



Future of Gymnastics in Australia

White Paper

gymsports

MANAGEMENT

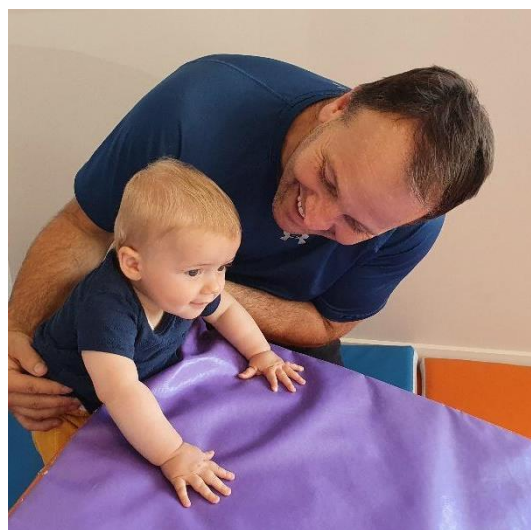
About the Author

I am deeply committed to the sport of gymnastics and have volunteered thousands of hours across all facets from the delivery of sport and events, to the administration and governance of gymnastics. In recent years, I have become concerned that our sport is becoming divided. The more I investigated, the more worried I became about the future of gymnastics.

As a former State President, I have participated in three Governance and Membership reviews. This White Paper allows me to share my insights with the Gymnastics Community, drawn from my experience within the Gymnastics Australia Structure.

My Gymnastics CV

- Gymnast 1979 to 1996
- Coach 1988 to present
 - GFA - Advanced
 - MAG - Advanced
 - WAG – FIG 3
 - Kindergym
- Club Administrator
 - Banyule YMCA 1996 to 1997
 - Hobart YMCA 1998
- Judge
 - WAG Advanced
- Club Owner
 - Gymsports Management 1999 to present
- State Board
 - Gymnastics Tasmania Board Member 2001 to 2004 and 2022 to 2023
 - Gymnastics Tasmania President 2005 to 2015
- Gymnastics Australia committees
 - Gymnastics Australia Governance review 2008
 - Gymnastics Australia Membership Review 2014
 - Gymnastics Australia All in for gym review 2019
 - WAG Club Commission member 2016 to 2020
 - WAG ALP Review 2017
 - Gymnastics Australia Club Commission 2021 to 2022
- Coach of gymnasts 2000 to present



I believe that to advance our sport, we must set aside personal agendas, develop cohesive and clear strategic goals that create value at all levels of membership and trust our leaders to act in the best interest of Gymnastics in Australia.

Mark Moncur

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Executive Summary

Gymnastics in Australia operates in a highly competitive sports and children's activity program market, Gymnastics has over 600 not-for-profit and privately owned clubs, employing over 10,000 people and generating over \$250 million annually.

Gymnastics Australia faces challenges with an outdated governance model established in the 1940s, poor financial health, declining membership and new competition in the market.

Governance

Whilst the federated model of governance has served gymnastics since its formation, a large amount of literature promotes the benefits of the unitary model of governance with several sports recently moving to this model.

Since 2010, the federated governance model has contributed to substantial leadership turnover at Gymnastics Australia, including seven Presidents and six CEOs.

The bottom-up funding model (National body receives majority of income from grassroots members) common in poorly funded federated national sports organisations like Gymnastics Australia has left them financially vulnerable and at risk of insolvency.

Recommendation 1

- **Gymnastics Australia – with the support of the State Sporting Organisations (SSO's) – to commission a full unrestricted independent governance review in respect to gymnastics in Australia and to present their findings to the gymnastics community by July 2025.**

Gymnastics Australia represents its members, catering to their different expectations of benefits. No single person or group owns the organisation; those in power are temporary stewards appointed to safeguard and pass on the sport to future leaders. They must ensure they operate under the best governance model to protect the sport and secure its future viability.

Competition in the Marketplace

For the first time, Gymnastics Australia and SSOs are facing strong competitors to their membership model that challenges their influence in Australian gymnastics. These privately owned business competitors are here to stay offering clubs choice in previously monopolised services. A divided sport will only hinder progress by diverting resources. It is crucial to find common ground and establish productive partnerships with other entities entering the gymnastics market.

Recommendation 2

- **Gymnastics Australia will take the lead in exploring a new operating model designed to encourage entrepreneurial thinking within the gymnastics service sector. This may include building mutually beneficial partnerships with organizations, while continuing to support small, remote, and disadvantaged groups and ensuring financial sustainability for Gymnastics Australia.**

Service Delivery

Nearly 60% of clubs that participated in the club survey (noting that this reflects only the views of respondents and may not represent all clubs registered with Gymnastics Australia) are considering or potentially considering leaving Gymnastics Australia. This suggests that the value proposition offered by Gymnastics Australia and SSOs may not align with the expectations of many clubs.

Gymnastics Australia and State Sporting Organisations (SSOs) are continuing to use a service delivery model that was effective when most clubs were run by volunteers and had similar needs. However, clubs now vary from volunteer organisations with fewer than 20 members, to large companies and corporations with full-time staff and multimillion-dollar turnovers, necessitating a new service delivery approach.

Recommendation 3

- **Gymnastics Australia to transition from a “one size fits all” service model to a pay-per-service approach, allowing them to lower both membership and service delivery expenses.**

As new organisations start offering services traditionally provided by Gymnastics Australia, this enables Gymnastics Australia to streamline its operations and focus on core responsibilities unique to the national body.

Recommendation 4

- **Gymnastics Australia will identify their core services and focus on delivering these services at a high standard.**

“It’s always easier to find a reason not to do something or fault in a proposal. But it takes courage, passion and conviction to push for change, especially in a world such as sport, which is built on history, passion and individuals.” Duncan Murray, the Cycling Australia Chair 2018 - 2022

With Gymnastics Australia facing challenging issues now is the time for leaders of our sport from GA, NSO's, clubs and external providers to come together and lead Gymnastics Australia into a future where.

- We have an efficient governance system and financial stability.
- Effective high-performance plans and safe sport strategies.
- Clubs see value in being a member and participant numbers are increasing.
- Innovation and collaboration in the best interest of the sport is encouraged.

Introduction: The Future of Gymnastics in Australia

Gymnastics, like all sports in Australia, competes in one of the world's toughest sport markets. With 33 highly competitive Olympic sports, numerous successful professional leagues, and a total of 102 recognized national sports, the competition for participants, talent and investment is fierce. Gymnastics has developed into an industry with over 300 not for profit clubs and over 300 privately owned gym clubs ranging from small business through to large corporations and franchises. It is estimated in Australia to have a paid workforce of over 10,000 full time equivalent paid employees and a turnover of over \$250 million per year growing year on year.

Within this challenging landscape, gymnastics remains a popular sport in Australia. Consistently ranking among the top 5 participant sports for children under 15. According to the 2022-23 Ausplay report (ASC, Ausplay Data Tables July 2022 to June 2023, 2023), an estimated 656,000 children aged 0-14 actively participate in gymnastics.

However, the statistics from Gymnastics Australia paint a different picture. Membership numbers have declined, with 2023 reporting 237,408 members (GA, Gymnastics Australia Annual Report 2023, 2024)—lower than the 2018 figure of 239,342 (GA, Gymnastics Australia Annual Report 2018, 2019), indicating a diversification of delivery model and recognition by Ausplay of unaffiliated providers.

Adding to the complexity, Recreational Gymnastics Australia (RGA) now directly competes with Gymnastics Australia. RGA offers insurance, coach education and competitions. By the end of 2024, RGA states that over 36,000 children will be participating in gymnastics under their structure. These participants from RGA are independent of Gymnastics Australia.

Gymnastics Australia operates under a federated governance model, with eight member associations (SSO's)—one in each state and territory.

Gymnastics Australia has had a large turnover of leadership. Since 2010, Gymnastics Australia has seen seven different Presidents and six CEOs, indicating organisational challenges.

Recent comments from the CEO of the Australian Sports Commission, Kieren Perkins, highlight the issues with the federated model in Australia. Perkins argues that a poorly run federated model is jeopardising sports' future. He points out that difficulties arise when state interests compete with national priorities. (Benton, 2024)

Financial struggles have affected Gymnastics Australia in recent years. In 2019, the equity stood at -\$351,189 (GA, Gymnastics Australia Annual Report 2019, 2020). In 2023, it had improved to \$292,913 however the auditors drew attention to the concern that a material uncertainty exists that may cast significant doubt on the Company's ability to continue as a going concern (GA, Gymnastics Australia Annual Report 2023, 2024). Interestingly, SSO's remain financially robust, with SSO's having a combined equity of \$9,336,441 (GNSW, 2024) (GNT, 2024), (GQ, Gymnastics Queensland Annual Report 2023, 2024), (ACT, 2024), (GSA, 2024), (GT, 2024), (GV, Gymnastics Victoria Annual Report 2023, 2024), (GWA, 2024)—almost 32 times higher than Gymnastics Australia's.

