



Australian Government
Australian Sports Commission

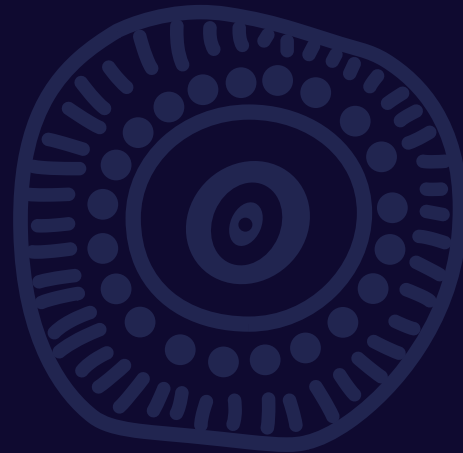
Game Plan Driving Organisational Enhancement

Prepared by Steve Marquis
6 May 2024



Introductions

Sports Governance and Organisational Enhancement





Organisational Enhancement – Club/SSA/NSO

- Through a capability building focus, Game Plan supports organisational enhancement through a self-assessment, identification of key areas for development, action planning supported by sector, sport and state specific resources.
- Through weighted scoring, operational maturity in key areas indicate the current state of org performance
- Highlighting milestones of operations create aspirations and motivations for future development and encourage plans to achieve next maturity ratings

What drives the motivation for organisational enhancement and continuous improvement?

- Compliance and minimum standards
- Sustainability
- Reward and recognition for improvement over time
- Funding support for initiatives and programs
- Sector recognition of Good, Better, Best practice

Game Plan Overview

Club and Peak bodies



Game Plan



Capability Assessments

Deliver sector wide capability assessment content that can be tailored and filtered to support State Sporting Organisations.

Consistent development across all levels of the sector.



Action Plans

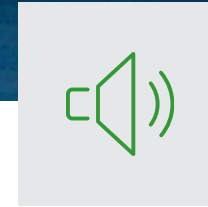
Simple Action Plans to support ongoing organisational enhancement projects using data to support and guide decision making.



Resources

Connect organisations to national and state specific resources to support Action Plans.

Resources to include policy release, general resources, eLearning, webinars and podcasts.



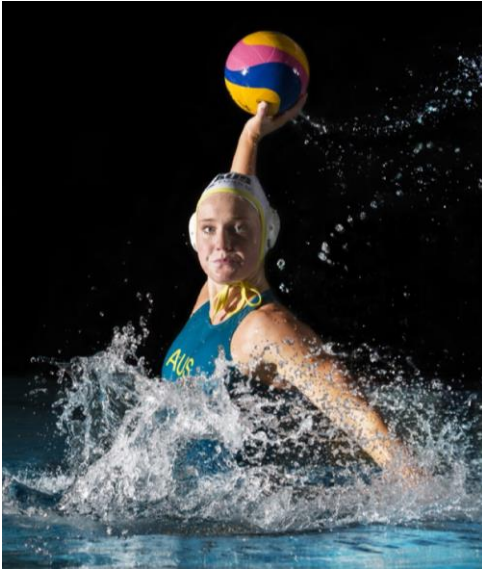
Data and Reporting

Access to and analysis of data gathered through Game Plan.

Reporting to be specific to each organisation as well as data from clubs specific to each state and sport. This helps build organisation analysis as well as support to club stakeholders.

Game Plan Overview

Game Plan for Clubs



Over 4000 Clubs registered

Game Plan for Clubs was launched in December 2020. Since then there have been over 4000 Clubs registered and started their capability building journey.

Tailored to the club user

Game Plan allows clubs to build their profile and set their priorities to tailor the experience to them, enabling club leaders to focus on high priority modules.

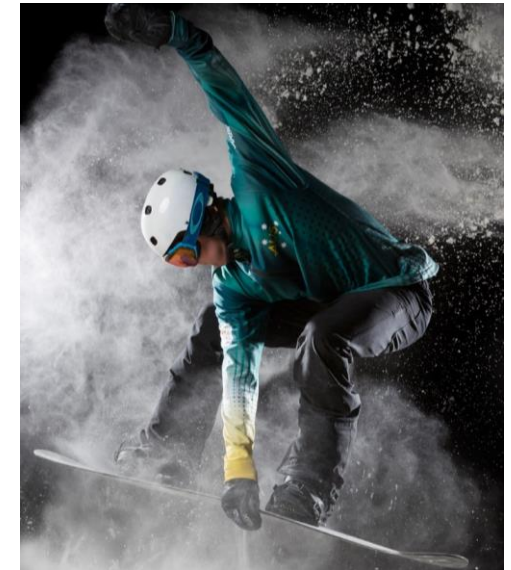


Capability Building Focus

Identifying current maturity across modules helps identify areas of need in relation to organisation capability. Building plans with relevant resources sets clubs on a positive path forward.

Sport Customisation

Customisation in Game Plan assists connect with club users with specific images, branding and module questions and resources.



Game Plan Overview

Game Plan for Peak bodies

With a focus on supporting capability building at all layers of the sector, Game Plan for NSO/Ds was launched in April 2023. Utilising the existing Sports Governance Standards and associated GOE Planning process we were able to enhance the process through the use of Game Plan.

Utilising key automation features SGS assessments were complete, approved by board chairs and use sport tiering to populate expected scores, suggested activities in action plans and generate reports to drive analysis and action.

With this process successfully implemented, tested and user familiarity, we can now launch future modules to focus on key organisational modules relevant to each layer of the sector. The Finance module was deployed in October 2023 with more modules in development.

Utilising data to support other factors and indicators highlights opportunities to address areas of greatest need and impact in enhancing the delivery of sport.

100%

Sport Governance Standards

With the transition to Game Plan for the Sports Governance Standards Survey, 100% of funded NSO/Ds submitted their annual response.

Action

GOE Planning

An activity based Action Plan has supported the GOE Planning process. Feedback from CEOs indicated the process was simple, intuitive and a positive experience.



Capability Building

Capability vs Performance

- Capability is the organisation and broader sport system's ability to delivery in key areas of sport delivery.
- Building capability helps increase the ability to provide structure, support and delivery of key elements of operations.
- Some elements are led by internal drivers and leading a sustainable sport while others are driven by broader goals of participation, community engagement and competition.
- Performance is an indicator of how well these capabilities are actioned and implemented to meet strategic and operational goals.

