



'Outcomes'  
1986-87

**AUSTRALIAN *sports* COMMISSION**

AUSTRALIAN SPORTS  
COMMISSION

**Annual  
'Outcomes'  
Report  
1986-87**

Management and Planning Section  
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# Introduction

This report provides details of the 'outcomes' or results of major ASC programs for 1986-87.

The report represents the first attempt to implement a 'management information system' for the Commission as part of the transition to program budgeting.

The information in this report aims to provide the sort of data and feedback necessary to judge the extent to which the Commission has been successful in meeting the objectives and targets defined in its program statement.

## Background

The Commission, in preparation for the move to program budgeting, has developed a program structure as follows:

### Program 1: Sports Development

#### Sub-programs

- Sports Administration
- Sports Talent Encouragement Plan
- Children's Sport
- Events
- Coaching
- Research and Development
- Equity and Access

### Program 2: Australian Sports Aid Foundation

### Program 3: Corporate Services

#### Sub-programs

- Information and Publicity
- Planning and Evaluation
- Operations

Each of these programs and sub-programs has a set of objectives. Those objectives, in turn, imply the need for certain basic information to assist in the assessment of performance. This report pulls together as much of that information as we have been able to collect.

## Presentation and Format

The report is primarily an information document. It does not set out to present a detailed analysis of that information nor does it pretend to be, in itself, a full evaluation of the Commission's performance. To a large extent, that process will be undertaken by those reading the report and coming to their own conclusions.

In some cases, the information we need to provide a comprehensive description of the outcomes of our activities is either not available or, given current systems and resources, cannot be collected. To that extent, this first report has some gaps which, in future years, we hope we shall be able to fill.

Some of the data presented in this report has been used in other contexts, for example the Commission's Annual Report, the strategic plan and so on. The purpose of this report is to consolidate program performance information into a single document to help people get a better 'handle' on ASC activities and achievements. More detailed discussion of ASC activities is provided in other publications, such as the Annual Report, which can be obtained from the Commission.

## Further Information

If you would like more information about the material presented in this report, please contact:

Director  
Planning and Research  
Australian Sports Commission  
10 Rudd Street  
Canberra, A.C.T. 2601 (or P.O. Box 787)  
Telephone number: (062) 68 9564

# Program 1: Sports Development

## Program Objectives

To provide opportunities for increased participation in sport at all levels of the community.

To provide support for development of Australia's high performance athletes and assist with Australia's standing in sport internationally.

## Sub-program 1: Sports Administration

### Objectives

Improve administrative efficiency and effectiveness of national associations.

Encourage increasing standards of sports administration in Australia.

### Outcomes

- Number of administration positions assisted and cost:
  - 44 full-time (\$1 255 000)
  - 8 part-time (\$88 000).
- Number of positions eligible for assistance but not funded;
  - 20 NSOs which requested support for positions (12 full-time and 8 part-time) were rejected
- Number of sports producing development plans:
  - 95% of sports funded.
- Timeliness and quality of audit and outcomes reports from NSOs on ASC grants:
  - varies from sport to sport. However the majority of acquittals are received in the August–November period.
- Number of courses provided for sports administrators—generally and by ASC:
  - two seminars for AUSSIE SPORTS Co-ordinators; two seminars with sporting bodies and individuals to discuss the implications of the social impacts report 'Sport to the Year 2000'

ASC conducted one NED's workshop in Canberra in 1987 (\$9 000). In 1987, four mini-seminars are planned—two in Melbourne and two in Sydney, both under ASC auspices. They deal with corporate management in sport and the impact on sport of legal issues. Various State Governments have been conducting their own Seminars. These programs can be summarised as follows—

- Western Australia—a number of Level 1 and 2 Sports Administration courses
- Victoria—four effective management seminars plus a number of Level 1 and 2 courses
- New South Wales—a Level 2 course in September 1986; a number of Level 1 courses over the last 12 months; several sport and the law seminars (organised regionally); women in sport seminar 19 June 1987 (in conjunction with ASC)
- South Australia—no courses or seminars; prefer to publish relevant brochures, etc.

## Sub-program 2: Sports Talent Encouragement Plan

### Objectives

Enable Australian athletes to achieve, maintain and improve world rankings.

Allow Australian athletes to pursue sporting careers while knowing that families and employment opportunities will not suffer.

