

AUSTRALIAN SPORTS COMMISSION

REVIEW OF THE NSO PROGRAMS IN THE TARGETED SPORTS PARTICIPATION GROWTH PROGRAM

November 2004

 **ERNST & YOUNG**

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1. Executive Summary

1.1 Background

The Australian Sports Commission (“ASC”) has engaged Ernst & Young to perform an independent review of the Targeted Sports Participation Growth Program (“TSPGP”) for various National Sporting Organisations (“NSOs”). This review has focused on the performance of the NSOs against predetermined performance measures in implementing, operating and managing the programs subject to the TSPGP funding provided by the ASC. Further, Ernst & Young has provided our commentary on the sustainability of the participation programs initiated by the NSOs under the TSPGP. We have also provided suggestions for the ASC to consider with regard to providing further assistance to the NSOs subject to this review in pursuing opportunities for development and support of their programs in the future.

1.2 Program Implementation

The TSPGP was an initiative developed by the ASC in 2001 to address the challenges set out in the Australian Government’s sports policy, *Backing Australia's Sporting Ability - a More Active Australia* (2001), with respect to increasing participation in organised sport.

The TSPGP has been in operation since December 2001 and is managed by the ASC’s Club Development and Membership Growth (“CDMG”) Unit. There are currently 21 sports participating in the program.

The ASC works with each sport through the following process:

- **Business plan development.** With advice and assistance from the CDMG Unit, each NSO is required to develop and submit a business plan for its proposed TSPGP. During this phase, the ASC requires each NSO to hold a ‘vertical slice’ workshop involving representatives from state and regional / local associations to test the concept and delivery system and ensure ownership of the proposed program at all levels of the sport.
- **ASC Board approval.** The ASC Board considers each NSO proposal, and decides the appropriate level of support for the program.
- **Contractual agreement with the ASC.** After ASC Board approval, the ASC and NSO enter into a performance-based agreement based on strategies outlined in the business plan.
- **Implementation.** The NSO commences the program. The first year is generally dedicated to establishing infrastructure and developing resources, as well as delivering the program to gain new members. With infrastructure largely established, years two and three are focused on driving membership.
- **Performance review.** The NSO submits a formal written report to the ASC at the end of each program year. These formal reports are supplemented by informal discussions between the NSO and the ASC throughout the year. The ASC reviews the reports with an emphasis on five key areas: membership numbers; milestone achievement; sponsorship, ASC recognition and sustainability. Subject to satisfactory performance, the ASC and the NSO negotiate performance measures for the following year (two or three).

Throughout the process the ASC supports the NSOs with advice and guidance on addressing significant program issues. Other support is provided in the form of regular workshops for NSOs involved in the TSPGP, to facilitate sharing of ideas and NSO needs-driven presentations in areas such as communication, membership pricing, financial management, sponsorship, database development and media management.

The NSOs subject to this review were determined by the ASC based on those for which funding is to cease in 2004/05. The NSOs and their respective program names follow (in alphabetical order):

NSO	Program Name
Athletics Australia	Out of Stadium (Running Australia)
Australian Baseball Federation / Softball Australia	Play Ball
Australian Football League	Auskick
Australian Rugby Union	TryRugby
Basketball Australia	Aussie Hoops
Gymnastics Australia	GymSkools and AeroSkools
Surf Life Saving Australia	Beach to Bush and School Surf League
Tennis Australia	Tennis Over Australia
Women's Golf Australia	Play-A-Round

1.3 General Findings

1.3.1 Membership Growth

All programs subject to this review have experienced an increase in membership of the program as a result of their involvement in the TSPGP. While membership growth with some programs has been in excess of others, the ASC's encouragement of participation at the grassroots level of sport through initiatives such as the TSPGP has provided positive outcomes in terms of increases in membership to the program, and in many cases, increased membership within the higher levels of the sports' pathway.

1.3.2 The Benefits to NSOs From Their Participation in the Program

Other than membership growth and achievement of other milestones (as referred to in sections 3 and 4 of this report), participating NSOs have derived a number of other benefits from their participation in the TSPGP. Examples observed include:

- Exposure to a business planning process often required to initiate programs of this nature.
- NSOs linking themselves to the private sector by attracting sponsorship for the individual program, or encompassing the program under a "whole of sport" sponsorship. Regarding the programs subject to this review, several millions of dollars of new corporate sponsorship has been generated. This is in line with the ASC's objectives through the *Backing Australia's Sporting Ability - a More Active Australia* policy, whereby new ways were to be sought to establish partnerships between sport and business to enhance the sustainability of membership growth.

- An appreciation of the ASC focussing attention on participation programs in addition to the elite levels of sport.
- The programs forming part of the pathway (i.e. a clear passage to enable participants to begin at the grassroots and find their way to an elite level) for the sport, especially at the grassroots and junior levels.
- The use of the ASC brand, and how it was seen to legitimise a number of the participation programs.
- The opportunity for the NSOs to share experiences through workshops with other sports regarding designing, implementing and operating such participation programs.
- Enhanced communication between levels of a sport, i.e. from the national body, to the member associations, to clubs, members, etc.
- The assistance and support provided through the opportunity to work with the ASC, and especially the ASC's CDMG Unit.
- Recognition of the importance of, and improvements in the membership databases of the sports. In addition, there has been recognition that it is optimal for membership databases to be sport wide, not just for a program, or sector of the sport.

1.3.3 Sustainability of the Programs

A number of TSPGPs reviewed were considered sustainable. Where uncertainty existed over the sustainability (or lack thereof) of particular programs this was invariably due to one or a combination of the following factors:

- A fractured national structure for the sport that featured state fiefdoms and poor cooperation. This impacted upon the NSOs' ability to deliver a truly national, consistent participation program. This in turn undermined the NSOs' ability to deliver consistent, national outcomes to the sponsors.
- A lack of a significant commercial sponsor, or prospects for future sponsorship.
- Limited funds available for the NSOs to commit to the program (in addition to the ASC investment).
- A lack of planning strategies in place for the programs to continue post cessation of ASC funding.
- Reluctance from various levels of the sports in having participants actually paying to be members of the programs.
- Infrastructure (both physical and human resources) not being in place to implement and operate the programs effectively.

1.3.4 Areas for Improvement

From Ernst & Young's review of the participating NSOs' TSPGPs, the following areas emerged as improvements that could be made to a number of the programs. These, along with a number of other areas for sport specific improvements are detailed in section 3 of this report:

- The creation of streamlined national structures, featuring open communication lines and cooperation between the national body, and its member associations.

- The means of attracting and retaining significant sponsorship for the programs.
- The development of national databases that enable the recording and tracking of participants in the sport in general, and specifically within participation programs.
- The attraction and training of skilled persons (either paid or volunteers) to assist in the implementation and operation of the participation programs.

1.3.5 An Indicative Model for Success

The scope of this project has provided Ernst & Young with exposure to the TSPGPs of various NSOs. In order to best evaluate the performance of the NSOs with regards to their TSPGPs, Ernst & Young was able to take the good practices of the NSOs in establishing and operating their programs as well as other characteristics of the NSOs that contributed to well implemented and managed programs to establish an indicative model for success. Our conclusions and recommendations for each of the programs were then validated against this indicative model for success. The model follows:

National Structure and Governance

- The national structure is streamlined, featuring open lines of communication between the national body and its members associations. An environment of cooperation exists.
- National governance practices ensures the “buy-in” of member associations to the participation program. This is obligatory, especially where the member associations act as implementation bodies for the programs.
- A functional national database is in place, enabling tracking of participation and membership of the programs themselves and the sport in general. National control of the database gives the national body “taxing authority”.
- A “top-down” funding approach is prevalent, assisting in gathering cooperation from member associations.

Pathways to Sports Development

- Structure and policy
 - A strategic plan exists for the pathways of the sport.
 - Targeting and planning strategies are in place, such as regional mapping
 - Policies are in place to facilitate the development of the grassroots through better stewardship of clubs. This could include such initiatives as Club Development programs and Club Ambassador programs.
 - Conversion strategies are in place to convert participants in the TSPGPs to membership within the sport, i.e. club membership, and further, measuring and tracking this conversion.
- Facilitation and implementation
 - A professional development network is present, beginning at the national level and progressing down to the states and regions, i.e. national, state and regional development officers.
 - There is a focus on the development and retention of coaches.

- Policies and initiatives are in place for volunteer attraction, training, development, reward and retention.
- The existence of administrative resources, and policies in place to improve capabilities.

Sponsorship and Marketing

- The strategy for brand development.
 - Linking the brand of the program to the whole of sport brand.
 - The structure in place to leverage sponsorships, such as a functional whole of sport database.
- The provision of logistical support to take the brand to market.

Operations and Quality Assurance

- There is critical mass of participants and centres / sites.
- The skill sets of administrators and operators are at levels assisting quality creation.
- Leveraging the profile of the sports' "stars" to drive the programs.
- Achieving consistency with the programs' operations.
- A quality assurance monitoring process is in place.
- Clear communication lines between the national body and member associations exist, helping facilitate consistency and quality.

Other components may be in place that feature in the models of successful (and not so successful) participation programs. This is a sample of the features noted in Ernst & Young's review of the TSPGPs. Others are detailed in section 3 of this report.

1.3.6 The Next Steps

In order to derive best value from the work performed by Ernst & Young in this review, we would recommend the following next steps:

1. The ASC consider the indicative model for success and how it may be manipulated, amended and expanded upon from the ASC's experience with participation programs of this nature.
2. The ASC consider its role in promulgating the learnings from the model for success to all NSOs.
3. The ASC consider the conclusions and recommendations provided by Ernst & Young for each of the TSPGPs reviewed (refer to section 3 of this report) and action where appropriate.
4. The ASC consider the benefits and other issues provided by Ernst & Young from our reviews of the programs (refer to section 4 of this report) and action where appropriate.
5. The ASC communicate the learnings and findings from this report to the NSOs that were subject to this review.
6. The ASC communicate the learnings and findings from this report, including the indicative model for success, to other NSOs involved in the TSPGP.

7. The ASC consider commissioning a review of the performance of other NSOs presently in the earlier stages of their TSPGPs, in a similar format to this work undertaken.

2. Introduction

The Federal Government's sports policy *Backing Australia's Sporting Ability - a More Active Australia* (2001) gave the ASC a clear direction to focus on increasing participation in organised sport, particularly at the club and school levels. The policy also sought to find new ways of establishing partnerships between sport and business to enhance the sustainability of membership growth.

The ASC's TSPGP has been established to achieve these objectives. It is a three-way partnership between government, business and sport.

The TSPGP targets a small number of NSOs for special support, to grow their business by expanding active membership of clubs and associations.

The ASC have engaged Ernst & Young to perform an independent review of the TSPGP for various NSOs. This review has focused on the performance of the NSOs in implementing, operating and managing the programs subject to the TSPGP funding provided by the ASC. Further, Ernst & Young has provided commentary on the sustainability of the participation programs initiated by the NSOs under the TSPGP. We have also provided for each NSO subject to this review, suggestions for the ASC to consider with regard to providing further assistance to the NSOs in pursuing opportunities for development and support as a result of the TSPGP.

The NSOs subject to this review were determined by the ASC based on those for which funding is to cease in 2004/05. The NSOs and their respective program names follow (in alphabetical order):

NSO	Program Name
Athletics Australia	Out of Stadium (Running Australia)
Australian Baseball Federation / Softball Australia	Play Ball
Australian Football League	Auskick
Australian Rugby Union	TryRugby
Basketball Australia	Aussie Hoops
Gymnastics Australia	GymSkools and AeroSkools
Surf Life Saving Australia	Beach to Bush and School Surf League
Tennis Australia	Tennis Over Australia
Women's Golf Australia	Play-A-Round

2.1 The Structure of Our Findings

2.1.1 TSPGP Summaries

The summaries of the findings from our review of the NSOs' TSPGPs are contained in section 3, "TSPGP Summaries". The format for our reporting of these findings was agreed with the ASC Project Team and includes the following key areas:

- Membership target and actual results
- Membership database
- Other milestones
- Sponsorship
- ASC recognition
- Sustainability
- Good practice
- Potential areas for improvement
- Conclusions and recommendations

The conclusions and recommendations for the individual NSOs are contained in the following sections of the report:

NSO	Report Reference
Athletics Australia	3.1.9 & 3.1.10
Australian Baseball Federation / Softball Australia	3.2.10 & 3.2.11
Australian Football League	3.3.9 & 3.3.10
Australian Rugby Union	3.4.9 & 3.4.10
Basketball Australia	3.5.9 & 3.5.10
Gymnastics Australia	3.6.9 & 3.6.10
Surf Life Saving Australia	3.7.9 & 3.7.10
Tennis Australia	3.8.9 & 3.8.10
Women's Golf Australia	3.9.9 & 3.9.10

2.2 The Key Objectives and Outputs of the Review

The key objectives of the review included the following:

- Perform a detailed review of each TSPGP as identified by the ASC whose funding agreements finish in 2004/05, using the CDMG Unit's assessment as background material and through consultation with each NSO

- Assessment of the sustainability of each TSPGP after ASC funding ceases
- Recognition of good practice principles that can be shared with other sports
- Identification of program elements that could be further developed to enhance the next phase of the TSPGP program
- Make recommendations as to those program elements that could be given additional “one-off” support from the ASC

The specific outputs required from the review were as follows:

- Progress reports via teleconferences on a weekly and as needed basis
- An interim report on preliminary findings
- Draft report containing the review and recommendations for each sport
- Presentation to the ASC of the draft report
- Final report containing review and recommendations for each sport with provision of evidence to support all recommendations
- Presentation of the final report to the ASC Executive [if required]

2.3 The Scope of Work Performed

In reviewing the TSPGPs of the ten NSOs (Softball Australia and the Australian Baseball Federation have a joint program), Ernst & Young undertook a detailed process involving four distinct stages, as follows:

2.3.1 Project Initiation and Planning

Tasks included:

- Project commencement meeting on 19 July 2004 between Ernst & Young and the ASC Project Team. At this meeting the following was achieved:
 - Dissemination of ASC information to Ernst & Young
 - Confirmation of reporting timelines
 - Confirmation of protocols regarding consultation with ASC
 - Arrangement of meetings with ASC Sports Services Consultants
 - Received a high-level synopsis of NSOs’ TSPGPs from representatives of the ASC’s CDMG Unit
 - Agreement on format of Ernst & Young’s work paper to record findings from review of documentation and discussions with representatives of ASC and NSOs
 - Agreement on questions to ask NSOs regarding their TSPGP (as contained in Appendix 2)
 - Allocation of Ernst & Young project team members to NSOs subject to the review

2.3.2 Data Scanning and Initial Assessment of Performance

Tasks included:

- Detailed review of information provided by ASC
- Consultation with ASC sports services consultants to discuss individual NSOs and their TSPGPs
- Discussions with representatives of the ASC's CDMG Unit

2.3.3 Consultations with NSOs

Tasks included:

- Arrangement of meetings with appropriate representatives of NSOs to discuss their TSPGP
- Discussions with representatives of NSOs subject to this review
- Discussions with other stakeholders as deemed appropriate by the ASC

2.3.4 Report Preparation and Presentations

Tasks included:

- Weekly teleconferences between Ernst & Young and the ASC Project Team
- Staging of interim progress meeting on 11 August 2004 between Ernst & Young and the ASC Project Team. At this meeting the following was achieved:
 - Brief report on each of the NSOs subject to this review
 - Brief report on other issues noted outside the scope of the review
 - Guidance on format for executive summary reports for the NSOs' TSPGPs
 - Finalisation of time and date for presentation of draft report
- Finalisation of format for final report
- Completion of work papers, documenting findings from review of information provided by ASC and discussions with representatives of NSOs
- Presentation of draft report on 31 August 2004 by Ernst & Young to the ASC Project Team
- Finalisation of final report

2.4 Summary of Documentation Reviewed and Persons Consulted

As noted in section 2.3, our work involved a detailed review of available information relating to each NSO's TSPGP and consultation with key stakeholders. Contained below is a summary of the documentation reviewed and persons consulted regarding each of the TSPGPs. We have included a full list of all documentation reviewed and specific persons consulted with at Appendix 1.

Documentation reviewed:

- NSO's most recent annual report
- CDMG Unit consultants' review of the TSPGP
- The ASC's annual TSPGP investment agreements with the NSO
- The ASC's annual reviews of the program
- NSO's business plan for the program
- Proposed variations to the original business plan

Persons consulted:

- NSO representatives
- TSPGP Project Team
- CDMG Unit's consultants
- ASC sport services consultants
- State sporting organisation representatives (as determined by the ASC Project Team)
- State sport and recreation departments (as determined by the ASC Project Team)

2.5 Limitations of the Review

In undertaking this review, Ernst & Young has operated within a specific scope, as agreed with the ASC. Any statements made by Ernst & Young regarding the sustainability of the various TSPGPs or recommendations regarding possible future assistance from the ASC for programs of this nature should be read in light of this limited scope, in particular:

- Documentation reviewed with regards to this assignment was limited to that information provided to Ernst & Young by the ASC (refer to Appendix 1, "Summary of Documentation Reviewed and Persons Consulted" for full details).
- Membership numbers for each NSO's TSPGP were unaudited. Ernst & Young have relied on the information provided by the ASC to be complete and accurate.
- Ernst & Young did not physically oversee or watch programs being implemented or operated.
- The tasks completed do not constitute a membership database systems review and as such our comments contained in the following sections are based on limited discussions with representatives from the NSOs.

- Ernst & Young did not physically test or verify any of the membership database system controls or manual controls which the NSO's expressed are in place to verify the membership numbers reported to the ASC.
- Ernst & Young only discussed the TSPGP of each NSO with the persons identified in Appendix 1. The views of these persons were accepted to be those of the NSO unless explicitly stated otherwise. Ernst & Young has accepted the comments of these persons in good faith.
- Unless otherwise directed by the ASC (refer to Appendix 1), Ernst & Young did not consult with other stakeholders of the NSOs or the programs. This includes state sporting organisations, regional bodies, clubs, sponsors, state government departments, members of the program or other participants.
- Ernst & Young's consultations with the NSOs were based on those questions agreed with the ASC Project Team at the Project Planning and Initiation stage of our review (refer Appendix 2).