Ongoing links between Capability and Performance

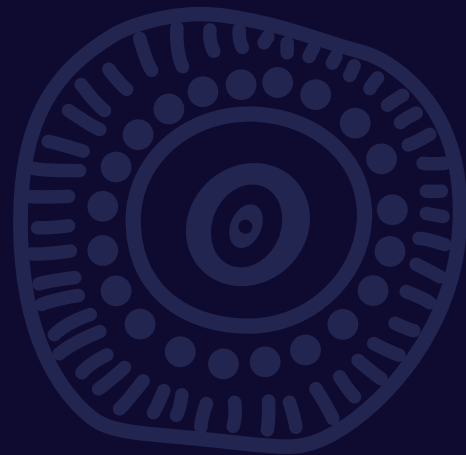
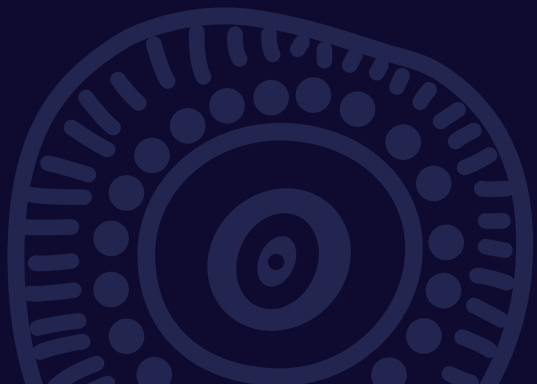
- Capability modules will focus on the systems, structures and processes to support success in each module area.
- Organisation capability will support the capability framework developed in a consistent way across all levels of the sector. Roles and responsibilities of each layer will be considered when tailoring module content.
- Organisation performance can be measured to evaluate the effective implementation and delivery utilising the organisation capabilities.
- Performance will be measured outside of the the capability modules with both sets of data referenced in identifying organisation growth and the impacts/outputs.
- Performance may include areas of financial growth, governance improvement as well as participation growth, high performance success, etc.

Module development pathway

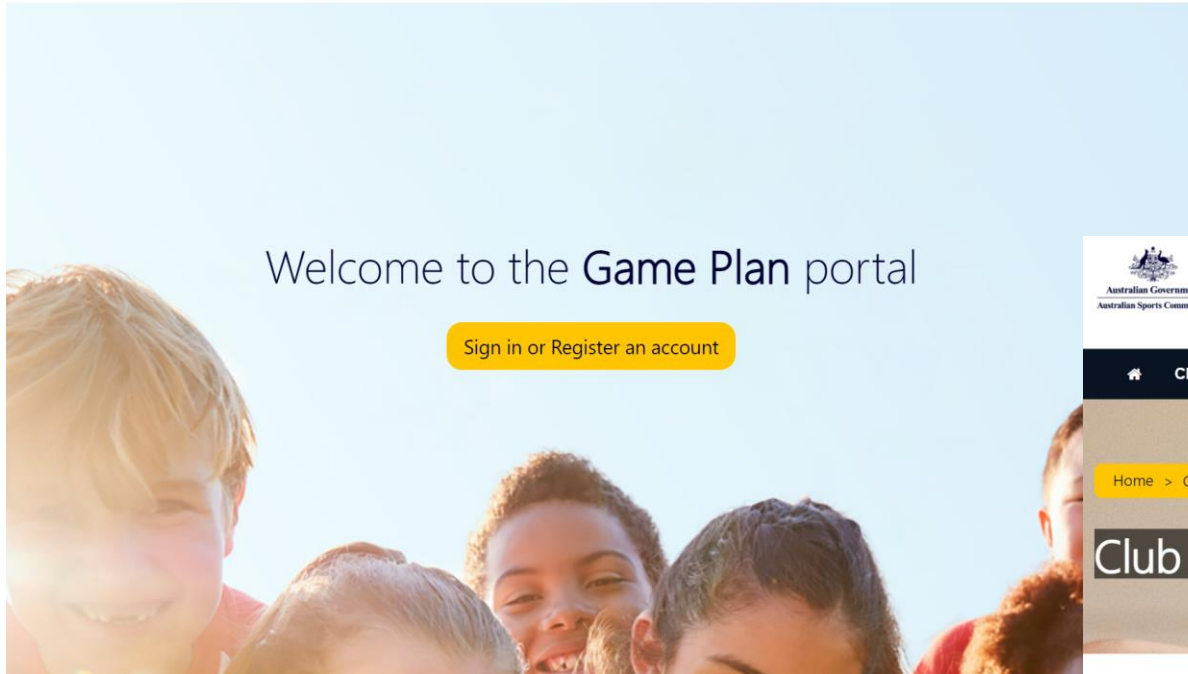
- Ongoing review of existing modules
- Alignment of key strategies – HP2032+, National Participation Strategy, Data collection, etc
- Sector demand
- Alignment in modules across levels – national, state, club

Game Plan

System Overview



Getting started in Game Plan



Sign in

Build your club profile with your details in the fields below.

Provide as much detail as you can as the information that you share helps personalise your Game Plan experience. It is recommended to use club-based emails or generic contact details that can be passed on over time and used by the club committee.

Club Name *

Sport *

CLUB CONTACT DETAILS

Club Profile data

Workforce

Required: Total number for each category

Please complete all other Workforce fields as known.

Role Type	Total Number	Qualified /Accredited	Paid	Unpaid	Male	Female	Gender X / Another term
Committee/Admin	13 *		0	13	7	6	
Coaches	15 *		10	5	10	5	
Officials	21 *		21	0	15	6	
Volunteers	35 *		0	35	10	25	

Currently data:

- 56,942 Committee/Administration

- 139,840 Coaches

- 25,538 Officials

- 73,829 Volunteers

Over 618,000 participants

Member/Participant Profile

Required: Total number for each age category

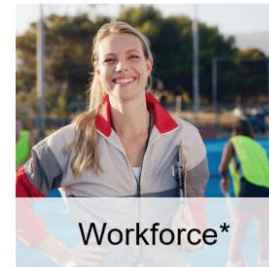
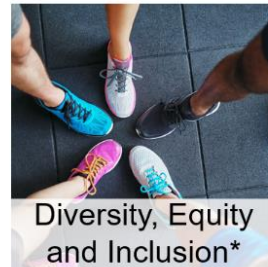
Please complete all other Member/Participant fields as known.

Age Category	Total Number	Male	Female	Gender X / Another term	Disability	CALD	ATSI	LGBTQI
Early Years (ages 3-7)	0 *							
Juniors (ages 8-12)	20 *	10	10		0	5	3	0
Youth (ages 13-17)	25 *	10	15		2	7	2	2
Adults (ages 18-64)	50 *	30	20		1	15	4	7
Mature Adults (ages 65+)	25 *	15	10		2	4	0	2

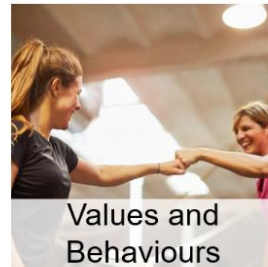
Club Priorities

Most Important

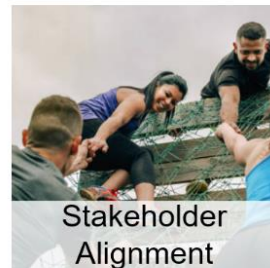
What are your sport priorities?



