Australian Sports Commission

Strategic Plan
1986-87 to 1988-89
AUSTRALIAN SPORTS COMMISSION

STRATEGIC PLAN

1986-87 to 1988-89

Australian Government Publishing Service
Canberra 1986
Mr A E Harris AO  
Chairman  
Australian Sports Commission  
PO Box 787  
CANBERRA ACT 2601

Dear Mr Harris

I am writing to notify you that, pursuant to section 10(2) of the Australian Sports Commission Act 1985, I have approved the Commission's first strategic plan which you recently submitted for my consideration.

I would like to congratulate you and your colleagues on the plan. It provides a comprehensive and consistent framework of long term goals and objectives within which the Commission can pursue its functions and responsibilities.

A plan of this sort is necessarily indicative to the extent that it seeks to define future targets and goals. Although I wholeheartedly endorse the plan and its ambitions, it is not possible to make final commitments by the Government as to specific activities or funding levels. As you would be well aware, such decisions are taken each year in the context of preparing the Budget and I cannot pre-empt those decisions. As you pointed out, the plan does provide something for us to aim at and, whatever the actual outcomes each year, provides a measure against which to determine specific action in the light of resources available.

The Commission is now responsible for implementing the plan and where necessary for adapting its primary objectives and themes to prevailing circumstances. I look forward to working with you in this important task and doing all I can to translate its worthy ambitions into action for the benefit of the whole community of sport in Australia.

Yours sincerely

[Signature]

John Brown  
23 SEP 1986
CONTENTS

Foreword

PART I: Introduction and Summary
1. Objectives of the plan
2. Introduction
3. Sport: A valuable asset
4. Summary

PART II: The Plan
1. Introduction
2. Mission statement:
   - aim
   - corporate objectives
   - planning and evaluation
   - ASC client and other target groups
   - management philosophy
   - outcomes for sport
3. Review of current ASC activities and resources
   - priorities and programs
   - resources
4. Federal Government sports development policy
5. Australian sport and Government assistance: a status report
   - State and local government assistance
   - Commonwealth Government assistance
   - Establishing the Commission
   - Sports Development Program
   - other initiatives
   - current sporting scene
   - key challenges
6. Australian sport - plans and priorities:
   - targets and priorities
   - resources
   - performance and evaluation
7. Economic and social environment:
   - social environment
   - lifestyle
   - economic environment
   - access and equity
   - conclusion

vii
3
4
6
9
20
20
20
21
21
22
22
23
23
23
24
25
25
26
26
27
28
29
30
31
32
34
34
37
37
38
38
39
40
41
42
8. Australian Sports Commission - strengths and limitations 43
9. ASC - corporate objectives and strategic priorities 44
10. Resource implications 79

Appendices

1. Information and publicity strategy 82
   - objectives
   - key variables
2. Evaluation and the ASC - objectives, guidelines and recommendations 85
Foreword

This plan is a significant document in the history of sports development in Australia. For the first time, a Federal Government instrumentality specifically responsible for sports development has been obliged, by its enabling legislation (the existence of which is itself of considerable historical significance) to define a long-term plan as a framework for its activities and decisions.

The plan serves a number of purposes. As a process, it provides an opportunity to review long-term directions and priorities in sports development at the national level. As a product, it provides the whole community, and especially the community of sport, with a clear statement of intent about future ASC policies and programs. And, most importantly, the plan is an essential pre-requisite for evaluating and measuring the ASC's performance and achievements.

A strategic plan is not a static document, but rather an essential part of a dynamic process. It must be flexible and responsive to changing circumstances.

The ultimate test of the effectiveness of this plan will be the degree to which it assists the Commission to provide a better service to its client and target groups – the Federal Government, the sporting community and the general public.

We believe this first plan represents a major step towards acquitting that obligation.

Greg Hartung
General Manager

June 1986
AUSTRALIAN SPORTS COMMISSION: STRATEGIC PLAN

PART I - Introduction and Summary
1. Objectives of the plan

This strategic plan achieves three major objectives:

1. It provides a clear definition of the Australian Sports Commission's goals and objectives which define its long-term directions and priorities.

2. It reviews the history of sports development over the past decade, especially from the perspective of Federal Government involvement; and provides a summary of the status of Australian sport today.

3. It spells out a series of strategic priorities which will help the Commission achieve its long-term objectives over the next three years.
2. Introduction

A strategic plan is an explanation by an organisation of where it is heading, what it hopes to achieve and why.

Section 10 of the Australian Sports Commission Act 1985 provides that:

'The Commission shall formulate a strategic plan setting out the manner in which the Commission proposes to perform its functions on a continuing basis.'

The Act further provides that, at any time when the plan is in effect, the Commission shall not perform its functions otherwise than in accordance with that plan.

These provisions in the Commission's enabling legislation reflect and are a direct and practical response to two important developments:

1. The advice from the Interim Committee for the Australian Sports Commission which recommended that the full Commission should develop an operational plan as 'the basis for effective management and to provide the framework of goals and objectives for the development, implementation and evaluation of policies and programs'. (Interim Committee report, page 61.)

2. The themes and principles which form the basis of the significant public sector management reforms being introduced by the Federal Government. These reforms aim broadly to:

- improve strategic planning procedures to ensure greater effectiveness in implementing policies and programs;
- ensure the development of policies carrying clear benefits to the community;
- ensure regular evaluation of performance in the light of organisational goals and objectives.

It is for those primary reasons that the plan has been produced.

As the plan itself explains, it has been based on a considerable degree of consultation with the community of sport itself. This has occurred not only through the regular process of consultation by which ASC officers are in day-to-day contact with sports associations, but also by an analysis of long-term development plans which have been submitted by associations as part of their applications for financial assistance. This has allowed the Commission to base its own planning activities and priorities on those of the sporting community itself.

It is important, right at the start, to also make another important distinction. This strategic plan focuses on the activities of the Australian Sports Commission. It is not a blueprint for Australian sport. Obviously, the ASC itself does hold certain views and values about the development of sport. But that should not be interpreted as an attempt to deny the freedom of individuals and groups to create their own futures.
The Australian Sports Commission has been given a specific job to do and, as part of its charter, is required to produce a strategic plan. This plan fulfills that obligation. It provides a guide to the future of the Australian Sports Commission, a statement of intent against which to measure performance. It is not, in itself, a guide to the future of Australian sport. That will only emerge from the independent activities and aspirations of the hundreds and thousands of individuals who, to a greater or lesser degree of formality and organisation, actually are sport in Australia.
3. Sport: A Valuable Asset

From its emergence as a modern nation, Australia has been deeply involved in all aspects of sport and sporting achievement. The achievements of its sporting heroes and heroines, of whom there have been a remarkably consistent stream for such a small and relatively isolated country, have become enshrined in the collective memory or culture of the nation. To a considerable degree, Australia's international profile and status have been built upon, and continue to derive strong support from, the successful exploits of sportsmen and women.

Sport is firmly entrenched at the core of the Australian way of life. There is little argument that Australians spend a considerable amount of energy, time and money following, playing and watching every conceivable type of sport. The relationship between the two interdependent elements - the sporting stars and the base of mass participation and involvement - are of course well recognised and form an important part of the charter of the ASC itself.

Sport contributes directly to many different facets of the life and industry of the nation. It provides direct and indirect employment for thousands of individuals. It generates wealth that adds significantly to national income. It provides a popular and generally accessible opportunity for fitness, health, entertainment, the pursuit of excellence and just sheer good fun. Its pervasive presence in Australian life, as well as the value which Australians at least implicitly place upon it, is easily proven just by looking in the nation's newspapers, at its television programs and at the advertisements that appear in all media. Sport is something that appeals to, and has an intrinsic interest for just about every Australian. Taking it even further, it is clear that a sport's hold over the human will and imagination stems from something deep and ingrained in human nature that responds to the values and potential of the sporting experience.

For all that, it remains difficult to accurately define the shape, nature and sheer size of what is without doubt a vast and valuable national enterprise. As a nation, we do not have a very clear idea of the facts and figures of sport, nor have we made a particularly concerted attempt to fill in many of the gaps. We do know, however, that Australians believe that sport is an endeavour that requires and deserves support and assistance from governments. In October 1983, the Gallup Poll found that 50 per cent of Australians felt that governments were not spending enough on fitness and organised sport. In answer to a slightly different question in 1976, the same poll found that 70 per cent of Australians believed the government should be giving more aid to sport. People are aware of the value of sport in their lives. They accept that it represents a proper object of a productive investment of national resources.

The Australian Sports Commission recognises the value of sport to the economic and social life of the nation. It bases its plans on the premise that sport represents an area of human endeavour in Australia as deserving of public support as any other.
Indeed, the Commission believes the valuable relationship that exists between sports development and other major areas of national development - the economy, health and welfare - has been insufficiently recognised in the past and that valuable opportunities to harness sports development to the pursuit of broader national goals have been sadly lost.

Later sections of this plan spell out in some detail major proposed responses by the Commission over the next three years to the shortcomings and challenges implicit in this brief survey of the value of sport to Australia. In particular, it is proposed that a major sports data collection and dissemination project be commenced and, at the same time, that the ASC take a clear lead in the development of an explicit statement of the value and place of sport in the developing Australian society. It is a statement behind which it is hoped to unite all those interested in and involved with sports development at all levels throughout the community.
AUSTRALIAN SPORTS COMMISSION

STRATEGIC PLAN

1986-87 to 1988-89

4. SUMMARY
Introduction

The Commission's strategic plan defines:

- long-term goals and objectives for the Commission;
- specific priorities - operational objectives - which the ASC will be pursuing over the next three years in order to reach those long-term goals.

The plan has emerged from a detailed assessment of a number of key factors, including the Commission's legislative obligations, the history of sports development in Australia and the current sports 'scene'. They also reflect an assessment of those initiatives which, given its objectives and resources, the Commission feels it can best undertake to contribute to the growth and development of sport in Australia.

The following summary provides a brief review of the plans and priorities of the Commission. They are explained in more detail, together with a comprehensive review of the context within which they were developed and will be implemented, in the main body of the Plan itself.

1. WHAT ARE THE LONG TERM GOALS AND OBJECTIVES OF THE COMMISSION?

The following corporate objectives establish the direction and purpose of the Commission:

**Corporate Objective 1**

To ensure that taxpayer's funds are used efficiently and effectively for the support of sports development at all levels in Australia.

**Corporate Objective 2**

To provide leadership in the development of Australia's sporting performance at both the 'elite' level and at the community participation level.

**Corporate Objective 3**

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

**Corporate Objective 4**

To increase awareness of and knowledge about sport within the wider Australian community.

**Corporate Objective 5**

To increase the level and effectiveness of co-ordination and consultation between the ASC and the community of sport and within sport itself.
Corporate Objective 6

To sustain and improve the efficiency and effectiveness of ASC internal operations and management.

2. OVER THE NEXT THREE YEARS, WHAT ARE THE SPECIFIC PRIORITIES THE ASC WILL PURSUE TO MOVE TOWARDS THESE SIX CORPORATE OBJECTIVES?

These priorities are presented as a summary of more detailed information which is contained in section 9 of the plan.

Corporate Objective 1 – use of taxpayer's funds

The ASC will pursue the following specific priorities:

- encourage and extend the process of preparing of long term development plans by all associations as an integral part of applying for financial assistance;
- improve procedures to ensure more detailed and relevant information about the specific use of Commonwealth funds;
- introduce regular evaluations of specific ASC programs to ensure objectives are being achieved efficiently and effectively.

Corporate Objective 2 – sporting performance

The Commission believes that sport in Australia is disadvantaged as compared to sport in comparable countries with which we compete to the extent that it often does not have available either the organisational resources or professional expertise to achieve and sustain a significant growth in each sport. That in turn has, in recent years particularly, affected our overall performance levels, both in international competition and in the task of promoting participation in competitive sport.

The Commission therefore believes it has a primary responsibility to offer leadership in assisting sport to undertake a significant management and marketing task. The task will aim at attracting a growing number of Australians to sport, to maintain their involvement and to build an increasing base from which will emerge the high level performers of tomorrow.

In order to achieve these objectives, the ASC will pursue the following specific priorities:

- provision of professional management/marketing advice to individual sports;
- develop a "model" of sports administration and management which may assist sports in approaching the management challenge;
- surveys of community attitudes towards sport, and especially competitive sport;
- monitoring of external environment to assess its impact on sports development;
particular emphasis on coaching development and assistance;
assistance to national associations for administration, 
travel to overseas competition, meetings and development 
projects;
events development and assistance;
progressive expansion of the Sports Talent Encouragement 
Plan;
implementation of the Aussie Sports program and other 
initiatives aimed at encouraging children to play and enjoy 
sport;
assistance for disadvantaged groups;
support for a national program of sports research;
support for expansion of work dealing with sports medicine 
and drugs in sport;
implementation of a tax averaging scheme for sportspeople.

Corporate Objective 3 - fund raising

The ASC's major priority will be to establish and operate the 
Australian Sports Aid Foundation. The Foundation will be 
established as a private company with the task of raising funds to 
assist in sports development projects and programs. The 
Commission will also increase the provision of information to 
the private sector about activities and opportunities at all 
levels of sports development.