3. TSPGP Summaries

3.1 Athletics

National Sporting Organisation:	Athletics Australia (“AA”)
Program Name:	Out of Stadium (Running Australia)
ASC Investment:	\$100,000 comprising: \$50,000 in year one; \$30,000 in year two; and \$20,000 in year three.

3.1.1 Membership Target and Actual Results

Membership	Base (2001)	Year 1 (1/1/02- 31/12/02)	Year 2 (1/1/03- 31/12/03)	Year 3 (1/1/04- 31/12/04)	Increase from base
Out of Stadium Target		45,000	100,000	130,000	130,000
Out of Stadium Actual	0	92,505	123,049		
Annual increase - Target		45,000	55,000	30,000	130,000
Annual increase - Actual		92,505	30,544		
Actual vs. Target		47,505	23,049		

Information source: CDMG TSPGP Review 2004

The Out of Stadium program has experienced strong growth over a two-year period, with growth in registered participation in Running Australia sanctioned events of 33% in year two. In total 60 events are under the umbrella of Running Australia after two years of the program.

Definition of a member

The definition of a member under the Out of Stadium program is a registered participant in a Running Australia sanctioned event. That is, each time an individual competes in a sanctioned event they are counted as a participant for the purposes of this program and as such an individual can be counted more than once as a member.

The ASC have indicated that participation numbers in the Out of Stadium program are not included in the ASC’s reporting against total targeted participation numbers for the TSPGP. This is based on the fact that the Out of Stadium program does not necessarily represent new participants in the sport but rather existing participants in events that are now under the umbrella of Athletics Australia.

3.1.2 Membership Database

Data elements collected from each new member

All Running Australia sanctioned events submit their event databases for inclusion into the AA national database, which is a condition of membership with Running Australia. AA owns the database but each AA affiliated organisation (i.e. State Association, Running Australia Event, etc) maintains ownership of their individual data. Database Consultants Australia (DCA) manages and maintains the database on behalf of Athletics Australia.

The information contained in the event database as provided by the sanctioned events contains the following information, which is obtained from AA approved event registration forms:

- Given name
- Family name
- Sex
- Address
- Suburb/State
- Post Code
- Contact Number
- Email address
- Occupation
- Birth Date (dd/mm/yyyy)
- Opt-Out [Yes/No] (i.e. participants who do not wish to receive communication material)
- Opt-In [Yes/No] (i.e. participants do wish to receive third party offers)

System used to collect and aggregate membership data

a) Data collection method at point of activity or registration.

All member information for AA sanctioned events is collected via event entry forms by the event owner/organiser. AA approves all event entry forms prior to release. Completion of an entry form can be done via a number of different methods, which vary from event to event and include on-line, posted, faxed or on event day.

b) Data aggregation or collation method.

The event owner/organiser maintains full responsibility for data collation from the entry form information. The completed database of all registered paying participants for each sanctioned event is then provided to AA as part of their requirements for membership with Running Australia.

c) Data verification method.

While AA does not have access to the original entry forms of the Running Australia sanctioned events, they are provided with the event database, which contains extensive information for each registered participant in that event (as discussed above). When new event databases are uploaded onto the AA database the data is 'de-duped' (cross checking process) by DCA to ensure participant numbers and data is accurately uploaded (surname and date of birth are used to de-dupe). In addition sanctioned events pay a fee per participant to AA for membership with Running Australia, therefore there is minimal incentive for event owners/organisers to overstate their participant numbers. Further, AA compares the number of participants for each sanctioned event on a year-by-year basis to identify any major changes in reported participation numbers.

Representatives of AA indicated that the accuracy of the information provided by event owners/organisers was not a concern.

d) *Tracking mechanism for individual participants and links to the sports pathway*

Once the database is provided by a sanctioned event to AA it is uploaded into the AA national database by DCA. Each registered participant is assigned a unique ID based on their surname and date of birth and is identified as a Running Australia member. This unique ID enables AA to track the individual member through all pathways of the sport.

Integrity of the membership data system

While AA rely on third parties (event owners/organisers) to provide participation numbers for the Running Australia program and no independent verification to original entry forms is performed, the following are mitigating factors to help ensure that the Running Australia membership numbers reported by AA to the ASC are accurate:

- Extensive information for each registered participant in each sanctioned event is required to be collected by the event owner/organiser and provided to AA.
- When new event databases are uploaded onto the AA database the data is 'de-duped' (cross checking process) by DCA to ensure participant numbers and data is accurately uploaded (surname and date of birth are used to de-dupe).
- Sanctioned events pay a fee per participant to AA for membership with Running Australia, therefore there is minimal incentive for event owners/organisers to overstate their participant numbers.
- AA compares the number of participants for each sanctioned event on a year-by-year basis to identify any major changes in reported participation numbers.

3.1.3 Other Milestones

Reported key achievements / milestones of AA in relation to the Out of Stadium program were:

- Significant growth in both participation and number of sanctioned events over the two-year period.
- AA believes there has been an overall improvement in event quality.
- Development of the Running Australia event-rating framework.
- Introduction of the \$10 Running Australia Card, which provides Out of Stadium participants with an alternative pathway to membership of AA. The Running Australia Card also provides benefits such as: personal insurance while competing in Running Australia sanctioned events, discounts to a number of the Running Australia sanctioned events and sponsor product discounts.

3.1.4 Sponsorship

AA has a four-year general sponsorship agreement with New Balance, of which \$150k per year (totalling \$450k) relates specifically to the Out of Stadium program. This agreement is due to expire at the end of 2005. New Balance provides the program funding directly to event promoters / owners, which are required to be involved with a Running Australia sanctioned event to receive the sponsorship. While AA does not directly benefit financially from the funding that is attributable to the program, event promoters / owners having access to sponsorship provides them with an added incentive to join Running Australia. Representatives from AA noted that they do not anticipate benefiting financially from direct cash sponsorship of the program in the immediate future.

3.1.5 ASC Recognition

The ASC is satisfied that it has been appropriately recognised by AA with regards to the ASC’s contribution to the Out of Stadium program.

3.1.6 Sustainability

The Out of Stadium program has achieved significant growth in both participation numbers and the number of events under the AA umbrella. While AA are committed to continue to bring major events within the running industry under a collaborative structure and it appears that event promoters / owners support this approach, the sustainability of the program at its current level is dependent on the following:

- The ability of AA to commit future funds to the program in the short term (this is maybe dependent on the outcomes of the current structural review of AA).
- The continuing perceived value of the \$1 levy payable by event promoters / owners to Running Australia.
- The success of the recently introduced Running Australia Card, which could provide additional revenue to AA.

3.1.7 Good Practice

Good Practice Examples	Likelihood of Transfer to Other NSOs	Reason
Event rating framework developed to ensure Running Australia attract/are associated with quality events.	Likely	Running Australia’s rating framework process could be utilised by other sports for event specific purposes or to improve the overall risk management process of their sport.
Providing insurance to event operators / owners and individual members (Running Australia Card)	Likely	Economies of scale and event quality assurance can provide cost effective insurance cover that may otherwise be cost prohibitive.

3.1.8 Potential Areas For Improvement

Potential areas for improvement of / challenges faced by the Out of Stadium program include:

- Overcoming initial reservations and perception of value by event owners / promoters of the program. This resulted in the proposed \$2 participation levy being reduced to \$0.25. From April 2004 this has been increased to \$1.
- Quality control review / monitoring of sanctioned events by an independent AA official. At present this is conducted on an ad hoc informal basis. This will help ensure that all sanctioned events deliver a quality product and may also assist in reducing insurance costs (through strengthening the risk management process).
- State associations following a similar structure to enable smaller club / community events to continue to operate. AA noted that a number of these ‘fun run’ types of entities have either been forced to cancel their events or are struggling to continue with their events due to the high costs of / inability to gain event insurance.

- Promotion of the Running Australia Card to participants in the program.
- Introducing a national road running series, with an aim to increasing participation numbers. This will be dependent on the ability of AA to secure a major sponsor for the series.

3.1.9 Conclusions

Based on the documents reviewed and representatives of AA and ASC consulted, Ernst & Young has concluded:

- The Out of Stadium program appears to be both a quality control framework and a membership services based program in that it provides event organisers, and runners already competing in organised events / fun runs with additional benefits such as improved quality of events, insurance at an affordable cost, etc.
- The program does not directly target social runners / fitness enthusiasts that do not currently compete in organised events / fun runs.
- AA is committed to continue to support the program.
- The program provides a pathway for those non-traditional competitors. That is, social / fun runners that are not necessarily interested in the traditional club pathway.
- The structure is in place to support the program going forward.
- It appears that the program now has the support of event promoters / owners.
- The future sustainability of the program will be dependent on the success of the \$10 Running Australia Card, the continuing perceived value of the \$1 levy by event owners and the ability of AA in the short term to commit future funds to the program (this is maybe dependent on the outcomes of the current structural review of AA).

3.1.10 Recommendations

With regards to recommendations for future involvement of the ASC with AA's Out of Stadium program:

1. The ASC should reconfirm AA's commitment to the Out of Stadium program following the outcomes / recommendations of the current structural review of AA.
2. Following this the ASC could consider the following priority recommendations:
 - a. From a marketing perspective, the provision of support with the promotion of the Running Australia Card to enhance the prospect of program sustainability in the medium to long term.
 - b. Assistance with the development and implementation of a formal event quality control review process. This is of particular importance given that one of the primary objectives of the program is to provide, "A recognised grouping of road running and community running events conducted to a quality standard".

3.2 Baseball / Softball

National Sporting Organisation:	Australian Baseball Federation (“ABF”) and Softball Australia (“SA”)
Program Name:	Play Ball
ASC Investment:	\$450,000 comprising: \$220,000 in year one; \$150,000 in year two; and \$80,000 in year three.

3.2.1 Membership Target and Actual Results

Membership	Base (2001)	Year 1 (1/7/02- 30/6/03)	Year 2 (1/7/03- 30/6/04)	Year 3 (1/7/04- 30/6/05)	Increase from base*
Play Ball Target	n/a	9,390	9,024	14,146	
Play Ball Actual	0	8,574	9,738		
Annual increase – Target	n/a	9,390	-366	5,122	*
Annual increase – Actual	n/a	8,574	1,164		
Actual vs. Target		-816	714		

* To achieve business plan gross increase of 35,040, Play Ball target for year 3 should be 16,626. The ABF/SA and ASC have recently agreed a year three revised target of 14,146.

Information source: ASC CDMG Consultants’ Review, July 2004 and TSPGP Reporting Pro Forma 30 July 2003.

While membership targets for Play Ball were not met in year one, numbers above target were achieved in year two of the program. The NSOs advised developmental issues to establish the new program (i.e. overall coordinator position between NSOs not retained, Play Ball involved two NSOs working on a joint program for the first time, volunteers had to be trained to run a new program in year one and education of clubs and volunteers to take on program was completed in year one) were overcome in year two.

Definition of a member

The definition of a member under the Play Ball program is one that pays a fee, receives a service and can be contacted after the program has been implemented. This is distinct from a club member.

3.2.2 Membership Database - Baseball

Data elements collected from each new member

Data elements are collected in three ways depending on how the member joins the program:

- Individual joins via a club: club name, address, city, State, postcode, contact name, telephone number, details of involvement.
- Individual participant joins program: name, address, city, State, postcode, gender, telephone number, email, age, school.

- School joins with team/s: school name, city, State, contact name, school telephone number, total participants, first date visited, details of involvement (NB. Information may be incomplete if schools are unwilling to provide some details due to privacy issues).

Further data is collected regarding kit recipients (checked after membership has occurred) including: kit number, month/year, name of recipient club/school/other, contact person, contact details (phone or other).

System used to collect and aggregate membership data

- a) *Data collection method at point of activity or registration.*

A brochure used to promote Play Ball includes a sign-up form and individuals are required to complete this to join the program. This form is collected by the Play Ball coordinators at the local club level and then given to State Association Development Officers. These member details are then entered into the Play Ball national database at the State level. By July 2005 ABF aim to give all club coordinators the training and resources to input registrations on-line.

- b) *Data aggregation or collation method.*

State Baseball Associations provide member information to the ABF via the national database. The ABF then utilise an excel spreadsheet to collect the data as an aggregation point to report to the ASC. Kits (including resources and equipment) are then distributed by the ABF based on the information provided by State Associations.

- c) *Data verification method.*

As resource kits are distributed on the basis of the data provided, ABF are confident numbers are reasonably accurate. State Baseball Associations apply on behalf of clubs to the ABF to run the programs each year, allowing the ABF to check which individual clubs or schools are then sent resource kits.

However, as most club coordinators responsible for the initial collection of member sign-up forms are volunteers, ABF admit there is some room for error.

Spot checks are completed on a regular basis by the ABF through matching names and paid fees.

- d) *Tracking mechanism for individual participants and links to the sports pathway*

ABF's current member database system does not allow tracking of individual participants and their progress through the ABF's pathway in all States. However, the ABF plan to implement this capability by July 2005.

Integrity of the membership data system

As volunteers are used to collect member forms at the club level, ABF acknowledge that the data may not be 100% accurate. However, spot checks are conducted regularly through matching names and paid fees and the ABF control resource supply via an application process. As such, it appears that membership information can be considered reasonably accurate. The ABF are continuing to develop their national membership database to allow it to track individual members progress through the ABF's pathway by July 2005.

3.2.3 Membership Database - Softball

Data elements collected from each new member

The following information is collected from participants in the Playball program:

- First name
- Surname
- Address
- School, club or region

Often when the program is run in schools, the participant's address cannot be collected due to restrictions under the privacy act.

System used to collect and aggregate membership data

a) *Data collection method at point of activity or registration.*

Participants complete a sign-up form when registering for the program and data is collected by the program coordinator at this point. However, representatives from SA indicated that the collection of data has not been consistent in all states/regions where the program has been run. That is, when the program is run within the schools system, in some instances the only data collected has been the total number of participants.

b) *Data aggregation or collation method.*

The program coordinator is responsible for collating the data, which is input into a standard registration template provided by SA. The template is then forwarded either directly to SA or to the state association, who then forwards the information onto SA. It is important to note that the data collected on participants in the program is not entered into SA's national data base, rather it is maintained on a separate excel spreadsheet. This spreadsheet forms the basis of reporting participant numbers in the program to the ASC.

c) *Data verification method.*

As previously mentioned SA rely on the program coordinators and state associations to provide participant numbers and data. Representatives from SA indicated that two forms of data verification are performed at a national level. Firstly, where participant names have been provided, these are checked against the previous years participant listing to ensure duplicate names (i.e. those who may have participated in the program in both years) are removed from the current year participant numbers. Secondly, the total number of participant kits (i.e. t-shirt, cap, etc) issued to the State Associations/regions/clubs by SA is reconciled to the total number of participants reported.

d) *Tracking mechanism for individual participants and links to the sports pathway*

Playball participants are given a club registration brochure as part of the kits they receive when they start the program. Should they then decide to become a club member, their details from the club registration form are entered onto SA's national database, which has the capacity to tag the club member as a Playball participant.

Integrity of the membership data system

SA places significant reliance on the Playball program coordinators and state associations to provide participant numbers and data. In some instances (i.e. where the program is conducted within schools) no individual participant data other than total participant numbers are provided to SA. While SA indicated that they perform two high level checks on the validity of data provided, it would appear that the numbers reported to the ASC may not be 100% reliable.

3.2.4 Other Milestones

ABF and SA have reported to the ASC that they have complied with their service agreement in meeting “non-membership” milestones.

Reported key achievements / milestones of ABF / SA in relation to the Play Ball program were:

- High conversion rate of participants in the Play Ball program to club membership in some states (Softball - Victoria in particular; Baseball – reported national conversion rate of 60%).
- Development of a National Joint Management Committee to oversee the delivery of the Play Ball program.
- Development of a flexible program that enables the deliverer to choose activities that best suit the target market.
- Rigorous annual application process implemented requiring the states to outline their targets and strategies.

3.2.5 Sponsorship

Major League Baseball International (“MLBI”) provides in-kind support in the form of equipment, program resources, t-shirts and caps to the value of approximately \$450k per annum for the three years of the program. Both ABF and SA indicated that they are continuing discussions with MLBI to continue the sponsorship. A representative from MLBI has advised that they will not continue with their sponsorship arrangement after year three, however they have not dismissed providing support to the Play Ball program at a later juncture. A major cash sponsor has not been found for the program.

3.2.6 ASC Recognition

The ASC have advised they are satisfied with recognition of their contribution to the program through: branding on the web pages of ABF and SA; various ABF and SA publications and newsletters; the Play Ball newsletter and materials; and at various Play Ball activities.

3.2.7 Sustainability

While ABF and SA are supportive of the Play Ball program and representatives from both sports have indicated that the program forms part of the pathway for their sports, it appears unlikely that the Play Ball program will be sustainable at its current level as a national joint program based on the following:

- Uncertainty regarding the continuation of the program’s major in-kind sponsor.
- Limited prospects regarding future cash sponsorship of the program.
- Limited funds available from ABF and SA to commit to the program in the future to maintain its current level in the absence of a major sponsor.

- Lack of support for the program by some state associations. For instance the Queensland Softball Association.

Notwithstanding the uncertainty regarding the sustainability of Play Ball as a national joint program, it is likely that some state associations will continue with the program, albeit at a reduced level based on the following:

- Indicated support for the program from some States.
- Good conversion rates to club membership in both softball and baseball.
- Generally meeting targeted participation numbers.
- Payment of a levy to be part of the program.
- While nationally the program is considered to be part of the softball / baseball pathway, some States are more supportive of this than others.
- ABF advised they are working with State Associations to set participant pricing, alternate equipment supply strategy for schools, etc, in State development plans to assist the program to succeed on a user pays basis in the long term.

