to high participation base >20,000 |
| Medium to high membership >15,000 |
| **High Performance / Pathways** | *Medium talent development pathways:* |
| National event hosting (open) |
| National event hosting (juniors) |
| National Championships participation – open AND junior |
| Junior/Senior base |
| Coach/Official |
| **Regional Delivery** | Medium affiliated regional representation in 7 to 8 regions |
| **Community Reach / programming** | *Medium reach into the WA community:* |
| National product delivered in schools |
| Recreational/social focus AND organised sport |
| Participation events |
| Inclusive sport (meets at least 1 principle: female, youth, Aboriginal, CALD, disabled, aged) |
| **Finance** | Good annual total revenue between $750,000-1million |
| **Governance** | *Good governance and management:* |
| >125 rating against governance checklist |
| *Policy:* |
| Developed and implemented policies – (at least 5 of 7 policies -**Member Protection, Alcohol, Drugs in Sport**, Sports Betting, Match Fixing, Privacy, Inclusion) **(Mandatory)** |
| *Gender Targets are met: 3 years to implement\** |
| Meets board gender target >= 50% female |
| Below board gender target < 50% female |
| No gender diversity on board |
| **Planning** | *Good planning culture:* |
| 3-year strategic plan |
| Annual operational plan |
| Annual budget |
| Risk Management Plan |
| Asset register |
| Volunteer Management Plan |
| Marketing or Communications plan |

*\*Dependent on board tenures/constitution*

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| **D**  **80,000-125,000** |  |
| **Participation / Membership** | Medium participation base > 10,000 |
| Medium membership >5,000 |
| **High Performance / Pathways** | *Medium-low talent development pathways:* |
| National event hosting (open) |
| National event hosting (juniors) |
| National Championships participation – open AND junior |
| Junior/Senior base |
| Coach/Official |
| **Regional Delivery** | Medium-low affiliated regional representation in 5 to 6 regions |
| **Community Reach / Programming** | *Medium-low reach into the WA community:* |
| Sport engagement program/product |
| Schools programs |
| Recreational/social focus and competitive sport |
| Participation events |
| **Finance** | Reasonable annual total revenue between $500,000-750,000 |
| **Governance** | *Reasonable governance structures:* |
| >115 rating against governance checklist |
| *Policy:* |
| Developed and implemented policies – (at least 4 of 7 policies -**Member Protection, Alcohol, Drugs in Sport**, Sports Betting, Match Fixing, Privacy, Inclusion) **(Mandatory)** |
| *Gender Targets are met: 3 years to implement\** |
| Meets board gender target >= 50% female |
| Below board gender target < 50% female |
| No gender diversity on board |
| **Planning** | *Reasonable planning culture:* |
| 3-year strategic plan |
| Annual operational plan |
| Annual budget |
| Risk Register |
| Asset Register |
| Volunteer Management Plan |
| Communication Initiatives |

*\*Dependent on board tenures/constitution*

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| **E**  **40,000 - 70,000** |  |
| **Participation / Membership** | Small participation base > 2,000 |
| Small Member base >2,000 |
| **High performance / Pathways** | *Low talent development pathways:* |
| National event hosting |
| National event hosting juniors |
| National Championships participation – open OR junior |
| Junior/Senior base |
| Coach/Official |
| **Regional Delivery** | Low affiliated regional representation in 3 to 4 regions |
| **Community Reach / Programming** | *Low reach into the WA community* |
| Sport engagement product/program |
| Competitive sport |
| Recreational/social focus |
| **Finance** | Baseline annual total revenue $150,000 - $500,000 |
| **Governance** | *Baseline governance structures:* |
| >105 rating against governance checklist |
| *Policy:* |
| Member Protection Policy, Alcohol, Drugs in sport developed and implemented– (others as applicable - Sports Betting, Match Fixing, Privacy, Inclusion) |
| *Gender Targets are met: 3 years to implement\** |
| Meets board gender target >= 50% female |
| Below board gender target < 50% female |
| No gender diversity on board |
| **Planning** | *Baseline planning culture:* |
| 3-year strategic plan |
| Annual operational plan |
| Annual budget |
| Risk Register |
| Volunteer Management Plan |
| Asset Register |
| Communication Initiatives |

*\*Dependent on board tenures/constitution*

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| **F 10,000-30,000** |  |
| **Participation / Membership** | Low participation base > 1,000 |
| Low Member base > 500 |
| **High performance / pathways** | *Poor talent development pathways:* |
| Junior and/or Senior base |
| National Championships participation – open OR junior |
| Coach/Official |
| **Regional Delivery** | Poor affiliated regional representation in 2 regions |
| **Community Reach / Programming** | *Poor reach into the WA community:* |
| Recreational/social focus and participation sport |
| Competition/events for participants |
| **Finance** | Basic annual total revenue $50,000 - $150,000 |
| **Governance** | *Basic governance structures:* |
| >95 rating against governance checklist |
| *Policy:* |
| Member Protection Policy, Alcohol, Drugs in sport developed and implemented– (others as applicable - Sports Betting, Match Fixing, Privacy, Inclusion) |
| *Gender Targets are met: 3 years to implement\** |
| Meets board gender target >= 50% female |
| Below board gender target < 50% female |
| No gender diversity on board |
| **Planning** | *Basic planning culture:* |
| Working towards a 3-year plan aimed at growing the sport |
| Annual operational plan |
| Annual calendar of events |
| Event / Programs Risk Register |
| Asset Register |
| Communication initiatives |

*\*Dependent on board tenures/constitution*

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| **Provisional**  **$5,000** |  |
| **Participation / membership** | Very low participation base <1,000 |
| Very low Member base <500 |
| **High Performance / Pathways** | *Very poor talent development pathways:* |
| National Championships participation – open OR junior |
| Junior and/or Senior base |
| **Regional Delivery** | Very poor affiliated regional representation in 1 region |
| **Community Reach / Programming** | *Very poor reach into the WA community:* |
| Singular access point to the activity or |
| Recreational/social access only or |
| Competitive access only |
| **Finance** | Low annual total revenue <$50,000 |
| **Governance** | *Low-basic governance structures:* |
| >85 rating against governance checklist |
| *Policy:* |
| Member Protection Policy developed and implemented– (others as applicable - Sports Betting, Alcohol, Drugs in sport, Match Fixing, Privacy, Inclusion) |
| **Planning** | *Low-basic planning culture:* |
| Annual calendar of events |
| Annual operational plan |
| Event / Programs Risk Register |
| Newsletter |

*\*Provisional - not included in Gender Targets*



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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 (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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| **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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| **DESCRIPTOR – Community Reach / Programming** |
| ***National Product delivered in schools:*** |
| The NSO has a national program/commercialised product that is delivered through SSA’s, across the country  ie; 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 organisations 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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| **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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| **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. Ie; 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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| **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, 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). |