The Commission believes that the Foundation's effectiveness will 
depend also on a continuing commitment by the public sector to 
realistic levels of sports development funding.

Corporate Objective 4 - knowledge of sport

The Commission believes one of its most important objectives is 
to increase the awareness of the value of sport to the Australian 
community. For too long, Australia has indulged its passion for 
sport and sporting success without being prepared to support an 
appropriate level of investment in the substantial effort 
required to produce the end results. Consequently, those results 
have declined and performances have been disappointing.

The primary reason for this has been a lack of awareness 
throughout the community of the significance and value to 
Australia of its sporting enterprise.

The ASC will therefore pursue the following specific priorities:

- establishment of a sports data base, collecting information 
  about the scope, size and nature of Australia's sporting 
  'enterprise'; and wide circulation of the information;
- development of an information and publicity strategy.

Corporate Objective 5 - co-ordination and consultation

One of the Commission's primary functions is to more effectively 
co-ordinate Australia's sporting effort. It remains a major 
challenge to reduce the fragmentation, overlap and duplication 
which can so often dissipate the resources and expertise 
available to assist Australia's national sporting performance.
The ASC will pursue the following specific priorities:

- at least one major national conference to involve the sporting community in a discussion of issues and concerns to future sports development;
- increased involvement of sporting community representatives on ASC committees;
- additional, smaller meetings/seminars to discuss sport-specific issues or broader concerns (e.g. management development);
- continued development of ASC's strategic planning processes to encourage discussion and debate.

Corporate Objective 6 – ASC operations

The ASC believes it must set an example in its own operations and aim for the highest standards of management performance.

In particular, it will pursue the following specific priorities:

- introduction of an evaluation program for all ASC activities and tasks;
- introduction of ADP facilities to cover all aspects of ASC operations;
- improved financial management;
- emphasis on staff development for executive officers;
- development of systems handbook.

3. WHAT RESOURCES WILL THE ASC REQUIRE IN ORDER TO EFFECTIVELY IMPLEMENT THE PRIORITIES IT HAS OUTLINED?

The Commission currently (in 1985-86) has the following resources:

- staff - 22 executive officers
- finance - $8,703 million ($7.5 million for programs and $1.203 for administration and operations)

A detailed assessment of the resources required to implement specific priorities is contained in the final section of the Plan itself.

In summary, and spread over the three-year period, the ASC is seeking the following total resources to ensure its objectives are met:

- staff - 8
- finance - $9 million

Section 10 contains a more detailed analysis of the plan's resource implications.

In assessing its resource needs, the ASC has balanced the need for adequate resources to do the job properly against an equally pressing requirement to restrain the growth in the size and cost of bureaucracy in Australian sport at all levels.
4. WHAT SPECIFIC MEASURES OF PERFORMANCE WILL THE ASC SET ITSELF IN ORDER TO EVALUATE ITS PERFORMANCE AGAINST THE GOALS AND OBJECTIVES IT HAS SET ITSELF?

The Commission believes it is vital to establish, as early as possible, specific and quantifiable measures by which it will be possible to assess its performance against both its corporate and operational objectives.

In the detailed description of the specific priorities to be pursued, which are contained in the last section of this plan, specific performance indicators have been defined, wherever possible.

In broader terms, it should be possible to define measures by which performance can be assessed against each of the major long-term aims. Before specific measures can be quantified however, we need more information which will have to be obtained as a matter of priority. However, an indication of the measures the ASC is seeking to establish is as follows:

- **participation**: some figures currently exist for overall participation through registration figures produced by national sporting associations. However, the Commission is concerned that these figures do not provide an accurate or reliable indication of the true level of participation in sport. It will develop, as a matter of priority, a process by which such data can be collected and assessed. This will enable the ASC to set a target figure, from a 'benchmark' of current participation levels, towards which to aim;

- **sporting performance**: there are many arguments about the most effective and realistic way to measure high level sporting performance – medals, improved times, championships, performances, etc. While the ASC is aware of the difficulty of establishing a single, viable measure, it is also aware of approaches developed overseas. As a matter of priority, it will examine these precedents as a basis for developing a system to assist the Commission measure performance in this important area;

- **co-ordination and awareness**: almost by definition, such concepts defy accurate, quantifiable measurement. However, in both areas, which represent key challenges to the ASC, efforts will be made – for example, through the use of surveys, opinion polls – to establish a 'baseline' from which to measure performance and progress. In both areas, while it may be difficult to put a set of figures on achievement, it should be possible to detect changes as a result of ASC initiatives.

5. WHAT SPECIFIC OUTCOMES FOR SPORT IS THE COMMISSION AIMING TO ACHIEVE BY IMPLEMENTING THE OBJECTIVES AND PRIORITIES THAT HAVE BEEN OUTLINED?

In broad terms, the Commission is trying to create a sporting environment characterised by the following ideal outcomes:
efficient and effective internal management of individual associations designed to make the best use of available resources;
steadily improving levels of performance by Australian teams and individual athletes in top level competition;
a sensible and efficient distribution of sports facilities to ensure maximum access by sportspeople at all levels of performance;
the best possible support and assistance to those athletes able and determined to strive for the highest levels of excellence;
growing numbers of people in the community participating in sport at some level;
opportunities for learning and developing sports skills for Australian children;
a sound and effective infrastructure of support and training in all aspects of sports performance especially coaching and sports science;
greater recognition of the value and importance of sport to the Australian community;
increasing independence and security for sport in relation to funding;
a more effective balance between the competitive element of sport and high performance athletic achievement and the fun of participation and involvement.

If, by its activities, the Commission can assist in realising these goals - progress towards which has already, in most cases, advanced considerably over the past decade - it will substantially have fulfilled its basic charter.
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<th>CORPORATE OBJECTIVE</th>
<th>SPECIFIC STRATEGIC PRIORITIES</th>
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<tbody>
<tr>
<td>1. To ensure that taxpayer's funds are used efficiently and effectively as possible for the support of sports development at all levels in Australia</td>
<td>long-term development plans</td>
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<td>improved evaluation of outcomes</td>
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<td>standardize accounting procedures</td>
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<td>2. To provide leadership in the development of Australia's sporting performance at both the &quot;elite&quot; level and at the community participation level</td>
<td>provision of marketing/management assistance and professional development</td>
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<td>develop a 'model' of sports administration</td>
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<td>full or part-time administration positions for all sports within reason</td>
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<td>increased funding for overseas travel by teams and individuals, together with greater quality control</td>
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<td>increased assistance for development projects</td>
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<td>coaching assistance and development, including specifically:</td>
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<td>- increased coaching director positions</td>
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<td>- support for ASC and coach accreditation program</td>
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<td>- development of coaching resources and coach education</td>
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<td>- implement AUSSIE SPORTS program</td>
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<td>- increased emphasis on events assistance and development, including regional games (i.e. major events held in Australia)</td>
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<td>- establishment and operation of the Sports Aid Foundation</td>
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<td>- expansion of STEP program for high performance athlete assistance</td>
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<td>- focus on travel costs issue as it affects sports development</td>
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<td>- implementation of tax averaging scheme for sportspeople</td>
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<td>- establishment of national sports research program, including specifically:</td>
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<td>- assistance under the applied sports research program</td>
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<td>- support for National Sports Research Co-ordination position</td>
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<td>- focus on sports equipment testing</td>
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<td>- establishment of sports research foundation</td>
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<td>- expansion of SPORTSCAN Information dissemination service</td>
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<td>- sports medicine</td>
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<td>- increased attention to education about drugs in sport</td>
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<td>- increased emphasis on sport and disadvantaged groups</td>
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<td>3. To increase the volume and value of funds available for sports development from the private sector</td>
<td>establish and operate the Australian Sports Aid Foundation</td>
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<td>increase flow of information between ASC and private sector</td>
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<td>4. To increase awareness and knowledge about sport in the wider Australian community</td>
<td>develop a comprehensive sports data base</td>
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<td>information and publicity strategy - disseminate information widely through the community on all aspects of sport in Australia</td>
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<td>publish basic statement on value of sport to Australian community</td>
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<td>CORPORATE OBJECTIVE</td>
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| 5. To increase the level and effectiveness of co-ordination and consultation in the community of sport | • major sports conference to discuss trends, problems, etc
• seminars, workshops to address specific issues and challenges
• increase flow of information to and from sport
• increase direct input by sport to ASC deliberations
• develop strategic planning and development plans by sports as a basis of information exchange |
| 6. Improve and sustain the efficiency and effectiveness of ASC internal operations and management | • computerisation of internal management systems
• improved financial management systems
• evaluation program for all ASC programs and overall performance
• development of industrial democracy plan
• staff development program
• sustain effective secretariat support to ASC
• develop internal systems handbook |
AUSTRALIAN SPORTS COMMISSION: STRATEGIC PLAN

PART II - The Plan
1. Introduction

The strategic plan represents a balance between a number of important factors, including:

- the Commission's objectives and functions, as laid down by its legislative charter;
- its resources;
- its strengths and limitations;
- the threats and opportunities facing it within the broader social and economic environment;
- the needs and interests of its primary client group, the sporting community in Australia.

The following sections present the results of the Commission's assessments of these and other key factors which provide the basis upon which the specific objectives and strategic priorities have been based.

These priorities:

- embrace the major functions and responsibilities defined in the ASC's enabling legislation;
- reflect areas of priority identified in the long-term development plans of sporting associations and are an attempt to respond directly to concerns and emphases that have emerged from the sporting community;
- represent the results of an assessment by the Commission of those areas in which priority attention is required and in which the Commission feels it is best placed to take action.

2. Mission Statement

A mission statement describes the aims, objectives, functions and management philosophy of an organisation. It describes an organisation in summary form – what it is doing, why it exists and what sort of style or approach it is going to adopt in tackling the tasks and responsibilities before it.

The statement is the key to the strategic plan itself, providing a bedrock of values and principles upon which the more detailed aspects of the plan are constructed.

Finally, the mission statement is an important reflection of an organisation's view of itself and contains a number of important measures against which the organisation feels happy to be tested in its overall performance.

Aim

It is the overriding aim of the Commission to make a significant contribution to the development of Australian sport at all levels not only as a flexible, innovative partner in the community of sport, but also by providing a focus to achieve a greater degree of co-ordination within that community to ensure that available financial resources, expertise and experience are used to maximum effect.
An additional, and equally important aim, is to ensure that the Government has available to it the best advice possible on the most effective way to use resources, consistent with this long-term strategic plan for the development of sport.

Corporate Objectives

The Commission has defined six corporate objectives which establish its priorities and direction for the next three years.

The objectives spell out long term outcomes which, through its strategic priorities and programs, it hopes to achieve over that period.

They emerge from a number of key factors, including such things as our legislative charter, our resources and strengths, our position within the sporting community in Australia and the needs and interests of that community itself.

The six corporate objectives are:

- to ensure that taxpayers' funds are used efficiently and effectively for the support of sports development at all levels in Australia
- to provide leadership in the development of Australia's sporting performance at both the 'elite' level and the community participation level
- to increase the volume and value of funds available, for sports development from the private sector
- to increase awareness of and knowledge about sport within the wider Australian community
- to increase the level and effectiveness of co-ordination and consultation between the ASC and the community of sport and within sport itself
- to sustain and improve the efficiency and effectiveness of ASC internal operations and management.

By pursuing these objectives, the Commission believes it can make the most effective contribution to the growth, development and prosperity of sport in Australia.

The Commission also believes it should have executive responsibility for all aspects of Federal Government sports development. Its primary concern is to ensure available sports development resources from the Government are used to maximum effect and to produce the best results for all Australians.

Planning and evaluation

Planning and evaluation are two sides of the same coin - effective management control of overall directions and policies as well as of specific programs. The Commission is committed to
long-term strategic planning to assist the Federal Government to achieve its sports development objectives. Policies and programs will be evaluated against objectives and performance indicators, with the primary emphasis on outcomes of benefit to the sporting and wider Australian community.

The Commission's client and other target groups

The Commission's operational environment is made up of three major, interdependent client or target groups:

- the Federal Government
- the sporting community
- the general community.

Each of those groups has different, but sometimes overlapping, expectations of the type and level of service required from the Commission. Those expectations can be summarised as follows:

**The Federal Government**
- accountability
- financial probity
- information and advice
- regular, close and intensive liaison

**The sporting community**
- financial assistance
- information
- consultation
- flexibility and service in program management and response to problems
- advice and assistance through direct contact
- regular, close and often intensive liaison

**The general community**
- mainly information about policies, programs, trends and developments.
- regular, but not necessarily close or frequent contact.

In all aspects of its operations, the Commission will provide an efficient and effective service which will deliver the benefits sought by all three groups, each of which will require the Commission to respond differently to varying pressures and expectations.