The future of gymnastics in Australia faces both challenges and opportunities. Navigating governance models, financial stability, and a focus on the core responsibilities is desperately needed for the future of gymnastics in Australia to be successful.

Methods

To understand the current landscape of Gymnastics in Australia, its issues and opportunities this report has consulted widely with the community.

A. Interviews with a diverse range of 30 clubs around Australia including.

- Regions
 - From 7 States and Territories of Australia
 - Metropolitan and regional
- Clubs of different size
 - Small: under 200 gymnasts
 - Medium: 201 to 800 gymnasts
 - Large: above 800 gymnasts
 - Corporate: clubs/organisations with multiple venues
- Types of clubs
 - Not for profit community clubs
 - Private business clubs
 - Commercial clubs

B. Australian Gymnastics organisations and past administrators of Gymnastics Australia and SSO's

Unfortunately, Gymnastics Australia and SSO's have declined to be involved in the white paper stating the following.

“This decision has been reached on the basis that a review of this nature is complex, requires strategic planning and engagement across the internal and external stakeholder network. At the time of writing, Gymnastics Australia and the State and Territory Associations, led by an external consultant, are currently establishing a new strategic plan for 2025-2032. Throughout this development process there will be analysis of the current state of gymnastics in Australia and engagement opportunities for key stakeholders throughout April and May. We have identified this piece of work as the appropriate avenue for this conversation.” Sam Offord – Gymnastics Australia President

Interviews, were conducted with:

- Past Presidents and board members of GA
- Past CEO's of GA
- Past CEO's, Presidents and board members of SSO'S
- Recreational Gymnastics Australia
- Gymnastics Clubs Australia

C. To gain a broader understanding of the opportunities, consultation has also occurred with:

- Event providers

- Equipment providers
- 3rd Level Consulting

D. A review was conducted of the following publications and organisations:

- Gymnastics Australia and SSO’s Annual reports
- Gymnastics Australia, National Gymnastics Strategy – Inspire 2032
- Sailing Australia one Management review
- Cycling Australia structure
- USA Gymnastics Structure

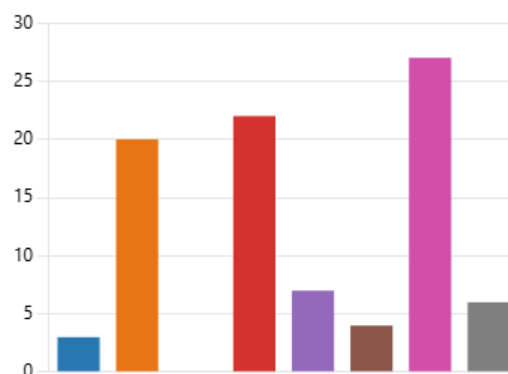
E. A club Survey distributed to the community.

The survey was distributed to club email addresses sourced from the Gymnastics Australia club search feature on their website, distributed by GCA to its members and on Gymnastics Club owners network Australia Facebook group.

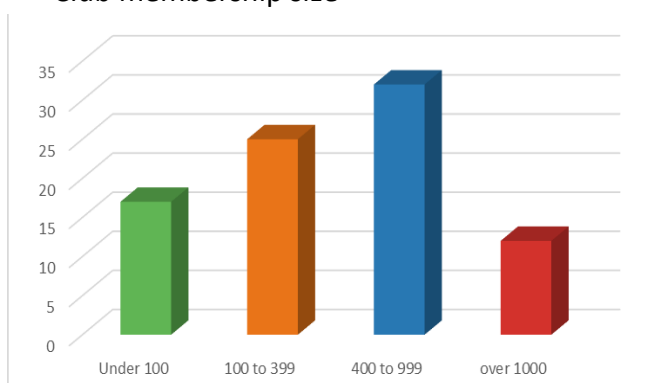
- 89 Responses (Gymnastics Australia registered clubs 2023 – 583) (GA, 2024)
- Location of clubs

[More Details](#)

● ACT	3
● NSW	20
● NT	0
● Qld	22
● SA	7
● TAS	4
● VIC	27
● WA	6



- Club membership size



- Club Structure

Community not for profit	38
Private buisness/company	48
Corporation (YMCA, PCYC, other)	3



- Do you register any gymnasts with Gymnastics Australia, SSO's

Yes	78
No	11



Background

Gymnastics in Australia has a long history dating back to the gold rush period in the 1830's with the establishment of the Victorian Gymnastics institute opening in Lonsdale Street in 1856. In 1882 (GV, <https://vic.gymnastics.org.au>, 2024), Queensland had a standalone Brisbane Gymnasium built in Turbot St (GQ, <https://qld.gymnastics.org.au>, 2024).

In the early days, gymnastics was conducted for fitness and military training in schools and facilities around the country.

In 1937, the Victorian Amateur Gymnastics Association (now Gymnastics Victoria) was formed, followed by other state associations formed in NSW 1948 and Queensland 1949.

The Australian Gymnastics Union was formed in 1949, affiliating with the International Gymnastics Federation. Western Australia joined 1954, closely followed by South Australia in 1955.

By 1970 all States and Territories were affiliated with the Australian Amateur Gymnastics Union (AAGU) under a federated governance model. The AAGU later became Australian Gymnastics Federation (AGF) before changing to the name we use today, Gymnastics Australia, in 1999. We continue to operate under a federated governance model.

During the early 2000's, Gymnastics Australia had a dramatic increase in registered members participating in affiliated clubs. Membership numbers grew from 73,228 members in 2000 (GA, Gymnastics Australia Annual Report 2000, 2021) to a record high of 247,073 members in 2022 (GA, Gymnastics Australia Annual Report 2022, 2023).

However, in recent years, gymnastics has seen a decline in membership with 237,408 (GA, Gymnastics Australia Annual Report 2023, 2024) registered members in 2023. Early indications from club registrations in some states point to a further decline in club numbers and as a result a potential decline in membership number in 2024.

Gymnastics Australia is now struggling financially. In 2019, equity of Gymnastics Australia was at -\$351,189 (GA, Gymnastics Australia Annual Report 2019, 2020) and in 2023 was at \$292,913 (GA, Gymnastics Australia Annual Report 2023, 2024). This is despite SSO's being in strong financial positions, with a combined equity of \$9,346,441 (GNSW, 2024) (GNT, 2024), (GQ, Gymnastics Queensland Annual Report 2023, 2024), (ACT, 2024), (GSA, 2024), (GT, 2024), (GV, Gymnastics Victoria Annual Report 2023, 2024), (GWA, 2024) - almost 32 times higher than Gymnastics Australia's.

The 2023 Financial report draws attention to the concern that a material uncertainty exists that may cast significant doubt on the Company's ability to continue as a going concern (GA, Gymnastics Australia Annual Report 2023, 2024).

The structure of clubs has been shifting from primarily nonprofit organisations, relying on volunteer labour to more business-oriented clubs with a workforce predominantly composed of paid staff.

Gymnastics Australia and SSO's have also transitioned from volunteer run organisations to now employing an estimated 100 plus full-time equivalent staff.

In 2022, backed by the Belgravia Group, Recreational Gymnastics Australia (RGA) formed and is now providing direct competition to Gymnastics Australia and SSO's - by offering insurance, coach education and competitions. Currently, RGA estimates it will have over 36,000 participants by the end of 2024, none of these are members of Gymnastics Australia.

In 2008, Gymnastics Australia conducted a governance review which decided the sport was not yet ready to move to a unitary model; however, this was to be revisited in 10 years. Gymnastics Tasmania and later Gymnastics ACT moved into a one management model with Gymnastics Australia employing staff to run each of the member Associations.

In 2014, a membership review was conducted by KPMG (KPMG, 2014). This review recommended the following key points:

- Remove barriers for 0-5 aged children by introducing a club licence fee.
- Create a new "Social" member category at \$0.
- All Technical Members should be charged the same affiliation fee.
- Create a "Market Share" based affiliation fee.

These recommendations have largely been ignored and none of the recommendations have been implemented.

In 2019, the "All in for Gym" review was established to investigate service delivery of the sport. This review was never concluded - with no recommendations coming out of it or implemented.