### Outcomes

- Number of teams and athletes assisted and cost; (calendar year 1986)

205 individual athletes	\$529 000
assisted at a cost of	
18 teams	<u>\$261 500</u>
assisted at a cost of	<u>\$805 500.</u>

- Number of athletes and teams eligible but not assisted.
  - 326 individual athletes, eligible but not assisted.
  - 13 teams eligible but not assisted.
- Percentage of living, training and competition costs provided by ASC grants:
  - for individual athletes the ASC STEP provided approximately 20% towards the three costs;
  - for teams the ASC STEP provided approximately 14% towards the three costs.
- World rankings of ASC-assisted athletes and teams, and any changes in either direction:

**World Ranked Category—Individual Athletes:**

There were 149 world ranked athletes funded under the 1986 STEP to the value of \$443 500. 44 athletes or 34% maintained or improved their international rankings in 1986.

On face value this does not reflect very well on the effectiveness of the STEP program in respect to individual athletes. However, in considering the above statistics, the following factors should also be taken into account:

- the determination of rankings vary considerably from sport to sport. For example, in an Olympic year the results at Olympic Games are used, similarly World Championships results are also used, and in some sports, time, distances and other measures are used. Some sports do not have an effective ranking system at all
- some STEP athletes did not compete internationally in 1986 due to injury or education or employment commitments
- some STEP athletes who did not improve or have recognised world rankings or results at World Championships, still competed successfully at international events in 1986; e.g. Bill Stellos—Gold Medal Commonwealth Games; Adair Ferguson—Gold Medal Commonwealth Games.

**Potential Category—Individual Athletes:**

There were 56 potential category athletes funded under the 1986 STEP to the value of \$84 000. Of these, 33 athletes or 59% improved or maintained their national ranking. Very few of these athletes had open international rankings thus open national rankings were used as the basis of the above statistics.

Because only national rankings were used in assessment, these figures are not relevant to the STEP performance indicator of changed international rankings. Assessment over a number of years would be necessary to obtain a valid evaluation of grants in the potential category.

**World Ranked Teams:**

There were 18 teams funded under the 1986 STEP to the value of \$276 500. 15 of these teams competed internationally in 1986 of which eight or 53.5% improved or maintained their positions in world standings.

These results should also be qualified by pointing out that some sports, such as softball and netball, only have world championships once every four years. Others, such as Rugby Union, did not have an equivalent of a world championship or ranking system.

**Sub-program 3: Children's Sport**

**Objectives**

Improve quality, quantity and variety of sporting activities available to children.

Provide opportunity for children to participate in appropriate sporting activity.

Encourage participation and skill development in a variety of sports.

Promote principles of good sporting behaviour.

Implement AUSSIE SPORTS program.

**Outcomes**

- Range of sports being played in schools:

42 different categories  
average 6.5 sports per school.

- Number of children participating in school and non-school sport (not just in AUSSIE SPORTS):  
3 000 000, estimated by Australian School Sports Council.
- Number of Level O coaches:  
not known—data to be collected in 1987-88.
- Percentage of total child population involved in sport:  
not known at this stage.
- Performance (including length of involvement) in sport over longer period:  
not known—no longitudinal studies undertaken.
- Number of schools in AUSSIE SPORTS program:  
1200.
- Number of children in AUSSIE SPORTS program:  
50 000 in awards scheme; unknown number using AUSSIE SPORTS program but not in awards scheme.
- Number of sports with modified rules for children's participation:  
33 sports in the AUSSIE SPORTS program including three added in 1986-87. All have modifications to some extent or other.
- Number and cost of NSO junior development projects (non-elite):  
\$420 000 in 26 projects
- Number of children participating in NSO junior development programs:  
not known at this stage.

#### **Sub-program 4: Events**

##### **Objectives**

To assist sports to attract and conduct sports events at all levels in Australia.  
Increase access by Australian sports-people to top level international competition.  
Improve Australian sporting performance.

##### **Outcomes**

- Number of sporting events at all levels in Australia: (1986-87)

international events in Australia—60 national championships (at all levels, i.e. Open, Junior, etc.)—  
Approximately 300 (it could be projected that if the States and Territories had their own State championships prior to the above national championships, there would be 2000 to 2500 State and Territory championships.

- Number assisted by ASC (1986-87):  
number of events—in vicinity of 24 (\$540 000)
- Percentage of events *bids* assisted by ASC which are successful:  
in 1986-87 the only bid supported by the ASC was that of Athletics for the 1990 World Championships (\$15 000) which was unsuccessful in 1985-86 Swimming (\$25 000) and Indoor Soccer (\$5000) were successful in bidding for the World Championship and World Cup respectively  
in 1984-85 Men's Hockey and Rowing both received \$5 000 for bids to host World Cup/ Championships. Only Rowing was successful. (NB: Women's Hockey utilised much of the men's presentation in being successful in obtaining the 1990 World Cup).
- Number and performance of Australian athletes at ASC—assisted events:  
unable to provide detailed figures.