3.2.8 Good Practice

Good Practice Examples	Likelihood of Transfer to Other NSOs	Reason
<p>This program is the first time ABF and SA have worked together on a joint program. A National Joint Management Committee maintained control over delivery of Play Ball in consultation with State Members.</p>	<p>Likely</p>	<p>If a similar circumstance arose again, two NSOs working together through a National Joint Management Committee could successfully develop and run a program. This model could be utilised by other sports that have similar development needs such as men’s and women’s golf.</p>
<p>The ASC were involved in the National Joint Management Committee and were able to provide valuable advice and input when the two sports could not agree on sensitive issues such as funding amounts per State Association.</p>	<p>Likely</p>	<p>Involvement of ASC staff in coordinating and liaising between two sports was valuable as an impartial coordinator. Would need to be determined on a case-by-case basis.</p>
<p>Program has resulted in baseball clubs taking on responsibility for their own development and growth rather than this being seen as a State Development Officer responsibility. Play Ball is reported to have assisted local clubs to have a greater profile in schools, larger growth base and allows the clubs to offer more to schools via equipment incentives and teaching resources.</p>	<p>Likely</p>	<p>Use of volunteers by baseball to deliver program at local level possible to be transferred to other NSOs as a good practice method.</p>

3.2.9 Potential Areas For Improvement

Potential areas for improvement of / challenges faced by the Play Ball program include:

- Lack of resources at a state level to implement the program for softball in some states.
- Increased acceptance of the program by some state associations.
- Continued refinement of delivery of the program for baseball to ensure it continues in the long term post the cessation of ASC and MLBI funding.
- Development of greater recognition strategies for volunteers involved in the delivery of Play Ball. ABF advised this would ensure the momentum of the program and its trained volunteer workforce is maintained.
- Attraction of a sponsor to continue to financially support the program to aid the continuation of the program.
- Tracking of the retention of participants in Play Ball through the baseball and softball pathways. Collection of this information through a national database would also be beneficial.

3.2.10 Conclusions

Based on the documents reviewed and representatives of the ASC, ABF and SA consulted (including State affiliates), Ernst & Young has concluded:

- Play Ball is considered to be part of the pathways for both sports.
- The Play Ball program appears to be well operated for baseball and softball at a club delivery level in some states, resulting in a high level of conversion from Play Ball participant to club member. However, this is not consistent across all States.
- Membership targets and various other performance measures appear to be met in year two of the program with year one spent resolving delivery issues.
- ABF advised they are working with State Associations on Play Ball development plans to assist the program to succeed on a national basis.
- While at a national level the two sports work together through the National Joint Management Committee, this does not appear to be the case at a State or local delivery level.
- Program does not have an ongoing sponsor post the cessation of ASC funding. Current sponsor incentives (i.e. school equipment, hat and t-shirt for participants) regarded in some states as a key to attracting schools and participants to the program. The cessation of these incentives may affect the interest schools have in introducing the program to their curriculum.
- It appears unlikely that the Play Ball program will be sustainable at its current level as a national joint program based on the following:
 - Uncertainty regarding the continuation of the major in-kind sponsor for the program.
 - Limited prospects regarding future cash sponsorship of the program.

- Limited funds available from ABF and SA to commit to the program in the future to maintain its current level in the absence of a major sponsor.
- Apparent lack of support for the program by some state associations.

3.2.11 Recommendations

With regards to recommendations for future involvement by the ASC with SA /ABF's TSPGP:

1. In the lead up to the conclusion of ASC and sponsorship funding in June 2005, the ASC should determine the ABF's and SA's commitment and strategies for the future of the Play Ball program. This should be undertaken to decide if any further support (financial or non-financial such as good practice advice) should be provided by the ASC for this program.
2. Following this the ASC could consider the following priority recommendations:
 - a. Assistance with solving apparent structural problems within the ABF and SA in that the national bodies do not appear to have adequate authority over their state associations about delivery of national participation programs.
 - b. Facilitation of continual lines of communication between the ABF and SA, to assist them in leveraging from their experiences in implementing and operating the Play Ball program.
 - c. Assistance to help secure new sponsors, or in negotiations with the present sponsor. This could involve a demonstration of the value that can be attributed to such an arrangement for a sponsor.
 - d. Support for the continued development of a national database capable of tracking Play Ball participants through the baseball / softball pathway.
3. Other matters that could also be considered include:
 - a. Support for the ABF in continuing to attract, nurture, reward and recognise volunteers needed to run Play Ball. This could be in the form of good practice advice.

3.3 Australian Football League

National Sporting Organisation: Australian Football League (“AFL”)

Program Name: Auskick

ASC Investment: \$1,000,000 comprising: \$450,000 in year one; \$350,000 in year two; and \$200,000 in year three.

3.3.1 Membership Target and Actual Results

Membership	Base (2001)	Year 1 (1/3/02- 28/2/03)	Year 2 (1/3/03- 28/2/04)	Year 3 (1/3/04- 28/2/05)	Increase from base
Auskick Members – Target	N/a	96,074	123,923	135,952	
Auskick Members – Actual	80,074	111,689	123,257		
Auskick Annual increase –Target		16,000	27,849	12,029	55,878
Auskick Annual increase –Actual		31,615	11,568		
Auskick – Actual vs. Target		15,615	-666		
Senior, Youth and Junior AFL – Target	N/a	310,577	317,728	344,666	
Senior, Youth and Junior AFL – Actual	301,577	304,675	317,758		
Senior, Youth and Junior AFL Annual increase –Target		9,000	7,151	26,938	43,089
Senior, Youth and Junior AFL Annual increase –Actual		3,098	13,083		
Senior, Youth and Junior AFL – Actual vs. Target		-5,902	30		
Total Target Increase		25,000	35,000	38,967	98,967
Total Actual Increase		34,713	24,651		
Actual vs. Target		9,713	-636		

Information source: ASC CDMG Report of Australian Football League TSPGP

* Minor variation in target in Year 3 FSLA due to updated figures provided by AFL

The Auskick program achieved strong growth in year one, with actual membership exceeding targets by 16%. In year two Auskick membership grew by 10% but was just short of the target for year two. Over the two years membership has grown by 54%, with Auskick achieving 99% of its target.

Membership in Senior, Youth and Junior AFL achieved less than anticipated growth in year one, with actual membership being 66% below target. In year two, there was strong growth in Senior, Youth and Junior AFL membership, with actual membership exceeding targets by 83%. Over the two years membership has grown by over 5%, with just over 100% of its target being achieved.

Overall, over the past two years the AFL has achieved just below 100% of its membership targets with the Auskick program and traditional club membership within the structure of the sport.

Definition of a member

A member of the Auskick program is defined as a participant that has paid a levy and is registered. Exceptions to this include a small percentage of participants in school-based centres in New South Wales and Tasmania that do not pay a levy for a variety of reasons. Members are allocated a unique identification for future tracking of their involvement with the sport. Members of the Senior, Youth and Junior AFL are traditional club members.

3.3.2 Membership Database

Data elements collected from each new member

Participants are required to provide the following details on a standard registration form:

- AFL program centre participant wants to join
- Name
- Address
- Email address
- Gender
- Date of birth
- School attended, grade and school suburb
- AFL club supported
- Option to receive or not receive information from the AFL / club they support
- How participant found out about the AFL Auskick program
- Option to join "KidsZone" as a web site member

System used to collate and aggregate membership data

a) Data collection method at point of activity or registration.

Registration can occur either on-line prior to program commencement or on the first day of the program via a standard registration form. Each participant is required to bring their completed form and payment with them on the first day. A printed hard copy of the completed form must be shown if registration has been completed on line.

Auskick Centre Coordinators collect all forms and enter data into the Participant and Administration Management System (PAMS). If data cannot be entered on line, completed forms are sent via the Auskick Regional Development Manager to the State AFL Association and then the AFL for entry. An external service provider to the AFL enters these forms into the PAMS. Currently, not all Auskick Centre Coordinators have on line access to data.

b) Data aggregation or collation method.

The PAMS system has the ability to aggregate and collate data. Access to data is restricted to ensure only State and the National Managers responsible for Auskick have access to generate reports from the data.

c) *Data verification method.*

When registering, members are required to nominate a nickname (account name) and password to restrict access to individual data.

PAMS allocates each individual a number with specific key indicators (i.e. birth date) to ensure individuals are not entered into the system more than once.

Verification of numbers is completed via the “National Census of Australian Football Participation” completed every year by an external consultant (Street Ryan & Associates).

The number of backpacks containing Auskick merchandise provided to every participant provides further verification of membership numbers. State AFL Associations are charged for every backpack sent to them from the NSO, thus minimising any incentive to over estimate numbers. States can return and be reimbursed for any backpacks not distributed. The AFL compares the numbers provided by PAMS to the number of backpacks sent to State Associations.

d) *Tracking mechanism for individual participants and links to the sports pathway*

PAMS is currently separated into a specific system for Auskick data. The AFL can track participants through the Auskick program (i.e. if they enter programs more than once), but currently cannot track them into other areas of the AFL pathway. AFL advised they are working to develop PAMS to allow tracking of individuals from Auskick to other areas of the AFL pathway.

Integrity of the membership data system

As the PAMS is utilised to enter and collate data, there is no duplication of systems used to collate Auskick data. The system is believed by the AFL to be accurate given its ability to allocate individual identification numbers and highlight key indicators (i.e. birth dates) to ensure individuals are not entered into the system more than once.

Data is verified by a comparison of the number of backpacks sent to States against the number of participants provided by PAMS. It is not in the State Associations’ interest to overstate numbers as they are charged for each backpack provided by the AFL.

The “National Census of Australian Football Participation” completed by a consultant external to the AFL provides further verification of membership numbers.

3.3.3 Other Milestones

For the greater part, the AFL have reported to the ASC that they have complied with their service agreement in that they have met with “non-membership” milestones.

Reported key achievements / milestones of the AFL in relation to the Auskick program were:

- Expansion of the program, particularly into northern states.
- Development of a database with unique identifiers for each Auskick member.
- Conduct of a regional mapping exercise in all states and territories for the purposes of planning and monitoring performance of centres / regions.
- Conduct of market research to track participation and monitor needs of the pathway.
- Development of a designated website.

The most significant exception is recognition of the ASC, and specifically the ASC logo not appearing on the Auskick website.

3.3.4 Sponsorship

The AFL currently has an agreement with Electrolux, through its Simpson brand, to sponsor the Auskick program through to the end of 2005. The sponsorship is considered significant (around \$1 million per annum) in comparison to other NSOs subject to this review. Representatives from the AFL have noted that there is significant corporate interest in the Auskick program, and therefore prospects for future sponsorship are positive.

3.3.5 ASC Recognition

The AFL's recognition of the ASC as a partner in the Auskick program has been somewhat inconsistent over the three years of the TSPGP.

Whilst branding of resources has been completed in accordance with the business plan and the ASC's expectations, the agreement also requires that the AFL publicly acknowledges the ASC as a partner in the program, including in the AFL Record (year one) and on the AFL and Auskick websites. The AFL has acknowledged that it has not met these performance measures.

The lack of public acknowledgment of the ASC's contribution to the Auskick program is considered by the ASC to be poor. The contract clause covering recognition may have better articulated the ASC's broader expectations and the AFL may have adopted a more accommodating stance, particularly after senior ASC officials had raised this matter as a major issue early in the TSPGP process.

3.3.6 Sustainability

The Auskick program has performed strongly over the period of the ASC's investment and is considered to be sustainable in the future. Evidence to support its future sustainability includes:

- Representatives of the AFL reiterating the organisation's commitment to continue funding its participation programs, including Auskick.
- The infrastructure in place with regards to planning, human resources, Auskick centres, etc.
- Participants pay levies to be involved in the program.
- Significant corporate sponsorship is in place, and according to the AFL, prospects are positive for this to continue post the end of the current agreement at the end of 2005.
- The program is considered to be part of the sport's pathway.
- The AFL's most recent audit report (31 October 2003) was unqualified.
- The AFL believes that the program is self-sustaining on the basis that along with sponsorship and funding from the parent body, member fees are such that the state bodies responsible for operating the program generate a profit.

3.3.7 Good Practice

Good Practice Examples	Likelihood of Transfer to Other NSOs	Reason
Unique identification for participants to track them through the pathway of the sport.	Likely	As long as a pathway is in place, and the sport has the appropriate tools in the form of a flexible database and resources to manage it, this is considered a good way of measuring the success of programs and development of participants.
Regional mapping plan for new centres in growth areas, resource allocation, capacity plans, and comparability of regions.	Not Likely	Would require a significant network of regional coordinators, state cooperation and use of growth and demographic statistics to implement. Would be logistically difficult for most NSOs. However, the AFL may be able to share the broad concepts of regional mapping with other sports, which may not require a large resource base.
Use of professional sports people in the program.	Likely	As long as the players are contracted in some way to the NSO, using a sport's "stars" to encourage participation and progression is a means to grow programs of this nature (and therefore membership).

Good Practice Examples	Likelihood of Transfer to Other NSOs	Reason
Strong network of development officers throughout states and regions.	Not Likely	As the national body funds these human resources, it is unlikely that less resourced sports could afford to employ such full-time or part-time persons at the levels undertaken by the AFL.
Strong involvement of parents in the delivery of the program.	Likely	For programs that are not school based, involvement of parents could foster community ownership of the program, and encourage greater participation.
Dedicated website and database for the program.	Likely	Considering the progress in communication and data storing techniques, it is fundamental that a program of this nature is supported by a web site and functional database.
Focus on club management programs.	Likely	As long as resources were available, improving the administration and member servicing capabilities of the clubs can be fundamental in attracting new participants, and further, members to a sport.

3.3.8 Potential Areas For Improvement

Potential areas for improvement of / challenges faced by the Auskick program include:

- Being able to consistently attract parents willing to be actively involved in operating the Auskick centres (especially in AFL development areas such as NSW / ACT and Queensland, where AFL is not as prevalent as some of the other states). Not being able to attract such parents, at times has resulted in paid development officers having to focus more resources on running some existing centres rather than expanding the program to new areas.
- Nurturing and rewarding volunteers in general.
- The identification of suitable “greenspace” in metropolitan Sydney where Auskick centres can be located.
- The Auskick database is not linked to a database of registered participants in higher levels of the AFL pathway, limiting the AFL’s ability to track Auskick participants throughout the pathway of the sport. The AFL website could also be advanced, to assist in registrations and payments.
- Outside the Auskick program, the major gap in the AFL pathway is for female youth participants.

3.3.9 Conclusions

Based on the documents reviewed and representatives of the AFL and ASC consulted, Ernst & Young has concluded:

- The Auskick program appears to be well managed and operated by the AFL.
- The Auskick program is considered to be part of the AFL's pathway.
- Total membership targets and various other performance measures to the greater extent appear to be being met.
- The program is well resourced, and benefits from apparent national cooperation down to the grassroots level.
- The Auskick program appears to be sustainable in the immediate future, based on:
 - The AFL's "top-down" funding model, whereby it invests over \$16 million in its participation programs.
 - Significant revenue streams are sourced from member registrations and corporate sponsorship.
 - The commitment (both strategic and financial) of the AFL to its participation programs such as Auskick.
 - The resource base of the AFL.
- The AFL's recognition of the ASC as a partner in the Auskick program has been somewhat inconsistent over the three years of the TSPGP. This has resulted in senior ASC officials holding discussions with the AFL over the issue.

3.3.10 Recommendations

With regards to recommendations for future involvement of the ASC with the AFL's TSPGP:

1. In the lead up to the conclusion of ASC funding in December 2004, if the ASC deems that the AFL's non compliance with regards to recognition of the ASC in the TSPGP places in jeopardy future funding, the ASC should determine whether it could be confident that the AFL would appropriately recognise the ASC for any further assistance provided. Should the ASC decide that further investment is warranted, the following priority recommendations could be considered:
 - a. Support for the AFL to improve the data management and collation process post Auskick participation. This could involve assistance to build the Competition Management system to enable the AFL to store data on all participants and track progress through the pathway with the unique identification already in place, and / or "acquiring" such information from competitions that presently own it.
 - b. Assistance with the AFL in continuing to attract, nurture, educate and reward volunteers that are needed to run the program. This could be in the form of good practice advice.

2. Other matters that could also be considered include:
 - a. Assistance for the AFL to get better access to suitable “greenspace”, especially in metropolitan Sydney. This could be in the form of the ASC lobbying state sport and recreation departments and local governments on behalf of the AFL.
 - b. Assistance for the AFL to continue to provide better access to the game for women, especially at the youth level.
 - c. Incentives for the AFL to encourage it to rollout its Regional Mapping techniques to other sports. It should be noted that the AFL did not raise this as a future plan or initiative that they wanted to be involved in.

3.4 Rugby Union

National Sporting Organisation: Australian Rugby Union (“ARU”)
Program Name: TryRugby
ASC Investment: \$650,000 comprising: \$130,000 in year one; \$300,000 in year two; and \$220,000 in year three

3.4.1 Membership Target and Actual Results

Membership	Base (2001)	Year 1 (1/2/02- 31/1/03)	Year 2 (1) (1/2/03- 31/1/04)	Year 3 (1/2/04- 31/1/05)	Increase from base
Try Rugby Schools Target	n/a	10,500	48,000 (original) 119,000 (revised)	59,000 (original) 138,500 (revised)	
Try Rugby Schools Actual	0	15,700	104,000		
Schools Annual increase -Target	n/a	10,500	37,500 (original) 108,500 (revised)	11,000 (original) 19,500 (revised)	59,000
Schools Annual increase -Actual	n/a	15,700	88,300		
Actual vs. Target		5,200	-15,000 (against revised figures)		
<i>TryRugby Centres and Walla Comp - Target (2)</i>		<i>2,604</i>	<i>8,200</i>	<i>9,630</i>	
<i>TryRugby Centres and Walla Comp - Actual (2)</i>		<i>2,107</i>	<i>6,625</i>		

Information source: TSPGP Performance Reporting Schedule E, 6 August 2003, Email to Marcia Endacott from Steve Frost 24 February 2004 re Year 2 report and CDMG Consultants Review July 2004.