Recently, the CEO of the Australian Sports Commission, Kieren Perkins, spoke about need for sports to change from poorly run federated models "The fundamental governance principles that underpin so many sports in the federated model of sport is guaranteeing our future destruction" and "these difficulties are directly related to the way sports are run. Specifically, sports that are governed by federated models where state interest compete with national priorities." (Benton, 2024)

There has been a reluctance on behalf of Gymnastics Australia's SSO's to have a thorough governance review and to seriously consider change. It was mentioned in interviews that SSO's have a vested interest in the current federated model continuing in its current format and as such have resisted attempts to conduct meaningful reviews into change.

The Gymnastics Australia National Gymnastics Strategic – Inspire 2032, makes reference to

- Continue to listen to and engage with our members, adjust and deliver services that meet their needs.
- Continually improve how we work together.
- Consider future operating and governance structures.

Findings, Analysis, Solution

Since the formation of the National Association in 1949, Gymnastics Australia and SSO's have been the main governing bodies that most clubs have been affiliated with. Over the past 10 years, new operators have moved into the industry and now pose a risk to Gymnastics Australia's positioning in the marketplace.

Governance

Australian Sports Commission Strategic Pillar

A thriving organised sport sector

Objectives

- *A more cohesive, innovative and effective sector.*
- *Support organisations running sport to improve their effectiveness.*
- *Build system capability and the ability of individuals in the Australian sport workforce.*

Like most sports in Australia, Gymnastics operates with a federated model (with some aspects of a National Behaviour and one Management model) with each SSO member of Gymnastics Australia having one vote.

A not-for-profit organisation such as Gymnastics Australia serves the interests of beneficiaries with varying expectations on what benefits they should receive. No one person or group of people own a not-for-profit organisation. Individuals in a position of power or influence within a sport are temporary custodians, there to 'protect the sport' and 'pass the baton' onto the next generation of leaders and decision-makers.

Gymnastics Australia has a responsibility to ensure that they are operating under the best governance model to 'protect the sport' and ensure the organisation is viable for the next generation.

Federated model

A federated governance structure, typically originated from the historical context where a National Sporting Organisation (NSO) focused on the management of national teams and liaising with international federations. The business model supporting the structure is characterised by SSO's, each with their own board of directors, operating as separate businesses. (ASC, Governance Reform in Sport: Discussion Paper, 2023)

Focusing on the sport, the traditional federated structure creates layers of administration and management. Each layer has its own relationships, investment, workforce development and service delivery. The structure leads to duplication in strategic planning, reporting, financial management, marketing and commercialisation. This leads to many inefficiencies for the entire sport. Such inefficiencies often impact a sport's ability to generate sufficient revenues to be sustainable and effective. Sports operating under this governance model are also synonymous with 'bottom-up' capitation funding. This is characterised by each layer of administration collecting fees from members and passing a portion of these fees up to the

next layer of administration. This is another example of the duplication created under the federated model. Significant time and cost expended in the collection and distribution of these fees diverts resources away from core business and strategic initiatives, turning each layer of administration into debt collectors rather than providing leadership and support. Sports need an alternative to this arrangement to maximise already limited human and financial resources.

The Human rights report of 2021 highlights issues with the federated system having “significant implications on the capacity for gymnastics as a sport to ensure child and athlete safety and wellbeing.” (AHRC, 2021)

The Human rights report of 2021 found that a fragmented governance model has significant implications on the capacity for gymnastics as a sport to ensure child and athlete safety and wellbeing. These implications are evident in several areas, including current leadership practice, with concerns raised regarding both accountability and current collaborative practice. While the strategic plans across the sport reinforces a commitment to child safety, they also highlight the potential issues that can occur within a federated model, including the duplication of resources and processes. Further, despite a number of bodies having comprehensive recruitment and selection policies and processes, not all do, and it is difficult to determine whether these are being implemented at all levels of the sport given the challenges of oversight. In addition, there is some concern regarding the availability of Member Protection Information Officers (MPIOs) across the sport and a number of implications of managing complaints within a federated system are detailed, including limitations regarding sanctions. Finally, the impacts of funding pressures, perceived and actual, are discussed in the Human right report of 2021 for the purposes of highlighting potential impacts on organisational culture and athlete experience only.

The report recommended “It is imperative for Gymnastics Australia and SSO’s to work collaboratively to improve the governance of the sport within the federated structure.”

National behaviour

A national behaviour model is a hybrid between a federated and a unified model. This predominantly federated governance structure is underpinned by a business model where centralised services and management structures support the organisation, but state member associations are still governed separately. This structure has been implemented by Triathlon Australia (TA) where stakeholders are genuinely committed to an improved organisation and there is strong alignment across all layers of the sport. The organisation demonstrates behaviours such as trust, transparency, integrity, collaboration and recognition. Some of the results from the alignment at TA include: a collective targeted investment approach; shared services; one strategic plan for the sport; a more agile organisation; and a collaborative approach to budgeting where funding is allocated on merit to projects aligned with the highest whole of sport priorities.

Gymnastics Australia National Behaviour

Gymnastics Australia and the SSO's have developed some behaviours that would be consistent with a desirable national behaviour including:

- A National membership database.
- A National insurance scheme.
- A National coach and judge educational system.
- Sport Integrity.
- National marketing plan.
- A commitment to aligned strategic plans.

Unfortunately, there have also been some notable occasions where the SSO's have engaged in behaviours that have put them in direct competition with National initiatives:

- Gymnastics Australia set up AUS Cheer as an event provider in the cheerleading space at the same time as Gymnastics Queensland was setting up World Cup Cheerleading as a direct competitor to AUS Cheer. This may have contributed to the unsuccessful venture into cheerleading and the ultimate demise of AUS Cheer and World Cup Cheerleading.
- Over the past 10 years it was mentioned during interviews that Gymnastics Queensland, Gymnastics NSW and Gymnastics Victoria used to meet regularly away from Gymnastics Australia to work together as they did not believe the relationship with Gymnastics Australia was effective.
- In 2021 Gymnastics Australia in consultation with the National Club Commission wanted to open up coach education delivery to clubs but were prevented from doing so by SSO's due to the financial impact this may have on the SSO's.

There have been some indications that currently, relationships between Gymnastics Australia and the SSO's have improved. The Gymnastics Australia National Gymnastics Strategy -Inspire 2023 recognises the need to work in partnership between GA and SSO's

- Work in partnership with our State and Territory Associations to implement new delivery models that improve the efficiency and quality of our services.

From discussions with previous GA CEO's and Presidents there have been instances where the relationships between GA and the SSOs have been problematic if not hostile. This relationship with the SSOs has been a contributing reason for some of the CEO's and Presidents to step down from their roles. This is highly connected to the reason for the large turnover of leadership in Gymnastics Australia since 2010 including 7 Presidents and 6 CEO's.

One Management Model

In the One Management Model, State and Territory Associations enter into a management agreement with Gymnastics Australia to provide management services in that region on behalf of the State/Territory board. The One Management Model may be adopted by one or more associations and does not require any constitutional change.

In the 'Sailing Australia – The case for change,' it was estimated that moving to a whole of nation One Management model would have an efficiency saving of between 10% and 15%. (Australia S., 2015)

A recent independent review of an NSO looking to move toward a one-management model highlighted the following key outcomes that would flow from this move: (Australia S., 2015)

- improved robust governance.
- increased participation and retention.
- increased participant pathways and prospects.
- increased profile of the sport.
- increased financial investment and sustainability.
- decreased duplication and inefficiency.

In 2008, Gymnastic Australia undertook a governance review. At the time it was felt moving to a unitary model was not right for the organisation at that time and another review was to be completed in 2018. However, the review did recommend the trial of the one management model with Gymnastics Tasmania.

In 2010, Gymnastics Tasmania entered into a one management agreement with Gymnastics Australia. Between 2010 and 2023, Gymnastics Tasmania had 52% growth - the highest of any SSO in the country. This would indicate that the agreement with Gymnastics Tasmania has been successful.

Initially set up as the CEO of Gymnastics Australia acting in the role of CEO of Gymnastics Tasmania and appointing a manager to look after the State, somewhere around 2019 this changed with a person appointed CEO of Gymnastics Tasmania, working under direction of the Gymnastics Tasmania board, but employed by Gymnastics Australia. This has caused some issues with who is responsible for the performance management of the Gymnastics Tasmania CEO.

In 2015, Gymnastics ACT also joined the one management model.