#### **Sub-program 5: Coaching**

##### **Objectives**

Increase number of qualified coaches at all levels in Australia.  
Increase proficiency of coaches in Australia.  
Assist in development of coach education and development programs.  
Improve flow of information to coaches.

##### **Outcomes**

- Number of qualified coaches total and during 1986-87:

45301 qualified under the National Coaches Accreditations Scheme  
8492 coaches qualified during 1986-87

- Level of qualification of coaches (i.e. numbers in each category):
  - Level 0—unknown
  - Level 1—38 615
  - Level 2—5788
  - Level 3—898

- Number of courses in existence, including new ones (including ASC—supported):

AUSSIE SPORTS 10 Level 0 courses in AUSSIE SPORTS coaching program with six having manuals printed.

Sports Development: Level 0— 11  
Level 1— 75  
Level 2— 56  
Level 3— 27  
169

Number of courses conducted by NSOs not yet known. Level 2 general principles coaching courses are also conducted by all States and Territories except Queensland. These courses are conducted intermittently depending on demand. In Queensland, coaching courses are conducted under the TAFE system. The Australian Coaching Council also promotes a Self-directed study course which is a Level 2 general principles correspondence course. In 1986-87, 1500 Self-directed study course were commenced.

- Number of coaches attending training and development courses (especially ASC—supported ones):

\$367 000 was provided for coaching projects with NSOs—59 sports received assistance.

Total number of coaches assisted is not known at this stage.

- Current information provision mechanisms in place:

SPORTSCAN: Sportscan is an information retrieval and dissemination service for national

accredited coaches and members of ACHPER and ASMF. It currently searches the SPORT data base (Canada) and Medline (Canberra), with the 'Sports Coach' data base soon to provide current Australian information.

In 1986-87 201 requests were serviced through Sportscan.

Journal Documentation Service (JDS): The JDS is a listing of sport oriented articles which have been selected and indexed from Australian and overseas periodicals received by the Information Centre of the Australian Institute of Sport. The listing is published in the *Sports Coach* magazine. Copies of the articles are provided to coaches and subscribers of *Sports Coach*, at cost, upon request.

270 requests were serviced following the release of the April-June edition of *Sports Coach*.

State of the Art Reviews: State of the Art reviews are detailed literature reviews on topics which have been popular through Sportscan requests. To date (1986-87), 17 reviews have been completed on different topics. The reviews are sold at a nominal cost of between \$2-\$5. During 1986-87, 568 State of the Art reviews were distributed on request.

Report on the Applied Sports Research Program (ASRP): In 1986-87, a report on projects funded under the Commission's ASRP was produced for the first time. One thousand copies of this report were distributed to sports researchers, national coaching directors and the general public.

In addition to the Annual Report, summaries of the coaches (non-technical) reports from ASRP projects are also distributed as separate documents. Coaches' reports on nine different topics are currently available.

Australian Sports Science Directory: The Australian Sports Science Directory was reproduced in



November 1986. The aims of the Directory are to:

- help sportspeople, such as coaches, administrators and athletes to become more aware of the avenues to sports scientists;
- identify the specialised research areas of sports scientists; and
- provide a contact list for sports scientists to communicate amongst themselves.

Over 2000 directories were distributed to sporting organisations, sports scientists and coaches in 1986-87.

## **Sub-program 6: Research and Development**

### **Objectives**

To encourage sports science research in Australia, focusing particularly on practical sports problems.

Contribute towards the development of individual sports.

Undertake and encourage research into major sports development issues.

Establish a sports data base and provide information to sports.

### **Outcomes**

- Number of sports science researchers in Australia:  
approximately 350.

- Response of sports to solutions to original problems:

An evaluation of the Applied Sports Research Program (ASRP) found that, in the majority of cases, sports felt the researchers *had* delivered a practical outcome. In only one or two there was some concern about using the final research results.

- Number of projects supported by ASRP and cost (in 1986-87):  
six new projects funded (\$68 400).

- Number of eligible projects not supported due to lack of funds (in 1986-87):  
40 (\$1 976 406).

- Time and cost of projects compared to estimates:  
see below.

- Outcomes of projects compared to original objectives:

The following is a summary of the results and major conclusions which emerged from the ASRP evaluation conducted in 1986-87. The evaluation assessed projects which had been funded and completed between 1983-84 and 1986-87.