(1) In second year, ARU revised targets due to expected expansion of the program as part of the Rugby World Cup promotions. Revised targets for TryRugby schools programs in years two and three were 119,000 and 138,500 respectively, with targeted annual increases of 108,500 and 19,500 respectively.

(2) Participants in the TryRugby Centres and Walla Comp are excluded from ASC figures as they are likely to flow on from the TryRugby schools program and would therefore be double counted if included in the membership figure. However, as the TryRugby Centres and Walla Comp are an integral part of the junior rugby pathway, it is worthwhile to include them in this report.

Year one targets were exceeded by 50% and the program gained huge growth in year two due to the program being part of Rugby World Cup promotions.

Year two revised targets were not met by 27,000 participants. While revised targets were not met, the actual performance was well in excess of the original expectations set by the ARU with the ASC.

The ARU reported to Ernst & Young that the conversion of TryRugby participants into the club system and rugby pathway is 40%. Prior to TryRugby, conversion from other rugby programs to the club system was 14%.

Definition of a member

In keeping with ASC requirements, a member participates in the TryRugby program, pays to be a member and is able to be contacted post the program and corresponded with regarding future programs.

3.4.2 Membership Database

Data elements collected from each new member

Details required by the ARU are:

- Parent or guardian's own personal details (i.e. first name, surname, title, address, State, postcode, phone number, contact method {i.e. registration to be sent via email or mail}).
- Details of any children they would like to register (first name, surname, sex, date of birth, school, medical conditions or allergies, whether Aboriginal or Torres Strait Islander).
- Emergency contact details for child.
- Whether the parent/child wants to receive "Run With Rugby" (of which TryRugby is part) communications and promotions.
- The centre program location they would like to register their child for.

System used to collect and aggregate membership data

a) Data collection method at point of activity or registration.

The ARU utilise an individual registration method with parents or guardians required to register participants. This may be done online via the ARU website, in person at a centre venue on the day, by telephoning a designated ARU call centre, or by sending completed application forms to a dedicated ARU address. Online registration is currently conducted through an external service provider ("Playpay") although the ARU are working to move this in house. An external call centre enters phone and postal registrations online. The ARU can also enter data themselves.

All data is exported to the "MyRugby Admin" (MRA) system and checked via a de-duping process.

Once a registration and payment is complete the Parent or Guardian is sent an email or letter confirming their registration place and proof of payment for a specific centre program.

b) Data aggregation or collation method.

After collection, all membership information is stored and collated in the MRA system. This information is reported to the ARU's Community Rugby Manager for reporting to the ASC.

c) Data verification method.

Only an authorised user or the parent/guardian themselves can update individual participant details. Security is required to access personal details (i.e. a combination of some form of transaction identification, email address, surname, first name, date of birth, etc).

As individual participants (via parents or guardians) are responsible for registering and paying to be part of the program, the ARU are confident the information entered in the registration system and then stored in the MRA system is accurate. The individual rugby centres rely on the MRA system for participant details.

The ARU have advised that they regularly run reports to review and evaluate data on the MRA system. These checks ensure participants are registered correctly and approved (i.e. paid up).

d) Tracking mechanism for individual participants and links to the sports pathway

Each person registered by the ARU has an individual MRA identification number and they can be called up on the system via a single view. Relationships with the ARU (i.e. club registration, ticket information) and other areas of the sports' pathway can also be tracked via this system.

Integrity of the membership data system

As the ARU system is an individual member system with payment required by members to the ARU prior to participation, the membership system is believed to be accurate. This is further supported by systems put in place to ensure data entry is correct such as security access controls and a de-duping process. As data is used to run the program at the delivery level via use of lists of participants at each rugby centre, a further check occurs.

3.4.3 Other Milestones

ARU have reported to the ASC that they have complied with their service agreement in that they have met "non-membership" milestones.

Reported key achievements / milestones of the ARU include:

- Improvements in links to host clubs, particularly in country areas.
- Successful transition competitions in areas that do not have an established pathway structure.
- Ongoing evaluation of the program has resulted in changes that are focused on improving customer service and the TryRugby experience.

3.4.4 Sponsorship

The ARU currently has an agreement with Telstra to support its Community Rugby Program until 2005. TryRugby is part of this total sponsorship amount. It is understood that Telstra is providing a substantial amount of financial support to the Community Rugby program.

Further, ARU also have significant financial resources as a result of the 2003 Rugby World Cup and advised they are committing these to junior development and other developmental aspects to ensure the long-term future sustainability of the sport.

3.4.5 ASC Recognition

The ASC have advised they are satisfied with recognition of their contribution to the program through: display of the ASC logo on program footballs, back packs, water bottles, banners and any media releases relating to the program.

3.4.6 Sustainability

The future sustainability of TryRugby is underpinned by the following factors:

- Representatives of the ARU reiterating their commitment to continue funding the organisation's participation growth programs.
- Infrastructure in place with regards to planning, administration, human resources, TryRugby Centres, etc.
- Participants pay levies to be part of the TryRugby program.

- Significant corporate sponsorship is in place for the program and according to the ARU, prospects for the continuation of this post the end of the current agreement in 2005 are positive.
- TryRugby is considered to be part of the rugby pathway.
- The ARU's most recent audit report (ARU Annual Report 2003, 29 February 2004) was unqualified and demonstrates the ARU's current significant financial resources to continue to support this program.

3.4.7 Good Practice

Good Practice Examples	Likelihood of Transfer to Other NSOs	Reason
Development of a "Blueprint For Growth". The Blueprint For Growth includes sustainability and participation, recruitment and game development. This built upon research completed into the status of rugby to ensure the Blueprint reflected an accurate assessment of the future of rugby as a sport.	Likely	Knowledge from operating a successful growth program could be communicated to other NSOs to give them the opportunity to adapt the program to best suit their needs.
Research was completed prior to program implementation to understand the marketplace and best practice delivery. For example, research was completed into demographics of the sport to map where best to put programs to ensure success.	Likely	Likely to be transferable, however resource intensive and expensive and thus not all NSOs may be able to implement such research.
Promotion of the program through a roadshow. The roadshow highlighted the 2003 Rugby World Cup and the TryRugby program was able to link to this through interactive activities.	Not Likely	Competition for major events around the world is high and thus it is unlikely many NSOs would have such an opportunity.
Education of parents during the program, and having parents involved in operating the program assisted in retaining participants in program.	Likely	Potential for strategy to be implemented by other similar NSO run programs.
The trialling of a franchise arrangement at the Hornsby Rugby Club, whereby a third party operates the TryRugby program in a particular area or areas.*	Unknown	If the appropriate resources were not available to a NSO, and a third party possessed the appropriate expertise to manage and operate a participation program, then it could be prudent for a NSO to consider an option such as franchising. Similar initiatives are being explored in gymnastics.

* Performance of recently trialled franchise structure is yet to be fully tested and reviewed by the ARU, hence included as "Good Practice" on the basis of the concept.

3.4.8 Potential Areas For Improvement

Potential areas for improvement of / challenges faced by the TryRugby program include:

- Continued modification of the program to be flexible to suit the needs of the local environment.

- Continued development of stronger links across TryRugby training, development of deliverers, content and activities, strategic planning, schools and club linkages.
- Development of improved training courses and materials to better educate people involved at all levels of the rugby pathway, to help ensure TryRugby continues to integrate into these pathways.

3.4.9 Conclusions

Based on the documents reviewed and representatives of the ARU and ASC consulted, Ernst & Young has concluded:

- The TryRugby program appears to be well managed and operated by the ARU.
- Prior to the TSPGP, the TryRugby program was already being developed by the ARU demonstrating their commitment to the growth of this area of rugby.
- TryRugby is considered to be part of the rugby pathway.
- Total membership targets and various other performance measures to a greater extent appear to be being met.
- The program has attracted a significant number of participants over the duration of the ASC's support, particularly in its second year of operation.
- The program is well resourced and benefits from apparent national cooperation.
- The program is stronger in the States where rugby as a sport is strong, with the majority of Centres being run in NSW, QLD and ACT and a smaller number of programs also run in TAS, WA, VIC, SA and NT (in order of number of programs run). ARU advised they were committed to the development of rugby throughout Australia and would continue to run TryRugby throughout all States and Territories in the future, dependent on market needs.
- TryRugby appears to be sustainable in the immediate future based on:
 - ARU's continued commitment to junior growth and development as evidenced by the funding allocated to Community Rugby programs to date.
 - Significant revenue streams gained from corporate sponsorship and the ARU's proceeds from the 2003 Rugby World Cup.
 - ARU have trialled new methods of delivery of TryRugby such as via the Hornsby Rugby Club in Sydney to increase its sustainability.

3.4.10 Recommendations

With regards to recommendations for future involvement of the ASC with the ARU's TSPGP:

1. The ASC could consider the following priority recommendation:
 - a. Facilitation of opportunities for the ARU to share good practice techniques with other sports.

3.5 Basketball

National Sporting Organisation:	Basketball Australia (“BA”)
Program Name:	Aussie Hoops
ASC Investment:	\$600,000 comprising \$300,000 in year one; \$150,000 in year two; and \$150,000 in year three.

3.5.1 Membership Target and Actual Results

Membership	Base (2001)	Year 1 (1/7/02- 30/6/03)	Year 2 (1/7/03- 30/6/04)	Year 3 (1/7/04- 30/6/05)	Increase from base
Aussie Hoops Target	n/a	21,062	* 29,224	36,899	
Aussie Hoops Actual	0	27,930	23,563		
Annual increase -Target	n/a	21,062	8,162	8,584	36,899
Annual increase -Actual	n/a	27,930	-4,367		
Actual vs. Target		6,868	-5,661		

Information source: BA Aussie Hoops Report July 02 – June 03, BA Aussie Hoops Report July 03 – June 04, CDMG Consultant’s Review, July 2004.

* Variation agreement put in place from initial agreement in December 2003.

Year two reported actual totals are lower than targeted figures, and have reduced from year one. However, this has been reported to the ASC as being due to incomplete records by the New South Wales Basketball Association (“NSWBA”). NSWBA is reported to have had poor data collection and storage methods and thus they reported only six months of data. BA are confident that a recent staffing change has resulted in sound processes now being put in place for accurate data collection in the future.

Definition of a member

Members fit the ASC definition as they pay for the program, receive member cards, etc so know they are members and are contactable. Generally members participate in a program that lasts for up to ten weeks, with the program having a strong link to local associations or clubs. It should be noted there is potential for members to be counted twice if they entered two Aussie Hoops programs in one year. This possibility will be minimised when a national database system is fully implemented including Aussie Hoops participants (“The Basketball Network” database became on-line in June 2004).

3.5.2 Membership Database

Data elements collected from each new member

Generally standard registration forms are used by all States to collect the following individual participant details:

- When, where and cost of Aussie Hoops program member is registering for.
- Registration method (fax number/email address/mail address). This detail is filled in by the Aussie Hoops State Coordinator.

- Name
- Class
- Age
- Address
- Telephone;
- Email Address
- Emergency contact / number
- Medical conditions
- Gender
- Aboriginal and Torres Straight Islander
- Parent / Guardian name and signature

System used to collate and aggregate membership data

a) Data collection method at point of activity or registration.

Participants complete registration forms and send/give these to Aussie Hoops Coordinators (in paper form) either prior to the program or at the first session.

b) Data aggregation or collection method.

Aussie Hoops Coordinators (club level) provide registration forms to Aussie Hoops State Coordinators for collation. Each State enters and collates this information on its own database. Databases are different for each State. States then report to BA on the following numbers only:

- Expressions of Interest: flyers, faxes, information sheets, etc.
- Exposure: participants who have been involved in free clinics.
- Member: participants know they are a member, can be contacted and have paid to be part of the program.

No further details are provided to BA. BA collates these numbers for reporting to the ASC.

The State system of data collection has not always been successful with data lost in NSW due to stolen equipment.

BA advised they are in the process of rolling out a new national database. The system is fully functional in QLD and the ACT. It will allow all Aussie Hoops member information to be entered into one nationally consistent system at the club level. States and BA can source this data at a statistical level with individual names and addresses only available to clubs due to a security password system. This national system will supersede the individual State databases.

c) Data verification method.

Data is not verified by BA under the initial system of data collection. This system relied on trust for State Associations to provide accurate numbers.

BA advised they are developing a new capitation fee in the next two to three years by which basketball participants register as individuals to play rather than as teams. This capitation system will link to the new member database and BA advised systems will be introduced to verify registration numbers.

d) *Tracking mechanism for individual participants and links to the sports pathway*

There is currently no method to check Aussie Hoops member's progression into the basketball pathway. BA advised they were working to refine the new database to ensure it had this capacity.

Integrity of the membership data system

While BA rely on States to provide participation numbers with proven inconsistencies in NSW data and a national database that is not yet fully operational in all States, the BA membership database systems cannot be verified to be accurate. However, BA advised the following mitigating factors are being implemented to provide greater accuracy of member numbers:

- Implementation of a national database to supersede individual State systems;
- Implementation of a capitation fee system for each member rather than team registration; and
- Linking of database and capitation fee process to ensure verification and cross checking can occur.

3.5.3 Other Milestones

BA reported to the ASC that in general they have complied with their service agreement in meeting "non-membership" milestones.

Reported key achievements / milestones of BA include:

- Good penetration into the school system.
- National branding of the program.
- Strong management structure from the national level, through the States, down to local association and club level.
- Excellent communication channel established throughout the levels of the sport, through regular teleconferences, face to face meetings and seminars. These formal communications have lead to a close-knit group of coordinators across Australia who work informally to share ideas.
- Development of an Aussie Hoops leaders course to encourage the involvement of parents, grandparents and young adults.
- Introduction of quality assurance audits to review the quality of the program.

3.5.4 Sponsorship

No national sponsor has been gained for Aussie Hoops despite reported BA concentration on this area. In 2003, State Basketball Associations generated individual development program sponsorships of approximately \$250,000 to support Aussie Hoops. Individual State sponsorship arrangements could be considered again if a national sponsor is not in place before the cessation of the ASC support.

3.5.5 ASC Recognition

The ASC have advised they are satisfied with recognition of their contribution to the program through: ASC branding on items such as basketballs, certificates and staff shirts.

3.5.6 Sustainability

The future sustainability of Aussie Hoops is underpinned by the following factors:

- Representatives of BA and its member associations’ commitment to continuing to fund Aussie Hoops, particularly in the absence of a national sponsor for the program.
- Continued support for the program by the One Basketball group (BA, National Basketball League, Women’s National Basketball League and Australian Basketball Association) rather than individual programs being run by each body.
- Infrastructure in place with regards to planning, administration, human resources, basketball facilities, etc.
- Aussie Hoops is considered to be part of the sport’s pathway and BA believes this is key to future growth and development of basketball in Australia.
- BA’s most recent audit report (Australian Basketball Federation Incorporated Financial Report, for year ended 31 December 2003, March 2004) was unqualified.
- BA believes that the program is self-sustaining due to its commitment and that of its member association to support the program. The state bodies are being encouraged to take on the responsibility of the employment of state Aussie Hoops Coordinators.
- Members are charged fees to participate and each member association modifies this fee to suit the services provided per state.

3.5.7 Good Practice

Good Practice Examples	Likelihood of Transfer to Other NSOs	Reason
<p>Communication to ensure high standard of quality assurance of program i.e. Teleconference with state bodies on monthly basis, consistent form of written communication to participants across all states, NSO visits to each state twice per year, etc. Communication ensures good practice is shared between States.</p>	<p>Likely</p>	<p>Share best practice methods via communication of problems and possible solutions. This communication also provided program consistency and quality assurance across all States.</p>

3.5.8 Potential Areas For Improvement

Potential areas for improvement of / challenges faced by the Aussie Hoops program include:

- Attraction of a national sponsor for the program.
- Continued relationship building throughout sport from grassroots to NSO level to ensure consistency in the delivery of Aussie Hoops.
- Continued monitoring of quality assurance of Aussie Hoops and to deliver best practice across all States.
- Increased brand awareness through a national merchandising agreement.

- Development of greater teaching resources such as CDs, tertiary level information for future teachers, and greater recreation program resources for schools.
- Development of a website for the program.
- Implementation of a national database and registration system, “The Basketball Network” to allow greater accuracy in tracking members from Aussie Hoops into the basketball pathway. This database came on line in June 2004 and is constantly being refined.
- BA could facilitate the use of professional basketballers, i.e. those that play in the National Basketball League, to become involved in the delivery of Aussie Hoops to participants. This could enhance the marketability of the program, and potentially assist in the provision of quality coaching.

3.5.9 Conclusions

Based on the documents reviewed and representatives of BA and the ASC consulted, Ernst & Young has concluded:

- Aussie Hoops appears to be well managed and operated by BA.
- As a new national program, Aussie Hoops has promoted junior development and participation.
- The program is run on a national basis and has reached participants in all States and Territories.
- Although membership numbers did not meet targets in year two (19% below target), BA have advised this was due to data collection and storage issues rather than lack of participants. The ASC have been advised this situation has been corrected. The numbers participating in this program in year three will provide a more accurate assessment of the success of this program.
- BA reported the conversion of Aussie Hoops program members into fully registered members is 8:1.
- The program is part of the basketball pathway.
- Disability and indigenous groups were targeted to attract additional participants to the program. These groups have been integrated into the basketball pathway.
- The program is well resourced and benefits from cooperation across a national, state and local level.
- The program has the notional support of some state sport and recreation departments and has been used in conjunction with state government run membership growth programs in the Northern Territory and to a lesser extent, South Australia.
- Aussie Hoops appears sustainable based on:
 - Program is supported financially by BA and its State Associations and all bodies have made a commitment (both strategic and financial) to support this as a participation growth program.
 - Members pay to participate in the program.