Unitary model

The unitary model of governance is arguably the ideal structure for a sport with fully aligned stakeholders throughout its system. This structure removes the governance inefficiencies present in the federated structure and retains the one management efficiencies, delivering substantial advantages in strategic direction and operational implementation. Each SSO operates as a branch of the single governing body and state committees play an advisory consultative role providing the NSO and its state officers critical local guidance. The structure adopts a unified management model where finances and other services are centrally pooled. Under this model, the 'members' of the organisation may be individual participants or affiliated competitors or clubs. This would impact the voting model as the states would likely no longer be voting on behalf of registered participants.

This unitary model is not widely observed in Australian sports. However, sports such as Sailing Australia and Cycling Australia have recently moved to unitary models while larger sports such as AFL, Tennis Australia and NRL operate effectively as a unitary due to the top down funding model.

The resistance towards a unified model is that.

- A centralised body will not understand regional issues and lose touch.
- There will be a loss of State/territory government funding.
- What happens to the money already “owned” by the SSO’s.

It is important that while there will be centralisation of leadership and strategic direction within a unitary model, a regional presence will be essential to ensure the efficient delivery of service.

An examination of organisations that have adopted a unitary model or function under a one management framework has revealed that they can continue to receive State or Territory government funding, provided the funds are utilised specifically for delivering services within the respective State or Territory.

Examining corporate Australia shows how a unitary model can work effectively. Typically, regional managers report directly to senior leadership. The scale and location of regional offices depend on each region's size and complexity. Merging areas like Tasmania and Victoria offers a chance for cost-saving and efficiency improvements.

Governance reform

The Australian Sports Commission provides funding to 64 National Sporting Organisations (NSOs). The majority of these organisations follow a federated model. However, in recent years, certain sports have transitioned to different models.

Cycling Australia Governance reform

On November 1, 2020, Cycling Australia consolidated 18 of 19 local and state sporting organisations into a single member-controlled National Body, merging BMX Australia, Cycling Australia, and Mountain Bike Australia. (AICD, 2021)

Cycling Australia operates as a unitary model with a state advisory council.

- 18 Organisations became one.
- 12 CEO's became one.
- 18 Boards became one.
- \$28m revenue increased to \$28.9m projected revenue in FY 2021.
- 3%-6% pa projected membership growth.

Duncan Murray, the Cycling Australia Chair at the time, was quoted as saying, "the reason these talks were more successful," he says, "is because there was the right generation of leadership, and people realised the merger was in the best interest of the sport."

"It's always easier to find a reason not to do something or fault in a proposal. But it takes courage, passion and conviction to push for change, especially in a world such as sport, which is built on history, passion and individuals."

John Wylie AM MAICD, former chair of the Australian Sports Commission, was quoted as saying, "National Mergers such as cycling show it's possible to have an integrated national structure and a more effective and competitive organisational structure, which works for a common purpose at the same time as maintaining local grassroots, community and regional participation in sports."

Sailing Australia Governance reform

In 2015 Sailing Australia released one sailing – The case for change (Australia S., 2015)

The report identified a need at all levels of management a willingness to look to the future to ensure sustainability through the best uses of resources.

The process was managed by a transition team Executive Officers of the State and Territory Associations and Yachting Australia CEO and senior managers, including club/member consultation, surveys and a business review conducted by Ernst & Young.

The Case for change identified the following reasons for change.

- To provide sailing in Australia a legal, governance and management framework that optimises the prospects of the success of the sport in the 21st century.
- To build a sustainable sports organisation based on three principles.
 - A strong national governance mechanism.
 - Enabling efficient management of resources.
 - Improving consistency, effectiveness and relevance of services provided to stakeholders.
- To action the clear message from the network of Clubs, Classes and other stakeholders that Yachting Australia (YA) and the State and Territory Associations need to build stronger relationships across the network, improve the development and delivery of services and ensure the sport is placed to capitalise on opportunities that can potentially bring in significantly increased revenue from external sources.
- To address the Ernst & Young business review findings of significant performance issues for YA and the State and Territory Associations.
 - Current business operations are struggling to address the requirements and expectations of the member Clubs; to recognise and act on commercial opportunities; and deliver to the changing requirements of the Clubs.
 - Current capacity is hampered by under resourcing and duplication of effort with up to 30% of the work effort spent on services that could be shared.
 - Ability to generate revenue growth through member fees and Government is limited but service improvement requires further investment in core sport development activities.
- To implement the five major improvement opportunities identified by Ernst & Young that address the performance issues and enable the delivery of relevant, value add services to the Clubs and Classes.
 - M1. Move to shared model for corporate services (administration, finance, accounting, legal, HR tasks), Marketing & Communications, Online services and Membership services creating opportunity to reinvest minimum of 3 State based full time equivalent (FTE) positions in sport development. Move to a one management/one company model creates an expected 10-15% productivity gain across State Associations allowing an additional 4-5 FTE to also focus on core activities such as sport development.
 - M2. By aggregating programs, events and services to allow for a consolidated and standardised marketing strategy, the sport can offer greater depth and opportunity to national sponsors, increasing revenue for investment back in the sport.
 - M3. Build marketing strategy and systems to understand sailing demographics and provide clear market segmentation linked to service delivery, (supporting M2), enabling targeted services relevant to Clubs and their members and supporting participation growth.

- M4. Streamline communication delivery to Clubs and Classes ensuring messaging is consistent, reaches intended recipients in a controlled and timely method and builds strong relationships.
- M5. Create a dedicated service team to deliver services to Clubs including advocacy and other enabling priorities, build direct relationships with the Clubs and improve relevance and quality of services.

As a result of the one Sailing model, Sailing Australia now employs all staff around the Nation, some States/Territories have disbanded and have been replaced in this case, a Member Club Class for that State, comprising all Clubs recognised by Australian Sailing as Member Clubs under clause 4.5, who will be represented collectively at General Meetings by their Delegate.

Current position of Gymnastics Australia

A federated model can be effective if all States and Territories align with Gymnastics Australia’s Strategic plan and leadership. However, interviews with previous leaders suggest that alignment has been lacking for much of the past 20 years.

This relationship between GA and the SSOs has been a contributing reason for some of the CEO’s and Presidents to step down from their roles.

Gymnastics Australia has recently named Allistar Edgar, previously the CEO of Gymnastics Victoria, as its new CEO. Only time will reveal whether this decision enhances leadership and alignment within the federated model.

The Gymnastics Australia National Gymnastics Strategy – Inspire 2023 looks to continue to improve operating model and continue to work in partnership between GA and SSO’s

- Review and align the GA and STA operating model, priorities and structure.
- Work in partnership with our State and Territory Associations to implement new delivery models that improve the efficiency and quality of our services.

The Strategy also makes reference to

- Consider future operating and governance structures.

The 2023 Gymnastics Australia Annual Report (GA, Gymnastics Australia Annual Report 2023, 2024) reveals auditors' concerns about the organisation's financial health, noting significant doubts over its ability to remain operational.

A look at the balance sheets of Gymnastics Australia and each SSO, show most SSO’s have a healthy equity position (GNSW, 2024), (GNT, 2024), (GQ, Gymnastics Queensland Annual Report 2023, 2024), (ACT, 2024), (GSA, 2024), (GT, 2024), (GV, Gymnastics Victoria Annual Report 2023, 2024), (GWA, 2024)

	GACT	GNSW	GNT	GQ	GSA	GT	GV	GWA	GA
2023	\$ 305,765	\$ 3,810,512	\$ 651,225	\$ 1,691,608	\$ 680,872	\$ 103,406	\$ 631,937	\$ 1,471,116	\$ 292,913

As of the close of the 2023 financial year, only Tasmania reports a lower total equity than Gymnastics Australia. Interviews revealed that the financial struggles of Gymnastics Australia are partly attributable to mismanagement, initially linked to hosting World Cup events, as well as restrictions imposed by SSO's on the amount of membership fees remitted to Gymnastics Australia.

Given the present situation where Gymnastics Australia faces challenges in boosting revenue via membership and the potential costs from compensating former athletes through the National Redress scheme, there is a significant threat of Gymnastics Australia becoming insolvent within the next few years, possibly even by the end of 2024. If insolvency occurs what extent could or should the SSO's contribute to Gymnastics Australia's financial survival?

Recommendations

The Federated model of Governance has served gymnastics since its formation. A large amount of literature promotes the benefits of the unitary model of governance with several sports recently moving to this model.

The federated model of governance has contributed to significant turnover of leadership in Gymnastics Australia since 2010 including 7 Presidents and 6 CEO's.

The bottom-up funding model common in underfunded federated national sports organisations like Gymnastics Australia has left them financially vulnerable and at risk of insolvency.