Management philosophy

To some extent, the basis of an overall approach to running the Commission - a management philosophy - has been defined in the earlier references to planning and evaluation. These will form the keystones of the Commission's management. However, it is possible to go further in defining 'the way we do things around here'.
The following qualities will form the basis of the Commission's operations:

- particular concern for the efficiency and effectiveness of all Federal Government sports development funding;
- flexibility to respond to the needs and wishes of our client and other target groups;
- a commitment to provide the most efficient services possible;
- a commitment to the interdependent management disciplines of planning and evaluation;
- commitment to consult widely and regularly on the range of its responsibilities with the sporting and wider community;
- an emphasis on research and data collection to ensure that relevant and up-to-date information is available to assist in determining sports development strategies and policies.

Outcomes for sport

In broad terms, the Commission is trying to create a sporting environment characterised by the following ideal outcomes:

- efficient and effective internal management of individual associations designed to make the best use of available resources;
- steadily improving levels of performance by Australian teams and individual athletes in top level international competition;
- a sensible and efficient distribution of sports facilities to ensure maximum access by sportspeople at all levels of performance;
- the best possible support and assistance to those athletes able and determined to strive for the highest levels of excellence;
- growing numbers of people in the community participating in sport at some level;
- opportunities for learning and developing sports skills for Australian children;
- a sound and effective infrastructure of support and training in all aspects of sports performance especially coaching and sports science;
- greater recognition of the value and importance of sport to the Australian community;
- increasing independence and security for sport in relation to funding;
- a more effective balance between the competitive element of sport and high performance athletic achievement and the fun of participation and involvement.

If, by its activities, the Commission can assist in realising these goals - progress towards which has already, in most cases, advanced considerably over the past decade - it will substantially have fulfilled its basic charter.

3. Review of current ASC activities and resources

The Australian Sports Commission inherited a number of responsibilities and programs from the Federal Department of Sport, Recreation and Tourism. It has also assumed responsibility for a number of new functions and tasks.
Priorities and programs

Since its establishment in September 1984, the ASC has developed a series of priorities towards which to direct its attention and resources. The immediate priorities of the Commission have been established as:

- children in sport;
- taxation issues, especially tax averaging for sportspeople;
- establishment of a sports aid foundation;
- disadvantaged groups;
- sports development, especially the Commission's major program of sports assistance, the Sports Development Program;
- high performance athlete and coaching assistance.

These priorities are being pursued primarily through the ASC's committee structure.

Sports database: we have already embarked on a major program of sports data collection as the first step in a long-term program to obtain a clearer picture of the size, scope and nature of sport in this country.

The information gathered will be widely circulated throughout the community so that people can gain a better understanding of this exciting, but still largely elusive, phenomenon called sport.

Sports Development Program: the Program provides financial assistance to national sporting associations under the following major headings:

- employment of full or part-time national directors;
- administrative support staff;
- basic administrative grants;
- employment of full or part-time national coaching directors;
- coaching projects;
- travel to international competition overseas;
- hosting of international competition in Australia;
- attendance at international meetings;
- development projects, especially for children.

Sports Talent Encouragement Plan: the Plan provides direct financial assistance to world ranked Australian individual athletes and teams and to athletes demonstrating a capacity to achieve world rankings.

The assistance contributes towards the costs of training and competition.

Applied Sports Research Program: the Commission provides funds under the Applied Sports Research Program which enables national organisations to utilise tertiary institutions to carry out research related to their sport. Closely related to this is the employment of a Sports Research Co-ordinator who assists sports in obtaining information and research for the development of their sport. This position is funded by the ASC.
Australian Coaching Council: the Commission funds the position of Coaching Development Officer responsible for the National Coaching Accreditation Scheme and for the development of resource materials. The position reports directly to the Coaching Council, which is serviced by the Commission.

Drugs in Sport: the Commission provides funding for a national program on drugs in sport. The Committee responsible for the program looks at matters of policy, education, control and research. The Committee is serviced by a full-time co-ordinator who together with the research co-ordinator and the coaching development officer is located in ASC offices at the Australian Institute of Sport.

Women, Sport and the Media: funds were provided to a Working Group established to examine a range of issues related to women and sport.


Resources

In 1985-86 the Australian Sports Commission was serviced by an executive office in Canberra of 22 staff.

The Commission's budget for 1985-86 totalled $8.703 million comprising:

- $7.5 million for programs
- $1.203 million for administration and operations.

4. Federal Government sports development policy

One of the primary functions of the Australian Sports Commission is to advise the Minister on the development of sport in Australia. The Government's broad policy objectives obviously provide a vital element in the framework within which the Commission will operate.

The Government's sports development policy aims to achieve two major objectives:

(i) to nurture and support Australia's talented high performance athletes;
(ii) to encourage greater participation throughout the community in sport and fitness activities.

These objectives form the foundation of the Commission's legislation.

The goals towards which the policy is ultimately directed is the improved physical and mental health and well-being of all Australians and support to the pursuit of excellence.

A third and important element in the policy seeks to increase equality of opportunity for all Australians to participate in healthy and satisfying leisure-time activities of their choosing at the desired level of excellence. More particularly, the
Government has identified the need to focus particularly on remaining obstacles in specific areas of disadvantage that face certain groups in relation to sport – for example women, the elderly and the disabled.

The Government, finally, has identified a number of important benefits which it believes sports development policies and programs should deliver to the Australian community, including:

- reduction in the nation's health bill;
- direct contribution to economic growth and national development;
- community development and the promotion of national pride and unity;
- opportunity for the pursuit of excellence;
- sustain and expand Australia's international reputation and profile.

To a considerable extent, these benefits or outcomes provide specific indicators in many of the important areas of ASC activity against which to measure its overall performance.

5. Australian Sport and Government Assistance: a status report

This and the following section of the strategic plan define the sporting context in which the Australian Sports Commission has developed and confirmed its plans and priorities. They represent, in effect, a 'position audit', a statement of past activity and achievement and, at least in summary form, the state and shape of Australian sport today. They provide some explanation of the directions and priorities that have been selected by the Commission to guide its activities over the next three years.

State and Local Government Involvement

Following the establishment in 1972 of the Federal Department of Tourism and Recreation, all States and Territories (except Victoria, where action had already been taken to establish a Department) established formal structures in the area of sport. Indeed, over the past decade, spending by State Governments on sport has increased considerably.

Equally, local government has long had a role in the provision of much of the essential infrastructure (playing fields, swimming pools, etc) without which sport could not take place.

The Commission has already established links with both levels of government and, in one instance (the AUSSIE SPORTS program) has developed a major program on a co-ordinated, national basis. It has also established direct consultative links with sports development officers in all State and Territory Departments to encourage a flow of information and ideas.

The Commission will continue to liaise with both State and local government to ensure they remain aware of the ASC's role, activities and achievements and to ensure the highest possible degree of co-ordination and consultation.

26.
Commonwealth Government Assistance

Commonwealth assistance to sport and recreation commenced with few formal structures and focused primarily on recreation and fitness. There was, however, some early assistance to sports for specific events or to individual teams.

That picture remained relatively unchanged until 1972, when the expectations and commitments generated by a new Commonwealth Government were matched both by the establishment of more formal and significantly upgraded administrative structures and the allocation of increased funds for an expanded level of Commonwealth involvement.

A structural and financial involvement by the Commonwealth in sport and recreation has remained a feature of Government policy since that time, albeit with varying levels of funding in certain areas. That involvement has been without any legislative basis other than the National Fitness Act 1941 until the proclamation of the Australian Sports Commission Act on 1 July 1985.

In the pre-1972 period, the Commonwealth Government provided minimal assistance to sport.

In this early period, the Commonwealth placed greater emphasis on national fitness as against assistance to high performance sport. It was widely considered that Australia's natural advantages of climate and relative economic prosperity would produce world champions. To a large extent this belief was well-founded until the 1960s when other nations changed their approaches to sport. The additional planning, funding, and scientific expertise devoted to sport by many European and North American nations during the 1960s and 1970s first bore fruit at the 1976 Montreal Olympics where, despite achieving personal best times, many Australian athletes were dramatically overshadowed, particularly in our traditionally strong sports of swimming and track and field.

In 1973, the Department of Tourism and Recreation was established and commenced assistance to sport through two main channels: a Capital Assistance Program to assist with the construction of sporting facilities at the local level; and a Sports Assistance Program to provide financial help to national sporting associations for travel, coaching and administration.

In the 1973-74 Budget, the Government allocated $1 million for sport and competitive recreation and introduced national fitness awareness campaigns which eventually lead to the Life Be In It program.

Commonwealth assistance to sport increased during the period 1972-75. However, in 1976 new funding ceased altogether. The Department of Tourism and Recreation was abolished and the Department's sport and recreation functions were transferred to the newly-created Department of Environment, Housing and Community Development.

27.
This change in funding priorities coincided with the failure of Australia to win any gold medals at the Montreal Olympics in 1976. This disappointing result focused attention on the funding and program requirements of sport.

From 1977, the Commonwealth Government's involvement in sports development continued along the broad lines that had been developed since 1972. Assistance was designed not only to help Australia's top athletes and, especially in later years, emerging talented sports people, but also to provide support to about 100 national sporting associations for general administrative and coaching programs. Particular emphasis was placed on building up the level of expertise and professionalism within these associations in order to ensure effective use of available resources. Another area in which funding was substantially increased was to training, preparation and attendance costs for Australian teams at the Commonwealth and Olympic Games.

Commonwealth Government assistance was significantly extended in 1980 with the establishment, after a long period of discussion and debate, of the Australian Institute of Sport. The Institute was designed to meet the objective of providing a climate in which Australian athletes could develop to the peak of their potential in an environment dedicated to excellence. The Institute also fulfilled an important sports science/medicine research function.

In addition, by 1980, a major program had been established to provide an increased range of international standard sporting facilities throughout Australia, in conjunction with support from individual State and Territory Governments.

Government assistance to sports development has become an intrinsic and invaluable element in the total sports development effort. The assistance has been shown to be a way of achieving important social and national development goals and has been built in to the expectations and plans of associations and groups whose activities directly affect the lives of millions of Australians.

Establishing the Commission

Before it came to office in March 1983, the Australian Labor Party published its sport and recreation policy, a central element of which was the establishment of a national sports commission to provide a focus for a more co-ordinated approach to sports development in Australia.

In September 1983, the Government appointed an interim committee to provide advice on the role, functions and structure of the proposed Commission. Between September 1983 and March 1984, the interim committee, under the chairmanship of Ted Harris, now the Commission's inaugural chairman, consulted with the sporting community at all levels and undertook research as part of its investigations. Its final report was handed to Government in March 1984.

28.
On Thursday, 13 September 1984, the Prime Minister, Bob Hawke, and the Minister for Sport, Recreation and Tourism, John Brown, announced the Government's intention to establish the first full Commission. Membership of the Commission was announced and the Government foreshadowed that legislation to create the Commission as a statutory authority would be introduced to the Federal Parliament as soon as possible.

The ASC functioned initially as an office within the Federal Department of Sport, Recreation and Tourism. Effectively, however, it assumed the role and functions of an independent organisation reporting, and responsible directly, to the Minister.

Legislation to establish the Commission as a Commonwealth statutory authority was introduced into Parliament on Thursday, 9 May 1985. The legislation was passed by the Senate on 31 May 1985 and the Commission was proclaimed a statutory authority on 1 July 1985.

**Sports Development Program**

In 1977-78, the Sports Development Program was introduced and was used primarily, following advice from the then Sports Advisory Council, to improve the standard of sports administration by supporting the employment of full-time executive director positions. It was during this period that the principle of support for pre-event training for the Olympic and Commonwealth Games became firmly established.

Since then the Sports Development Program, still the Federal Government's major funding vehicle for support direct to national sporting associations, has grown to encompass support for elite athlete training and competition, for major developmental initiatives within individual sports and for sports science research designed to bring professional researchers more closely in touch with the practical and pressing needs of coaches and players.