- BA are actively seeking sponsorship, developing a national merchandising program and other strategies to financially support the program. These include targeting corporate partners with regards to a website for Aussie Hoops.

3.5.10 Recommendations

With regards to recommendations for future involvement of the ASC with BA's TSPGP:

1. In the lead up to the conclusion of ASC funding in June 2005, the ASC should confirm BA's continued commitment and strategies for the future of the Aussie Hoops program. This should be undertaken to decide if any further support (financial or non-financial such as good practice advice) should be provided by the ASC for this program.
2. Following this the ASC could consider the following priority recommendations:
 - a. Assistance to help secure sponsors for the program. This could involve a demonstration of the value that can be attributed to such an arrangement for a sponsor.
 - b. Support for the continued development of BA's national database and registration system to incorporate Aussie Hoops members and track program participants through the basketball pathway.
 - c. Facilitation of opportunities for BA to share good practice techniques with other sports.
 - d. From a marketing perspective, support for the development of a national merchandising program through best practice information
3. Other matters that could also be considered include:
 - a. Assistance to develop greater teaching resources for the program.
 - b. Assistance to develop a website for the program.

3.6 Gymnastics

National Sporting Organisation:	Gymnastics Australia (“GA”)
Program Name:	GymSkools and AeroSkools
ASC Investment:	\$350,000 comprising: \$200,000 in year one; \$80,000 in year two; and \$70,000 in year three. The year two investment was reduced from \$90,000 to \$80,000 due to the underperformance of AeroSkools in year one.

3.6.1 Membership Target and Actual Results

Membership	Base (2001)	Year 1 (1/12/01- 30/11/02)	Year 2 (1/12/02- 30/11/03)	Year 3 (1/12/03- 30/11/04)	Increase from base*
GymSkools					
Target *	n/a	25,120	17,640	21,420	
Actual	10,000	13,699	19,259		
Annual increase - Target*		15,120	2,520	3,780	11,420
Annual increase - Actual		3,699	5,560		
Actual vs. Target		-11,421	1,619		
AeroSkools					
Target **	n/a	4,650	1,773**	2,000	
Actual	0	406	1,040		
Annual increase - Target **		4,650	1,773	227	2,000
Annual increase - Actual		406	634		
Actual vs. Target		-4,244	-733		

*Target reduced in year two from 29,320 to 17,640, agreed with ASC with no financial penalty.

** Target reduced in year two from 7,700 to 1,773, with \$10,000 reduction in ASC investment.

Information source: CDMG TSPGP Review 2004

Actual membership numbers in both programs were significantly below target in year one. As a result targets for years two and three were revised downwards, resulting in the overall targeted increase of 13,420 (11,420 for GymSkools, 2,000 for AeroSkools) being significantly below the original target of 51,000 (34,000 for GymSkools, 17,000 for AeroSkools) over three years.

In year two the annual increase in GymSkools membership was 120% above the revised target, representing a 50% increase on actual members compared to year one. However over the two-year period GymSkools has only achieved 52% of their revised cumulative target. In year two AeroSkools achieved only 36% of revised targeted membership increase, while for the two-year period the program achieved only 16% of its revised cumulative target.

The original targets appear to have been over-ambitious and unlikely to be achieved with the funding and resources available. In hindsight, GA is of the opinion that the measure used for AeroSkools should have been school participants rather than event participants. From experience GA found that many children participated in the AeroSkools program during school time, but did not go on to participate in a regional, state or national event, and were thus excluded from the ASC's membership count.

Based upon these results, and other issues encountered, GA was of the opinion that they should have focussed their efforts on one program only, rather than attempting to roll out two programs over the same time frame.

Definition of a member

A member of the GymSkools program is defined as a registered participant in the GymSkools program, and is separately classified as a GymSkools member within GA's national database. An AeroSkools member is one that has registered for a regional, state or national competition.

3.6.2 Membership Database

Data elements collected from each new member

The following information is collected from participants in each of the programs:

AEROSkools Program

- First name
- Surname
- Address
- Suburb
- Postcode
- Date of birth
- Gender

GYMSkools Program

- Name
- Address
- Sex
- Date of Birth
- Date that the form is signed.
- Parent Signature - Permission to participate

System used to collect and aggregate membership data

a) *Data collection method at point of activity or registration.*

AEROSkools Program

As an AEROSkools member is one that has registered for a regional, state or national competition, the above-mentioned data is collected via event entry forms at these competitions.

GYMSkools Program

Kidskills Australia (GYMSkools service provider) advises each participating school what data is required to be collected. The data is collected via a 'Permission to Participate' form that serves two purposes (data collection and permission to participate). The Kidskills coordinator provides the school with Permission to Participate form that also includes information on the program. The form has a tear off section that the parent completes and is returned to the class teacher.

b) *Data aggregation or collation method.*

AEROSkools Program

Completed entry forms for all AEROSkools competitions are sent to the National Coordinator (employee of GA) who prepares a summary table containing all data contained on the entry forms. The National Coordinator sends through the summary table to GA, who is responsible for manually entering the data onto their iMIS database.

GYMSkools Program

The GYMSkools staff member is responsible for collecting tear-off section of the 'Permission to Participate' form from the class teacher, before the program begins.

Throughout the term the Kidskills coordinator for the schools follows up with each GYMSkools staff member all participant data collected, which is then recorded on an Excel spreadsheet. The Kidskills coordinator then forwards the data to GA, who is responsible for manually entering the data onto their iMIS database.

c) *Data verification method.*

AEROSkools Program

As previously mentioned GA use a National Coordinator to manage the collation of AEROSkools participation numbers. Only those participants who have signed a competition entry form and paid a fee to enter are included on the AEROSkools membership summary, which is ultimately used to report membership numbers to the ASC.

GYMSkools Program

GA relies on Kidskills to provided participant numbers and participant data. While no specific verification of data is performed, the risk of Kidskills overstating the program participation numbers is considered minimal given that Kidskills is required to pay a commission to GA for each person who registers in the program. In addition Kidskills is part owned by GA and therefore representatives from GA indicated that they are confident the numbers reported by Kidskills to GA are accurate.

d) *Tracking mechanism for individual participants and links to the sports pathway*

AEROSkools Program

AEROSkools participants are tagged within GA's membership database as AEROSkools members and given their own unique ID number. This enables tracking of members in the program through to club membership.

GYMSkools Program

GA has established a 'profile' (ID number) on the database that identifies members from the GYMSkools program. GA can extract from their database a report that can provide a statistical analysis of who has become a member of GA via the GYMSkools program and from these participants who has gone on and become a full GA member in an affiliated Club.

Integrity of the membership data system

From discussions with representatives of GA, it appears that GA maintains a high level of control over the management of participant numbers and participant data in both programs. Therefore the membership numbers reported to the ASC would appear to be reliable.

3.6.3 Other Milestones

For the greater part, GA have reported to the ASC that they have complied with their service agreement in that they have met with "non-membership" milestones.

Reported key achievements / milestones of GA in relation to each program were:

GymSkools

- Maintained a strong relationship with Kidskills.
- Due to the difficulties encountered with the roll out of the program in states other than Victoria, GA now plan to roll out the program through their Club 10 system via a licensing agreement. This has been trialled through Glendale Gymnastics Club in Newcastle with positive results.
- Improved promotional activities.
- Allocation of state portfolios to Kidskills directors
- Development of accredited coaching course to support the roll out of the program.
- Strengthened the link between schools and clubs.

AeroSkools

- Development of a product (AeroSkools kit) that has provided teachers/coaches with a simple and effective means of introducing Sport Aerobics into schools.
- Establishment of an event calendar that allows students to represent their school in AeroSkools sanctioned events at regional, state and national level.
- Development of a Teacher in-service program conducted by the state AeroSkools consultant to assist in the roll out of the program.
- Establishment of an AeroSkools Management Committee to oversee the program, consisting of the National Co-ordinator, GA CEO and the Business Manager.

3.6.4 Sponsorship

While GA continues to seek sponsorship for both programs, representatives from GA have noted that the prospects of attracting any major sponsorship funding for these programs is minimal. GA's view is that the ability to attract sponsorship for an in schools program is limited due to the restrictions placed on sponsors marketing their products to school children in a school environment. GA does not intend to rely on sponsorship income to support the future sustainability of the programs. While the sport as a whole will continue to seek sponsorship revenue, this is not considered a significant component of the sports revenue (sponsorship represented only 4.5% of total revenue for the 2003 financial year – *Source: Financial Report 2003*)

3.6.5 ASC Recognition

The ASC have advised they are satisfied with the recognition of Commission's contribution to the program by GA. This has been achieved through branding on web sites, coaches clothing and in all levels of publication such as promotional flyers, resource packs, entry form, participation certificates and membership cards.

3.6.6 Sustainability

GymSkools

While the program appears to be well managed and operated by GA, and sustainable in the Victorian market through GA's partnership with Kidskills, the sustainability of the program on a national level will be reliant on the success of the licence arrangement through the Club 10 system. Lack of sponsorship revenue and limited funds available from GA to commit to the program is also a concern. However evidence to support the program's sustainability include:

- Representatives of the GA confirmed the organisation's commitment to the program.
- The infrastructure and systems in place with regards to Club 10, Kidskills and the national database, etc.
- The program is considered to be part of the sport's pathway.
- GA's most recent audit report (31 October 2003) was unqualified.
- GA believes that the program will be self-sustaining in Victoria through their relationship with Kidskills and in other states through the Club 10 system.

AeroSkools

The AeroSkools program appears to offer a quality product that has provided teachers/coaches with a simple and effective means of introducing Sport Aerobics into schools. However, while GA are committed to the program and believe it is an important part of the sport's pathway, the following suggests that program may not be sustainable:

- Lack of resources at the state association level and therefore the future of the program is reliant on volunteers to deliver the program.
- Participation numbers in the first two years of the program have been minimal and significantly below targets.
- Lack of sponsorship revenue.
- Limited funds available from GA to commit to the program in the future.

3.6.7 Good Practice

Good Practice Examples	Likelihood of Transfer to Other NSOs	Reason
Delivery of the program through GA Club 10 system	Likely	Instils ownership of program at the club level and provides commercial incentive to the Club. In addition, up skilling individuals at a club level, provides greater opportunity for development of club coaches and strengthens pathway from program to club membership.
Coaching accreditation (GymSkools)	Likely	Instils credibility in the program, which is an important aspect when delivering a program to schools. Also provides a pathway for coaches.
National database	Likely	Resources/funds permitting provides a whole of sport database, which, among other things, can be utilised to assist in identifying target markets to roll out participation-based programs.

3.6.8 Potential Areas For Improvement

Potential areas for improvement of / challenges faced by the programs include:

- Utilising GA’s strong club structure to assist with the implementation of the programs.
- Further developing the GymSkools program to incorporate other aspects of gymnastics i.e. GymSkools first term, cheerleading second term etc.
- Improved communication strategy to schools for the AeroSkools program.
- Lack of human resources at a state level (both paid and voluntary) particularly with the AeroSkools program.
- The different markets (i.e. across different states) and the lack of understanding of these markets. This was highlighted by the difficulties encountered by Kidskills in rolling out the program outside of Victoria.

3.6.9 Conclusions

GymSkools

Based on the documents reviewed and representatives of GA and the ASC consulted, Ernst & Young has concluded:

- The program appears to be well managed and operated by GA.
- The program is considered to be part of the sport’s pathway.

- The GymSkools program appears to be sustainable in the Victorian market through GA's partnership with Kidskills, however the sustainability of the program on a national level appears to be reliant on the success of the licence arrangement through the Club 10 system. While lack of sponsorship revenue and limited funds available from GA to commit to the program is also a concern, evidence to support the programs sustainability include:
 - The infrastructure and systems are in place to support the program, such as the Club 10 system, Kidskills partnership and the national database.
 - GA's strategic commitment to the program.
- Concerns regarding sustainability include lack of sponsorship revenue and limited funds available from GA to commit to the program.

AeroSkools

Based on the documents reviewed and representatives of the GA and ASC consulted, Ernst & Young has concluded:

- The program appears to offers a quality product that has provided teachers/coaches with a simple and effective means of introducing Sport Aerobics into schools.
- The program is considered to be part of the sport's pathway.
- The national and those state bodies consulted with stated that they were committed to the program.
- The program does not appear sustainable following cessation of ASC funding, based on:
 - Lack of resources at the state association level and therefore the future of the program is reliant on volunteers to deliver the program.
 - Participation numbers in the first two years of the program have been minimal and significantly below targets.
 - Lack of sponsorship revenue.
 - Limited funds available from GA to commit to the program in the future.

3.6.10 Recommendations

GymSkools

With regards to recommendations for future involvement of the ASC with GA's TSPGP:

1. The ASC could consider the following priority recommendations:
 - a. Assistance to help secure sponsors for the GymSkools program. This could involve a demonstration of the value that can be attributed to such an arrangement for a sponsor, such as a functional whole of sport database.
2. Other matters that could also be considered include:
 - a. Assistance for GA to enable them to provide additional resources to roll out the GymSkools licence arrangement through the Club 10 system.

AeroSkools

1. In the lead up to the conclusion of ASC funding agreement in November 2004, the ASC should determine GA's commitment and strategies for the future of the AeroSkools program. This should be undertaken to decide if any further support (financial or non-financial such as good practice advice) should be provided by the ASC for this program.
2. Following this the ASC could consider the following priority recommendations:
 - a. Assistance to help secure sponsors for the AeroSkools program. This could involve a demonstration of the value that can be attributed to such an arrangement for a sponsor, such as a functional whole of sport database.
 - b. Assistance in continuing to attract, train, develop, reward and retain volunteers to aid in the continued roll out of the program.
3. Other matters that could be considered include:
 - a. Assistance in providing resources at a state association level to assist in delivering the program to a greater number of schools and expand the number of regional and state competitions.

3.7 Surf Lifesaving

National Sporting Organisation: Surf Life Saving Australia (“SLSA”)

Program Name: Beach to Bush and School Surf League

ASC Investment: \$400,000 comprising a split between the programs: School Surf League (\$268,000 total comprising: \$115,000 in year one, \$85,000 in year two and \$68,000 in year three) and Beach to Bush (\$132,000 total comprising: \$60,000 in year one, \$40,000 in year two and \$32,000 in year three).

3.7.1 Membership Target and Actual Results

Membership *	Base (2001)	Year 1 (1/10/01- 30/9/02)	Year 2 (1/10/02- 31/3/04)	Year 3 (1/4/04- 31/3/05)	Increase from base
School Surf League					
Target Community Members		3,675	9,004	15,950	28,629
Actual Community Members		822	8,482		
Community Members Annual increase - Target		3,675	5,329	6,946	15,950
Community Members Annual increase - Actual		822	7,660		
Actual vs. Target		-2,853	-522		
Target program participants		7,350	12,863	19,294	19,294
Actual program participants	3,628	5,013	12,347		

Membership *	Base (2001)	Year 1 (1/10/01- 30/9/02)	Year 2 (1/10/02- 31/3/04)	Year 3 (1/4/04- 31/3/05)	Increase from base
Beach to Bush					
Target members - (Kids Club Community Members)		4,015	8,834	13,712	13,712
Actual members - (Kids Club Community Members)		1,078	5,834		
Annual Increase - Target (Kids Club Community Members)		4,015	4,819	4,878	13,712
Annual Increase - Actual (Kids Club Community Members)		1,078	4,756		
Actual vs. Target		-2,937	-3,000		

Target program participants		40,150	60,225	75,281	75,281
Actual program participants	24,960	28,079	65,756		

Information source: TSPGP Agreement between SLSLA and ASC September 2001, TSPGP Membership Report for SLSA for year 1 October 2002 – 30 September 2003, TSPGP Reporting Pro Forma SLSA, 19 April 2004 and TSPGP SLSA Membership Report for year 1 April 2004 to 30 March 2005, confirmed against CDMG Consultant Report, July 2004.

* Community members include members who have paid a \$2 joining fee as per the ASC criteria for the TSPGP. “Participants” include people who have participated in the programs, but have not necessarily joined Surf Life Saving Australia (SLSA) as a community member. Participant numbers are not included in the TSPGP as they do not fit the ASC criteria for members. However, given the \$2 community membership fee was not implemented or maintained by many State Surf Life Saving Associations, it is appropriate to note these numbers.

Both the Beach to Bush and School Surf League programs were below target in year one. The School Surf League program was again below target in year 2.

Definition of a member

Full members of SLSA must attain 3 surf safety awards if aged under 13 (i.e. a “nipper”) and the Surf Rescue Certificate and Bronze Medallion after the age of 13 to compete in SLSA events. The Community Membership category was developed as part of the TSPGP and required a cultural change within SLSA as members do not have to complete these 3 safety awards, but do complete a surf survival certificate as part of both Beach to Bush and the School Surf League.

The Community Membership category was established to allow Beach to Bush and School Safety participants to be a club member and compete in specific activities before attaining these certificates. However, in practice participants in both programs were required to complete either a surf survival certificate or a surf survival test prior to (and often as part of) participation in these programs. In NSW completion of a surf survival certificate prior to participation in the School Surf League is required by law. Completion of such a certificate may occur as part of the program.

Under both programs a community member is classed as someone who pays to be a member, knows they are a member, receives a service and is communicated with regarding the program. This membership category has been established to ensure it conforms to ASC requirements under the TSPGP.

3.7.2 Membership Database

Data elements collected from each new member

Data collected for both programs includes:

- Surname
- Given name and second initial
- Address and postcode
- Home telephone number
- Email address
- Date of birth
- Gender

This data may be limited if schools are unwilling to provide some specific details of participants due to privacy laws and restrictions in some States.

System used to collect and aggregate membership data

a) Data collection method at point of activity or registration.

All registration is currently completed manually on paper forms. A new national electronic system is due to be implemented in November 2004.