How are you influencing and collaborating with your stakeholders?



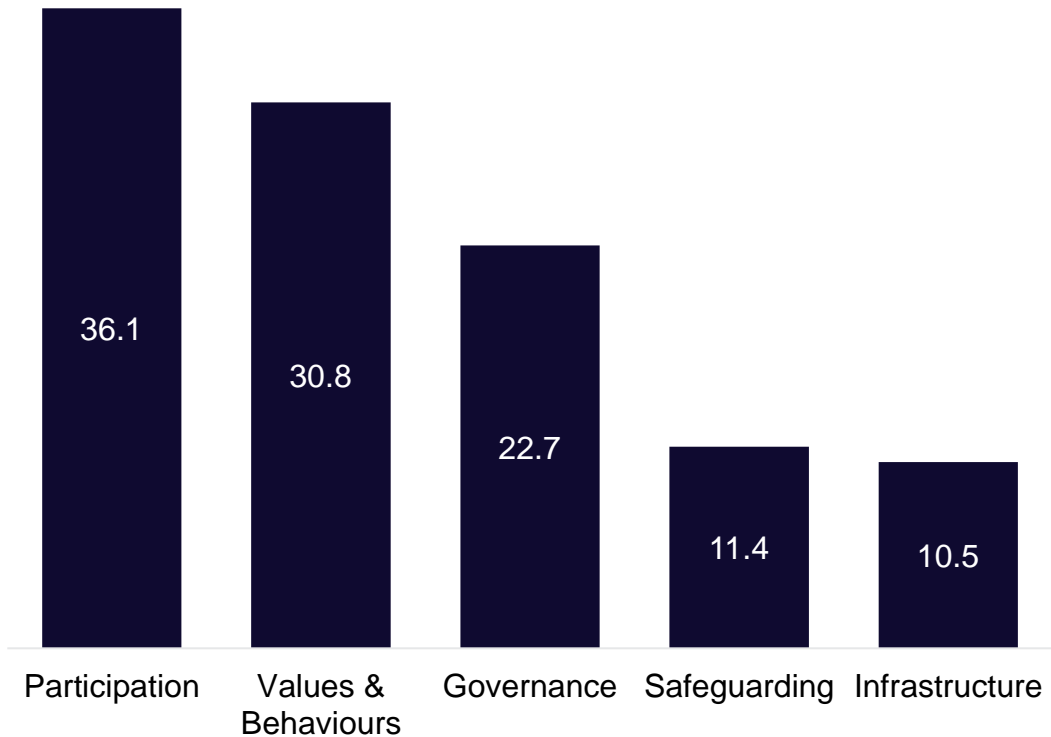
What do you think are the leading club priorities?



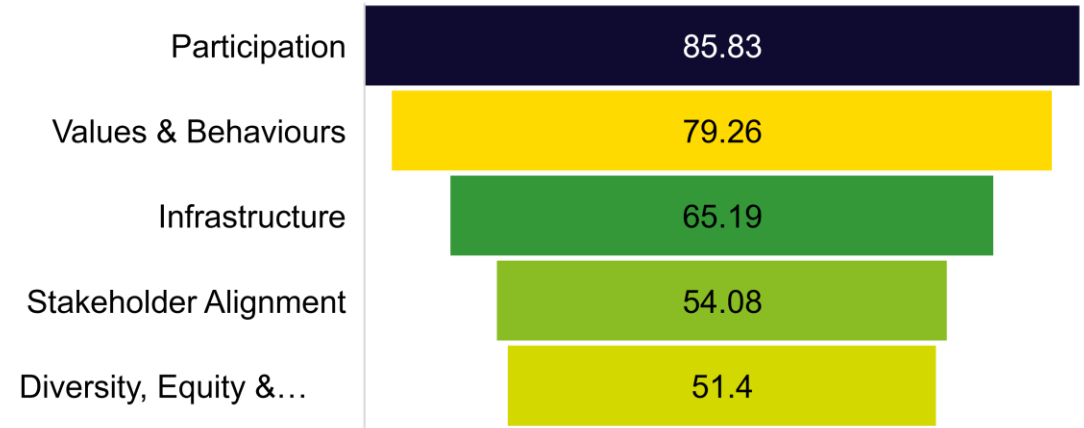
Least Important

Priorities across clubs

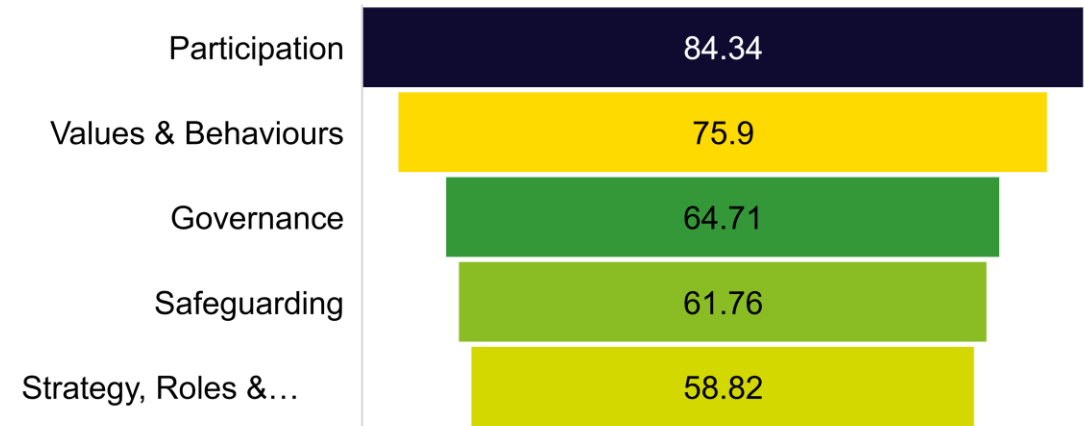
Most commonly selected as the number 1 priority



Most selected in the Top 5 - National



Most selected in the Top 5 - ACT



Capability Building Self-Assessment

Modules ordered to align with set priorities

Modules are short with time commitment up to a maximum of 15 minutes

Best practice is to complete as a group to ensure balance of response

Widgets update to enable module maturity rating, answers to be viewed and progression to building action plans

Top Priority Modules

Top priority modules are those selected by you as the areas of most importance to your club at this point in time.