Recommendation 1

- **Gymnastics Australia – with the support of the State Sporting Organisations (SSO's) – to commission a full unrestricted independent governance review in respect to gymnastics in Australia and to present their findings to the gymnastics community by July 2025.**

Gymnastics Australia represents its members, catering to their different expectations of benefits. No single person or group owns the organisation; those in power are temporary stewards meant to safeguard and pass on the sport to future leaders. They must ensure they operate under the best governance model to protect the sport and secure its future viability.

Competition in the marketplace

Over the 75 years, there have been organisations that have broken away to ‘do their own thing’ - from single club operators through to PCYC’s and YMCA’s in different States and Territories. Whilst some of these organisations have remained outside Gymnastics Australia in the break-away groups, most of these groups reaffiliated after a period away.

Over the past 10 years the marketplace has shifted; and whilst the number of Australians participating in Gymnastics has increased, this has not been reflected in Gymnastics Australia’s membership numbers.

Gymnastics Participation Data

Year	Gymnastics Australia (GA) *	Recreational Gymnastics Australia (RGA) **	Ausplay Survey ***
2018	239,342		516,600
2019	231,200		616,100
2020	188,665		621,800
2021	226,115		625,200
2022	247,073		631,500
2023	237,408	22,000	787,800
2024		36,000	

It is worth noting that this table gives an indication of trends and cannot be directly compared.

* Gymnastics Australia column represents total registered gymnasts as per Gymnastics Australia annual reports, 2024 data has not been released.

** RGA Column recognises the estimated maximum enrolment at a point in time through the year, numbers provided by RGA.

*** Ausplay column represents participation rates reported by the general public via phone survey. 2024 data not included as Ausplay changed collection methods in 2024. Ausplay does not recommend comparing 2024 data to previous years.

The Ausplay Survey July 2022 to June 2023 (ASC, Ausplay Data Tables July 2022 to June 2023, 2023)

Number of Gymnastics participant	787800
Gymnastics Participant under 15	655900
Gymnastics Participants 15 and over	131900

When Cheer and Cheerleading are removed, the number for under 15 gymnastics participation is.

Acrobatics	54,000
Aerobic Gymnastics	30,000
Gymnastics	363,000
Kindergym	61,000
Launchpad	2,000

Trampolining	58,000
Total	568,000

With Gymnastics Australia's membership for 2022 and 2023 being 247,073 and 237,408 respectively. This indicates that a significant majority of people participating in gymnastics are doing so outside of Gymnastics Australia's membership structure.

Preliminary research indicates that the following groups operate outside of the Gymnastics Australia structure:

- My First Gym (15 venues)
- The Little Gym
- GymbaROO/KindyROO (now owned by Belgravia Group)
- Gymboree
- Recreational Gymnastics Australia
- East Gymnastics NSW (recently purchased by YMCA NSW)
- PCYC Queensland under 5's movement program (formerly Kindergym)
- Springloaded
- Jollettes (16 venues operated from 1987 to 2022)

This is a list of known 'clubs' not involved with Gymnastics Australia. It would be assumed that it is not a complete list and there is a reasonable indication that more independent clubs are operating outside the Gymnastics Australia structure.

Formed in 2022 by the Belgravia Group, Recreational Gymnastics Australia (RGA) started operation in 2023. This was a consequence of Belgravia Group's frustration with the cost structures, value for money for recreational gymnasts offered by Gymnastics Australia and SSO's. Gymnastics Australia were made aware of Belgravia Group's intent to start RGA. Belgravia Group had indicated they would like to register directly with Gymnastics Australia, otherwise they would form their own organisation (RGA).

In the first year of operations RGA had 22,000 participants under their umbrella. This has increased to 36,000 thus far in 2024; with some of Australia's largest clubs, including REC Ally in NSW with over 3000 members, moving across to RGA.

RGA have developed their own coach accreditation system and offer student/athlete insurance in direct competition with Gymnastics Australia in the recreational gymnastics space. RGA have also established a competition structure, are developing higher-level coaching courses which will provide further competition pressure to Gymnastics Australia.

Other independent clubs operate outside of Gymnastics Australia structure, sourcing their own public liability insurance, then operating either with or without Gymnastics Australia qualified staff. East Gymnastics in Edgecliff is one such organisation that when starting, approached Gymnastics NSW, after not seeing value for money they decided to operate outside of the gymnastics Australia structure. East Gymnastics has a recreational membership of approximately 800 participants.

What should be of concern for Gymnastics Australia, State and Territory Associations, is that more than half the clubs that responded to the survey were considering a move away from Gymnastics Australia (Noting that this is an indication from clubs responding to the survey and may not represent the views of all clubs registered with Gymnastics Australia)

18. Are you considering leaving GA in the future?

[More Details](#)



Clubs leaving Gymnastics Australia

In the comments section of the survey and in interviews with clubs that moved to RGA, they have done so for financial reasons and value for money. If cost and services were comparable many would prefer to be with Gymnastics Australia as opposed to RGA (owned by Belgravia Group).

ACCC – NST - Media

During this white paper review, several organisations have made us aware of complaints they have put forward to the Australian Competition and Consumer Commission (ACCC) claiming that Gymnastics Australia and State/territory associations are using a monopolistic power to restrict trade by disaffiliating clubs who want to register competitive gymnastics with GA and recreational gymnasts with a separate cheaper alternative. Whilst it is unclear if the ACCC have investigated or responded to these claims, it should be considered if these complaints were successful, it would have a highly significant financial implication for the current operating model of Gymnastics Australia and State/Territory associations.

Gymnastics Clubs Australia (GCA) on behalf of some of their member clubs lodged a complaint with National Sports Tribunal (NST) The complaint by three clubs against their State Association regarding possible anti-competitive behaviours and other perceived inappropriate practices. It is understood that the State Association has chosen not to be involved in the NST process and as such the complaint will not proceed.

This increased fracturing within gymnastics in Australia is now also being played out in the media. To date, CODE Sports have published 6 articles – some of which have been reproduced in numerous high profile News Limited newspapers. Australasian Leisure Management has also published articles on the matter.

USA Gymnastics Marketplace

In the USA, gymnastics clubs have the choice to be part of USA Gymnastics – should they wish to be involved in elite gymnastics with the aim of National teams. Other related groups, such as USA Independent Gymnastics Clubs (USAIGC), operate outside of USA Gymnastics. However, USAIGC actively supports USA Gymnastics and hold voting membership on the USAG board.

A review of USA Gymnastics shows an operating model which is not reliant on income from membership from recreational gymnasts who are not involved in any USA Gymnastics events.

A gymnast must be registered with USA Gymnastics if they wish to participate in USA Gymnastics events; however, the bulk of club members in recreational gymnastics participate outside of this structure.

Clubs independently source public liability and professional indemnity insurance. Most events outside of National Championships are conducted by clubs or specific event providers.

USA Gymnastics' coach education is not compulsory and most recreational gymnastics coaches in the USA do not hold an official accreditation. Internal training for coaches at club level is more important for most USA Clubs. This system allows clubs to quickly train staff and have them on the floor coaching sooner but has a disadvantage of not having a national standard for coaches in the USA.

USA Gymnastics has approximately 200,000 members, cost of an athlete membership is US\$75, and first-time athletes US\$25. Members register directly with USA Gymnastics through the USA Gymnastics website.

Gymnastics USA makes income from:

- Competitive gymnast membership.
- Coach membership.
- Judge membership.
- Meet sanction fees.
- National Championships.
- National Congress.
- Sponsorship.

USA Gymnastics' focus is on the following areas: (USA, 2024)

- Internationally, and governing 6 disciplines of gymnastics.

- Governing bodies, designated by US Olympic Committee and FIG.
- USA Gymnastics National Teams.
- US Gymnastics National Squad and development programs.
- US National Championships and a limited number of events in each discipline.
- National Congress and trade show.
- Regional Congress and trade shows.
- USA Gymnastics Safe Sport.
- Club resources – business presentations at national and regional congresses.

Gymnastics Club Australia (GCA)

GCA was formed in 2020 as an industry group with the following objectives (Australia G. C., 2024)

- (a) To promote the benefits of learning gymnastics.
- (b) To enhance access to gymnastics.
- (c) To raise the standards in the delivery of gymnastics, from both an industry and sport perspective.
- (d) To assist Gymnastic Club members, enhance their operations.
- (e) To advocate to relevant parties on industry and sport matters.
- (f) To work with other organisations with similar objectives and purposes.

It seems that GA and SSO's view GCA as a competitor or an arm of Belgravia Group to support RGA.

Ross Gage CEO of GCA mentioned that GCA does promote Belgravia services such as RGA and NovoActive as sponsors of GCA. GCA sees itself as an industry body and as such allows RGA and Nova Active to present at conferences as sponsors of GCA. GCA has approached Gymnastics Australia and offered them the same opportunities to present at GCA conferences however to date these offers have not been taken up by Gymnastics Australia.

