



Australian Government  
Australian Sports Commission

# Blood, Sweat ... Cheers & Tears

## Greg Blood

AIS 30<sup>th</sup> Anniversary Birthday Reflections Series





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# In the Beginning

## March 1983

- Eight Sports – 150 Athletes
- 20 Coaches
- 10 Sports Science Medicine Personnel
- 15 Administration Personnel
- 2 AIS Buildings – National Indoor Sports Centre & National Athletics Stadium
- Information Centre (30m<sup>2</sup>)
- New Labor Government – Bob Hawke



# At the End December 2011



**AIS** is now the main foundation of Australian high performance sport

- 26 Sports – 700 athletes
- 75 Coaches
- 100 Sports Science Medicine Personnel
- 40 Administrative Personnel
- AIS/ASC Buildings – Canberra and Interstate

## Australian Sports Commission

- Primary government sport organisation and over 800 staff







# Lessons-1981-1988

## AIS Years



Importance of  
Vision,  
Commitment and  
Strong  
Leadership



# Lessons-1981-1988

## AIS Years



Amateur to  
professional  
approach –  
athletes,  
coaches,  
scientists,  
administrators



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# Lessons-1981-1988

## AIS Years



Need for  
Purpose  
Built  
World  
Class  
Training  
Facilities





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# Lessons-1981-1988

## AIS Years



National  
Approach  
Essential –  
Decentralisation  
& NSO Training  
Camps

# Lessons-1981-1988

## AIS Years



**AUSTRALIAN  
INSTITUTE OF SPORT**

Marketing of  
AIS Brand –  
Importance of  
Staff and  
Athletes





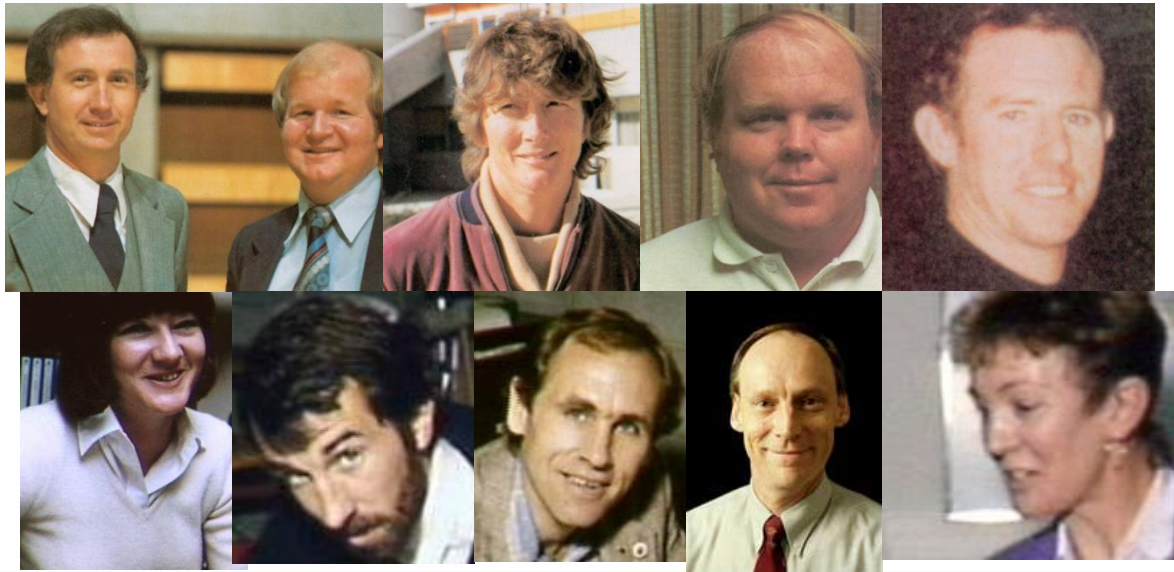
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# Lessons-1981-1988

## AIS Years



**‘Right’ People’**  
Committed,  
Team-oriented  
& Flexible Staff



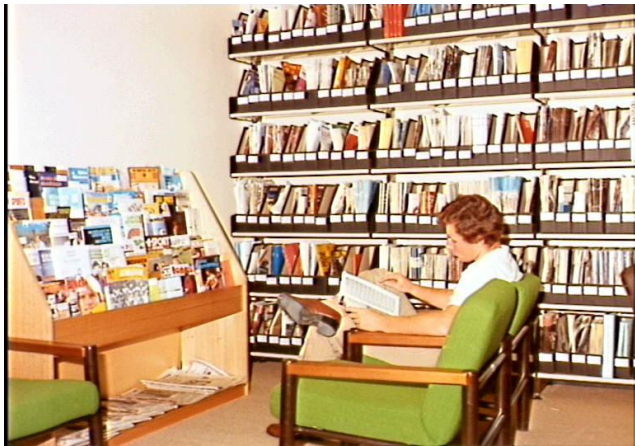


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# Lessons-1981-1988 AIS Years