Maturity Rating: Developing

Submitted on: Wed Nov 09 2022 [VIEW ANSWERS](#)

Completed by: Steve Marquis

[RETAKE ASSESSMENT](#)
PROGRESS TO PLAN



Maturity Rating: Developing

Submitted on: Fri Oct 27 2023 [VIEW ANSWERS](#)

Completed by: ERIN HATTON

[RETAKE ASSESSMENT](#)
PROGRESS TO PLAN



Maturity Rating: Developing

Submitted on: Thu Oct 12 2023 [VIEW ANSWERS](#)

Completed by: Steven Marquis

[RETAKE ASSESSMENT](#)
PROGRESS TO PLAN



Maturity Rating: Developed

Submitted on: Wed Sep 13 2023 [VIEW ANSWERS](#)

Completed by: Steven Marquis

[RETAKE ASSESSMENT](#)
PROGRESS TO PLAN

Medium Priority Modules

Medium and Lower Priority modules are still important but not as critical as others are to your club at this point in time.



Please Complete Survey

Status: Not Completed

[TAKE ASSESSMENT](#)



Maturity Rating: Developed

Submitted on: Tue Aug 15 2023 [VIEW ANSWERS](#)









Completed by: Steven Marquis

[RETAKE ASSESSMENT](#)
PROGRESS TO PLAN

Action Planning

Results leading to action

Assessment Modules - Survey Completed

Assessment Module	Module Response	Current Maturity	Create Plan	View / Edit Module
 Diversity Equity and Inclusion	View Response	Developing	Start	
 Women & Girls in Football	View Response	Not in Place	Start	
 Women in Golf	View Response	Developed	Start	
 Technology and Digital	View Response	Developing	Start	
 Stakeholder Alignment	View Response	Excelling	Start	

Module	Maturity
Diversity Equity and Inclusion	Developing

Activity Summary *

Activity Summary

Section

Due Date

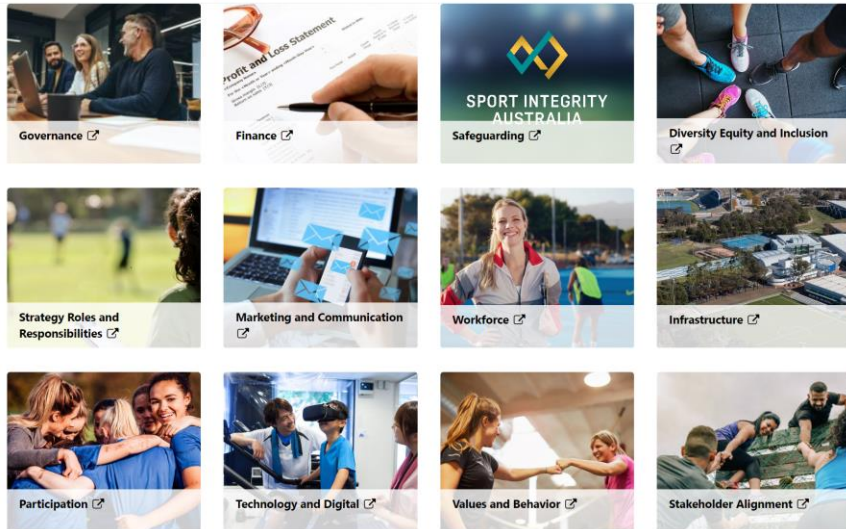
Responsible Person

Progress

Section

Resources

Sector wide, state and sport specific



Click on each tab below to explore the available resources to support your club plans, learning and improvements. You will find useful forms, templates to customise and implement at your club.

Some resources are linked to sport and sector groups as well as other ASC platforms (Sports Learning Centre, Clearinghouse for Sport, etc.). These links create a profile in order to access the resources which will help create an individual record of learning and completion of some fantastic eLearning and courses. Some external links may require payment to access courses and learning.

General, Forms & Templates **eLearning** **Podcasts** **Webinars**

Name	Description
By-Laws and Policies Fact Sheet	An explanation of the benefits of By-Laws: for use by Sport clubs
Code of Conduct Template	It should be a priority of all clubs to ensure a Code of Conduct is in use and easily accessible.
Committee Charter	An explanation of the benefits of committee charters: for use by Sport clubs
Committee Guide Book	A template Guidebook for new committee members
Good Governance Toolkit	Vicsport Sport Governance resources.
Meeting Minutes and Agenda Template	A template Meeting Minutes and Agenda for sport clubs.
Safe Work Australia	Guidance on National Policy to improve work health and safety (WHS)
Sub-Committee Charter Template	A subcommittee charter template for sport clubs.

Game Plan

A Sport Example



Using Gameplan to drive change

An Implementation case study

SHANE - JA National Oper...

Meredith Kelly

Steven Marquis

Clare Walker

David Hayes

Try Line

Peter Wro...

JH James Hi...

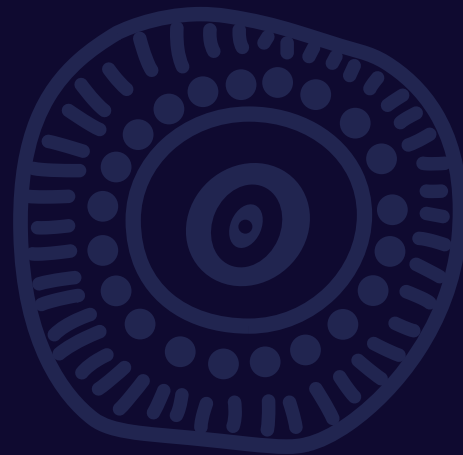
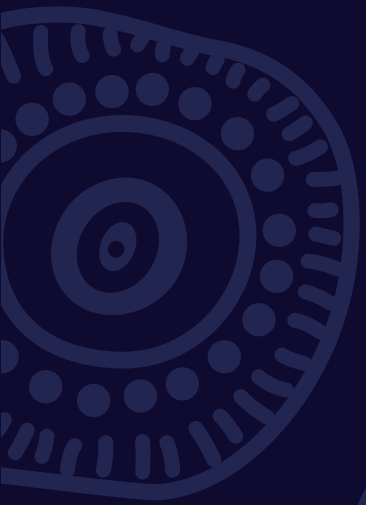
+80

Steven Marquis

BASEBALL WA
CLUB / ASSOCIATION PLANNING USING "GAME PLAN"