Assistance under the SDP has been concentrated in four major areas - administration, assistance for international competition, coaching and development projects. The table below summarises expenditure under these major headings since 1974.
## EXPENDITURE UNDER THE SPORTS DEVELOPMENT PROGRAM SINCE 1974

<table>
<thead>
<tr>
<th>Year</th>
<th>Administration $'000</th>
<th>Coaching $'000</th>
<th>Competition &amp; Meetings $'000</th>
<th>Development Projects $'000</th>
<th>Total $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>1973-74</td>
<td>7</td>
<td>627*</td>
<td>634</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1974-75</td>
<td>41</td>
<td>128**</td>
<td>1 200**</td>
<td>1 369</td>
<td></td>
</tr>
<tr>
<td>1975-76</td>
<td>15</td>
<td>385***</td>
<td>400</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1976-77</td>
<td></td>
<td></td>
<td>NIL</td>
<td></td>
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<tr>
<td>1977-78</td>
<td>237</td>
<td>135</td>
<td>547</td>
<td>79</td>
<td>998</td>
</tr>
<tr>
<td>1978-79</td>
<td>360</td>
<td>269</td>
<td>603</td>
<td>99</td>
<td>1 331</td>
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<tr>
<td>1979-80</td>
<td>447</td>
<td>205</td>
<td></td>
<td></td>
<td>652</td>
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<tr>
<td>1980-81</td>
<td>784</td>
<td>587</td>
<td>1 096</td>
<td>418</td>
<td>2 885</td>
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<tr>
<td>1981-82</td>
<td>859</td>
<td>479</td>
<td>1 067</td>
<td>480</td>
<td>2 885</td>
</tr>
<tr>
<td>1982-83</td>
<td>1 182</td>
<td>566</td>
<td>910</td>
<td>508</td>
<td>3 186</td>
</tr>
<tr>
<td>1983-84</td>
<td>1 546</td>
<td>983</td>
<td>1 516</td>
<td>1 603</td>
<td>5 648</td>
</tr>
<tr>
<td>1984-85</td>
<td>1 916</td>
<td>1 064</td>
<td>1 358</td>
<td>2 505</td>
<td>6 843</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7 387</strong></td>
<td><strong>4 443</strong></td>
<td><strong>9 309</strong></td>
<td><strong>5 692</strong></td>
<td><strong>26 831</strong></td>
</tr>
</tbody>
</table>

* $352 000 for attendance at National Championships  
** $653 000 for attendance at National Championships  
*** $100 000 for attendance at National Championships

The Sports Development Program is only one avenue of assistance, but represents the major funding program for national associations. In just over a decade, some $27 million (an average of just under $3 million a year) has been invested in these major areas in an enterprise that provides a service which is currently estimated to benefit some 8 million Australians. By any standard, it is a small investment that has produced a substantial return.

### Other Initiatives

Federal Government assistance has also embraced other significant assistance initiatives, chief among them being the establishment of the Australian Institute of Sport. The Institute, with which the Commission has already established a close and co-operative relationship, has developed as the primary delivery mechanism for programs designed to nurture Australia's sporting excellence. A major program of capital assistance has seen the completion of the major physical infrastructure required to allow the Institute to fulfill its potential as the best institution of its type anywhere in the world.

The Government has also made a significant contribution to elite athlete assistance through the Sports Talent Encouragement Plan (previously the National Athlete Award Scheme) and the Australian Coaching Council.

Since it was established in 1981, NAAS and STEP received total funding of $2 704 972 and assisted a total of 802 athletes and teams. The Coaching Council, responsible for running the
National Coaching Accreditation Scheme, has received Federal Government financial assistance totalling approximately $420 000 since 1979-80. That funding has also supported the employment of a full-time coaching development officer whose position was created in April 1983. As at June 1985 a total of over 30 000 coaches had been accredited under the Scheme, mostly at the first level. This represents only a small proportion of the total number of coaches working in Australia.

The Government has also provided funds for sports science research, a total of $270 000 since the Applied Sports Research Program was established in 1983-84. A position of sports research co-ordinator was created in May 1983 and funds are provided for the employment and activities of the co-ordinator.

Current Sporting Scene

Any plan such as this for future activities must take account of the environment within which it must operate. Indeed, the directions and priorities of those plans should flow directly from the activities of the past and the prevailing environment which it is designed to improve upon and progress.

In general terms, it is possible to summarise Australia's current sporting scene as follows:

- there exists a strong and flourishing tradition of club and association administration of each sport, responsible for the management and advancement of their sport in concert with international governing bodies;
- an increasingly professional base of management has developed, due to a significant extent to the direct financial assistance of the Federal Government;
- sporting events are a well established element in Australian life, ranging from the major "peak" events such as grand finals and test matches to the ceaseless round of championships, tournaments and other competitions;
- government support for sport has become an invaluable element in sports development and administration, providing a source of income and "in kind" assistance;
- private sector involvement in sport has grown considerably and is now well established and extensive, responding not only to intrinsic commercial opportunities in sport but also to increasing levels of public investment through government funding;
- participation in sport through the community is increasing, and access to sporting opportunity at every level is generally easy and open;
- the identification, nurturing and training of Australia's top sporting talent is the subject of a reasonably comprehensive series of programs and initiatives linking coaching, support for coaching and competition with top training facilities and professional back up;
- there is a considerable involvement in sport on an unorganised basis, which can be categorised broadly as recreational sport.
On a less positive note, the sporting scene is also characterised by:

- continuing problems with the costs of attending major competitions overseas, and holding them in Australia — a vital ingredient in the search for sporting success;
- remaining deficiencies in management and administration;
- insufficient numbers of trained coaches at all levels, especially to assist in the task of broadening participation;
- communication problems within sport and between sport and the wider Australian community;
- remaining obstacles to equality of access to sporting opportunity, especially for women, the elderly, Aboriginals and the disabled;
- resource difficulties, especially for the smaller sports in relation to securing adequate sponsorship;
- low levels of support to top athletes in their extensive training and competing schedules, especially relative to assistance provided to their overseas competitors;
- a low level of sports skill learning and development amongst Australian children.

Key Challenges

The Commission believes that three major issues and concerns within Australian sport today require particular attention. They are:

(i) The level of bureaucracy in sport: throughout sport in Australia, and particularly within the three levels of government, the bureaucracy of sport has grown significantly in recent years. That growth has occurred during a period in which Australian sporting performance, with some exceptions, has been disappointing and declining. The more we have spent on bureaucratic structure the less able, it appears, we have been in producing world class athletes and teams.

The challenge of maintaining a viable and growing base of broad community participation in competitive sport seems equally to be beyond our combined capacities. The Commission believes that it has a clear responsibility to offer leadership in this area by delivering 'productivity' in terms of efficient and effective support to sport without significant expansion in the size and cost of its basic structure.

(ii) Awareness of the value of sport: the Australian community in general, and its political representatives in particular, have in the past demonstrated a disappointing disinclination to invest resources in sport. By contrast both politicians and the community have been only too willing to ride the sporting 'bandwagon'. In both its rhetoric and performance, the current Federal Government has gone a long way towards redressing that unhappy situation. However, it remains true that there is generally in Australia a low level of awareness both of the importance and value of sport to our
nation and of the effort that is required to produce effective programs and projects that benefit millions of Australians. The Commission understands that if this situation is to be reversed, it must more effectively persuade people of the return such an investment can produce for the whole community. This challenge represents one of the Commission's primary tasks and a major long-term objective.

(iii) Marketing the sporting option: the Commission believes that, because it often lacks the necessary organisational resources and professional expertise, Australian sport has fallen behind in the vital task of attracting and sustaining a viable base of community participation in competitive sport. In a number of sports, static or even declining numbers of registered participants are symptoms of a challenge to the concern and competence of everyone in the community of sport.

In a more varied and competitive leisure market than existed ten or twenty years ago, sport is now one of many options being offered to people, especially young people, as ways to fulfil themselves and fill their leisure hours.

We believe that sporting associations must become more professional in the task of attracting people to sport, and keeping them interested and involved. That central objective requires a number of major contributing elements if it is to succeed - how to use effectively the volunteer base, providing programs and opportunities that match the market demands, bringing people and facilities together, expanding the base of well trained, accessible coaches and so on. Again, the Commission believes this is a major priority if we are to successfully realise our objective of improved sporting performance in Australia.

There are other persistent challenges in Australian sport which the Commission is seeking to address in its specific strategic priorities. These include:

- opportunities at school for participation and skill development;
- effective talent identification and development schemes;
- infrastructure of sporting associations and clubs with effective and efficient internal management;
- good stock of facilities accessible to all levels of participation;
- the best possible coaching, sports science research and other back up services to assist top performers - again, the issue is both the quantity/quality and access;
- direct financial assistance to top performers;
- effective integrated system of events and competitions at all levels;
- detailed research on all aspects of sport, including especially practical problems facing individual sports;
- good information/data flow throughout sport.
These general statements reflect accurately a summary of 'where we are' in Australian sport today. What they fail to provide, however, are detailed answers to a series of questions which together would provide a 'sports audit', a quantitative and to some extent qualitative analysis of the sporting environment.

It is clear that, in Australia at the moment, we know much more about what we still do not know than what we do. It will be a primary aim of this strategic plan and specifically our plans for a sports data base, to urgently fill in the gaps.

6. Australian Sport: Plans and Priorities

One of the major initiatives taken by the Commission early after its establishment was to ask national sporting associations to submit five year forward development plans. The plans provide a framework within which the Commission assesses specific claims and requests for financial and other assistance.

The plans also represent the major direct link between the Commission's planning activities and the plans and priorities of the sporting community itself. The Commission believes that if its own plans are to be useful and relevant, and if they are to serve increasingly as a focus for greater co-ordination and co-operation within the community of sport, they must be based upon the aspirations, priorities and interests of sport itself.

The summary that is provided in this section is based on a total of 54 plans. Clearly, from a total client population of some 100 associations, the picture that emerges cannot be claimed as comprehensive or complete. It is expected that this area will be the subject of further revision and review during the planning period to ensure it reflects information from an increased range of sports.

The picture of the likely future shape and direction of the sporting community emerges not only from an analysis of individual development plans, important though these are. The Commission's own staff are in constant contact with officers from sporting associations, discussing problems, issues and challenges and obtaining from these discussions an accurate and direct picture of their needs and views.

Finally, to the extent that this first strategic plan as a whole is the subject of widespread discussion and debate in the sporting community, the detail of this section is bound to be subject to amendment and variation.

Targets and Priorities

Of the 54 development plans examined, a significant majority - almost 70 per cent - nominated coaching and coach development as a top priority.

Generally, that covered not only the provision of more coaches and more highly trained coaches to ensure a better service to a widening client base, but also the production of resource materials to keep coaches in touch with latest development and trends.
Interestingly, coaching was seen often as the key not only to greater success and achievement for high performance athletes but also for introducing more and more people, especially children, to basic skills. To that extent, coaching is about increasing participation as much as building high levels of performance.

Other areas nominated for priority attention by individual associations over the next five years include:

- administration (35 per cent)
- junior development (48 per cent)
- broadening participation (48 per cent)
- elite athlete assistance (30 per cent)
- technical development (33 per cent).

A large number of sports indicated a concern for the development of the technical aspects of their sport. For example, the training and support of officials and umpires/referees, review of rules and regulations, especially in relation to modifying them for junior development, developing training courses in all aspects of technical skills.

Junior development and broadening participation were, inevitably, priorities that tended to be linked closely together. Most associations wanted to work with the Commission's children in sport program, and recognised the need to become more aggressive in the promotion and development of their sport amongst all groups in the community—young people, the elderly and disabled groups for example.

The other major area for priority attention remains administration. The efforts of the past decade, during which financial assistance from the Federal Government has been concentrated in the area of administration support, have witnessed considerable improvement in the overall standard and numbers of sports administrators. To that extent, a critical priority has been successfully addressed. However, many associations still do not have any professional administrative assistance. And those associations which do have some form of administrative capacity are finding that as they grow and develop, their administrative and management needs grow more complex.

It is interesting to note that, in applications for assistance under the 1985–86 Sports Development Program, 74 associations submitted claims for support of a national executive director at a total estimated cost of almost $2.5 million. In the event, 49 positions were supported at a cost $1.3 million.

The story is the same in coaching. The Commission already provides direct financial support for the employment of national coaching directors in 30 associations at a total cost of $769 000. In addition, $110 000 is provided to assist the Australian Coaching Council to run the accreditation scheme and to fund the work of the coaching development officer. Requests for assistance in this area came from 57 sports at a total estimated cost of over $2 million. The Commission believes that the gap represented by these figures indicates the extent of the task still to be addressed in these vital areas.
The area of **elite athlete assistance** also received specific attention from a number of sports. Generally, the challenge lay in exploiting the relationship between coaching, facility development, attendance at appropriate high level events and championships and direct financial assistance to athletes. Associations also indicated a need to improve talent identification procedures.

Other areas identified as priority areas for future development included:

- international competition
- sponsorship
- safety
- communications/promotions

Another interesting facet of the plans was the identification by associations of **major events** to be held in Australia over the next few years. The Commission's *Australian Sports Directory* provides a comprehensive listing of major events in any given year. The Commission recognises that the forward program in this area contributes significantly not only to the realisation of broader sports development goals but also provides the 'cutting edge' of the direct and substantial contribution by sport to economic activity and growth in Australia.

A study of the economic impact of the 1982 Brisbane Commonwealth Games indicated that the impact had been in the region of $177 million. Estimates of the economic impact of the 1985 inaugural Australia Games range from $8 million to $18 million, depending on assumptions and varying methodologies. It is estimated that the 1985 Adelaide Grand Prix provided $60 million in immediate returns and a further $30 million in tourist-related income through promotions.

A number of associations used the opportunity of the development plans to emphasise the critical **interdependence of the various facets of sports development**. Access to facilities and top level competition was as important to the task of developing a sport as providing full-time administrative support. Equally, organising events was as important as providing top level coaching expertise. The message, simple but important nonetheless, was that sports development is an integrated process, realising and exploiting to the full the relationship between key elements such as effective administration, coaching, events and facilities, international competition, sports science, publicity and promotion.