**Importance of  
Knowledge –  
Sports Science &  
Medicine Research  
and Access to  
International  
Knowledge**



# Lessons-1981-1988

## AIS Years



**Athlete Well-being  
– Career,  
Education and  
Ethical  
Behaviour**



# Lessons from 1989-2000 ASC & Sydney Olympics / Paralympics



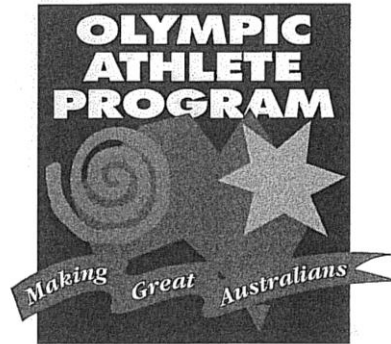
**Importance of  
Strong  
Galvanising  
Goal –  
Sydney  
Olympics &  
Paralympics**





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# Lessons from 1989-2000



*Olympic Athlete Program*

*Making Great Australians*

*Australian Government Sports Policy*

**High  
Performance  
Model –  
Olympic  
Athlete  
Program –  
Coordination  
of Funding &  
Services**



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# Lessons from 1989-2000

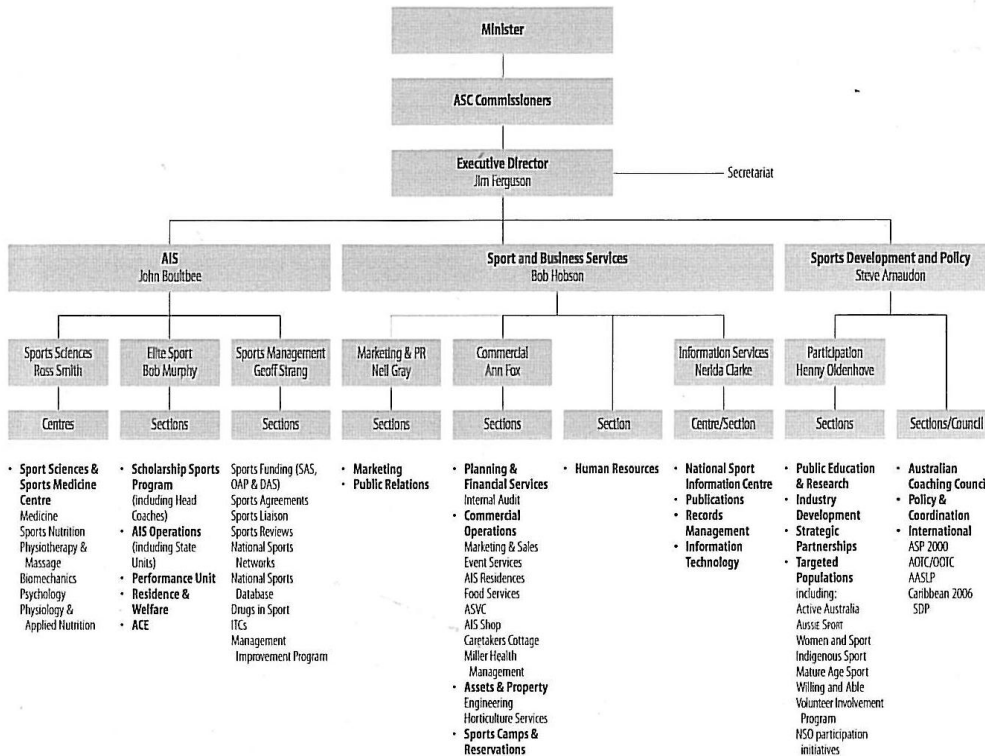


**Strong Flagship  
ASC Programs –  
Aussie Sport  
and  
Australian  
Coaching  
Council**



# Lessons from 1989-2000 ASC & Sydney Olympics

## Development of National Support and Infrastructure – Athlete Career and Education, Information, Applied Research, Facilities