Beach to Bush

Generally, schools complete the information and then provide it to the State Surf Life Saving Association running the program. Alternatively, schools ask participants to complete the forms, with schools then compiling the forms and sending them to the State Surf Life Saving Association. Some schools request individuals to mail their forms directly to the State Surf Life Saving Association.

School Surf League

Due to insurance requirements for participants in the League, all data fields must be provided. Thus, SLSA advised schools generally collect participant data and send it to the State Surf Life Saving Association.

b) Data aggregation or collation method.

Clubs provide member database information to States. State Surf Life Saving Organisations then enter information to their State database and then collate data prior to sending this to SLSA. States provide information to SLSA every six months. SLSA currently do not have access to each State / Territory member database.

A new national database is due to be operational from November 2004. While States and clubs will continue to input and collate their own State information on the national database, this system will allow SLSA to have access to the data. The system will become web-based and participants will be able to register on-line at some time in the future.

c) Data verification method.

SLSA advised information provided by the State Surf Life Saving Associations is not checked as due to SLSA's trust and close communication with State Association personnel.

Membership information is used by SLSA to provide insurance cover for all members (including community members). As such, it is not in the States' interest to provide inflated membership numbers as funds would be spent on insurance rather than in other areas. However, it should be noted that although it is not mandatory for participants in either the Beach to Bush or School Surf League program to be a SLSA member, it is encouraged through the community membership category.

The new national database will allow SLSA greater access to membership data to allow closer inspection of figures.

d) Tracking mechanism for individual participants and links to the sports pathway

No tracking mechanism for individual participants and their progress through SLSA's pathway currently exists. However, the new national database will allow SLSA to monitor individual participants and the program/level they are involved in.

Integrity of the membership data system

The current membership data system is based on trust that the State Surf Life Saving Associations are providing accurate data to SLSA. Although it is not mandatory for participants in either program to be a SLSA member it is encouraged. It is in the interest of States to provide accurate membership numbers to ensure appropriate insurance cover is provided for members and funding is not spent on unnecessary insurance cover. Therefore, the risk of over estimation of membership numbers is likely to be minimal.

3.7.3 Other Milestones

SLSA have reported to the ASC that they have complied with their service agreement in meeting “non-membership” milestones.

Reported key major milestones achieved by SLSA as part of this program include:

- Promoted membership on SLSA’s website.
- Communication between NSO and State Associations has been enhanced following acquisition of national Telstra sponsorship (replacing individual State sponsors).
- Program discussed at quarterly Board of Management meetings.
- National reporting pro formas introduced.
- Communication from State Associations to clubs focuses on delivery and includes invitations to be involved in the program.
- SLSA distributes School Network newsletter to State Associations and some of these Associations have utilised the Network.
- Clear roles for SLSA and State Associations in delivering the program.
- Board of Management and Council have made a commitment to create a web-based database.

3.7.4 Sponsorship

SLSA currently have an agreement with Telstra to sponsor these programs as part of an overall development program for the sport. This sponsorship is noted as significant to the sport and is contracted until the end of 2005.

Prior to Telstra sponsoring these programs at a national level, some individual states had their own sponsors of the programs. These individual sponsors have been successfully transferred into other areas of state surf lifesaving programs. The Telstra sponsorship has brought all states and the two programs together under a national brand.

3.7.5 ASC Recognition

The ASC have advised they are satisfied with recognition of their contribution to the program through: ASC logo on all correspondence, certificates, forms, caps, shirts, web sites, etc associated with the program.

3.7.6 Sustainability

Beach to Bush Program

Despite not reaching member targets in year one of the program, the Beach to Bush program has performed strongly in year two and is likely to be sustainable in the future. Evidence to support its future sustainability includes:

- Representatives of SLSA and its State affiliates reiterating the organisations' commitment to continue funding this program. It has been reported to the ASC that the Community Membership category charge of \$2.00 per member was not successful for this program in that some state bodies did not charge it, and there were examples of implementers such as schools not providing participant names hence the fee couldn't be charged. Therefore, support from SLSA and State Surf Life Saving affiliates is crucial for the future of this program. Advice from Surf Life Saving Queensland was that they would continue to support the program in the future at some level.
- Infrastructure and resources in place with regards to planning, human resources, relationships with rural communities and schools, etc.
- Significant sponsorship of the program is in place for the next two years by Telstra.
- The program is considered to be part of the sport's pathway and its charter to educate the public about surf survival.
- SLSA's most recent audit report (22 September 2003) was unqualified.
- SLSA believes that the program is self-sustaining as, if sponsorship was to cease, each State Association is likely to commit their own resources and budgets to the Beach to Bush program. Although the program may not cover as large a geographical area as it does currently with sponsorship support, the program is likely to continue. This is particularly the case given that this program is seen as an integral part of surf lifesaving's charter.

School Surf League

The School Surf League program has improved over the period of the ASC's investment, but is not likely to be sustainable in all States in the future. Evidence to support this includes:

- Although the program is considered part of SLSA's pathway, there is uncertainty as to whether this program attracts new participants to surf lifesaving or if participants are already members of surf life saving clubs and use the program as an additional school activity. Surf Life Saving Queensland advised that 20 to 25 percent of participants were not previously club members, however the program is considered to be most successful in that state.
- Despite sponsorship for the program and SLSA's most recent audit report (22 September 2003) being unqualified, SLSA have advised they will review this program after it has run for five years, hence around the end of 2006.
- Problems some States (in particular SA and WA) have had in accessing schools to be part of the program.
- Logistical requirements of the program for students to take at least a full day out of the school curriculum to travel to the beach, complete a Surf Safety Certificate and participate in the day's activities. As a result of these logistics, participants in the program generally come from coastal city areas.

It should be noted Surf Life Saving Queensland advised the cost of insurance for both programs might curtail their growth in the future. This is due to focus by insurers on programs that do not exclusively involve SLSA members only, therefore increasing the risks associated with the program. As Beach to Bush and the School Surf League encourage non-members to participate, the risks associated with these programs are perceived as high resulting in higher insurance costs for these programs.

3.7.7 Good Practice

Good Practice Examples	Likelihood of Transfer to Other NSOs	Reason
SLSA structure allowed delivery of programs by state bodies to be consistent across all states while SLSA maintained quality control. All State CEOs and Presidents are members of the SLSA board facilitating communication between the states.	Not Likely	Other NSOs are already well established and State structures already in place.
National sponsorship of program provided consistency in branding, delivery, communication, management and administration of the program.	Likely	Best practice example for other NSOs regarding facilitation of national sponsor.

3.7.8 Potential Areas For Improvement

Potential areas for improvement of / challenges faced by the Beach to Bush and School Surf League programs include:

- Improved tracking of members through an enhanced database system, including transfer of knowledge of how to track members and technology to support the database throughout the State and club systems.
- Cohesiveness of the different database systems used in Queensland and in all other States to form one consistent system.

3.7.9 Conclusions

Based on the documents reviewed and representatives of SLSA and the ASC consulted (including State affiliates), Ernst & Young has concluded:

Both Programs

- With a national sponsor in place, both programs are now cohesive throughout all States and Territories and are supported in principal by all State Surf Life Saving Associations.
- The community membership category required a change in culture for surf lifesaving as previously a number of certificates were required prior to membership of a club being granted. Community membership has opened opportunities for rural based Australians to become members of coastal surf life saving clubs. However, charging a fee to become a community member has not been successful. SLSA believe this is largely due to a perception by the community that access to surf safety programs and information should be free of charge.

- Both programs are considered to be part of the surf lifesaving pathway as they encourage the progression towards training for rescue awards and full membership within a time frame of approximately one year.
- The pathway has been reinforced at a State Association level as Surf Life Saving Queensland advised the programs form part of their pathway as an avenue for recruitment into the sport, increased participation numbers, entry of the sport to the school system and education of participants about surf survival (one of surf lifesaving's core principles).
- The programs have provided national focus and impetus for participation growth and development across all State Surf Life Saving Associations.
- The cost of insurance for both programs may curtail their growth in the future. This is due to focus by insurers on programs that do not exclusively involve SLSA members only, therefore increasing the risks associated with the program. As Beach to Bush and the School Surf League encourage non-members to participate, the risks associated with these programs are perceived as high resulting in higher insurance costs for these programs.

Beach to Bush Program

- Beach to Bush appears to be well managed and operated by SLSA.
- Program is considered integral to surf lifesaving as an education tool about surf survival. For example, in 2003 (second year of ASC funding) Beach to Bush covered 48,998 km, 281 schools and 134 different Australian towns.
- The Beach to Bush Program appears sustainable on a national basis based on:
 - SLSA's charter considers Beach to Bush to be integral to the sport as an education tool about surf survival.
 - Financial support from Telstra for the next two years of the program.
 - State affiliates have indicated their support for this program and commitment to resource it (financially and with personnel) if the Telstra sponsorship was to cease.
- It is noted that one of the primary charters of the Beach to Bush program is that it's an educational tool regarding surf survival to prevent drownings. While this concept cannot be challenged from a community perspective, it can be argued that a program such as this should not fall under the auspices of the ASC, or the TSPGP.

School Surf League

- The School Surf League appears to be well managed and operated by SLSA.
- The program has worked well in some States with Surf Life Saving Queensland advising 20 to 25% of participants in the School Surf League had not been involved in surf lifesaving previously. Participants in the League are then encouraged to become community members and to progress to the club system.
- The program has also worked well in Victoria, the Australian Capital Territory and Northern Territory.
- The School Surf League Program does not appear sustainable in all States based on:

- Problems some States (in particular SA and WA) have had in accessing schools to be part of the program.
- Logistical requirements of the program for students to take at least a full day out of the school curriculum to travel to the beach, complete a Surf Safety Certificate and participate in the day's activities. As a result of these logistics, participants in the program generally come from coastal city areas.
- There is uncertainty as to whether this program attracts new participants to surf lifesaving or if participants are already members of surf life saving clubs and use the program as an additional school activity. While States such as Queensland have advised the program has successfully attracted new members, this does not appear to be the case in all States.
- SLISA have advised they will be reviewing this program after it has run for five years, at the end of 2006.

3.7.10 Recommendations

With regards to recommendations for future involvement of the ASC with SLISA's TSPGP:

1. In the lead up to the conclusion of ASC and sponsorship funding in June 2005, the ASC should consider whether a program such as the Beach to Bush program should fall under the auspices of the ASC and its funding. With regards to School Surf League, the ASC should determine SLISA's commitment and strategies for the future of the national program. This should be undertaken to decide if any further support (financial or non-financial such as good practice advice) should be provided by the ASC for this program
2. Following this the ASC could consider the following priority recommendations:
 - a. Support for the continued development of SLISA's national database to track members through the surf life saving pathway.
 - b. Facilitation of opportunities for SLISA to share good practice techniques with other sports.
3. Other matters that could also be considered include:
 - a. Support to assist the development of surf lifesaving clubs and their stewardship, for example through the ASC's Club Development Network.

3.8 Tennis

National Sporting Organisation: Tennis Australia (“TA”)
Program Name: Tennis Over Australia (“TOA”)
ASC Investment: \$450,000 comprising: \$200,000 in year one; \$125,000 in year two; and \$125,000 in year three.

3.8.1 Membership Target and Actual Results

Membership	Base (2001)	Year 1 (1/7/02- 30/6/03)	Year 2 (1/7/03- 30/6/04)	Year 3 (1/7/04- 30/6/05)	Increase from base
Club members – Target	N/a	211,813	222,909	235,113	
Club members – Actual	201,717	208,773	224,172		
Annual increase –Target		10,096	11,096	12,204	33,376
Annual increase –Actual		7,056	15,399		
Actual vs. Target		-3,040	1,263		

Information source: ASC CDMG Report of Tennis Australia TSPGP

The TOA program achieved strong growth in year two, with the growth in actual club membership for year two exceeding targets by 39%. In year one club membership grew by over 3% but the growth was 30% short of target. Over the two years, club membership has grown by 11%, with TOA achieving over 100% of its target.

Definition of a member

A definition of a member under the TOA program is a person that joins a tennis club affiliated with a member association (i.e. state association). The program itself does not have members. The program encourages better management practices within clubs to attract members, as well as better run, more inclusive and sanctioned tournaments to encourage participation, which will hopefully lead to greater membership numbers for clubs. It could be argued that it is difficult to establish a direct link between the program and club membership growth, however feedback from its constituents to Tennis Australia indicates that the link between the program and membership growth is strong.

3.8.2 Membership Database

Data elements collected from each new member

A definition of a member under the TOA program is a person that joins a tennis club affiliated with a member association (i.e. state association). The program itself doesn’t have members. As such there is limited data collected from participants attending the “come and try days”, “fun days” and workshops, which form part of the TOA program. Data is only collected when a participant becomes a member of a tennis club affiliated with a member association (i.e. state association). While the data collected at a club level may vary from club to club, basic standard information is collected, which includes:

- First name

- Surname
- Address
- Suburb
- Postcode
- Phone number
- Email address
- Date of birth

System used to collect and aggregate membership data

a) Data collection method at point of activity or registration.

As previously mentioned no data is collected on the participants in the various activities that make up the TOA program, however clubs involved in the TOA program do provide an estimate of the number of participants who take part in the TOA initiatives such as the “come and try days”, “fun days” and workshops. These numbers are reported to the state associations, who provide them to TA. However, from discussions with representatives of TA, these participant numbers are estimates only and are not considered 100% accurate.

Data is only collected when a participant becomes a member of a tennis club affiliated with a member association (i.e. state association). This collection process is managed by the affiliated tennis club through the completion of a member application form and payment of the appropriate fee.

b) Data aggregation or collation method.

All completed member application forms are sent to the appropriate club. The club then forwards the appropriate data from the application form to the state association where it is manually entered into the TA membership database (called the Member Association Database). Representatives from TA indicated that in some states only the name of the member is forwarded to the state association and the club retains all other member details.

While the database itself is stored centrally at TA, and TA own, maintain and service the database, the individual member associations actually own the data of the club members within their particular state. TA does not actually have access to the database and is only provided with total membership numbers. However TA is able to request more detailed membership data from the database should it be required for any particular purpose.

c) Data verification method.

While TA does not actually have access the database and therefore there are no means by which TA can independently verify the member numbers contained on the database, representatives from TA believe that the member numbers reported by the state associations are accurate because of the following:

- There is no incentive for the state association to under or overstate member numbers as no capitation fee is paid by the states to TA.

- TA perform a “health check” on the membership numbers reported by the state associations, which involves comparing membership numbers for each state to prior years and following up any major discrepancies.

d) *Tracking mechanism for individual participants and links to the sports pathway*

While the Member Association Database has the functionality to identify and tag certain types of members, representatives of TA indicated that this functionality was not being utilised. Therefore there does not appear to be any tracking of people who join a particular club because of participation in TOA.

Integrity of the membership data system

While TA place significant reliance on the state associations in reporting their annual membership numbers to the ASC, the following factors indicate that these membership numbers are considered reliable:

- Payment of an annual membership fee is required before any membership data is included on the member database.
- Representatives from TA have indicated that there is no incentive for the state association to under or overstate member numbers as no capitation fee is paid by the states to TA.
- TA perform a “health check” on the membership numbers reported by the state associations, which involves comparing membership numbers for each state to prior years and following up any major discrepancies.

3.8.3 Other Milestones

For the greater part, TA have reported to the ASC that they have complied with their service agreement in that they have met with “non-membership” milestones.

Reported key achievements / milestones of TA in relation to the TOA program were:

- Significant increases in the number of country (senior) and junior tournaments staged.
- Improved reporting of participation in tournaments.
- Staging of workshops focusing on topics like strategic planning, risk management, etc.
- As part of a Club Ambassador program, a Club Ambassador was appointed at all clubs involved in the TOA. This involved coordination of the program at the club level and liaison with member associations.
- Tournaments staged under the auspices of the TOA program were linked to the global rating program (through the International Tennis Number), enabling better tracking of participation.

A number of performance measures were considered to be “in progress”. These include:

- Development and refinement of relevant databases in that the databases are not presently fully utilised by member associations.
- Clubs are not fully utilising web based data systems.
- Not all tournament participants are included on the Membership Administration Database, despite reports indicating significant improvements in this area since year one.

- Quality controls over tennis programs throughout regional Australia are yet to be fully implemented (a major club audit is to take place in late 2004 to assist with this).

3.8.4 Sponsorship

TA currently has an agreement with Nestle, through its Milo brand, to sponsor the TOA program for a further two years (to the end of 2005). The sponsorship is considered significant in comparison to some other NSOs subject to this review. Representatives from TA have noted that negotiations will commence in 2005 for an extension to the present agreement, and anecdotally, Nestle are satisfied with the program.

3.8.5 ASC Recognition

The ASC is satisfied that it has been appropriately recognised by TA with regards to the ASC’s contribution to the TOA program through: ASC branding on items such as program resources, uniforms, signage, and exposure in the Australian Open magazine.

3.8.6 Sustainability

The TOA program has performed strongly over the period of the ASC’s investment and is considered to be sustainable in the future. Evidence to support its future sustainability includes:

- Representatives of TA reiterating the organisation’s commitment to continue funding of the TOA program, on which the operations of TOA are mostly dependent.
- The infrastructure in place with regards to systems, programs (within the overall TOA program) and human resources.
- Representatives of TA have indicated that there is cooperation between the national body, member associations and affiliated clubs.
- The program is considered to be part of TA’s pathway.
- Significant corporate sponsorship is in place, and according to TA, negotiations will commence in 2005 to extend the present arrangements post the scheduled end of the agreement at the end of 2005.
- TA’s most recent audit report (30 June 2003) was unqualified.
- The targeting of potential growth areas such as regional Australia, with plans to expand this to outer metropolitan areas.