GCA is an independent organisation and the Belgravia group has no control over the strategic or operational direction of GCA.

Event providers

Recently, two major event providers have entered into the marketplace - now offering alternative competitive streams.

- Australian Gymnastics Competitions (AGC) have developed their own levels and competition structure and are currently offering event series around the country. Some clubs are using this system to provide a competitive pathway for their athletes outside of the Gymnastics Australia system.
- Futures League – This competition structure has been developed by RGA to work alongside their coach's system to provide event pathways for recreational gymnasts.

In the US and Australia, it is common in cheerleading for event providers to operate independently in the marketplace, often complementing the work of the National governing body, as seen with USA Gymnastics.

A divided marketplace

There is a concern that a fragmented marketplace, whether in coaching education or competitive pathways, may not serve the best interests or viability of Gymnastics Australia. A divided gymnastics structure could limit the talent pool of athletes aspiring to join national teams.

Discussions with Belgravia Group, particularly with RGA, have indicated a willingness to establish a mutually beneficial relationship with Gymnastics Australia. However, it remains to be seen whether both parties can achieve alignment and form such a relationship.

There may be opportunities for Gymnastics Australia to establish relationships with other gymnastics organisations operating outside the current structure, potentially creating mutually beneficial outcomes for both organisations.

Recommendation

For the first time, Gymnastics Australia and SSOs are facing strong competitors that challenge their influence in Australian gymnastics. These privately owned business competitors are here to stay, and a divided sport will only hinder progress by diverting resources. It is crucial to find common ground and establish productive partnerships with outside groups.

Recommendation 2

- **Gymnastics Australia will take the lead in exploring a new operating model designed to encourage entrepreneurial thinking within the gymnastics service sector. This may include building mutually beneficial partnerships with organisations, while continuing to support small, remote, and disadvantaged groups and ensuring financial sustainability for Gymnastics Australia.**

Operating model

In the Gymnastics Australia financial report 2023 the auditors expressed concern that a material uncertainty exists that may cast significant doubt on the Company's ability to continue as a going concern.

Whilst change at a governance level may enable Gymnastics Australia to be more efficient and become more financially sound. It is also important to look at the current operating model, from the 2023 annual report (GA, Gymnastics Australia Annual Report 2023, 2024)

2023 Revenue		
Grant Revenue	\$ 4,204,906	30%
Membership and fees revenue	\$ 5,873,046	43%
Merchandise revenue	\$ 101,241	1%
Participation events	\$ 2,962,967	21%
Sponsorship	\$ 48,775	0%
Other income	\$ 602,582	4%
Total Revenue	\$ 13,793,517	

94% of the revenue for Gymnastics Australia comes from 3 main sources being grants, membership and events.

The introduction of a RGA as a competitor to GA for membership of recreational gymnastics has the potential to have a serious impact on the future viability of Gymnastics Australia.

For Gymnastics Australia to remain viable it will need to do one (1), if not all of the following

- Increase revenue from sources other than membership.
- Become competitive with RGA and increase membership.
- Reduce cost and focus on core responsibilities.

The sport of Gymnastics will always need to have a national body that can perform the following roles that can only be performed by a National Sporting Organisation.

- Governance of sport.
 - Strategic direction, administration.
 - Work with FIG, All levels of Government, AIS.
- Competitive sport.
 - Administering the rules and standards of competitive gymnastics.
 - Administering the standard and delivery for competitive FIG coach Accreditation.
 - Administering the standard and delivery of FIG Judges Accreditation.
 - Administration and delivery of National Squads and National Teams.
 - Administration and delivery National Championships and qualifying events.
- Sport Integrity.
 - Setting the standards.
 - Investigation of complaints along with SIA.

- Enforcing recommendations of sport integrity.
- Access to government funding.
 - Sporting schools.
 - Government sporting vouchers.
 - Some grants.

A search of Gymnastics Australia and Gymnastics NSW websites gives a list of services provided. There may be more services provided in other states/territories however NSW was used as it appeared to have the most services. Also note that there is a significant overlap with both Gymnastics Australia and Gymnastics NSW providing the same or similar services, example: Access to Australian Levels program.

Gymnastics Australia (Australia G., 2024)

- Administration benefits.
 - Access to the National Risk Protection Program, including public liability, professional indemnity and personal accident insurance cover for clubs and athletes.
 - Use of Gymnastics Australia logos (some restrictions apply).
 - Access to the National Licensing Scheme for OneMusic.
 - Club promotion through the Gymnastics Australia website, including the Find a Club function.
 - Access to and communication from national Gymsport Commissions.
 - Advice and assistance on obtaining 375 Visas for coaches.
 - Affiliation Certificate that confirms a club's adherence to national quality standards.
- Information Technology solutions.
 - Club Administrator access to the Club Admin Portal via Gymnastics Online (GOL).
 - Support with technology, membership and education related queries.
 - Access to Australian Levels Program online for use by coaches on-the-floor.
- Gymnastics development benefits Education.
 - Access to National Accreditation Courses to assist with recruitment and training of new coaches, developing the next generation of gymnastics coaches.
 - Access to continuous professional development workshops.
 - Ability to host sanctioned courses/workshops.
 - Access to education opportunities, including online learning and VET accredited courses.
- Participation and pathways.
 - Access to Gymnastics Australia's High Performance pathway programs.
 - Access to the Launchpad suite of programs and resources (GymFun/Skills, AeroFun/Skills and FreeG Kids).
 - Discounted access to the extensive resources in the national GymShop including GymMix and the Australian Levels Programs resources.
 - Access to Kindergym resources if the delivery agreement during affiliation is agreed upon.
 - Access to participation programs and resources.

- Opportunity to be an endorsed deliverer in Sport Australia's Sporting Schools Program.
- Events.
 - Access to compete in national and international sanctioned events.
 - Access to professional development and volunteer opportunities at national events.
 - Access to club group booking discounts for national events.
 - Discounts to Australian Gymnastics Championships tickets (conditions apply).
- Discounts on Gymnastics Australia's education products.
 - are available to all clubs, depending on their size. Make sure your club takes advantage of this offer to help build your club's coaching expertise via the Club Info tab in the Club Admin Portal.

Gymnastics NSW (NSW, 2024)

- TAILORED BUSINESS SUPPORT.
 - A Club Development Team for your club, providing personalised service and support to your club through on call support and individualised Club Development Plans.
 - Assistance with uploading athlete registration information to the GOL for your club.
- Targeted Marketing.
 - Brand awareness through marketing campaigns with major media publications.
 - Promotion to current and potential members about benefits of gymnastics, and the standards upheld by affiliated clubs.
 - Club specific support from GNSW Marketing Team to celebrate and promote your club in your local area.
 - A dedicated club account with Canva Enterprise, enabling on-demand access to personalise all GNSW branded posters, campaign items and graphics to your club environment, as well as all other Canva features.
 - Club Promotion on GNSW and GA websites, including the 'Find a Club' Function on both websites.
 - Advertising and promotion of your club's stories in GNSW publications.
 - Ability to use Gymnastics NSW marketing collateral at events to promote affiliation.
 - Use of Gymnastics NSW and Gymnastics Australia logos and branding in promotional materials.
- Key community insights.
 - Individualised advice on population and participation trends and data to help guide your club's planning.
 - Links to Australian Institute of Sport (AIS) and New South Wales Institute of Sport (NSWIS).
 - Links with Industry and Government bodies including Sport NSW, Office of Sport, Office of Children's Guardian and Family and Community Services.
 - Preliminary Planning Assessment support for gymnastics facilities, conducted by Council Approval Experts.
- Expert Business Advice.