# Lessons from 1989-2000 ASC & Sydney Olympics



**Stable  
Leadership  
Environment  
– Limited  
Turnover of  
Senior Staff**



# Lessons from 1989-2000 ASC & Sydney Olympics



**Innovative  
Research –  
Talent ID,  
Heat,  
Altitude,  
EPO**

# Lessons from 1989-2000 ASC & Sydney Olympics

**Anti Doping –  
Australia  
World  
Leader**



# Lessons from 1989-2000 ASC & Sydney Olympics



**Battle between  
High  
Performance  
&  
Participation –  
AIS v ASC**

# Lessons from 1989-2000 ASC & Sydney Olympics



**Limited  
Succession/  
Progression  
Planning –  
Future  
Budgets &  
Staff  
Retirements**





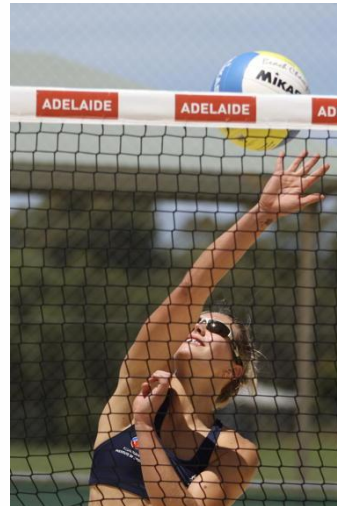
# Lessons from 2001-2011 Post Sydney ?????



Loss of Strong  
Vision and  
Culture -  
Larger  
Bureaucracy  
**...What  
Happened to  
Excellence !**



# Lessons from 2001-2011 Post Sydney ?????



**Improved  
Training  
Environments  
– AIS,  
Interstate and  
ETC**



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# Lessons from 2001-2011 Post Sydney ?????



**Greater  
Support for  
Paralympic  
Athletes –  
APC  
Strong  
Leadership**

# Lessons from 2001-2011 Post Sydney ?????

## Frequent Policy & Administrative Changes

- Coaching
- Junior Sport
- Participation
- Women
- Talent ID





# Lessons from 2001-2011 Post Sydney ?????



**Importance of  
Partnerships  
+ CSIRO, APC  
- AOC, NESC**

# Lessons from 2001-2011 Post Sydney ?????

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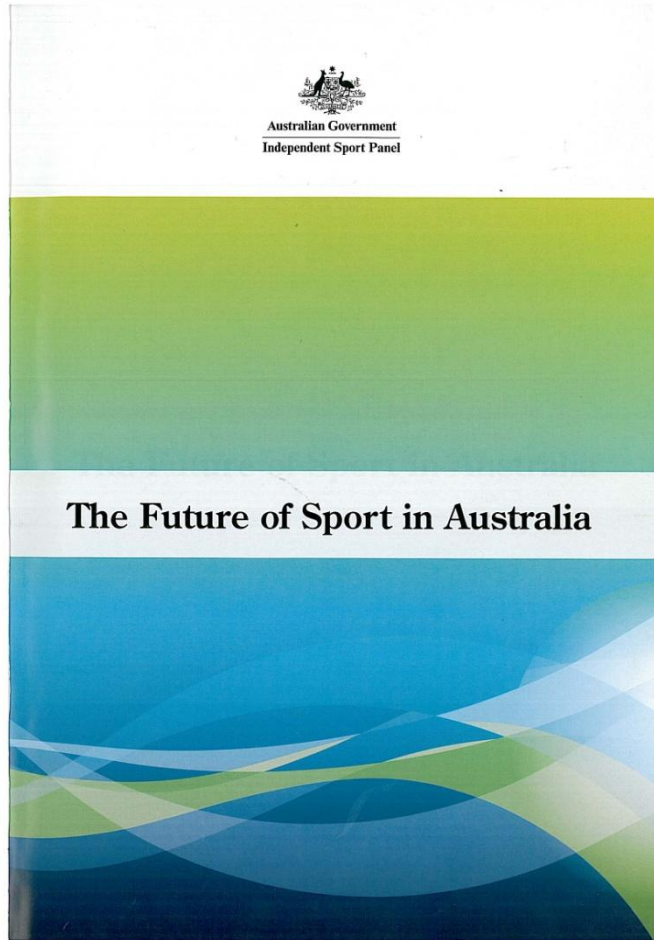
"I give this one about three months..."

**Higher Staff  
Turnover -  
Reduced  
Commitment  
& Decline in  
Corporate  
Knowledge  
/Expertise**



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# Lessons from 2001-2011 Post Sydney ?????



## Crawford Report

- Necessary but Too Late For London?
- Too Many Strategies ?