3.8.7 Good Practice

Good Practice Examples	Likelihood of Transfer to Other NSOs	Reason
Focus on the club development program.	Likely	As long as resources were available, improving the administration and member servicing capabilities of the clubs can be fundamental in attracting new participants, and further, members to a sport.
Club Ambassador Program.	Likely	As long as resources were available, this program instils

		ownership of programs at the grassroots level to volunteers of the sport. In addition, upskilling individuals within club committees can help with succession planning for other positions of responsibility on club committees, i.e. Secretary, President, etc.
Strong network of Regional Member Services Coordinators.	Not Likely	As funded by the national body, it is unlikely that less resourced sports could afford to employ such full-time persons.
The use of service agreements with member associations, and standard, regular reporting structures.	Likely	To ensure delivery bodies are aware of their responsibilities and performance expectations.
Regular reporting between the levels of the sport.	Likely	Enables the national body to monitor performance of the state bodies, and the state bodies monitor the performance of the regions / clubs. Detail and regularity of reporting can be tailored to individual NSOs.
Development of player-friendly formats to encourage participation in the sport.	Likely	Requires knowledge of the views of participants, and understanding what can encourage higher participation in the sport.

3.8.8 Potential Areas For Improvement

Potential areas for improvement of / challenges faced by the TOA program include:

- Involvement of outer metropolitan areas into the program.
- Improving the ease of reporting, including the upgrading of the Member Associations Database for recording competition and tournament data. This would also include making the process more automated, say through web-based applications. In addition to quarterly, standard reporting up to TA, this improvement could enhance TA’s ability to monitor performance of the bodies responsible for delivering TOA.
- Potential consideration with linking in schools with another program that could work hand-in-hand with TOA. (TA stated that they wouldn’t want to involve schools in TOA as there are a number of other programs already doing that, as well as it creating a further burden for the Regional Member Services Coordinators and participating clubs).
- Outside the program, but fundamental to continued growth, improvements are required to facilities, especially in regional areas. This could include court surfaces, clubroom facilities, and other amenities.

3.8.9 Conclusions

Based on the documents reviewed and representatives of TA and ASC consulted, Ernst & Young has concluded:

- The TOA program appears to be well managed and operated by TA.
- The TOA program is considered to be part of TA's pathway.
- Total membership targets and various other performance measures to the greater extent appear to be being met.
- The program is well resourced, and benefits from apparent national cooperation down to the grassroots level.
- The TOA program appears to be sustainable in the immediate future, based on:
 - TA's "top-down" funding model, whereby it for the greater part funds the TOA program.
 - A significant revenue stream is sourced from corporate sponsorship.
 - The verbal commitment (both strategic and financial) of representatives of TA that TOA will continue into the immediate future.
 - The resource base of TA.
- As it is not TA policy to charge participants for use of development programs such as TOA, future sustainability is totally reliant upon TA's continued support of the program (assuming that corporate sponsorship will never be significant enough to fully fund the program at "near current" levels).

3.8.10 Recommendations

With regards to recommendations for future involvement of the ASC with TA's TSPGP:

1. The ASC could consider the following priority recommendations:
 - a. Support for the improvement of TA's data management and collation process. This could involve making the process more automated, and / or upgrading the Member Association Database to include functionality whereby a unique identification is provided to club members that have been attracted directly through the initiatives of the TOA program. This could help track program participants through the tennis pathway.
2. Other matters that could also be considered include:
 - a. Assistance to improve facilities at the grassroots level. Representatives of TA indicated that this is an area that requires consideration in the short term, as growth in participation at all levels could be stalled if facilities are not improved. This could include court surfaces, clubroom facilities, and other amenities. Assistance could be in the form of the ASC lobbying state sport and recreation departments and local governments on behalf of TA, or allocating resources to capital improvement programs for the NSOs.

3.9 Women’s Golf

National Sporting Organisation: Women’s Golf Australia (“WGA”)
Program Name: Play-A-Round (“PAR”)
ASC Investment: \$275,000 comprising: \$150,000 in year one; \$80,000 in year two; and \$45,000 in year three.

3.9.1 Membership Target and Actual Results

Membership	Base (2001)	Year 1 (1/3/02- 28/2/03)	Year 2 (1/3/03- 28/2/04)	Year 3 (1/3/04- 28/2/05)	Increase from base
Members - Target	0	5,500	6,458	4,000	
Members - Actual	0	2,254	1,332		
Annual increase -Target		5,500	958	(2,458)	4,000
Annual increase -Actual		2,254	(922)		
Actual vs. Target		-3,246	-5,126		

Information source: ASC CDMG Report of Women’s Golf Australia TSPGP

We understand that due to significant implementation and human resourcing issues in the first two years of the program, WGA has not met its agreed membership targets for the PAR program, despite the targets being reduced for year two and again for year three. Actual membership of the PAR program only reached 41% of target in year one, while the program experienced negative growth in year two. With the new management structure in place, and no review as yet as to its progress in maintaining and then attracting members, no comment can be made regarding likelihood of WGA meeting its membership targets for year three (and beyond).

Definition of a member

Under the PAR program, a member is defined as a person that has paid a subscription fee to WGA to participate in the program. Under the recently implemented management structure, members will subscribe to the program by paying Team Fore Golf (“TFG”), who is managing PAR on behalf of WGA.

3.9.2 Membership Database

Data elements collected from each new member

The following information is collected from participants in the Play a Round program:

- First name
- Surname
- Address (suburb, state and postcode)
- Date of birth
- Phone
- Email address

- Other qualitative information such as how often do you play, how do you rate your golf game, what time best suits you to play and what are you interested in getting out of PAR

System used to collect and aggregate membership data

a) Data collection method at point of activity or registration.

Under the PAR program, a member is defined as a person that has paid a subscription fee to WGA to participate in the program. Under the recently implemented management structure, Team Fore Golf (“TFG”) manages PAR on behalf of WGA. Data is collected at point of registration using a standard registration form, which can be completed on-line on the WGA website (using credit card payment facility) or manually (using the registration form available on the website) via post with the registration fee paid by cheque or credit card. All registration fees are paid directly to WGA.

In addition to the membership data collected from the registration forms, the WGA website also has the option to register to receive more information about the program, which WGA categories as a potential member. That is no registration fee is paid, and therefore they are not considered a member of the program, however their details are collected for the purposes of targeting potential members of the program.

b) Data aggregation or collation method.

The on-line registration facility is directly interfaced to WGA’s database and as such all membership data is directly downloaded onto the database. The membership data contained on the manual registration form is manually entered onto the database by WGA. A separate member category is used in the database to identify members of the PAR program.

The management of WGA’s database is outsourced to Advanced Solutions, and while WGA have ownership of the database (and the data contained therein) and are responsible for maintaining the database, the state associations are able to request access to the PAR data.

c) Data verification method.

WGA advised that the total number of members in the PAR program is reconciled to the total registration fees received on an annual basis as part of the independent audit of the WGA. This process is particularly important given that TFG are paid a commission based on the number of members in the program and therefore independent verification of member numbers is required.

d) Tracking mechanism for individual participants and links to the sports pathway

While WGA’s database has the functionality to identify and tag certain types of members, representatives of WGA indicated that this functionality is not utilised. As such there is no tracking of PAR members through the sports pathways. Representatives of WGA indicated that given that the primary focus of PAR was not to drive traditional golf club memberships numbers, the tracking of PAR members who may go onto join a golf club was not considered important.

Integrity of the membership data system

The PAR membership numbers reported to the ASC appear to be accurate based on the following:

- A PAR member can only be registered on the WGA database following payment of a membership fee.

- The number of members contained in the database is reconciled to the total registration fees paid and verified by an independent third party.
- All membership data is provided directly to the WGA who maintain total control of the membership database.

3.9.3 Other Milestones

WGA have reported to the ASC that they have complied with the majority of their service agreement in that they have met with a number of “non-membership” milestones.

Reported key achievements / milestones of WGA in relation to the PAR program were:

- WGA have targeted a market different to many other NSOs, being adult females. Further, WGA have targeted a potential growth market, being social golf for women, as opposed to a declining market such as club membership.
- Over the first two years of the PAR program, WGA allocated significant financial resources to building brand awareness of the product. As such, WGA has concluded that it has a strong brand in the market place (the ASC has also noted the strength of the PAR brand).
- Development of a designated website.

A number of performance measures were considered to be “in progress” or “not met”, mostly due to the change in management structure in early to mid 2004. These include:

- Due to the creation of new benefits and incentives for members by TFG, members of the program were to pay based on differing pricing schedules to those agreed.
- At reporting date, no specific corporate program had been developed as part of the PAR program. WGA have noted that a corporate program could form part of the TFG strategy.
- With regards to the marketing and communication strategy, regular communications have taken place via the internet. However, functionality of web sites and databases has been limited due to ongoing problems. These problems have consumed significant funds. It was reported by WGA that TFG’s systems are more advanced and capable of delivering on the agreed marketing and communication strategy.
- Detailed surveying of members had not taken place to the extent dictated by the ASC’s service agreement. Obtaining feedback from members is to be part of TFG’s strategy for the PAR program.

3.9.4 Sponsorship

WGA currently has short-term agreements with Ecco and Ladies Tee to sponsor the PAR program with “value-in-kind” support. The sponsorship of the program is considered minor, in comparison to some of the other NSOs subject to this review. Representatives from WGA have noted they have had recent corporate interest in the PAR program from Fernwood (female gymnasium chain) and the Commonwealth Bank. International Management Group, the event manager of the Australian Women’s Open, has sourced this interest in their role to secure sponsorship for that event.

3.9.5 ASC Recognition

The ASC is satisfied that it has been appropriately recognised by WGA with regards to the ASC’s contribution to the PAR program through: ASC branding on the PAR website and promotional materials.

3.9.6 Sustainability

The PAR program has performed below expectations over the period of the ASC’s investment. An assessment of its future sustainability has not been made as it has only been operating for a short period of time under a new, outsourced management structure. Evidence that indicates that the program *could* be sustainable into the future includes:

- Representatives of WGA reiterating the organisation’s commitment to continue its support and funding of the PAR program, of which the operations of PAR are totally dependent.
- WGA has a three-year agreement with TFG to manage PAR. WGA has an option to release itself from this agreement depending on TFG meeting performance criteria. We understand that TFG are experienced in managing such golfing programs.
- TFG has forecast profits for the program in the medium term.
- An understanding that there is corporate interest in sponsoring the PAR program.
- The program is considered to be part of the sport’s pathway.
- While WGA’s most recent audit report (30 June 2003) was qualified, the qualification related to non-reliance on certain internal controls, not going concern.
- The program targets a potential growth market in golf, being female social members. Other segments of golf membership are considered to be in decline, such as golf club membership.

3.9.7 Good Practice

Good Practice Examples	Likelihood of Transfer to Other NSOs	Reason
Development of brand	Unknown	Significant resources were allocated to building the brand through marketing activities. Level of resources will determine those NSOs that could undertake such initiatives.
Use of electronic communication methods	Likely	With the advances in methods of communication (and resulting cost efficiencies), if the NSO has ownership of a functional database, there is no significant reason why NSOs would not be able to utilise these communication methods.
Outsourcing of management of participation program*	Unknown	If the appropriate resources were not available to a NSO, and a third party possessed the appropriate expertise to manage and operate a participation program, then it could be prudent for a NSO to consider such an option.

* Performance of recently implemented outsourced management structure is yet to be reviewed by WGA, hence included as “Good Practice” on the basis of the concept.

3.9.8 Potential Areas For Improvement

Prior to the recently implemented outsourced management structure, WGA identified significant improvements that were required for the PAR program. Issues included:

- Lack of appropriate resources for actual implementation and rollout of the program.
- Competing programs in existence, including those run by state bodies of WGA, which could not be brought under the auspices of the PAR program.
- Instances of non-cooperation by state bodies, hindering the implementation of the PAR program. Representatives of WGA identified the New South Wales and Victoria state bodies as providing the greatest “push back” to the implementation of PAR.

WGA expects that improvements in the program will result with TFG managing it, and the influence of the state bodies being reduced. According to WGA, TFG has the resources, skills and systems in place to facilitate the success of the PAR program.

3.9.9 Conclusions

It is difficult to make recommendations on the PAR program with the new management structure only being in place from early to mid 2004. Regardless, Ernst & Young has concluded:

- WGA is committed to continuing to support PAR.
- The PAR program is considered to be part of WGA’s pathway.
- The PAR program has a designated target market (adult female social golfers) that doesn’t appear to be well serviced by other bodies / programs at the present time.
- The target market of the PAR program has potential for growth, whereas other segments are in decline, i.e. golf club membership.
- Systems are in place to increase the chances of success of the PAR program in the future. The entity managing the program has experience managing similar programs, and the database developed by WGA appears to function appropriately.
- With the recent change in management structure, Ernst & Young cannot conclude on the future sustainability of the PAR program. The ASC will be in a better position to assess the future sustainability of the PAR program after the first designated review milestone in October 2004, whereby TFG will report progress to WGA. This assessment could be better made after a year under the present management structure, allowing time for TFG to consolidate operations of the program and then facilitate membership growth.

3.9.10 Recommendations

With regards to recommendations for future involvement of the ASC with WGA’s TSPGP:

1. In the lead up to the conclusion of ASC funding in February 2005, the ASC should attempt to have access to progress reports from TFG to WGA regarding the progress and performance of the PAR program under the recently implemented management structure. This should be undertaken to decide if any further support (financial or non-financial such as good practice advice) should be provided by the ASC for this program.
2. The ASC could also consider the following priority recommendation:

- a. Assistance with solving apparent structural problems within WGA in that the national body do not appear to have adequate authority over the member associations about delivery of national participation programs, amongst other things.
3. Other matters that could also be considered include:
- a. Assistance for WGA in meeting its financial requirements to TFG for managing the PAR program. In considering this, the ASC could place terms and conditions upon such assistance, such as progress of the program under the new management structure prior to assistance being granted; meeting designated performance measures in the future; etc. This assistance could remain in place until the program was considered self-sustaining, as is projected in the medium term by TFG. (It has been noted that WGA have already requested that the ASC considered funding 50% of TFG's management fee for PAR. This request was rejected by the ASC).

4. Benefits / Other Issues Identified by NSOs Regarding the TSPGP

During the course of this review a number of the participating NSOs provided feedback on general issues relating to their involvement in the TSPGP. This feedback has been included for the ASC's information.

- Regarding programs not already in existence prior to the provision of TSPGP funding, a number of NSOs noted that three years was a tight timeframe to have a new program implemented and operating successfully throughout a national network. It was noted that communicating and educating state, regional and local associations and their volunteers about the program and the subsequent implementation of the program had taken a significant time to establish. These timeframe issues were of particular concern for NSOs such as BA, ABF / SA, WGA and GA, where their programs relied heavily on volunteers for implementation at a school or club level.
- AA, ABF, ARU, BA and SLSA noted the value of involvement in ASC-coordinated “best practice” seminars and forums to gain from the experience and expertise of other NSOs regarding general participation growth and development.
- ABF, ARU, BA and SLSA were supportive of the ASC's focus on participation programs at a grassroots level as well as emphasis on progression of the elite level of sport. These NSOs advised they were keen to work toward the success of national participation growth programs and where the opportunity arises, work with the ASC on these initiatives.
- Several NSOs questioned the future of the ASC's support for the TSPGP, such as future strategies and plans for increased membership participation and growth.
- SA noted the benefits to their sport of undertaking a business planning process of the nature required to receive TSPGP funding from the ASC. For example the process was said to result in a focussed approach on participation growth and accountability of funding to support development programs.
- Several NSOs expressed interest in either being included in the ASC Active After-school Communities program or enquired about the program generally.
- Several NSOs noted their appreciation of the support, through both financial and non-financial means, of the ASC and in particular the CDMG unit.
- A number of NSOs noted that the ASC brand was seen to legitimise their participation programs, particularly given that for a number of the programs, school children were the target market.
- SA noted that the ASC could provide assistance to reduce the direct costs associated with delivering a program of this nature. This may be in the form of reduced costs of printing program promotional materials or equipment for the programs through economies of scale (i.e. combining with other sports and obtaining volume discounts).

