

Queensland Representative School Sport Review

The Department of Education's representative school sport program has provided Queensland school students opportunities to access quality competitive sporting pathways for over 100 years.

The review focussed on the Queensland representative school sport program at region, state and national levels. Its purpose was to:

- review governance and operating procedures
- consider whether the operating model is fit-for-purpose and viable in the current educational context
- enhance the profile of representative school sport in Queensland
- seek opportunities to drive continuous improvement in representative school sport operations
- recommend actions to better align the Queensland Representative School Sport program with departmental priorities and requirements.

Representative school sport in 2021

1 Queensland School Sport Board

- 12 Regional school sport boards
- 84 District committees

1 Queensland School Sport Management Group

- 11 Regional school sport management groups
- 34 Sport specific committees
- 1 Disability advisory committee

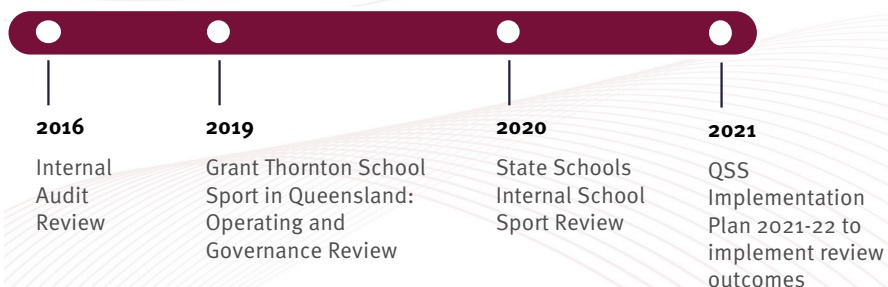


150,000+
students



4000+
staff officials

Timeline



Review approach

The review included:

- an extensive environmental scan
- consultation with internal and external stakeholders working both within the program and as subject matter experts
- review of existing policies, procedures and frameworks
- mapping current administrative practices, giving specific consideration to departmental requirements and better practice models
- exploration of opportunities for improvement including recommendations to improve governance and operating models.

Findings

The review identified existing strengths and improvement opportunities to ensure accountable, transparent and robust business functions and governance structures for the future of the program.

Areas of strength

- Strong pathways for students, coaches and officials
- Commitment to students and a love of sport
- Staff and stakeholders engagement

Improvement opportunities

- Establish clear governance to effectively manage risks
- Develop a clear and compelling strategic direction
- Strengthen systems capability and workforce management
- Implement a strategic approach to establishing partnerships
- Improve systems and investment

Next steps

- Consult with staff and stakeholders to determine priorities and the way forward.
- Develop a Queensland Representative School Sport Implementation Plan to guide implementation of change activities.
- Establish governance arrangements to oversee implementation of review recommendations.
- Monitor implementation and regularly report progress and outcomes to staff and stakeholders.



Queensland Representative School Sport Recommendations

Consistent and appropriate governance to effectively manage risks

Rec.1 Develop a revised governance model that clearly identifies agreed approval and escalation processes.

Rec.2 Develop clear and coherent risk assessment processes.

Apply the departmental enterprise risk management framework consistently resulting in:

- sufficient governance over potential fraud and corruption risk
- specific risk management strategies for investment and the broader program.

Establish program administration practices that meet the expected levels of governance and control and are consistent across the program, with key practices, including Human Resources, event coordination and investment methodologies.

Develop an operating model and systems to ensure:

- clear delegations for key decisions, such as exception thresholds
- a reduced reliance on manual controls and workarounds
- increased capacity to prepare reports to monitor performance.

Strategic direction

Rec.3 Develop a strategic framework that clearly communicates Queensland Representative School Sport's vision, goals and operational priorities.

Develop overarching strategic and operational planning documentation to ensure contemporary and consistent delivery of services resulting in:

- alignment between day-to-day delivery, and program, divisional and departmental objectives
- a strategic framework and tools for making decisions that support delivery of a cohesive vision with clearly identified objectives and goals
- implementation of a contemporary approach to sporting practices including innovative competition structures and modern sporting policies.

Approach to investment

Rec.4 Design a future-oriented, evidence-based, investment strategy to drive outcomes and support innovation, responsiveness and effectiveness in delivery.

Design an overarching strategic approach to investment that considers:

- contributions the program makes to strategic objectives and the link to district and interschool sport
- consistency and transparency in investment and expenditure including charging fees and levies and applying Teacher Relief Scheme funding
- inter-dependencies between, and ability to leverage opportunities across, projects and activities.

Consistent accountability and operational arrangements

Rec.5 Develop contemporary operational structures, policies and procedures to address the modern challenges experienced by the representative school sport workforce and athletes.

Rec.6 Review administration models including contractual, sponsorship and partnership arrangements.

Rec.7 Develop contemporary competition structures, policies and procedures to address the modern challenges experienced within representative school sport.

Ensure consistent and appropriate vision and appropriate contractual, sponsorship and investment practices across the program including:

- consistency in commercial activities, financial management and underpinning governance structures
- risk assessment developed to provide appropriate levels of control and accountability.

Arrangements to measure program performance and outcomes

Rec.8 Develop a reporting framework that translates strategy into a strong value story in order to build trust and enlist long-term support.

Rec.9 Align data and reporting process (including contractual reporting processes).

Rec.10 Develop an evaluation strategy to ensure consistent, robust and transparent evaluation and performance measurement of the program.

Ensure a clear, agreed approach to support the evaluation, monitoring and reporting of the program to confirm it is achieving its objectives.

Establish a costing model for apparel, student fees, event levies and staffing allocations resulting in an ability to:

- determine the total cost of the program
- determine the efficiency of the program
- benchmark costs to families against other programs
- evaluate the success of the program in achieving its objectives and providing value for money.

Engaged staff and stakeholders

Rec.11 Design a staffing model that clarifies roles and responsibilities and provides an efficient platform to deliver required outcomes.

High levels of staff and stakeholder engagement with:

- staff who are committed to providing high levels of support and assistance to ensure the success of the program
- strong working relationships between regions to ensure timely flow of information and successful delivery of events.

Workforce management

Rec.12 Develop a workforce strategy to address the contemporary challenges facing the workforce, including volunteers.

Rec.13 Develop a staff capability strategy, to provide a systematic approach to learning that is an integral part of workforce planning.

Develop a workforce capability strategy to enable proactive workforce planning and modelling, resulting in:

- coordination and consistency in the approach used to determine the mix of expertise, experience, key competencies and capabilities across regions, activities and events
- operating and staffing models that are consistent across the state
- an understanding of the contemporary challenges of volunteering and recruitment of volunteers in sport today.

Documentation to support administration and delivery

Rec.14 Develop an information management strategy to address contemporary issues including, but not limited to, student consent, release of information and athlete management.

Develop documentation to support the operation of the program including:

- guidelines to assist officers to understand eligibility, selection and competition requirements for each approved sport
- updated Management Group competition procedures that provide key information and a basis for operation of the program.

Systems capability

Rec.15 Investigate the viability of developing a business intelligence and reporting system.

Rec.16 Improve systems capability through implementation of the e-Commerce solution and transition of Queensland Representative School Sport to the departmental SAP platform.

Rec.17 Improve forward-facing platforms including websites and social media content and communications.

Improve system and information management capability with a reduced reliance on manual controls and workarounds to manage risk.

Increase capacity to understand operating context (across the program) and monitor performance.

Improve systems capability through the implementation of an e-Commerce solution for levies and apparel and the transition from MYOB to SAP.