From the plans examined, it is possible to summarise the **major priorities of the sporting community** as follows:

- more and better coaches getting to more people;
- junior development and more aggressively broadening the base of participation;
- elite athlete assistance, including talent identification, travel to competition and coaching;
- administration;
- funding and the development of private sector sponsorship deals to provide an element of security for planning.
While these issues represent a 'consensus' of priority areas for action over the next few years, they should not be considered as an indication of a uniformity in the community of sport. All associations will make their own assessments of the issues of most concern to them. They will develop methods of dealing with them that suit their circumstances, resources and objectives. The Commission recognises and indeed positively encourages this inherent variety in the style and operation of individual associations. The list of issues above represents simply an assessment of those matters which appear to command significant agreement within the community of sport as items of concern.

Resources

It is impossible to provide an accurate figure as to the resource implications of the plans that have been defined by sport. In most cases, sports did not provide a detailed budget forecast, content rather to indicate broad areas of activity and priority.

Some very rough indication of resource needs can be made however, by examining expenditure figures for sports associations in the course of running programs and projects during 1983-84, the most recent year for which figures are available. In that year, a total of over $11 million was spent by 56 associations, and that figure does not include some of the larger sports such as rugby league, tennis, cricket and the Australian football. Many of these 'high profile' and professional sports are, of course, multi-million dollar enterprises themselves. In his chapter on the financial structure of Australian sport in the book Australian Sport: A Profile Bob Stewart estimated the turnover of the Victorian Football League at $40 million, the national soccer league at $6.5 million and the basketball league at $3.5 million. In order to be able to implement the plans they have developed to advance their sport and broaden the base of participation, a considerable increase on the level of resources currently being used can be expected. Of course, not all those resources can be expected to be provided by the Federal Government - associations are increasingly focusing their attention on other sources of funds, especially from sponsorship and other private sector sources.

Performance and Evaluation

The majority of associations which submitted development plans did not make any specific reference to evaluation procedures to monitor progress and performance against the goals outlined in the plan. However, it is clear that the process of developing the plans is in itself the first step towards evaluating performance.

In subsequent years, the Commission will be closely monitoring the extent to which the plans and priorities of sporting associations are translated into specific programs and action. Such a process is important particularly if the Commission's own plans and directions are to remain relevant and up to date.
7. Social and Economic Environment

The Commission's plans and priorities are based on an examination of the pressures and demands being made upon Australian sport from the wider environment within which it exists and functions. The plan reflects and reinforces the Commission's assessment of likely developments in the social and economic context within which it will be working.

Before those assessments can be made, it is necessary to pull together the relevant information and data. To assist the Commission, a firm of management consultants was asked to report on the likely impact on sports development of trends in the social and economic environment in Australia to the year 2000. This section is based on the report which Social Impacts have now provided.

The material presented here is only a summary of what is a substantial and complex assessment of the relationships both within the sporting industry itself and between that industry and the wider environment to which it responds. Indeed, the report will be the basis for the ASC's detailed research and data collection programs, which is the basis of a separate priority in section G of this plan.

The primary purpose of this section is to reinforce the significance of the relationship between sport and the social and economic environment. It also helps to explain the pressures and changes which the plan, and more particularly the strategic priorities, are attempting to accommodate.

Social Environment

Australia's population is expected to grow from 15.5 million in 1984 to 19.3 million in 2001 and 23.1 million in 2021. There is a consistent trend towards an ageing population, with the numbers of those 65 or over expected to increase from 1.9 million to 4.1 million in 2021. By the year 2001, it is expected that 13.5 per cent of the total population (that is, about 2.6 million people) will be in that age bracket.

Australia is also experiencing significant changes in family formation and family structure patterns. There is a marked trend away from large families towards smaller families started later in life. Those changing patterns in turn imply different attitudes towards the use of leisure, and different levels of income available to spend on sport and leisure pursuits.

Mean income levels in Australia have increased from $19 940 in 1968-9 to $28 860 in 1981-2. Generally, increasing levels of disposable income translate into increased spending on leisure and recreation, of which sport is of course a key element. Other studies have predicted that sport is likely to be a major beneficiary of changing levels of income and increased time available for leisure. It is likely that, with rising income levels will come changing distribution patterns, creating potentially a wider gap between those with income to spend on sport and those without.
Australia's population is also significantly on the move. The growth of the major urban centres (i.e. cities of more than 1 million people) is slowing and smaller urban centres (e.g. Perth, Darwin, coastal towns in NSW and Queensland, such as the Gold Coast) are experiencing significant growth, mainly through internal migration. In addition, the decline of rural communities, in terms of population, seems to be reversing. In general terms, these new centres of significant population growth are attracting both an older, retiring population as well as younger people to provide services to these people. These trends in themselves pose challenges to the development, marketing and implementation of sports development programs - appropriate facilities, access to competitions and opportunities and so on. Interestingly, it is becoming increasingly evident that often the location of major sporting facilities (obviously not a particular flexible component) is not matching changes in population growth.

Children are staying at school longer than before, and increasing retention rates are expected to continue. This will to some extent offset a numerical decline in the school age population, making this vital group of the population (in terms of sports development) still a major focus of attention. School age population (that is, between 5 and 16 years of age) will stay almost static from now till the year 2001 at 3 million.

There is also expected to be a significant increase in the numbers going to universities and colleges of advanced education. In particular, the numbers of mature age students is set to increase, particularly women returning from family responsibilities to full or part-time education.

Lifestyle

There is a lack of consistent, reliable data in Australia to indicate accurately what Australians do with their time. From the studies that have been undertaken (most of which are not strictly comparable), it has been estimated that the average Australian spends:

- 14-15 hours a week watching television
- 4-5 hours a week playing organised sport
- 3-4 hours a week playing informal sport.

Generally, the most active group is between 20 and 25 with, rather surprisingly, the next active being aged between 50 and 59. After 60, there is a sharp decline in participation.

Generally, the evidence suggests that Australians are increasingly aware of the importance of health and physical fitness. They are involved in a wide range of activities with the emphasis on individual, informal sporting activities rather than the traditional club based, team oriented sports. Those patterns seem to hold true for spectators as well.

An assessment of the number of listed sports centres in the five mainland State capital cities (excluding Darwin) showed a 39 per cent increase. Similarly, there had been a 28 per cent increase in the number of listed health and fitness clubs.
Australians have been enjoying a consistent improvement this century in life expectancy, to the point where the average male can now expect to live to 73 and the average female to 80 years of age. But Australia is still subject to all the diseases and health risks that affect modern industrialised societies - heart disease and cancer remain chief amongst those. It has been estimated that Australia currently pays out $6.5 billion a year in workers compensation - that's about $30 per week per family. Heart disease in 1982 was estimated to cost Australia $1 700 million a year, and if there were no changes to the contributing causes - smoking, high blood pressure, high levels of fat in the blood - that figure could expect to increase by 4.6 per cent to almost $2.5 billion.

The trends have also encouraged the growth of corporate fitness programs, which have identified the valuable contribution of sport and fitness to the health and productivity of employees.

Economic Environment

The sporting community is as reliant upon, and interested in, all those factors which determine Australia's economic performance as any other sector. Indeed, as an industry in its own right, sport makes a vital contribution to that performance.

Issues such as the level of inflation, trading performance and the value of the currency, changes in taxation, redistribution of income - all of these have an impact on sport at all levels.

Two elements stand out in a broad assessment of the future of the Australian economy. Firstly, after a period of sustained growth, further growth rates are expected to slow into the 1990s. It has been estimated that GDP will grow at about 3 per cent, population at about 1.4 per cent and employment at about 1.2 per cent.

Those figures reinforce the second major feature of Australia's economy over the next few years - a major change in the pattern, types and distribution of employments. These are just a few of the most important features:

- Male participation rates have fallen from 83.5 to 75.9 per cent between 1967 and 1983;
- over the same period, female participation rates have increased (for married women) from 30.6 to 41.8 per cent;
- manufacturing continues to decline as a major employment sector, while the tertiary sector, including sport, continues to grow;
- part-time employment over this period has increased to 17.4 per cent of the total employed population.

There is increasing evidence that the problems and pressures of long-term structural unemployment will continue to demand attention. It is a challenge to which the Commission may be able to provide some realistic and practical assistance.

The sports economy itself plays a significant role. The best estimate suggests that sport contributes about 1 per cent of Australia's GDP and provides employment for between 100,000 and 150 000 people. It accounts for about 10 per cent of total disposable income.
The value of sport to the Australian economy can be gauged even from these brief figures. A major brewer spends $3 million on sports sponsorship and a further $5 million on sports-related advertising. The Olympics in 1984 attracted sponsorship totalling about $25 million. The VFL attracts sponsorship of about $4 million. In 1981-82 sales and transfers of Australian-made sporting goods accounted for $75 million. In 1984, we exported $9.5 million worth of sporting goods, and imported $58 million worth.

Attendances at sporting events contribute substantially to the flow of resources and services through the economy, not only by direct payments but also through the indirect effect of those attending major events spending money on related services, such as hotels, travel, local shops and so on. The 1985 Adelaide Grand Prix has been estimated to have provided $60 million in immediate returns and a further $30 million in tourism promotion to the 700 million television audience.

These figures provide excellent evidence of another major change to which the sporting community must respond. As sports face the challenge of marketing their services to the community—and finding the resources to support their plans—they will increasingly turn to the private sector. That trend is, of course, already well established in Australian sport. It is evident that this development brings with it new problems and challenges which have the capacity to radically affect the nature and direction of sport at all levels.

Finally, the impact of technology on sport must also be taken into account. The development of sophisticated communication and information technology means that sports more than ever have opportunities to develop efficient management infrastructures. They can establish complex networks and competitive structures through the availability of satellite television. They will have to cater to a workforce which, through the influence of technology, is less rigidly involved in traditional working patterns.

Access and Equity

New pressures and demands are emerging for greater access to sporting opportunities from groups who have been disadvantaged in the past for the following reasons:

- income
- race
- gender
- age
- geographic factors.

For example, Australia's population is progressively ageing. That growing section of the population over 60 years of age will require a quite different level of sporting infrastructure (facilities, services from associations) which will have to be
targeted to their needs. Further, the major component of that age group will be women, who have traditionally been significantly less involved in those opportunities that do exist now than their male counterparts.

These new pressures also present major new opportunities for sport in Australia to expand its traditional participation base and to broaden the range of those involved. They also present major challenges to the Commission to the extent that access to sport becomes as vital an element of its charter as sports development itself.

Conclusion

It is not possible in such a short space to provide a detailed analysis of all the trends and factors in the wider environment to which the Commission, and more generally the community of sport, will have to respond. However, the summary in this section does indicate both the range of issues to which sport must address itself and the significance they hold for the vitality and growth of sport in this country.

The following themes emerge from this brief analysis:

. Australia's population is ageing, but the older sections of the community will seek to maintain the greater levels of activity they have developed earlier in their lives;
. families are becoming smaller, and children are being born later in marriage;
. there is a marked shift of population away from the large urban centres to smaller urban centres, especially in Queensland and New South Wales;
. Australians appear to be active and concerned about their health; they enjoy sports particularly which allow individual, informal participation; they appear to be less interested in the traditional team sports, both as participants and spectators, although this is mainly after school age participation which continues to be strong;
. incomes are increasing, but the distribution of income is changing too;
. employment patterns are changing in an economy undergoing substantial shifts;
. women are providing a greater proportion of the workforce;
. sections of the population previously denied equitable access to sport are making new demands.

It is within that context that the Commission's specific priorities should be considered. The environment provides both real opportunities for growth as well as substantial challenges to traditional patterns of sports delivery. The predominant theme, of course, is that the environment is changing rapidly and in some cases, substantially.

It will be a primary task of the Commission to continue to monitor those changes, to improve our knowledge and understanding of them and the way they affect sport and to adapt our plans and priorities accordingly.
It is hoped that the outcome will be of as much value to the wider sporting community as it will be to the Commission in its specific tasks and responsibilities.


The following summary is provided of the strengths and limitations of the ASC, as well as of the opportunities and threats which face it in the environment in which it must operate.

Strengths

- flexibility and autonomy provided by legislation;
- relationship/liaison with sporting community built up over the past decade;
- 'service' and advisory capacity;
- capacity to establish the Sports Aid Foundation and generate additional private sector funds for sports development;
- coordination and consultation - capacity to bring people together and act as a focus for greater cohesiveness;
- research and data collection - collect and disseminate information about sport;
- capacity to establish trusts.

Limitations

- significant areas of sports policy at the Federal level - e.g. major events and facilities - remain beyond ASC influence;
- restraints imposed by the Act, including requirement for Ministerial approval for grants;
- limited scope for actual service delivery;
- reliance on Federal Budget for funding;
- restraints and delays inherent in public sector management conditions;
- residual uncertainty about ASC powers, intentions and plans amongst some sections of the sporting community.

Opportunities

- growing awareness of value and benefits of sport to Australia's economic and social development;
- new areas and types of assistance with influx of private sector funds;
- increased leisure time, together with rising relative levels of income, leading to increased demand for leisure services, including sport;
- increasing professional base in a traditionally strong infrastructure of sports administration;
- continuing interest in preventive medicine, health and fitness;
- continuation of traditional Australian interest in sport;

43.
Commonwealth and Olympic Games, and the 1988 celebrations all provide opportunities to develop programs and projects designed to sustain interest and involvement in sport.