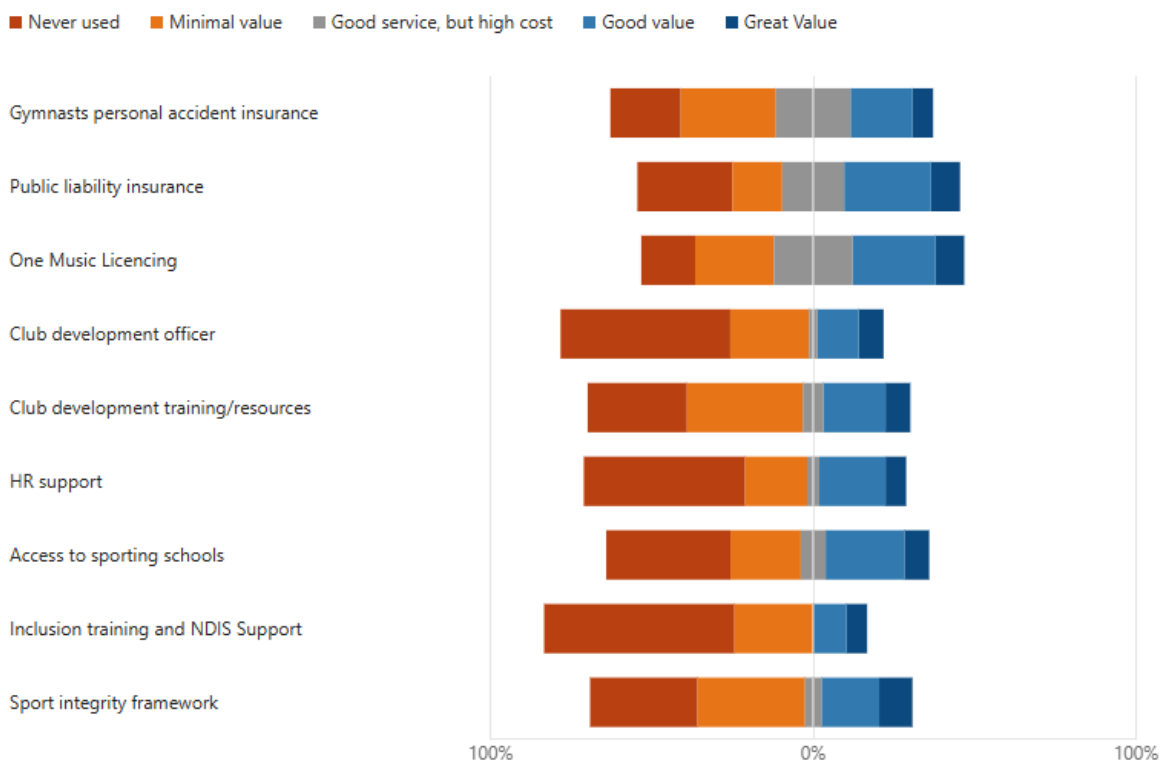
- Four hours of free business webinars provided by Business Connect consultants, as well as optional additional hours at heavily discounted rates and free business advice.
- Free HR advice, support and access to document library and templates from HR Plus.
- Free access to the subscription service and library of tenancy resources and advice from LPC – a leading Australian Tenant-only lease advisory source.
- Risk Management support through Gymnastics NSW’s Award-Winning Risk Management Solution app to track equipment checks, longevity and injury reports.
- Discounted subscriptions to Legal Vision’s subscription service for on-demand legal advice and access to the document library.
- Free access to GNSW Business Hub site, with a huge range of resources, templates and information.
- **Competitive Edge.**
 - Exclusive eligibility to participate in National, State and Regional Gymnastics Events and Activities.
 - Eligibility to host events, along with assistance from Gymnastics NSW in running events through our Event Easy Guides.
 - Professional development and volunteer opportunities at state and national events.
 - Support from Gymsport specific Event Development Officers to assist building your club’s Gymsport programs.
- **Access to Policies and Insurance.**
 - Policy templates and Gymnastics NSW policy development advice.
 - Access to Public Liability, Personal Indemnity and Management Liability insurance cover for your club through GA’s insurance broker, Honan Insurance.
- **Advocacy and Fundraising.**
 - Exclusive opportunity to be an endorsed deliverer in Sport Australia’s Sporting Schools Program.
 - GNSW assistance in applying for grants and funding, along with grant templates for easy applications.
 - Fundraising support services.
 - Access to Letters of Support from Gymnastics NSW for funding, development and grant applications.
 - Opportunity to be involved in Gymnastics NSW and Government funded projects.
- **Education and Technical support.**
 - Access to the Australian Levels Programs for the various gymsports and technical support from the Gymsport committees.
 - Access to the Launchpad suite of programs and resources (Kindergym, GymFun and Gymskills), including free access to the online marketing portal.
 - Accreditation through the Gymnastics Australia Education Pathway for coaches and judges linked to your club.
 - On-demand access to webinars presented by leading Gymnastics figures to support ongoing coach and judge development.

- Eligibility to host sanctioned coaching and judging workshops at your club for localised education.
- Accreditation course bundles, free or discounted development workshops and other training opportunities offered by Regions and Gymnastics NSW.
- State and Region-subsidised accreditation courses.
- Free digital access to the drag and drop Launchpad GymMix Lesson Planner for easy lesson plan creation.
- Education and Technical Support.
 - Access to Member Protection Information Officer training delivered to your club staff and community.
 - Free access to Gymnastics NSW's Online Club Induction training for all club staff and volunteers.

The National Survey shows that clubs value various services differently, even though all clubs, except for some competitive products, pay for these services.

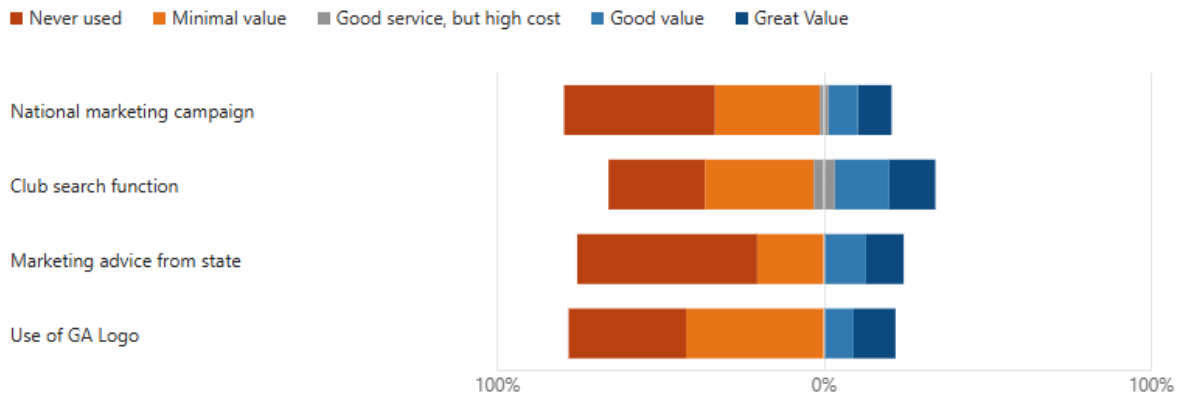
11. Please rate the following club services provided by Gymnastics Australia, State/Territory Association

[More Details](#)



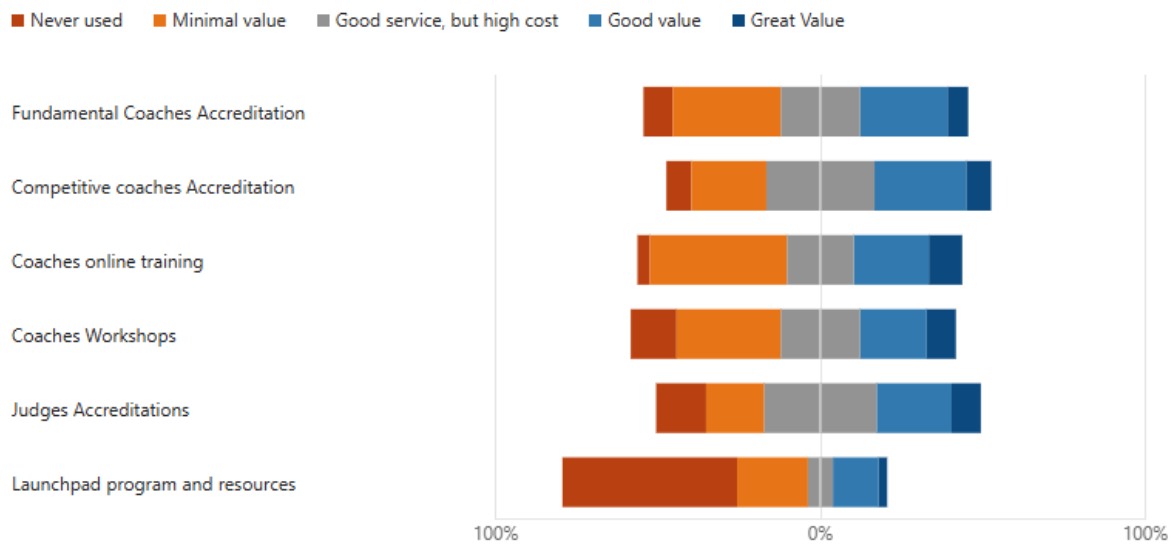
12. Please rate the following marketing services provided by Gymnastics Australia, State/Territory Association

[More Details](#)