Appendix 1: Summary of Documentation Reviewed and Persons Consulted

NSO and Program Name	Documents Reviewed (Provided by ASC)	ASC Representatives Consulted	NSO Representatives Consulted	Other Persons Consulted
Athletic Australia – Out of Stadium (Running Australia)	<p>“Athletics Australia Annual Report 2002 - 2003”</p> <p>“CDMG Consultant’s Review of Out of Stadium” prepared by the ASC</p> <p>“Investment in Targeted Sports Participation Growth Program Agreement” for period 1 January 2003 to 31 December 2003</p> <p>AA’s report against the measures stipulated in this agreement for period 1 January 2003 to 31 December 2003</p> <p>“Athletics Targeted Program Year 2 Final Report” prepared by the ASC (dated 26 March 2004)</p> <p>“Investment in Targeted Sports Participation Growth Program Agreement” for period 1 January 2002 to 31 December 2002</p> <p>“Targeted Sports Participation Growth Program Reporting Pro Forma” prepared by the AA (dated 30 May 2003)</p> <p>“Athletics Australia Targeted Program Year 1 Final Report” prepared by the ASC (dated 24 June 2003)</p> <p>“Targeted Sports Participation Growth Program – Out of Stadium” business plan prepared by the AA</p> <p>“Running Australia Rating Framework” provided to Ernst & Young by Athletics Australia</p>	<p>Marcia Endacott (CDMG Consultant)</p> <p>Colin Lane (Acting Manager, Sport Programs)</p> <p>Peter Sharpe (Sport Services Consultant)</p>	<p>Robert Richard (Community Participation Manager)</p> <p>David Gynther (Competitions & Development Director)</p>	<p>None</p>

NSO and Program Name	Documents Reviewed (Provided by ASC)	ASC Representatives Consulted	NSO Representatives Consulted	Other Persons Consulted
Australian Baseball Federation – Play Ball	<p>“Australian Baseball 2002-2003 Annual Report”</p> <p>“CDMG Consultant’s Review of Play Ball” prepared by the ASC</p> <p>“Sport Services Consultant Review of Softball / Baseball TSPGP” prepared by the ASC</p> <p>“Investment in Targeted Sports Participation Growth Program Agreement (Schedule E) ” for period 1 July 2003 to 30 June 2004</p> <p>Baseball - Softball report against the measures stipulated in this agreement for period 1 July 2003 to 30 June 2004</p> <p>“Investment in Targeted Sports Participation Growth Program Agreement” for period 1 July 2002 to 30 June 2003</p> <p>“Targeted Sports Participation Growth Program Reporting Pro Forma” prepared by Softball/Baseball (dated 30 July 2003)</p> <p>“SA & ABF Targeted Program Year 1 Final Report” prepared by the ASC (dated 27 August 2003)</p> <p>“Softball Australia / Australian Baseball - Play Ball” revised business plan prepared by the SA & ABF</p> <p>“Targeted (Play Ball) Participation Growth Program – Business Plan” prepared by SA & ABF (dated 28 February 2003)</p>	<p>Marcia Endacott (CDMG Consultant)</p> <p>Colin Lane (Acting Manager, Sport Programs)</p> <p>Martin Roberts (Sports Services Consultant)</p>	<p>Peter Wood (National Development Manager)</p>	<p>Ben Arthur (Development Manager – South Australian Baseball Assoc)</p> <p>Josh Frick (Development Officer – South Australian Baseball Assoc)</p> <p>Gareth Jones (Development Officer – Queensland Baseball Assoc)</p> <p>Alan Connors (Development Officer – Queensland Baseball Assoc)</p> <p>Paige Ridgewell (Manager, Industry Development Unit, Sport and Recreation Queensland)</p>

NSO and Program Name	Documents Reviewed (Provided by ASC)	ASC Representatives Consulted	NSO Representatives Consulted	Other Persons Consulted
Softball Australia – Play Ball	<p>“Softball Australia Annual Report 2002 - 2003”</p> <p>“CDMG Consultant’s Review of Play Ball” prepared by the ASC</p> <p>“Investment in Targeted Sports Participation Growth Program Agreement (Schedule E)” for period 1 July 2003 to 30 June 2004</p> <p>Baseball - Softball report against the measures stipulated in this agreement for period 1 July 2003 to 30 June 2004</p> <p>“Sustainability – Play Ball” prepared by Peter Wood for the Play Ball National Management Committee (11 July 2004)</p> <p>“Investment in Targeted Sports Participation Growth Program Agreement” for period 1 July 2002 to 30 June 2003</p> <p>“Targeted Sports Participation Growth Program Reporting Pro Forma” prepared by Softball/Baseball (dated 30 July 2003)</p> <p>“SA & ABF Targeted Program Year 1 Final Report” prepared by the ASC (dated 27 August 2003)</p> <p>“Softball Australia / Australian Baseball - Play Ball” revised business plan prepared by the SA & ABF</p> <p>“Targeted (Play Ball) Participation Growth Program – Business Plan” prepared by SA & ABF (dated 28 February 2003)</p>	<p>Marcia Endacott (CDMG Consultant)</p> <p>Colin Lane (Acting Manager, Sport Programs)</p> <p>Martin Roberts (Sport Services Consultant)</p>	<p>Sue Crow (Chief Executive Officer)</p> <p>Chet Grey (Coaching Operations Manager)</p> <p>Sarah Hutchinson (Project Officer – Development)</p>	<p>Helen Baker (Executive Officer - South Australian Softball Association)</p> <p>Sue Nisbett (General Manager - Queensland Softball Association)</p> <p>Mike Schetter Manager (Community Participation - South Australian Sport and Recreation Department)</p>
Australian Football League - Auskick	<p>“Australian Football League 107th Annual Report 2003”</p> <p>“CDMG Consultant’s Review of Auskick (AFL)” prepared by the ASC</p> <p>“Sport Services Consultant Review of AFL TSPGP” prepared by the ASC</p> <p>Variation to 2003/04 Funding and Service Level Agreement</p> <p>“Investment in Targeted Sports Participation Growth Program Agreement” for period 1 January 2003 to 31 December 2004</p> <p>The AFL’s report against the measures stipulated in this agreement (Schedule E)</p> <p>“AFL Targeted Program Year 2 Final Report” prepared by the ASC (dated 30 December 2003)</p> <p>“Investment in Targeted Sports Participation Growth Program Agreement” for period 1 January 2002 to 31 December 2003</p> <p>“Targeted Sports Participation Growth Program Reporting Pro Forma” prepared by the AFL (dated 1 December 2002)</p> <p>“AFL Targeted Program Year 1 Final Report” prepared by the ASC (dated 10 December 2002)</p>	<p>Marcia Endacott (CDMG Consultant)</p> <p>Colin Lane (Acting Manager, Sport Programs)</p> <p>Martin Roberts (Sport Services Consultant)</p>	<p>Dean Warren (National Participation Manager, Game Development)</p> <p>* David Matthews (General Manager Game Development) did not attend the scheduled</p>	<p>None</p>

NSO and Program Name	Documents Reviewed (Provided by ASC)	ASC Representatives Consulted	NSO Representatives Consulted	Other Persons Consulted
Australian Rugby Union - TryRugby	<p>“Business Plan for AFL & Active Australia” prepared by the AFL (dated August 2001)</p> <p>“No Boundaries, Australian Rugby Union Annual Report 2003”</p> <p>“CDMG Consultant’s Review of TryRugby” prepared by the ASC</p> <p>“Sport Services Consultant Review of the Australian Rugby Union TSPGP” prepared by the ASC</p> <p>“2003 – 2004 Targeted Sports Participation Growth Program Agreement (Schedule E)” for the year 1 February 2004 to 31 January 2005</p> <p>“Targeted Sports Participation Growth Program Agreement (Schedule E) for the year 1 February 2003 – 31 January 2004”</p> <p>“Targeted Sports Participation Growth Program Membership Report for the year 1 February 2003 – 31 January 2004”</p> <p>“Year 2 report email“ explanation from ARU to ASC</p> <p>“Rugby Union Targeted Program Year 2 Final Report” by ASC (dated 2 March 2004)</p> <p>“Investment in Targeted Sports Participation Growth Program Agreement” (September 2002 version) for period 1 February 2002 to 31 July 2003</p> <p>“Targeted Sports Participation Growth Program Reporting Pro Forma” prepared by ARU (dated 20 February 2002)</p> <p>“TryRugby 2003-2005 Business Plan (Variation proposal)” (dated February 2003)</p> <p>“ARU Targeted Program Year 1 Final Report” prepared by the ASC (dated 1 April 2003)</p> <p>“TryRugby 2002-2003 Business Plan” prepared by ARU (dated July 2002)</p>	<p>Marcia Endacott (CDMG Consultant)</p> <p>Colin Lane (Acting Manager, Sport Programs)</p> <p>Don Cameron (Sports Services Consultant)</p>	<p>meeting</p> <p>Steve Frost (Community Rugby Manager)</p>	<p>None</p>
Basketball Australia – Aussie Hoops	<p>“Australian Basketball Federation Incorporated Financial Report for the year ended 31 December 2003”</p> <p>CDMG Consultant’s Review of Aussie Hoops” prepared by the ASC</p> <p>“Sport Services Consultant Review of Basketball Australia TSPGP” prepared by the ASC</p> <p>“Basketball Australia Aussie Hoops Report July 03 – June 04” prepared by Basketball Australia</p> <p>“Targeted Sports Participation Growth Program Grant Variation Agreement” (dated 16 December 2003)</p> <p>“Basketball TSPGP” (background to variation agreement) prepared by the ASC</p> <p>“2003 – 2004 Targeted Sports Participation Growth Program Agreement (Schedule 1)” for the year 1 July 2002 to 30 June 2003</p> <p>“Basketball Australia Aussie Hoops Report July 02 – June 03” prepared by Basketball Australia</p> <p>“Aussie Hoops Target Adjustments – Queensland” (year 1 variation proposal) prepared by Basketball Australia</p> <p>“Basketball TSPGP Year 1 Final Report” prepared by the ASC (dated 3 October 2003)</p>	<p>Marcia Endacott (CDMG Consultant)</p> <p>Colin Lane (Acting Manager, Sport Programs)</p> <p>Don Cameron (Sports Services Consultant)</p>	<p>Scott Derwin (CEO)</p> <p>Terri Page (National Aussie Hoops Coordinator)</p>	

NSO and Program Name	Documents Reviewed (Provided by ASC)	ASC Representatives Consulted	NSO Representatives Consulted	Other Persons Consulted
	<p>“Basketball Australia Targeted Participation Growth program – ‘Aussie Hoops Club’” (business plan) prepared by Basketball Australia</p>			
<p>Gymnastics Australia – GymSkools and AeroSkools</p>	<p>“Gymnastics Australia Year in Review 2003”</p> <p>“CDMG Consultant’s Review of GymSkools and AeroSkools” prepared by the ASC</p> <p>“Sport Services Consultant Review of Gymnastics TSPGP” prepared by the ASC</p> <p>“Investment in Targeted Sports Participation Growth Program Agreement” for period 1 September & 1 December 2002 – 31 August & 30 November 2003</p> <p>“Targeted Participation Growth Program: Variation Report” (dated February 2004)</p> <p>“Targeted Participation Growth Program: AeroSkools – Final Report” (dated September 2003)</p> <p>“Targeted Participation Growth Program: GymSkools – Final Report” (dated November 2003)</p> <p>“Investment in Targeted Sports Participation Growth Program Agreement” for period December 2001 to November 2003</p> <p>“Targeted Participation Growth Program: Variation Report” (dated December 2002)</p> <p>“Targeted Participation Growth Program – Final Report” (dated November 2002)</p> <p>“Gymnastics Australia - National Targeted Participation Growth Program” business plan prepared by Gymnastics Australia</p>	<p>Marcia Endacott (CDMG Consultant)</p> <p>Colin Lane (Acting Manager, Sport Programs)</p> <p>Deb Waser (Sport Services Consultant)</p>	<p>Jane Allen (Chief Executive Officer)</p> <p>Matt Connell (Business Manager)</p> <p>Linda Pettit (Coach Education)</p>	<p>Richard Tisher (SA Sport Aerobics Sports Management Committee Chairperson - South Australian Gymnastics Association)</p>
<p>Surf Lifesaving Australia – Beach to Bush and Schools Surf Program</p>	<p>“Surf Life Saving Australia Annual Report 2003”</p> <p>“CDMG Consultant’s Review of School Surf League and Beach to Bush (Surf Life Saving Australia)” prepared by the ASC</p> <p>“Sport Services Consultant Review of SLSA TSPGP” prepared by the ASC</p> <p>“Surf Life Saving Targeted Sports Participation Growth Program Agreement (Schedule E)” for the year 1 April 2004 to 30 March 2005 - Draft</p> <p>“Surf Life Saving Targeted Sports Participation Growth Program Agreement (Schedule E)” for the year 1 October 2002 to 30 September 2003</p> <p>“Targeted Sports Participation Growth Program Reporting Pro Forma” prepared by SLSA (dated 19 April 2004)</p> <p>“SLSA TSPGP Year 2 Assessment” prepared by the ASC (dated 28 June 2004)</p> <p>“Surf Life Saving Targeted Sports Participation Growth Program Agreement (Schedule 1)” for the year 1 October 2001 to 30 September 2002</p> <p>“Targeted Sports Participation Growth Program Reporting Pro Forma” prepared by SLSA (dated 18 October 2002)</p> <p>“Surf Life Saving Australia Targeted Program Final Report” prepared by the ASC (dated 7 January 2003)</p>	<p>Marcia Endacott (CDMG Consultant)</p> <p>Colin Lane (Acting Manager, Sport Programs)</p> <p>Martin Roberts (Sports Services Consultant)</p>	<p>Chris Giles (National Development Manager)</p>	<p>Surf Life Saving Queensland personnel:</p> <p>Brett Williamson (CEO)</p> <p>John Brennan (Executive Manager)</p> <p>Peter Roberts (Surf Sports Manager)</p> <p>Bronwyn Glass (Marketing)</p>

NSO and Program Name	Documents Reviewed (Provided by ASC)	ASC Representatives Consulted	NSO Representatives Consulted	Other Persons Consulted
	<p>“Business Growth Plan Targeted Participation Growth Surf Life Saving Australia” prepared by Surf Life Saving Australia</p>			<p>Officer) Samantha Nicholson (Marketing and Corporate Relations Manager) Clare Parry (Membership Service Development Officer)</p>
<p>Tennis Australia – Tennis Over Australia</p>	<p>“Ahead of the Game, Tennis Australia Annual Report 2002/03” “CDMG Consultant’s Review of Tennis Over Australia (Tennis Australia)” prepared by the ASC “Schedule E, Targeted Sports Participation Growth Program Grant” for period ending 30 June 2004 as part of the Funding and Service Level Agreement Tennis Australia’s report against the measures stipulated in this agreement (Schedule E) “Tennis TSPGP Year 2 Final Report” prepared by the ASC (dated 1 July 2004) “Investment in Targeted Sports Participation Growth Program Agreement” for period July 2002 to June 2003 Tennis Australia’s final report for Year 1 of the MILO Tennis Over Australian TSPGP “Targeted Sports Participation Growth Program Reporting Pro Forma” prepared by Tennis Australia (dated 16 July 2003) “Tennis TSPGP Year 1 Final Report” prepared by the ASC (dated 19 August 2003) “Business Growth Plan , Tennis Over Australia, December 2001 – October 2004” prepared by Tennis Australia</p>	<p>Marcia Endacott (CDMG Consultant) Colin Lane (Acting Manager, Sport Programs) Peter Sharpe (Sport Services Consultant)</p>	<p>Ann West (General Manager, Participation Development) Belinda Diamond (National Coordinator, Participation Development)</p>	<p>None</p>
<p>Women's Golf Australia – Play-A-Round</p>	<p>“Women’s Golf Australia Annual Report 2002/03” “CDMG Consultant’s Review of Play A Round (Women’s Golf Australia)” prepared by the ASC “Sport Services Consultants (sic) Review of Women’s Golf Australia (WGA) Targetted (sic) Sport Participation Growth Program – Play-A-Round (PAR)” prepared by the ASC “Schedule E, TSPGP, (Women’s Golf)” for period ending March 2004 as part of the Funding and Service Level Agreement</p>	<p>Marcia Endacott (CDMG Consultant) Colin Lane (Acting Manager, Sport</p>	<p>Maisie Mooney (Chief Executive Officer)</p>	<p>None</p>

NSO and Program Name	Documents Reviewed (Provided by ASC)	ASC Representatives Consulted	NSO Representatives Consulted	Other Persons Consulted
	<p>Letter from Women’s Golf Australia to ASC requested funding assistance for PAR management fee, dated 16 March 2004</p> <p>Women’s Golf Australia’s report against the measures stipulated in this agreement (Schedule E)</p> <p>Information from the Play A Round website informing visitors to the site the change of manager of the program (dated March 2004)</p> <p>“Proposal to Women’s Golf Australia Regarding Play-A-Round” prepared by Team Fore Golf (dated 14 January 2004)</p> <p>“Women’s Golf Targeted Program Year 2 Final Report” prepared by the ASC (dated 12 May 2004)</p> <p>“Investment in Targeted Sports Participation Growth Program Agreement” for period 1 March 2003 to 28 February 2004</p> <p>“Targeted Sports Participation Growth Program Reporting Pro Forma” prepared by Women’s golf Australia (dated 1 February 2003)</p> <p>“WGA Targeted Program Year 1 Final Report” prepared by the ASC (dated 8 April 2003)</p> <p>“Women’s Golf Australia, Business Plan, Targeted Participation Growth Program” prepared by Women’s Golf Australia (dated 10 January 2002)</p>	<p>Programs)</p> <p>Don Cameron (Sport Services Consultant)</p>		

Appendix 2: Standard Questions for Representatives Of NSOs Regarding their TSPGP

1. What is your sport's definition of a member under the TSPGP?
2. How do you collate information relating to members under the TSPGP? Is this different to your overall membership database? Who owns the database? How is it managed and maintained?
3. Generally, what are the pathways available for members of the TSPGP? How are members offered the opportunity to progress through these pathways? How do / will you measure their progress through the pathways? Do you monitor progress through local / State and National level?
4. Was your initial program (as outlined in your business plan) suitable for the target market? Have you modified the program to better suit the needs of participants, and if so, how?
5. How was the program received by stakeholders (eg State Associations, State Departments of Sport and Recreation, other State departments) and did this impact upon your program delivery?
6. Please provide an overview of the human resources allocated to the TSPGP including national, state and local levels.
7. What have been the barriers to meeting your targets under the TSPGP? How have they been overcome?
8. Where the rollout of the TSPGP has involved state affiliates, has this worked well / poorly? Why? How dependent has the performance of the TSPGP been on State and local affiliated bodies or other bodies?
9. Post the conclusion of the currently agreed ASC funding, what are your views regarding future corporate sponsorship of a program of this nature?
10. How does your sport recognise the ASC under this program?
11. Has the pricing policy for the program changed? Is it nationally consistent? Is it consistent with other programs delivered by your sport?
12. What do you consider to be the good practice elements of your program? I.e. operational, financial, management, communication, database, implementation etc.
13. Overall, what have been the benefits to your sport of participation in the TSPGP?
14. Where do you see areas for improvement for your program?
15. What is your ongoing strategy in relation to this program post conclusion of the ASC's funding? Are there any tangible plans in place? i.e. budget in strategic plans?
16. Do you believe your program is sustainable post cessation of ASC funding? Please consider on a national and individual state basis (if relevant)?

In addition to the above questions we were subsequently requested by the ASC to ask a number of follow questions relating to the NSOs databases. These questions included the following:

1. List the data elements collected from each new member:
 - E.g. name, postal address, email, age, gender, etc.
2. Fully describe the system used to collect and aggregate membership data including:
 - How data is collected at point of activity/registration;
 - How data is aggregated or collated;
 - How data is verified by the NSO; and
 - What is the tracking mechanism over time for individual participants within the program (i.e. ID numbers) and links to other programs on the pathway.