Game Plan data

Analysis, Collaboration and Support



Organisation data for Peak bodies

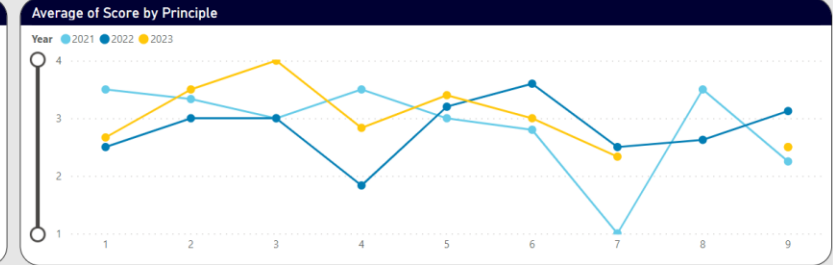
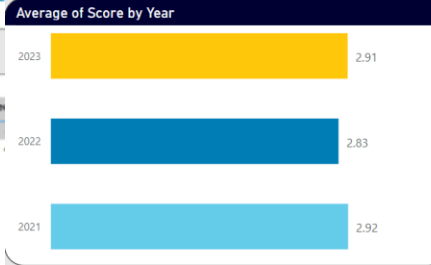
Internal capability building and stakeholder support

Organisation Report Club Report

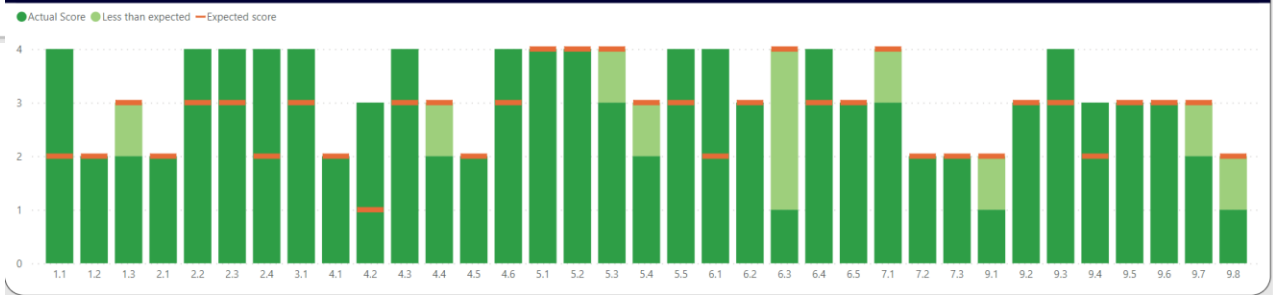


Average of Score by Standard

Standard code	1.1		1.2		1.3		2.1		2.2		2.3		2.4		3.1	
NSO name	Actual	Expected	Actual	Expected	Actual	Expected	Actual	Expected	Actual	Expected	Actual	Expected	Actual	Expected	Actual	Expected
id	2.33	4.00	3.00	4.00	1.00	4.00	1.67	4.00	2.33	4.00	3.33	4.00	2.00	4.00	3.00	4.00
Average	2.33	4.00	3.00	4.00	1.00	4.00	1.67	4.00	2.33	4.00	3.33	4.00	2.00	4.00	3.00	4.00



Actual vs Expected Score - 2023



Clubs registered on Game Plan

4205

Total # clubs, as reported by NSO/Ds.

20K

	ACT	NSW	NT	QLD	SA	TAS	VIC	WA	Total
Game Plan	121	1065	73	792	354	172	1019	609	4205
NSO	357	5789	156	4004	1633	645	4211	2781	19576

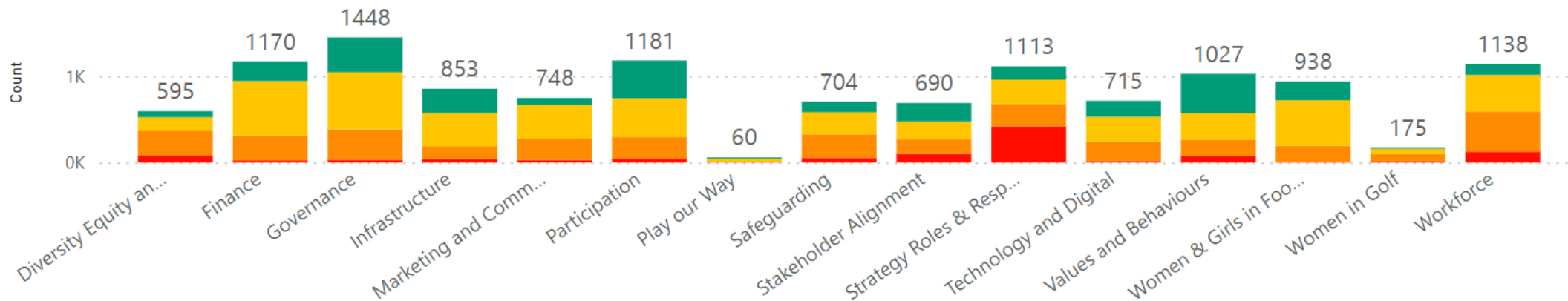
NSO Name

State

Local Govt. Area

Maturity count by Module

● Not in Place ● Developing ● Developed ● Excelling



NSO: All

Clubs registered on Game Plan

124

	ACT	Total
Game Plan	124	124
NSO	357	357

Total # clubs, as reported by NSO/Ds.