# Lessons from 2001-2011 Post Sydney ?????



**Corporate  
Services  
Larger -  
Divided  
Loyalties –  
Compromise  
for High  
Performance  
Sport**





# “My” 2020 Vision

## **AIS .....Active Australia**

**Two Distinct Independent Government Sport Arms**

### **Why ?**

- **Different cultures**
- **Reduced loyalties and compromises**
- **Organisations with single vision**
- **Better accountability for funding**



# “My” 2020 Vision

## ....AIS....

**Stronger role in supporting high performance sport particularly in foundations – research & information, technology, coaching, sports science/medicine support, talent development strategy, national training centre**

**Reduced number of directly supported sports**



# “My” 2020 Vision

**NIN**

- Equality of Services
- Talent Development Programs
- Specialist Elite Sports Programs



# “My” 2020 Vision

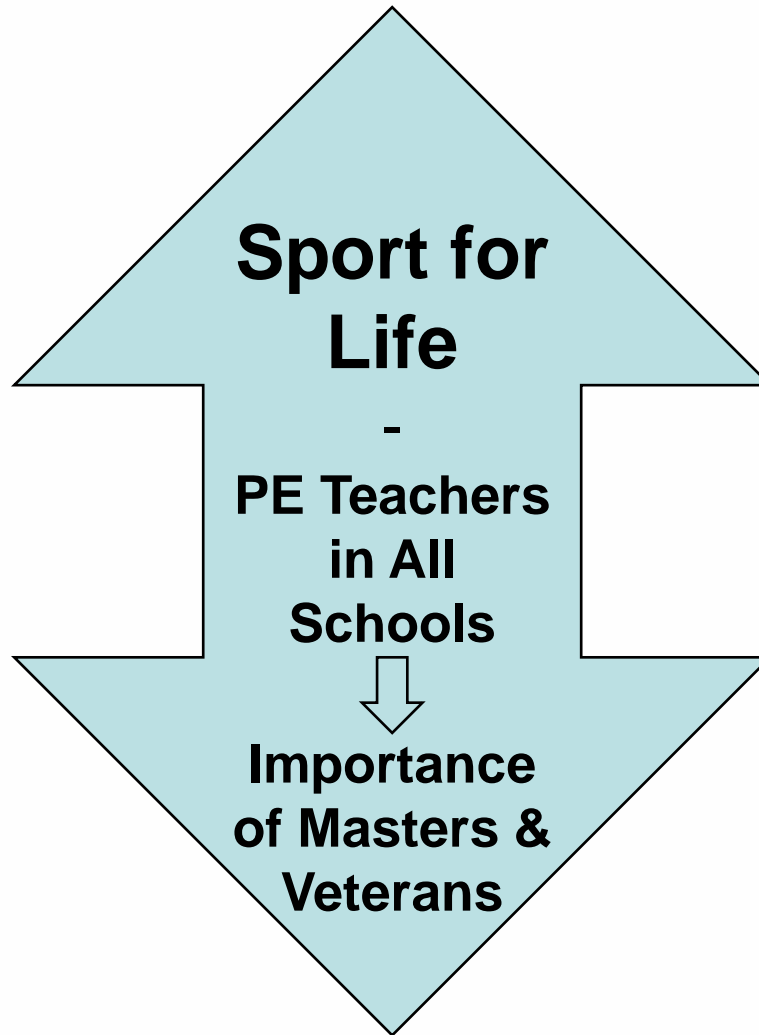
## Improved Management of Athlete & Performance Data

- National Integration
- Decision Making & Investment Tool
- Mining our ‘Athlete’ Gold Mine





# “My” 2020 Vision





# “My” 2020 Vision

## National Elite Athlete Alumni

- Value of Elite Sport
- Fund Raising
- Community Contribution



# “My” 2020 Vision

“Sports  
Coaches  
Australia”  
Dedicated Brand



# My 1983 Job Application

“I have found the area of sport information very challenging and interesting. The rapid growth in sport information over the last decade has created many problems, especially in Australia. I perceive the Information Centre of the Australian Institute of Sport as playing a vital and positive role in the control and dissemination of sport information in Australia. The Librarian Class 1 position would enable me to play a role in this development”

**I hope I had lived up to my application claims**





# Words of “Greg”

**“Ask not what sport can do for you - ask what you can do for sport”.**

**“The world is a book and those who do not travel read only one page.”**

**“Those who cannot remember the past are condemned to repeat it “**

**“High achievement always takes place in the framework of high expectation.”**

**“Perseverance is a great element of success; if you only knock long enough and loud enough at the gate you are sure to wake up somebody.”**

**“If you want something done right, take ownership of it”**



# Thanks for ...

- Great environment to work
- Fantastic and committed people – athletes and staff
- Great sporting and other memories
- Opportunities to pursue excellence in sport and information
- Life long friendships



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# Thank You Lunch in Pillars