Threats

- erratic funding from Federal Governments;
- waste of resources through ineffective co-ordination;
- changing political and community perceptions about the value and appropriateness of sport and sports assistance;
- disaffection with some aspects of sport, including bad behaviour, sports violence, over-commercialisation.

Over the past decade, much has been achieved by the efforts of all governments and the sporting community itself. Several key elements in the sports development effort, however, remain significantly undeveloped. These include:

- an effective structure of consultation as a basis for greater cooperation and co-ordination within the sporting community;
- a source of information and data about the nature and scope of sport in Australia;
- an increasingly secure base of funding to complement public investment by the various levels of government.

At a time when there is a growing interest in the benefits and outcomes that sport can deliver, it is clear that there exists a significant "market potential" which the ASC, bearing in mind its objectives, resources and strengths, is well placed to fully exploit.

9. Australian Sports Commission - corporate objectives and strategic priorities

This section of the plan spells out a series of strategic priorities which the Commission will be pursuing over the next three years.

The priorities represent our operational objectives and are designed to ensure that we reach towards, and achieve, the six corporate or long-term objectives.

The priorities are grouped together under the appropriate long-term objective. They indicate not only what, in each specific area, we are trying to achieve, but also the targets we have established together with measures by which performance will be assessed.

Resource requirements have also been defined wherever possible, and a summary provided in section 10 of the plan. Unless otherwise stated, costs refer to the three-year planning period.
AUSTRALIAN SPORTS COMMISSION: CORPORATE OBJECTIVES AND STRATEGIC PRIORITIES

CORPORATE OBJECTIVE 1: To ensure that taxpayers' funds are used efficiently and effectively for the support of sports development at all levels in Australia.

STRATEGIC PRIORITIES:

- Development plans/accounting
- Evaluation
- Consultation/communication (see page 65)
CORPORATE OBJECTIVE: Efficient and effective use of resources

STRATEGIC PRIORITY: Development plans/accounting

GOALS AND OUTCOMES:

- to improve the planning processes throughout the community of sport;
- to encourage greater attention to outcomes within sports using Federal Government resources;
- to improve and standardise the method of reporting on and accounting for Commonwealth Government sports development funds.

SPECIFIC TARGETS:

- development plans from all national sports associations and other funded organisations by the end of the planning period as regular part of application process;
- provision of more detailed information to indicate use of Federal Government funds;
- increased emphasis in development plans on systems and structures for evaluation of results.

RESOURCE IMPLICATIONS:

Cost: Nil
Staff: Nil

PERFORMANCE INDICATORS:

- production of development plans by all associations
- increasing standardisation of financial and other reporting mechanisms on use of Federal funds
- improved quality in planning and accounting material
- clearer picture of use of ASC funds by associations.
CORPORATE OBJECTIVE: Efficient and effective use of resources

STRATEGIC PRIORITY: Evaluation

(Note: This priority brings together aspects of other key priorities spelled out later in this section, especially those dealing with the ASC evaluation program and initiatives in the co-ordination/consultation area.)

GOALS AND OUTCOMES:

. to provide information on the results achieved by the use of Federal sports development funding;
. to define more clearly the link between outcomes and resources used;
. to ensure funds are being used as efficiently and effectively as possible.

SPECIFIC TARGETS:

. evaluation of all ASC programs and activities over the planning period (see later priority);
. preparation of major outcomes report summarising major achievement of Federal sports development funding;
. direct consultations with bodies to discuss issues and problems as a basis for ensuring the best use of available resources (see later priority).

RESOURCE IMPLICATIONS:

Cost: ) See later priority on 'Evaluation'
Staff: )

PERFORMANCE INDICATORS:

. better information on the outcomes of Federal Government funding;
. number of sports covered by direct consultation process.
AUSTRALIAN SPORTS COMMISSION: CORPORATE OBJECTIVES AND STRATEGIC PRIORITIES

CORPORATE OBJECTIVE 2: To provide leadership in the development of Australia's sporting performance at both the 'elite' level and at the community participation level.

SUMMARY OF STRATEGIC PRIORITIES:

- Professional management/marketing assistance
- Surveys of community attitudes towards sport
- Administration
- Coaching assistance and development
- Travel to overseas competition
- Meetings
- Development projects
- Events development and assistance
- Australian Sports Aid Foundation
- Sports Talent Encouragement Plan
- Children in Sport - 'Aussie Sports'
- Disadvantaged groups
- National Sports Research Program
- Sports medicine and drugs in sport
- Tax averaging
CORPORATE OBJECTIVE: Sporting Performance

STRATEGIC PRIORITY: Management and marketing assistance

GOALS AND OUTCOMES:

- to improve Australian sporting performance by assisting sporting associations in the task of attracting and maintaining growing levels of participation and involvement in sport;
- to increase the level of management and marketing expertise within sporting associations.

SPECIFIC TARGETS:

- provide professional management and marketing advice/consultancies to national associations;
- introduce a professional development system to provide opportunities for professional training, exchange of information and views (to be introduced as a pilot project);
- produce appropriate publications to assist sports in the continuing marketing/management task.

RESOURCE IMPLICATIONS:

Cost: $50,000
Staff: Nil

PERFORMANCE INDICATORS:

- number of associations using consultancy arrangement;
- number of associations attending professional development meetings/courses;
- quality of management output - development plans, marketing strategies, etc;
- increase in numbers participating and involved in each sport.
CORPORATE OBJECTIVE: Sporting Performance

STRATEGIC PRIORITY: Surveys of community attitudes

GOALS AND OUTCOMES:

. to provide up to date and accurate surveys of attitudes towards sport, competition, etc;
. to improve the quality of input to the ASC's strategic plan;
. to provide information for individual associations to assist in their planning work.

SPECIFIC TARGETS:

. conduct a "benchmark" opinion survey and regularly update the results for comparative purposes;
. monitor and use other survey material available to support and complement ASC survey;
. prepare specific publications to provide information to sporting and general community.

RESOURCE IMPLICATIONS:

Cost: $60 000
Staff: Nil

PERFORMANCE INDICATORS:

. quality of input to ASC strategic planning;
. reactions by sport to material provided.
CORPORATE OBJECTIVE: Sporting Performance

STRATEGIC PRIORITY: Administration

GOALS AND OUTCOMES:

. sustain the momentum of increased professionalism in sports administration;
. ensure more effective administration in all sporting associations;
. increased capacity for sports to respond to challenges of administration and management problems, especially as they affect the level and quality of communications between sports and between sport and the wider community.

SPECIFIC TARGETS:

. significant administration grants to smaller sports which do not have full-time staff;
. full-time or part-time administrative staff for all sports within reason;
. encourage smaller associations to share administration resources;
. support staff loadings for larger sports;
. increased capacity to undertake more effective communications.

RESOURCE IMPLICATIONS:

Cost: $750 000
Staff: 1

PERFORMANCE INDICATORS:

. increased resources to administrative support;
. appointment of more full and part time administrators;
. establishment and maintenance of efficient internal management systems within associations;
. number of smaller associations sharing resources.
CORPORATE OBJECTIVE: Sporting Performance

STRATEGIC PRIORITY: Coaching assistance and development

GOALS AND OUTCOMES:

- increase the quality of coaching support at all levels of associations;
- improve the quantity and quality of accredited coaches;
- assist sports in their efforts to broaden the base of participation;
- provide opportunities for all coaches to undertake some form of training in sports coaching;
- promote the development and dissemination of coaching education resource materials.

SPECIFIC TARGETS:

- undertake an audit of existing coach "population" including numbers, levels and geographic location; develop a strategy by which identified gaps can be filled;
- full-time coaching staff for all sports, within reason;
- increased funds for staged introduction of accreditation schemes;
- financial support for visits by overseas coaches and increased flow of information of Australian coaches on overseas trends;
- increased availability of coaches to work with children, through the "Aussie Sports" program;
- development and dissemination of resource material;
- servicing of States and "grass roots";
- specific support for Australian Coaching Council, the Coaching Co-ordinator and the National Coaching Accreditation Scheme;
- Australian Coaching Council to produce coaching development plan as basis for coach development and education.

RESOURCE IMPLICATIONS:

Cost: $640 000
Staff: Nil

PERFORMANCE INDICATORS:

- appointment of more full-time coaching directors;
- number of visits of overseas coaches;
- numbers of participants coming into contact with formal coaching support;
- increase in skilled participants and longer participation in sport;
- number of approved courses at the end of each year;
- number of courses conducted each year;
- number of coaches accredited at the end of each year.
CORPORATE OBJECTIVE: Sporting Performance

STRATEGIC PRIORITY: Travel costs for sporting competition

GOALS AND OUTCOMES:

- allow greater access by Australian sportsmen and women to top level overseas competition;
- assist domestic development of sport as it is affected by travel costs;
- improve overall performance by greater exposure to top level international competition.

SPECIFIC TARGETS:

- fund 100 per cent of airfares to major events, e.g. world championships with increased emphasis on quality control;
- fund 75 per cent of costs of travel to smaller events;
- support costs of pre-event training and internal assembly costs;
- ensure benefits to remote and rural athletes and sportspeople;
- negotiate package of travel benefits for sport with major Australian airlines.

RESOURCE IMPLICATIONS:

Cost: $850 000
Staff: Nil

PERFORMANCE INDICATORS:

- number of athletes going to international competition overseas;
- frequency of travel to overseas competition;
- reduced costs of internal travel for domestic sports activities;
- performance levels of Australian athletes in major competitions overseas and in Australia.
CORPORATE OBJECTIVE: Sporting Performance

STRATEGIC PRIORITY: Meetings

GOALS AND OUTCOMES:

. increase Australia's representation to major international sporting control/administrative organisations.

SPECIFIC TARGETS:

. direct financial support for travel by officials from Australia to major meetings of international sporting control and administrative organisations.

RESOURCE IMPLICATIONS:

Cost: $100,000
Staff: Nil

PERFORMANCE INDICATORS:

. numbers of officials travelling to meetings;
. increased Australian input to deliberations of these organisations.
CORPORATE OBJECTIVE: Sporting Performance

STRATEGIC PRIORITY: Development Projects

GOALS AND OUTCOMES:

. contribute directly to the growth and development of all sports;
. encourage process of review to ensure the growth of sports in terms of their range, interest and appeal.

SPECIFIC TARGETS:

. increased priority for funding developmental projects, especially those aimed at increasing junior participation;
. more projects focusing on technical aspects of the sport;
. encourage smaller sports to establish projects designed primarily to increase participation;
. increased attention on safety and, where applicable, environmental issues.

RESOURCE IMPLICATIONS:

Cost: $1 million
Staff: Nil

PERFORMANCE INDICATORS:

. number of development projects supported;
. rate of increase in participation, especially in smaller sports;
. tangible results of projects - e.g. reports, technical manuals, safety manuals, etc.
CORPORATE OBJECTIVE:  Sporting Performance

STRATEGIC PRIORITY:  Events assistance and development

GOALS AND OUTCOMES:

. increase the capacity of sports to stage successfully major sporting events in Australia;
. provide advice and financial assistance to assist development of major sporting events;
. increased co-ordination in network of regional games throughout Australia;
. increase economic benefit of sporting events to regions in Australia.

SPECIFIC TARGETS:

. financial assistance to sports to run major events in Australia;
. increased assistance to existing regional games;
. practical assistance on preparation and administration of regional games;
. production of handbook on bidding for, and running of, major sports events;
. encourage evaluations of economic impact of sporting events in Australia, including regional games over the planning period, and widely disseminate information.

RESOURCE IMPLICATIONS:

Cost:  $600,000
Staff:  1

PERFORMANCE INDICATORS:

. increased major sporting events being held in Australia;
. number of regional games events established;
. quality of administration and management of events, including regional games;
. number of young athletes identified through regional games;
. economic impact of sports events on region.

56.
CORPORATE OBJECTIVE: Sporting Performance

STRATEGIC PRIORITY: Sports Talent Encouragement Plan

GOALS AND OUTCOMES:

. to enable more Australian sportspeople attain world rankings and success in the international sports arena;
. to encourage the development of Australia's top level coaches by enabling them to work full-time with their national squads and emerging talent;
. to allow Australian athletes and coaches to single-mindedly pursue their sporting careers, secure in the knowledge that their families and employment opportunities will not suffer;
. to complement programs of assistance to high performance athletes provided by the Australian Institute of Sport, State/Territory Governments and private enterprise.

SPECIFIC TARGETS:

. development of standard measurement for performance by Australian top athletes;
. measurable improvement in Australian athletes results at major international competitions;
. increase in the number of world ranked Australian athletes in an increased number of sports.