258

NSO Name

All

State

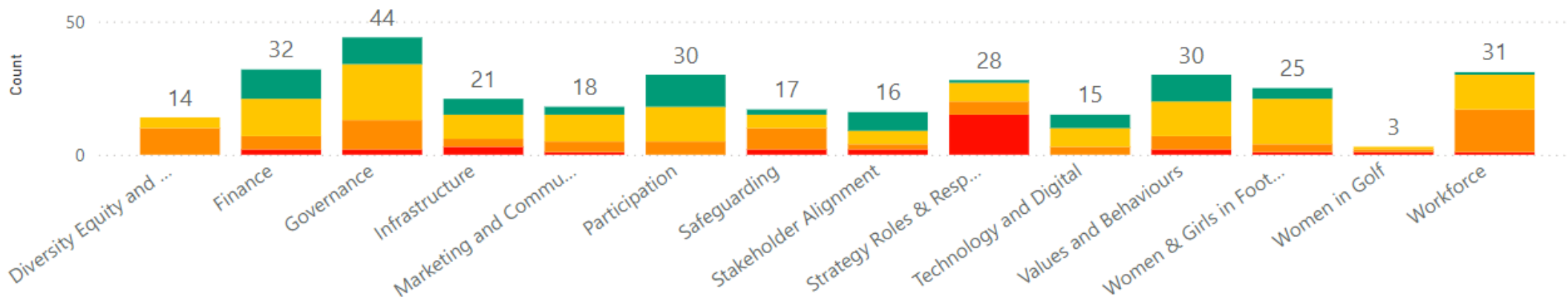
ACT

Local Govt. Area

All

Maturity count by Module

● Not in Place ● Developing ● Developed ● Excelling



Workforce Data

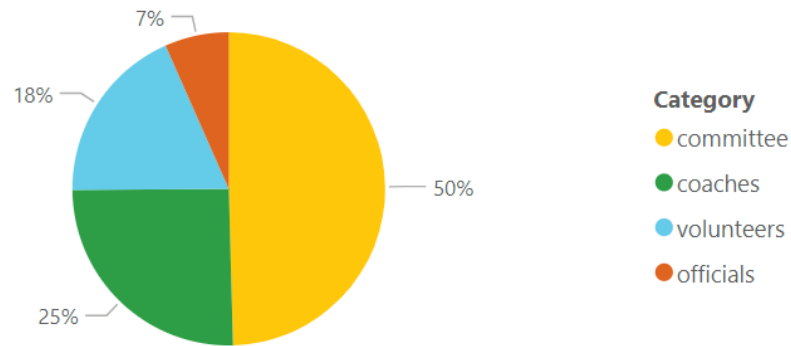
Geography

Workforce

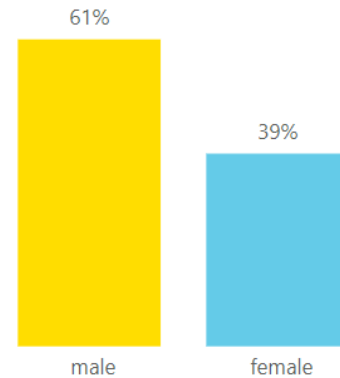
Memberships

Filters

Workforce Roles



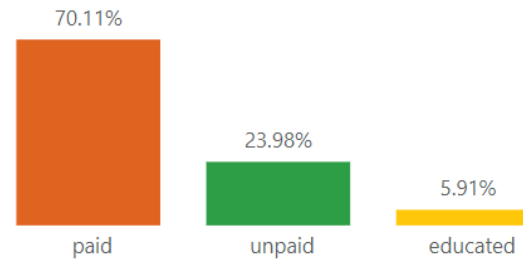
Gender



Workforce Breakdown

Category	educated	female	male	paid	unpaid	Total
coaches	6,312	3,995	13,135	32,579	13,852	69,873
committee	1,030	4,339	5,853	116,670	8,943	136,835
officials	3,480	3,371	4,046	2,163	5,234	18,294
volunteers	1,965	11,295	13,598	309	23,854	51,021
Total	12,787	23,000	36,632	151,721	51,883	276,023

Remuneration & Education



NSO Name

All

State

All

Local Govt. Area

All

Club Name

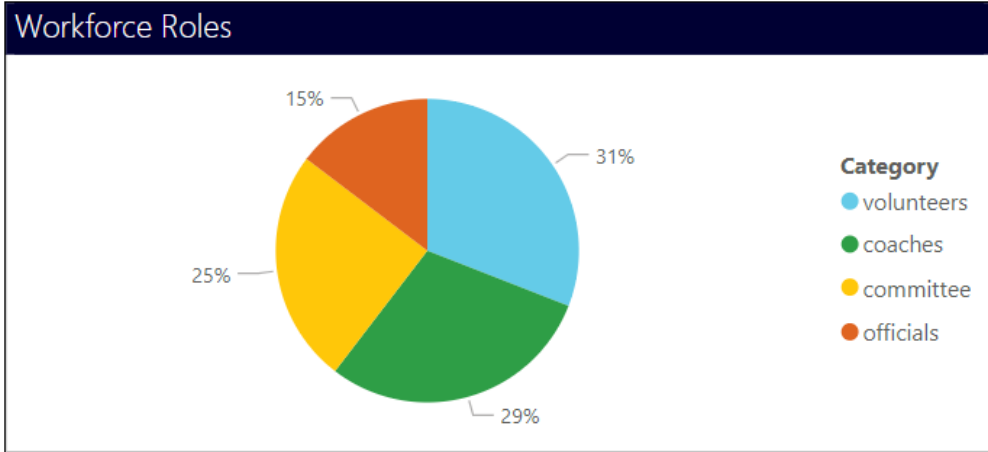
All

Club Affiliation

All

NSO: All

Club Profile data

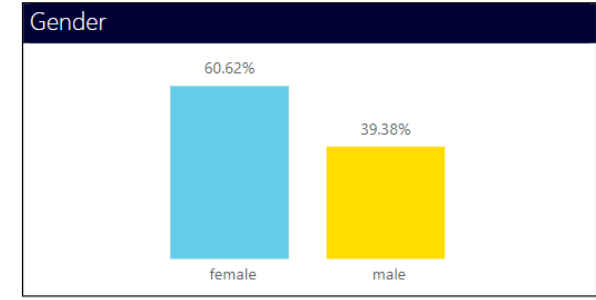
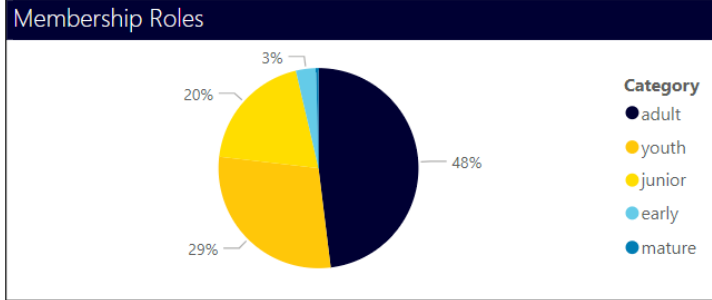


Workforce Breakdown

Category	educated	female	male	paid	unpaid	Total
coaches	129	124	215	78	268	814
committee	31	177	176	7	297	688
officials	73	73	93	74	92	405
volunteers	30	226	189	1	408	854
Total	263	600	673	160	1,065	2,761