13. Please rate the following gymnastics services provided by Gymnastics Australia, State/Territory Association

[More Details](#)



14. Please rate the following competitive service provided by Gymnastics Australia, State/Territory Association

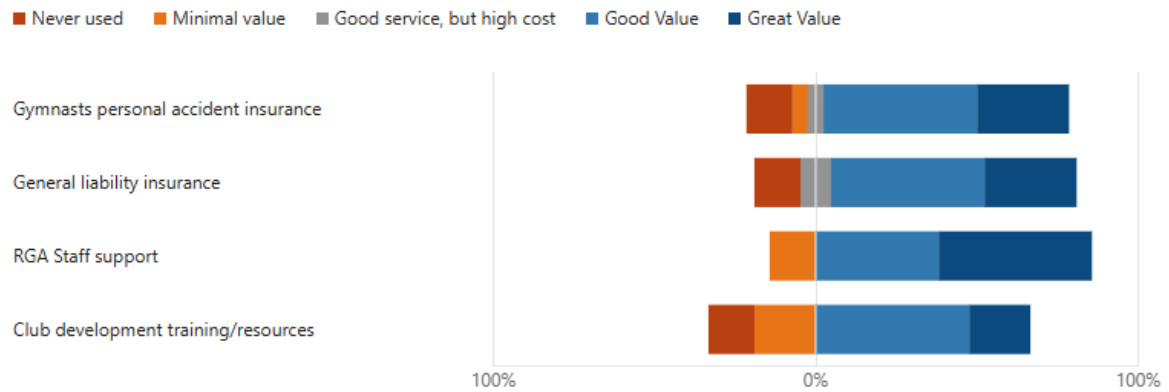
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When compared to the Responses to the service provided by RGA who provide some similar services at a lower cost.

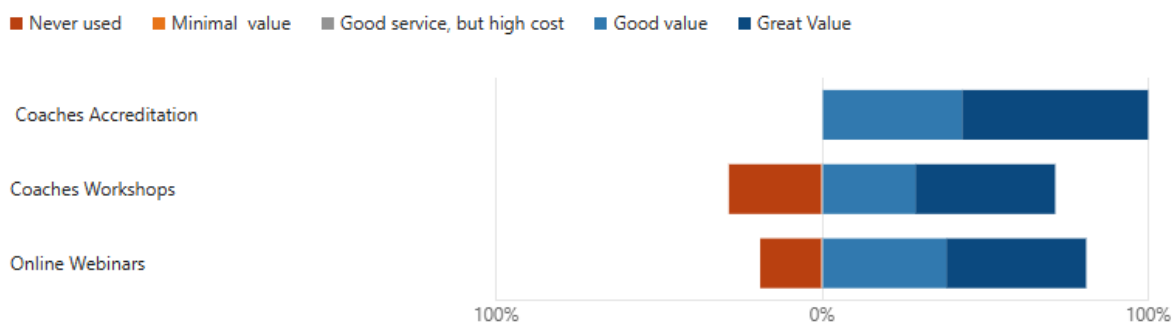
21. Please rate the following Club services provided by RGA

[More Details](#)



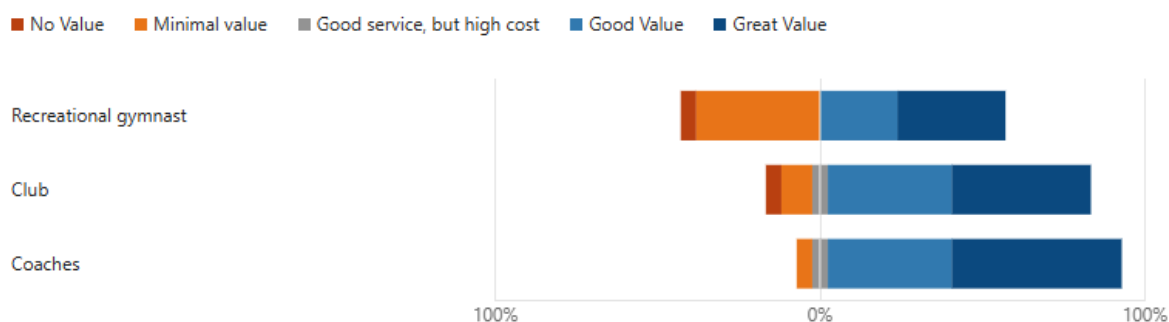
22. Please rate the following Gymnastics service provided by RGA

[More Details](#)



20. Value of service provided by RGA to

[More Details](#)



The results of this survey indicate that a number of clubs either do not value the services provided by Gymnastics Australia and State/Territory associations or feel the cost of the service is too high.

Gymnastics Australia and State /territory associations argue that membership fees enable them to provide services that might not otherwise be viable in a commercial sense.

- Inclusion programs.
- Regional courses.
- Courses for smaller Gymsports.

The current service delivery model involves all clubs paying a membership fee and are then required to register all gymnasts at their club. All clubs then have access to the same level of services despite some clubs paying \$1000 and other clubs in some cases \$100,000 or more. In the club interviews it was quite clear that clubs felt this was not a fair situation, that in fact larger clubs used less services as they had developed in house or purchased these services from external sources that met their needs.

It is quite clear that the one size fits all when it comes to service delivery is not meeting the needs of all clubs particularly larger clubs.

Pay per service model

A pay-per-service model enables clubs and members to pay exclusively for the services they wish to acquire. This approach incentivizes governing bodies to offer efficient services that meet the needs of the membership, and to discontinue services that are not valued by the members.

A pay-per-service model lets clubs develop services in-house or access them externally. If the National body offers a service at a better value, clubs can opt to purchase it from the governing body.

The pay-per-service model transforms the current dynamic in which clubs feel they are being "taxed" for unused services into one where they appreciate the value of the services they choose to purchase.

In this model, competition from external providers is encouraged as it can help deliver better services at lower costs to members. Gymnastics Australia may also leverage collective buying power to access services at a reduced rate compared to clubs sourcing the same service individually.

Examples of services that can be pay per service.

- Insurance.
 - Public Liability.
 - Professional Indemnity.
 - Personal accident.
 - Worker's compensation.
 - Car insurance.
 - Building insurance.
 - Contents insurance.
- National Licensing -one music.
- Marketing.
- Club promotion.
- Immigration services.
- Information Technology solutions.
 - CRM programs.
 - Scoring programs.
 - Office management programs.
 - Asset register.
- Gymnastics Education.
 - Training and accreditation courses.
 - Professional development workshops.
- Program resources.
 - Launchpad.
 - National Program.
 - Kindergym brand.
- Events/Competitions.

- National/ regional congress.
- Trade shows.
- Training camps/squads.
- Club Development support.
- Advocacy.
- Fundraising.
- Group buying power.

The Gymnastics Australia National Gymnastics Strategy – Inspire 2023 makes mention of the following in relation to service delivery.

- Continually seek to understand and improve the experiences we offer our members Implement a national customer service and business development model to service our clubs.
- Refresh national frameworks and quality assurance standards to set our clubs up for success.

Recommendations

Nearly 60% of clubs who participated in the club survey (Noting that this is an indication from clubs responding to the survey and may not represent the views of all clubs registered with Gymnastics Australia) are contemplating or potentially contemplating departing from Gymnastics Australia, indicates that the value proposition provided by Gymnastics Australia and SSO's is may not aligning with the expectations of a number of clubs.

Gymnastics Australia and State Sporting Organizations (SSOs) are continuing to use a service delivery model that was effective when most clubs were run by volunteers and had similar needs. However, clubs now vary from volunteer organisations with fewer than 20 members, to large companies and corporations with full-time staff and multimillion-dollar turnovers, necessitating a new service delivery approach.

Recommendation 3

- **Gymnastics Australia to transition from a “one size fits all” service model to a pay-per-service approach, allowing them to lower both membership and service delivery expenses.**

As new organisations begin to offer services traditionally provided by Gymnastics Australia, such as coaching education and events, it allows Gymnastics Australia to concentrate its time and resources on core responsibilities unique to the national body. Gymnastics Australia can move to endorse service providers that meet quality standards.

Moving to a pay per service and engaging external providers for service delivery can enable Gymnastics Australia to streamline the organisation, allowing them to focus on their core services that can only be provided by the National body.

Recommendation 4

- **Gymnastics Australia will identify their core services and focus on delivering these services at a high standard.**

Recommendations

Recommendation 1

- Gymnastics Australia – with the support of the State Sporting Organisations (SSO's) – to commission a full unrestricted independent governance review in respect to gymnastics in Australia and to present their findings to the gymnastics community by July 2025.

Recommendation 2

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