RESOURCE IMPLICATIONS:

Cost:  $3 million
Staff:  1.5

PERFORMANCE INDICATORS:

. success and improvement of Australian athletes and teams in the international sports arena;
. the changes in the rankings of athletes receiving assistance under STEP. The above two performance measures will be expedited through the development of an Athlete Data Base which will include information on individual athletes' national and international performances as well as information on other assistance and expenses, etc;
. measurement of financial assistance to athletes and coaches allows them to single-mindedly pursue their sporting careers.

ADDITIONAL COMMENT:

It should be noted that the successful outcome of the above targets is not only dependent on the STEP. Other programs funded by governments both Commonwealth and State have similar goals. For example Commonwealth Government funding of the Australian Institute of Sport is $13.2 million in 1985-86.
The AIS has as one of its objectives:

. to promote, provide, encourage and develop opportunities for Australians to pursue and to achieve excellence in sport and activities associated with sport.

Similarly, State Governments have assistance programs for HPA's, e.g. SA and WA have State Institutes of sports with similar objectives to the AIS. Queensland for example have a Gifted Sportspersons Assistance Program, to assist in the lead up to major international competitions. Queensland quite often implement special assistance programs to facilitate as many Queenslanders making Australian teams as possible.

The STEP is complementary to all of the above programs and will have an impact on the performances of Australian athletes at international sporting events.
CORPORATE OBJECTIVE: Sporting Performance

STRATEGIC PRIORITY: Children in Sport (this program - AUSSIE SPORTS - has been the subject of detailed development work over the past 18 months. More detailed information about the program can be obtained from the ASC).

GOALS AND OUTCOMES:

- to improve the quality, quantity and variety of sport available to Australian children;
- to encourage participation and skills in a variety of sports;
- to reduce the 'win at all costs' attitude and emphasise the fun of participation in sport and fitness activities;
- to encourage the "sports habit" and the principles of fair play and good sporting behaviour.

SPECIFIC TARGETS:

- increased daily physical education in all primary schools;
- more children in final three years of primary school to be involved in modified rules sport either at school or through a local club;
- introduction of a multi-sport award scheme, rewarding participation in range of sports;
- more coaches to attend coaching courses to at least pre-level 1 stage (of the National Coaching Accreditation Scheme);
- production and use of sports education resource materials.

RESOURCE IMPLICATIONS:

The program is intended to run up to at least 1988.

Cost: $200 000
Staff: 2

PERFORMANCE INDICATORS:

- increase in number of primary schools offering sport and physical education programs;
- performance against specific targets defined above;
- increasing participation in sport by children and young;
- improved skill development for children;
- continuing involvement in sport through clubs and associations by children after primary school;
- perception of improvement in attitudes towards sport - fairness, competitive, etc;
- increase in number of children's coaches attending training courses;
- improvement in type and quality of sports/physical education programs;
- numbers involved in multi-sport award program;
- increased media time/space allocated to children's sport.
CORPORATE OBJECTIVE: Sporting Performance

STRATEGIC PRIORITY: Disadvantaged Groups

GOALS AND OUTCOMES:

. to improve access to sporting opportunities at all levels for disadvantaged groups, for example women, the disabled, the elderly and Aboriginals;
. to ensure equity of opportunity in sport for all Australians.

SPECIFIC TARGETS:

. develop and publish policy statements on equity of access to sporting opportunity especially for four target groups;
. liaise with sporting associations to develop specific projects to increase involvement by groups in mainstream;
. direct financial assistance to special purpose groups to increase participation by target groups.

RESOURCE IMPLICATIONS:

Cost: $215,000
Staff: 3

PERFORMANCE INDICATORS:

. increased participation by target groups;
. perception of increased equity by target groups and broader community;
. awareness and acceptance of obstacles still facing groups in relation to sporting opportunity;
. acceptance of need for concerted effort to improve equity of access and opportunity.
CORPORATE OBJECTIVE: Sporting Performance

STRATEGIC PRIORITY: National Sports Research Program

GOALS AND OUTCOMES:

- to assist sport by facilitating the solution of practical, researchable problems of specific and immediate value;
- to increase flow of sports research information throughout the sporting community;
- to increase the co-ordination of sports science research network in Australia;
- to increase athletic performance for participants of all levels of ability;
- to improve safety in sport;
- to enhance coaching methodology in Australia.

SPECIFIC TARGETS:

- continuing support to National Sports Research Co-ordinator;
- increase funding to allow greater number of projects to be supported;
- expand Applied Sports Research Program, especially in relation to sports equipment testing;
- publish annually a summary of projects completed and, where possible, the practical application of results;
- extend scope of SPORTSCAN to include sports scientists, tertiary students and unaccredited coaches;
- establish Sports Research Foundation to provide scholarship for research students for sports research.

RESOURCE IMPLICATIONS:

to be added

Cost: $780 000
Staff: 1

PERFORMANCE INDICATORS:

- number of projects supported under research program;
- reaction of specific sports to the practicality of results of sports research projects;
- reaction of coaches;
- increase in safety aspects and performance;
- increase in quality and flow of research information;
- increase in number of sports researchers.
CORPORATE OBJECTIVE: Sporting Performance

STRATEGIC PRIORITY: Sports Medicine and Drugs in Sport

GOALS AND OUTCOMES:

- to provide information to coaches, trainers, administrators and athletes about prevention, management and rehabilitation of sports injuries;
- to encourage sport to adopt training and competition programs which pay full heed to injury prevention;
- to up-grade standards of injury treatment and rehabilitation;
- to provide information on policy, education, control and research aspects of drug use in sport.

SPECIFIC TARGETS:

- increased assistance to relevant organisations for program expansion, resource materials and development of information networks;
- increased support for appropriate research work;
- in the area of drugs in sport possible establishment of a system of drug testing.

RESOURCES IMPLICATIONS:

Cost: $75 000
Staff: Nil

PERFORMANCE INDICATORS:

- trends in sports injuries and treatment statistics which indicate application of latest information;
- increased number of research projects;
- increased proportion of relevant courses using relevant information;
- decrease in incidence of drugs abuse in sport;
- increased availability of resource materials and understanding of issues involved.
CORPORATE OBJECTIVE: Sporting Performance

STRATEGIC PRIORITY: Tax Averaging

GOALS AND OUTCOMES:

- to assist top sportspeople to even out the flow of income over a long period;
- to reduce the disincentive to top sporting achievement of anomalise in the tax treatment of high income earned over short periods;
- to increase the fairness of the tax system for top sportspeople.

SPECIFIC TARGETS

- announcement by the Government of commitment to introduce scheme;
- circulation of results of consultant survey of sports and recommendations on tax averaging;
- full tax averaging provisions to be available for sportspeople by the end of the planning period.

RESOURCE IMPLICATIONS:

For ASC: nil; likely revenue cost for the Government is approximately $10 million
Staff: no additional staff required

PERFORMANCE INDICATORS

- number of athletes using the scheme;
- perceived increase in fairness in tax treatment of top athletes.
CORPORATE OBJECTIVE 3: To increase the volume and value of funds available for sports development from the private sector

SUMMARY OF STRATEGIC PRIORITIES:

- Sports Aid Foundation
- Information Dissemination
CORPORATE OBJECTIVE: Fund Raising

STRATEGIC PRIORITY: Australian Sports Aid Foundation

GOAL AND OUTCOMES:

. to provide an increased level of security in levels of funding for sports development;
. to increase the flow of funds of sports development from the private sector.

SPECIFIC TARGETS:

. establishment and operation of the Australian Sports Aid Foundation;
. provision of information to all sports on opportunities of Foundation for fund raising.

RESOURCE IMPLICATIONS:

Cost: $75 000
Staff: 2

PERFORMANCE INDICATORS:

. increase in contribution to sport by private sector;
. ASAF to generate at least $3 million annually by the end of the planning period.
CORPORATE OBJECTIVE: Fund Raising

STRATEGIC PRIORITY: Information to private sector

GOALS AND OUTCOMES:

. to increase the co-ordination and therefore the effectiveness of private sector involvement in sports development;
. to increase the flow of information to the private sector about activities and opportunities in Australian sports development.

SPECIFIC TARGETS:

. provide regular information to provide sector interests about ASC activities, sports development projects and opportunities;
. closer liaison with private sector through Sports Aid Foundation to ascertain needs and requirements;
. assist in liaison between specific sports and potential private sector sponsors, as requested.

RESOURCE IMPLICATIONS:

See previous page

PERFORMANCE INDICATORS:

. volume of material provided to private sector interests from ASC;
. number of times ASC approached by private sector for advice;
. number of 'partnerships' between sport and private sector assisted by ASC.
CORPORATE OBJECTIVE 4: To increase awareness of and knowledge about sport in the wider Australian community

SUMMARY OF STRATEGIC PRIORITIES:

- Sports data base
- Information and publicity strategy
CORPORATE OBJECTIVE: Awareness and Knowledge of Sport

STRATEGIC PRIORITY: Sports Data Base

GOALS AND OUTCOMES:

- to provide comprehensive, accurate summaries of the size, scope and nature of the sporting industry in Australia;
- to contribute towards better understanding of the importance and value of sport to the Australian community;
- to respond to specific requests for sports data and information from governments, the media, the sporting community and the general public.

SPECIFIC TARGETS:

- establishment of a basic data base and maintenance of statistics;
- at least one major publication presenting major elements of the data base;
- publication of smaller documents summarising information in specific areas - e.g. economic impact of sport, participation rates, location and use of facilities, etc;
- develop and expand the athlete data base;
- better information from sports associations in a number of key areas eg participation, attendance at events and competitions.

RESOURCE IMPLICATIONS:

Cost: $7,500
Staff: Nil

PERFORMANCE INDICATORS:

- increased flow of information to key target groups;
- increased general awareness of sport and its dimensions;
- specific reactions amongst politicians and opinion leaders;
- efficiency of response to specific requests for sports-related information and data;
- penetration and recognition of ASC sports data publications.
CORPORATE OBJECTIVE: Awareness and Knowledge of Sport

STRATEGIC PRIORITY: Information and Publicity (this area is the subject of a separate strategy - see Appendix 1.)

GOALS AND OUTCOMES:

. to raise the level of awareness and understanding of sport and sports related issues in Australia, both as an issue in its own right and as it impacts upon the Australian community;
. to provide information about the ASC's activities and plans.

SPECIFIC TARGETS:

. develop and implement an information and publicity strategy;
. development of television and videos particularly as a medium for information/entertainment for sports information and issues;
. production of second edition of Australian Sport: A Profile;
. production of television documentary on Australian sport;
. dissemination of information on sports insurance;
. develop and publish major statement defining values and principles which make sport important to Australian society.

RESOURCE IMPLICATIONS:

Cost: $25 000
Staff: 1

PERFORMANCE INDICATORS:

. awareness of, and support for, amongst community of sport for statement of values and principles;
. level and nature of media coverage and comment;
. access by target groups to information;
. awareness of activities, role and plans of ASC itself;
. increased awareness of sport and sports related issues amongst general public.
CORPORATE OBJECTIVE 5: To increase the level and effectiveness of co-ordination and consultation in the community of sport

SUMMARY OF STRATEGIC PRIORITIES:

- Consultation/meetings
- Strategic planning
- Also see previous strategic priorities
  - information and publicity strategy
CORPORATE OBJECTIVE: Co-ordination and Consultation

STRATEGIC PRIORITY: Consultation/Meetings (this area covers specific initiatives to be undertaken in the planning period, and do not include consultation undertaken as an integral part of the ASC's operations and program management responsibilities.)

GOALS AND OUTCOMES:

- greater cohesion and co-operation between sports development agencies;
- increased direct input by the sporting community to the deliberations of the ASC;
- increase and improve the flow of information between the ASC and the sporting community.

SPECIFIC TARGETS:

- at least one major national sports conference in the planning period to discuss issues of concern and to review future challenges and opportunities;
- hold seminars/workshops as necessary to focus on specific issues and challenges;
- undertake direct consultations with groups of sporting associations canvassing broad range of sports development issues, reaction and input to strategic plan, etc - majority of associations and related organisations to be covered by the end of the planning period;
- direct involvement in ASC committees by relevant experts and representatives from sporting community;
- production and dissemination of information and publicity material about ASC activities and plans (see section below on information and publicity).

RESOURCE IMPLICATIONS:

Cost: $190,000
Staff: Nil

PERFORMANCE INDICATORS:

- perception of increased co-ordination and consultation from the sporting community;
- reduction in overlapping or duplicating programs and projects;
- awareness level of ASC activities and plans;
- frequency and quality of input by sporting community to ASC committees, etc.
CORPORATE OBJECTIVE: Co-ordination and Consultation

STRATEGIC PRIORITY: Strategic Planning

GOALS AND OUTCOMES:

- to provide a framework of long-term aims and objectives for ASC activities;
- to provide context for resource allocation decisions and priority setting;
- to encourage increased attention to planning issues throughout the sporting community.

SPECIFIC TARGETS:

- first strategic plan to be distributed for comment;
- undertake annual reviews of plan and make necessary adjustments;
- major evaluation of the whole plan to be undertaken in 1988-89 as basis for next plan;
- ensure all sports produce long-term development plans by end of planning period;
- undertake major review of impact of other Federal Government programs and activities on sports development.