- the majority of projects met their original outcomes, although some only partially; where projects do not produce the desired outcomes, there is little the Commission can do to provide an effective 'sanction'—by definition, there will always be an element of risk about the capacity of research of this nature to 'produce the goods'; there will always be a failure rate, although it seems it is very low at the moment; on the evidence of the 12 projects evaluated;

- the majority of projects ran over time, some substantially; that was due to a lack of strict follow-up and has already been the subject of considerable attention by program managers;

- the majority of projects had delivered outcomes that were being implemented by the national sporting body 'sponsoring' the original project; also, results had generally been well disseminated in professional journals etc; where there was a variation in this aspect of the program, it was often due either to a lack of interest by the sporting body or the nature of the project (some projects lend themselves more readily to publication than others).

- although it appeared that the program was fulfilling a need within the sporting community (for example, 51 applications for funding were received for the 1986-87 program) there is still a

feeling that more has to be done to 'educate' sporting bodies about the value and benefit of sports research; generally, the enthusiasm remained with the 'technical' officers within a sport.

- Number of NSO development projects (except junior development) supported and cost:  
59 projects (\$790 000).
- What has been produced, number of people involved, etc., of those supported:  
details of specific outcomes of projects not available at this stage.
- Number of *eligible* development projects not funded and cost. 78 projects totalling \$1 009 000 (does not include junior development).
- Number of ASC and ASC-initiated research projects into major sports issues (i.e. especially 'projects'):
  - (i) establishment of a national sports information services
  - (ii) sport and taxation issues
  - (iii) sport and the law
  - (iv) national sportsbond scheme
  - (v) extent of corporate (workplace) sport and fitness activities in Australia.
- Outcomes or research projects—reports, papers, circulation, comment etc:  
information brochure 'Sport and Travel' circulated to NSOs  
reports—'Taxation and Sport' (1986) circulated to NSOs, SSOs and to many clubs and associations on requests.
- Progress on establishment of sports data base, and extent of its use by ASC and external organisations:  
work in progress on participation rates in sport; government funding of sport; and taxation revenues and sport. Progress has been slow due to staffing constraints. Added to this has been the difficulty of securing expenditure details from some States, especially in a comparable format.

## Sub-program 7: Equity and Access

### Objectives

To encourage participation in sport by groups facing specific disadvantages.

To remove existing barriers to equality of opportunity and access to sport.

Undertake and encourage research into problems and issues facing disadvantaged groups in sport.

### Outcomes

- Number of research projects by or assisted by ASC into issues of disadvantage:  
Task Force for Women's Sport established. Projects included:
  - (i) series of seminars held with co-operation of six State or Territory Departments of Sport on media relations and sponsorship
  - (ii) development and circulation for comment of national policy on women in sport
  - (iii) pilot project in three sports to develop public relations skills of administrators
  - (iv) information network established.  
discussion paper on 'Veterans in Sport'
- Levels of participation by the nominated groups, and changes in either direction:  
no information available until 'participation rates' project completed.
- Other ASC programs or projects to improve equity and access to sporting opportunity:  
support and assistance for national conference 'Greypower in Sport' organised in conjunction with the VII World Veterans Games to be held in November 1987. No other target groups identified as sub-program received no allocation of funds.

AUSSIE SPORTS is designed to cater for all Australian children irrespective of gender, racial and ethnic origins; whether able-bodied or disabled. The AUSSIE SPORTS evaluation indicates a statistically significant gender neutral response by children but raises cautions on a possible metropolitan—country difference in access.

# Program 2: Australian Sports Aid Foundation

## Objectives

Increase volume and value of funds from the private sector available for sports development.

Consult and cooperate with appropriate authorities.

## Outcomes

- Amount of money raised by ASAF in 1986-87 (preferred, non-preferred, for ASC programs).

non-preferred	\$	250.00
preferred	\$	<u>2 377 042.27</u>
Total	\$	<u>2 377 292.27</u>

- Levels of private sector contributions to sports development (overall). figures unknown. Could only be obtained by requesting national sporting organisations to estimate private sector contributions for their sport. Any estimate obtained by this means would have a large error factor.

- Number of appeals conducted by ASAF, and amount raised.  
1986-87—14 appeals (\$492 295 raised)

- Number and range of sports assisted by 'preferred' donations.  
1986-87—26 sporting organisations ranging from major umbrella organisations e.g. Australian Olympic Federation to minor sports e.g. Australian Croquet Council and Australian Blind Sports Federation.

- Number of requests for assistance on fund-raising by sporting bodies and private sector organisations (i.e. potential sponsors and donors) 1986-87:

requests from registered organisations	66
requests from non-registered national sporting organisations	20
requests from affiliates of registered or non-registered national bodies	30
other ad-hoc requests	<u>30</u>
Total	146

# Program 3: Corporate services

## Objectives

Sustain and improve all aspects of ASC's internal management.