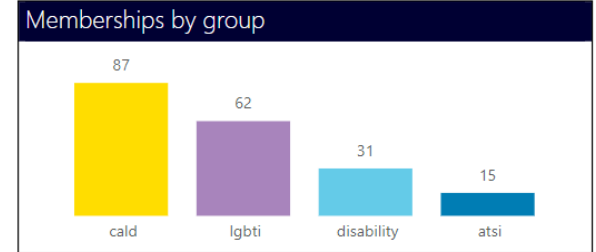
Membership Data

- Geography
- Workforce
- Memberships**



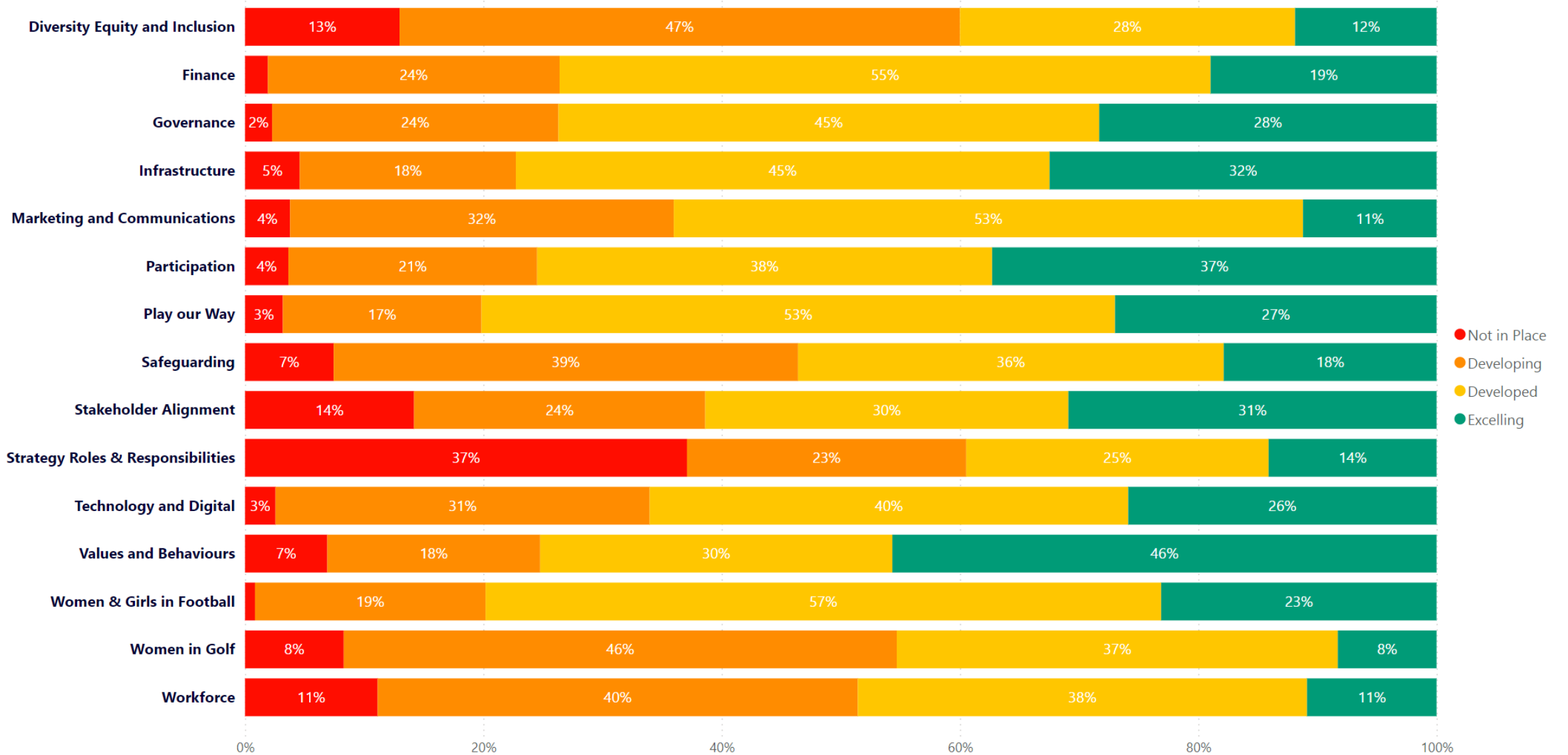
Membership Data

Category	atsi	cald	disability	female	lgbti	male	Total
adult	5	87	25	1,835	62	1,874	3,888
early	0	0	0	128	0	135	263
junior	0	0	0	1,117	0	463	1,580
mature	0	0	0	6	0	26	32
youth	10	0	6	1,701	0	612	2,329
Total	15	87	31	4,787	62	3,110	8,092

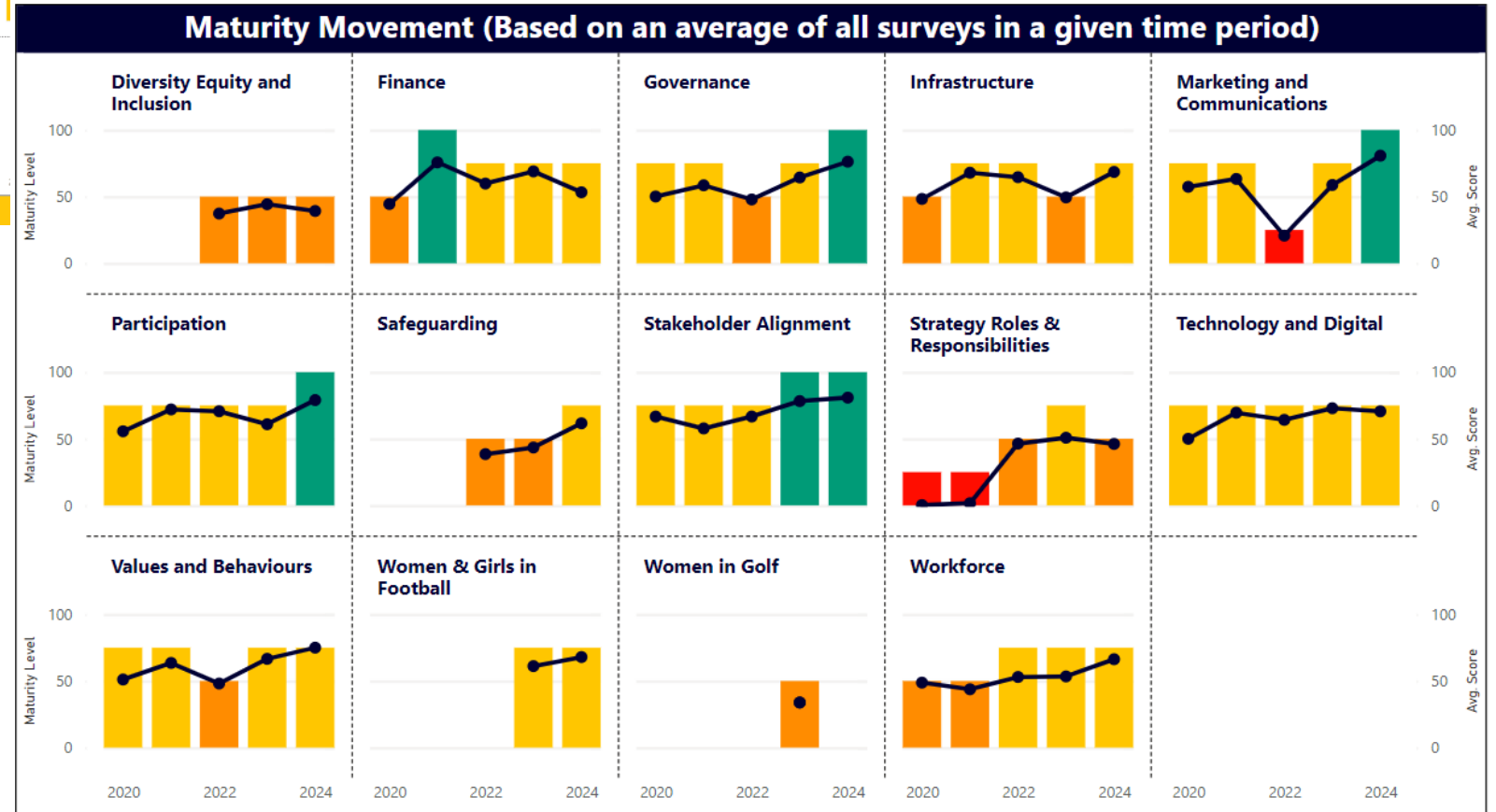
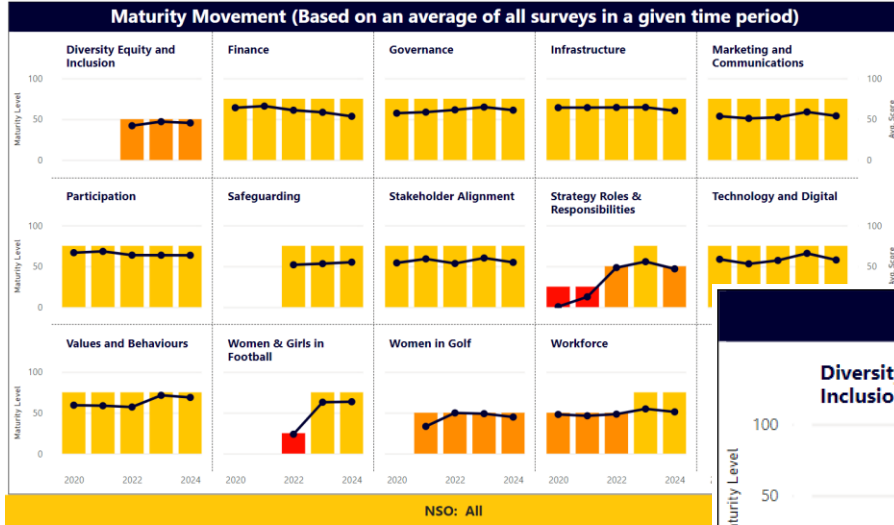