RESOURCE IMPLICATIONS:

Cost: $10 000
Staff: Nil

PERFORMANCE INDICATORS:

- contribution of plan to internal management effectiveness;
- reactions of 'users', including Minister, the Government and sporting community;
- impact on wider community;
- reflection of plan's values and objectives in "ad hoc" responses and initiatives.
CORPORATE OBJECTIVE 6: To sustain and improve the efficiency and effectiveness of ASC internal management and operations.

SUMMARY OF STRATEGIC PRIORITIES:

- Evaluation
- Computerisation of operations
- Financial management
- Personnel and staff development
- Office co-ordination
CORPORATE OBJECTIVE: ASC Operations

STRATEGIC PRIORITY: Evaluation (an evaluation strategy and timetable is included at Appendix 2.)

GOALS AND OUTCOMES:

. to achieve and sustain the highest standards of management and organisational performance;
. to ensure that available resources are being used effectively to achieve defined results and outcomes.

SPECIFIC TARGETS:

. major management audit of the organisation at least once in the planning period;
. all individual programs and projects to be subject to at least one formal evaluation in the planning period;
. annual review/performance monitoring to be undertaken and reported in the ASC's annual report.

RESOURCE IMPLICATIONS:

Cost: $20 000
Staff: 1

PERFORMANCE INDICATORS:

. overall management performance of the organisation;
. perception by managers of usefulness of evaluation to improving efficiency and effectiveness of programs and projects.
CORPORATE OBJECTIVE: ASC Operations

STRATEGIC PRIORITY: ADP Issues

GOALS AND OUTCOMES:

- increase the effectiveness of management of programs and projects;
- contribute towards increased efficiency of internal management.

SPECIFIC TARGETS:

- all ASC programs and projects to be using computer facilities for record storage and retrieval by the end of the planning period;
- undertake in 1988-89 a full study of potential ADP needs and best way of meeting them for the ASC over the following three years (i.e. until 1992).

RESOURCE IMPLICATIONS:

Cost: $36,000
Staff: Nil

PERFORMANCE INDICATORS:

- ease of access to the information;
- perception of managers to increased efficiency of computerisation;
- speed with which information can be provided, and flexibility of presentation.
CORPORATE OBJECTIVE: ASC Operations

STRATEGIC PRIORITY: Financial Management

GOALS AND OUTCOMES:

- improved quality of ASC input to all aspects of Budget cycle;
- improved internal financial management systems, including maintenance of records and provision of information to senior managers.

SPECIFIC TARGETS:

- computerisation of all financial management records and data by the end of the planning period;
- production of monthly statements on expenditure to ASC Executive and senior managers - quarterly statements to all Commissioners;
- complete independence in all financial management issues by the end of three years (the ASC currently uses officers of the Department of Sport, Recreation and Tourism to assist with a number of administrative and financial management tasks).

RESOURCE IMPLICATIONS:

Cost: $10 000
Staff: 1

PERFORMANCE INDICATORS:

- quality of input by ASC to Budget cycle;
- access to and reliability of financial management information.
CORPORATE OBJECTIVE: ASC Operations

STRATEGIC PRIORITY: Personnel and Staff Development

GOALS AND OUTCOMES:

. to create and sustain an harmonious and effective working environment;
. to ensure full utilisation of available staff resources;
. to provide opportunities for staff development and training.

SPECIFIC TARGETS:

. staff development opportunities in all aspects of public sector management;
. industrial democracy plan to be drawn up and implemented;
. full consultation with ASC staff on all issues directly affecting their work environment.

RESOURCE IMPLICATIONS:

Cost: $5,000
Staff: Nil

PERFORMANCE INDICATORS:

. number of staff attending development/training courses;
. perception of staff about consultation procedures;
. frequency of grievance and other claims.
CORPORATE OBJECTIVE: ASC Operations

STRATEGIC PRIORITY: Office Co-ordination

GOALS AND OUTCOMES:

- develop and sustain efficient internal management systems to ensure smoother operation of the Commission;
- provide and maintain physical infrastructure of the ASC's executive office.

SPECIFIC TARGETS:

- implementation of systems on all aspects of office management, including meetings, travel, paper flow and typing/word processing;
- computerisation of all internal management systems by the end of the planning period;
- provision of additional word processing capacity to provide greater independence for ASC;
- improve secretariat services to Commission itself;
- develop ASC financial management and operational procedures handbook defining guidelines for all aspects of ASC operations;
- provision of regular management information reports on all aspects of ASC operations.

RESOURCE IMPLICATIONS:

Cost: Nil
Staff: Nil

PERFORMANCE INDICATORS:

- accessibility and effectiveness of internal administrative systems;
- quality of service provided to "line" executive officers and Commissioners - speed of response, efficiency of systems, etc;
- reports of auditors on systems and administrative performance.
10. Resource Implications

The following table spells out the estimated resource implications of the Plan as it has been outlined.

The table provides an indication of the level of additional resources the Commission would need to fully implement all its priorities. That is, the resources would be required above the level of funds available to the ASC to sustain its projects and activities at current levels.

Clearly, these estimates will have to be monitored in the light of actual Budgetary outcomes each year, and plans and priorities modified accordingly. To that extent, the figures do not represent specific commitments from either the ASC or the Federal Government, although clearly they do provide a target at which to aim.

**SUMMARY OF RESOURCE IMPLICATIONS (3 YEARS)**

<table>
<thead>
<tr>
<th>CORPORATE OBJECTIVE</th>
<th>PROGRAM COST (over 3 years)</th>
<th>STAFF NUMBERS</th>
<th>STAFF COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of taxpayers' funds</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Development of sporting performance</td>
<td>8 580 000</td>
<td>6.5</td>
<td>178 000</td>
</tr>
<tr>
<td>Increased funds from private sector</td>
<td>75 000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Increase knowledge of sport</td>
<td>32 500</td>
<td>1</td>
<td>38 000</td>
</tr>
<tr>
<td>Co-ordination and consultation</td>
<td>145 000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Internal operations and management</td>
<td>71 000</td>
<td>1</td>
<td>38 000</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>8 903 500</strong></td>
<td><strong>8.5</strong></td>
<td><strong>254 000</strong></td>
</tr>
</tbody>
</table>

The staff requirements reflect what the Commission believes is a basic requirement to implement the priorities spelled out in the strategic plan.

It is possible to identify additional staff requirements which represent an 'optimum' requirement. By those estimates, the ASC would require a total of 14.5 additional staff positions over the planning period at a total cost of about $444 000.
APPENDICES

1. Information and Publicity Strategy

2. Evaluation Strategy and the ASC - objectives, guidelines, and recommendations
AUSTRALIAN SPORTS COMMISSION: INFORMATION AND PUBLICITY STRATEGY

This paper sets out the framework within which the Australian Sports Commission should undertake specific information activities and plans.

Essentially, it is based on a matrix which brings together three key variables:

(i) the markets, or groups of people to be served;

(ii) the specific types of information the ASC can provide; and

(iii) the vehicles through which the information can be provided.

OBJECTIVES

It is important to clarify the objectives of an information strategy for the Commission. These should be distinguished from the reason for which we need such a strategy in the first place. That comes primarily from the Commission's legislation, in which there is a specific provision obliging the ASC to "collect and distribute information ... on matters related to its activities".

The following are suggested as appropriate objectives for the ASC's information strategy:

. to raise the level of awareness and understanding of sport and sports related issues in Australia, both as an issue in its own right and as it impacts upon the wider Australian community;

. to provide information about the ASC's activities and programs;

. to assist sports and the sporting community with information needs and material.

KEY VARIABLES

There are three key variables in putting together an information strategy.

(i) Markets to be served

The ASC is required to serve four major 'markets' or groups of people - the Government, the sporting community, the media and the general public (the last market could be broken down further into sub-markets, such as university researchers, politicians etc; this further refinement can be introduced once the overall strategy is in place).
(ii) **Types of information**

The ASC is in a position to provide or generate the following types of information:

- program information (e.g. about SDP, children in sport etc);

- information about the ASC itself - budgets, plans and priorities;

- sports data and information (health, participation and performance, economic impact, government and private sector funding etc);

- 'pure' research and the results.

(iii) **Vehicles for providing information**

The following options are available to the ASC for actually getting the information to the specific group or groups who want it:

- annual report
- strategic plan
- newsletters
- 'Factsheets'
- Books and major publications
- brochures and pamphlets
- videos
- media coverage - special programs and articles, interviews
- seminars and conferences.

Having defined the scope and nature of the three key variables, it remains only to put them together in a matrix to define the emerging shape of the strategy itself (see Attachment 1).
<table>
<thead>
<tr>
<th>Market</th>
<th>Type of Information</th>
<th>Vehicles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sporting Community</td>
<td>Information about ASC - budgets, plans and priorities; program information; results of research</td>
<td>Annual report; strategic plan; reports after meetings; basic information brochure; individual brochures on programs; fact sheets; seminars and conferences; program information (e.g. children in sport and action plan).</td>
</tr>
<tr>
<td></td>
<td>Facts and figures about sport, sporting trends</td>
<td></td>
</tr>
<tr>
<td>Federal Government</td>
<td>Program information</td>
<td>Strategic plan; annual report; reports after meetings; fact sheets; estimates; audit reports.</td>
</tr>
<tr>
<td></td>
<td>Information about budgets, priorities and plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Facts and figures about sport</td>
<td></td>
</tr>
<tr>
<td>Media</td>
<td>Program information, plans and priorities, trends; sports data and information</td>
<td>Annual report; strategic plan; major publications; press releases.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Community</td>
<td>Information about priorities and plans; general information about ASC and programs; information about overall sporting performance; some specific needs such as universities</td>
<td>Report on sport science research; books about sport; general information brochure; annual report, television programs.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX TWO

EVALUATION AND THE ASC: OBJECTIVES, GUIDELINES AND RECOMMENDATIONS

Background

There are three reasons why the ASC must embrace the practices and disciplines of evaluation:

(i) it is publicly accountable for its activities which are funded by taxpayers' money - it cannot discharge that responsibility adequately unless it undertakes regular and thorough evaluation of its overall performance and individual programs and projects;

(ii) internal management performance - if the Commission is to achieve the highest standards of management performance, it must expose all aspects of its activities and operations to evaluation and review;

(iii) leadership and example - if the Commission is to provide effective leadership in the continuing development of higher standards of professional management throughout the sporting community, it must provide an example by the direct application of those standards to its own operations.

Objectives

The objectives of the Commission's evaluation program are:

(i) to maintain the highest standards of management and organisational performance

(ii) to ensure that available resources are being used effectively to achieve defined results and outcomes.

Types of evaluation

There are three types of evaluation which will most concern the Commission. The frequency with which each type is actually undertaken will depend on a number of factors - for example, the length of time the program has been in operation, specific evidence of problems or concerns and requests for particular information - which will have to be weighed up at the time.

In general however, the three types of evaluation are:

(i) Management audit: this involves a review of the performance of the whole organisation, with an emphasis on internal structure, systems and procedures.

(ii) Results/outcome evaluation: the intention of this type of evaluation is to review programs to ensure they are delivering the intended benefits to the intended groups; reviews can be internal or external and can
vary in the degree of formality with which they are undertaken; performance monitoring should be undertaken every year and the results reported, at least in broad terms, in the Commission's annual report.

(iii) Internal control/management systems: this area focuses on the need to ensure that individual programs and projects have effective internal controls/management systems to ensure efficient program delivery.

Guidelines

It is important for the Commission to adopt a set of guidelines as a framework within which to undertake specific evaluations. The guidelines would constitute an evaluation "philosophy" and should be reflected in all evaluation activity within the organisation.

The following guidelines have been developed as a basis for the ASC's evaluation program:

- all evaluations should be as brief as possible, consistent with the requirement to do the job properly;
- they should disrupt the work of 'line' areas as little as possible;
- they should always be undertaken with the full involvement of managers directly involved - the outline, methodology and results should be discussed regularly and openly at all times;
- managers and staff should provide the fullest possible co-operation;
- generally, evaluations should be the subject of a written report outlining objectives, methodology and results and recommendations;
- unless there is a good reason, the results of evaluations should be publicly available, and provided particularly to the Minister and Commissioners.

Evaluation does not assume that problems exist or that individual officers are at fault. If it is done properly, it should provide valuable and relevant assistance to all staff and especially to ASC managers at all levels. The guidelines are designed to reflect these simple, but significant premises.

Recommended program

This section outlines a program of evaluations to be undertaken over the next three years by the ASC.

The program is designed to subject all areas of the Commission to some form of formal evaluation over the next three years.

1986-87
Applied Sports Research Program
Three 'outposted' positions
1987-88  
STEP  
Children in Sport (Interim)  
Sports data base  

1988-89  
Management/efficiency audit of ASC  
SDP  
Children in Sport  
Information/publicity strategy  
Sports Aid Foundation  

It may be that, as the planning period progresses, new programs and projects will emerge that will have to be included in this program. Appropriate adjustments can be made at the time, although it is reasonable to expect that any new initiatives will be included in a program covering a further planning period.