Implement and sustain integrated process of planning and evaluation across all aspects of the Commission's activities.

Improve knowledge about and understanding of sport and sports-related issues throughout the sporting and wider Australian community.

## Sub-program 1: Information and Publicity

### Objectives

Provide accurate, up to date and comprehensive information about the size, extent and value of sporting enterprise in Australia.

Provide information about ASC activities and programs.

Respond to specific requests for information from governments, media, sporting and general community.

### Outcomes

- Progress on development of 'database' (see under *Research and Development*).
- Number of publications from 'database':  
see under *Research and Development*.
- Measures of community awareness of sport and sports issues and changes over time:  
none undertaken at this stage.
- Number of ASC publications in 1986-87:  
35.
- Distribution of publications (description):  
most publications sent to all, or a combination of, national and State

sporting bodies, the media, politicians, overseas sporting bodies, State Ministers and Departments.

- Client response to publications, by survey and *ad hoc*:  
most responses have been favourable but no detailed survey conducted (see under *Evaluation* below).
- Number of requests for information: no records being kept (estimate 4-5 per week).
- Response time on information requests:  
usually within 24 hours.

## Sub-program 2: Planning and Evaluation

### Objectives

To achieve the highest possible level of management excellence in all ASC operations and programs.

To sustain and improve ASC's strategic planning process.

To subject all aspects of ASC's operations and activities to regular evaluation.

### Outcomes

- Number and description of evaluations undertaken in 1986-87:
  - Applied Sports Research Program—internal review by program managers of 12 completed projects; recommendations under consideration
  - 1986 STEP—assessment of changes in rankings of STEP and 'potential' award recipients
  - AUSSIE SPORTS—major external review of program and development of continuing review mechanism.

- Proportion of programs evaluated so far:
  - three programs evaluated so far.
  - Total program (provisional) of 15, with three more in progress in 1987-88—
    - Drugs in Sport
    - Strategic Plan
    - Publications and Publicity (40% of ASC programs either already evaluated or in process of being reviewed).
- What has happened to results of evaluations and their recommendations:
  - circulation of full report to State Departments of Sport and Education; summary copy to NSOs/SSOs all three evaluations (see above) being incorporated into program management or policy development.
- Total typing load in 1986-87:
  - 7962 document requests—excludes retyping.
- Average 'turn around' times for typing requests:
  - 1½ days.
- Number of accounts processed in 1986-87:
  - 1343.
- Average 'turn around' time for payment of accounts or grants (description as well):
  - 14 days. This refers to the time from where an account is registered until paid.
- Number of ministerials handled in 1986-87:
  - 592.
- 'Turn around' time for ministerials:
  - average time is three weeks.
- Management of ASL:
  - the Commission's ASL usage for 1986-87 was 21.4 compared to an approved ASL of 22.3. Details of ASL usage are maintained by the Department of Finance and fortnightly staff monitor reports are provided to all Departments and Agencies.
- Other internal management systems and procedures:

### **Sub-program 3: Operations**

#### **Objectives**

Sustain and improve internal management of ASC.

Provide services to the Commission and executive staff.

Provide financial and accounting services to ASC.

#### **Outcomes**

- Result of internal and external audit (descriptive):
  - each year the Auditor-General undertakes an audit examination of the Commission designed to determine the completeness, accuracy and reliability of the Commission's accounting records. The Auditor has concluded that the Commission's accounting systems can be relied upon to provide materially accurate and reliable accounts and records. In 1986-87, ASC records and systems were also subject to a basic compliance audit by an independent firm of Accountants. The results of these audits have also been satisfactory.

#### **Travel**

Officers wishing to travel are required to complete a travel request setting out their travel requirements. When approved by the appropriate officer the request is forwarded to the office coordinator for processing.

#### **Ministerial Requests**

The ASC maintains a register of all Ministerials received. It provides details on the movement of Ministerials and the action officer.

#### **Management Information Report (MIR)**

Each month the Management and Planning Section prepares a MIR which includes details on financial matters, travel, publications, purchases and

current consultancies. The report is particularly important in ensuring ASC expenditure is controlled within allocations.

***Manual of Finance and Administration***

The Commission has its own Manual of Finance and Administration which sets out guidelines on accounting and administrative procedures and policies.

***Purchase Request***

Officers wishing to purchase goods or services within approved budgets are required to complete a purchase request which is forwarded to the Accounts Clerk for processing.



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