cald - Cultural & Linguistic Diverse
 atsi - Aboriginal & Torres Strait Islander
 lgbti - lesbian, gay, bisexual, trans & intersex

Module maturity

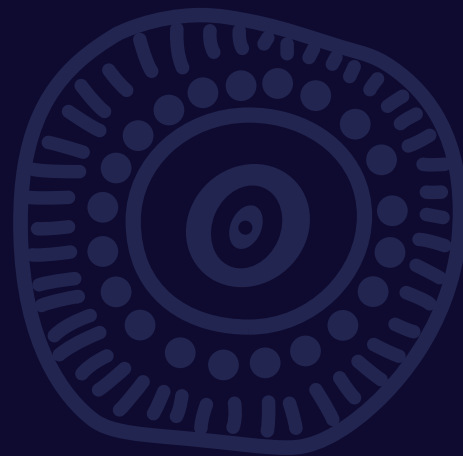


Tracking trends over time



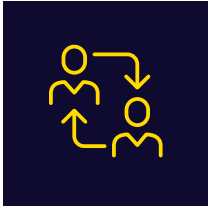
Game Plan

Development for your sport



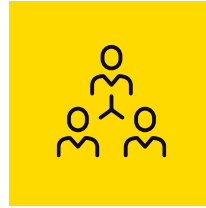
Game Plan for Peak bodies

Consultation and Support



Consultation

Sector consultation
Government consultation
SME consultation
Updates, enhancements and future development



Sector Support

Development support
Implementation support
Guidance around action plans and resource access
Data analysis

- Organisation
- Stakeholders
- Policy



Game Plan Support

Sport customisation
State customisation
User support
Training and workshops
Future opportunities

Marketing and promotion



**GROW YOUR CLUB WITH
GAME PLAN**

REGISTER TODAY!

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Australian Sports Commission | **GAME PLAN**




**GROW YOUR CLUB WITH
GAME PLAN**







REGISTER TODAY!

YOUR IMAGE HERE

Australian Government
Australian Sports Commission

YOUR LOGO HERE

Game Plan 

-  Name 
-  Assets
-  Game Plan toolkit for LGAs
-  Game Plan toolkit for sports
-  Game Plan toolkit for STASRs



**FREE RESOURCES
FOR CLUBS**

REGISTER TODAY!

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**FREE RESOURCES
TO GROW YOUR CLUB**

Over 3,000 Australian clubs across 78 different sports are already building capability through Game Plan and you can too!

Game Plan is a free online platform that can help you increase participation, grow your workforce and get your governance in order.

Does your Club have a Game Plan?

Sign up at ausport.gov.au/gameplan

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Australian Sports Commission | **GAME PLAN**

Game Plan

Creating connection through customisation



GAME PLAN

Seeing sport-specific imagery, co-branding and resources can support a stronger commitment to utilising the data and insights and driving regular engagement for long-term sport and club progression.

NSOs can customise Game Plan by partnering with the ASC to:

Co-brand the Game Plan portal for your sport's clubs

Add sport-specific questions to any of the existing modules

Add sport-specific resources to existing modules

Build sport-specific modules relevant to your sport Strategic Plan

Logos



Images



Resources



Women and Girls in Football

- Our Game Club Guide
- Our Game: Women & Girls in Football Action Plan
- Our Game: Women & Girls in Football Player Pathways and Programs
- Club Induction Guide
- Coaching Session Hub

Modules

Sport Specific Modules

Sport Specific modules only appear to matching sporting clubs



WOMEN IN GOLF

Maturity Rating: Developing

Submitted on: Sun Nov 21 2021 [VIEW ANSWERS](#)

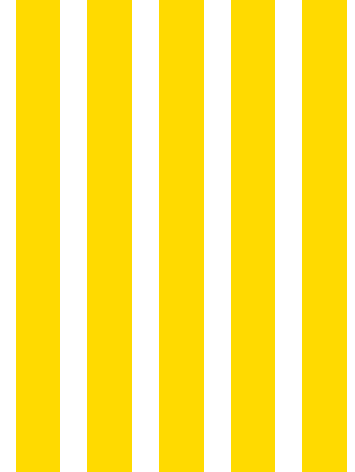
Completed by:

C RETAKE ASSESSMENT

[VIEW MODULE](#)



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Further information

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