ASC Acknowledgement of Country

The ASC acknowledges the Traditional Owners of the lands on which it stands and pays its respects to their Elders past, present and emerging.

The ASC recognises the outstanding contribution that Aboriginal and Torres Strait Islander people make to sport in Australia and to celebrate the power of sport to promote reconciliation and reduce inequality.

The Australian Sports Commission (ASC) Board is pleased to present the ASC’s Corporate Plan 2018–22, which covers the period of 2018–19 to 2021–22. It has been developed in accordance with the requirements under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013 and paragraphs 23 and 25 of the Australian Sports Commission Act 1989.

This Corporate Plan has been developed to meet the requirements of the Corporate Plan and Annual Operational Plan as required under paragraph 26 of the Australian Sports Commission Act 1989.
From our Chair

Our vision is for Australia to be the world’s most active sporting nation, known for its integrity, sporting success and world leading sports industry.

To help realise this vision, the Australian Sports Commission (ASC) has adopted a new brand — Sport Australia. This isn’t just a brand change, this is an opportunity to create generational change. Sport Australia’s priority is to get the nation moving through sport and, more broadly, physical activity.

Sport Australia should embody every Australian, inspiring and activating people across every age, race, gender, cultural background and physical ability.

Sport Australia welcomes the release of Sport 2030 as it provides a roadmap for future success for sport in Australia. As the Australian Government’s lead agency for sport and physical activity, we will continue to demonstrate and advocate the value of sport in the daily lives of Australians. Sport and physical activity have a critical role to play in shaping our country for the future and ensuring we improve the health, education, social and economic outcomes for all Australians.

We want more people engaged in more sport and physical activity throughout every stage of their life, ensuring every individual has the ability to reap the benefits of an active lifestyle or aspire to the pinnacle of their sport.

In particular, we want to embed sport in schools, making physical activity a priority in early life so that it becomes habit for whole-of-life.

The high performance division of Sport Australia, the Australian Institute of Sport (AIS) has continued to evolve and is working with partners in the high performance system to ensure that we are investing resources and expertise where it can make the biggest impact.

Sport Australia has prepared a business case for the Australian Government to consider the redevelopment of the AIS at the current site in Canberra. Sport Australia is committed to maintaining a world-class high performance environment for Australian athletes to ensure Australia achieves international sporting success.

We will continue to lead and enable the Australian sport system, helping sports to access the best knowledge, technology, practices and systems to create an environment that promotes athlete health and wellbeing and that fosters international sporting success.

We strive to help sports to build participation numbers, to become thriving organisations and be part of an industry driven by innovation and technology.

We will continue to identify and reduce barriers to participation, thus creating more accessible, safer and stronger sporting environments. We will do this in collaboration with partners. Sport Australia will work to develop partnerships across government and industries such as health, education, retail, digital and science to create new opportunities for investment in sport.

Success will be more active Australians, better prepared with the skills and knowledge to live healthier, happier lives through sport.

John Wylie AM
Chair
About us

Who we are

Established in 1985, the ASC is the Australian Government’s leading sport agency, playing a central role in the Australian sport sector, including the operation of the AIS. In 2018-19 the ASC has adopted a new brand, Sport Australia to reflect our changing role in sport and to promote a better connection with the Australian community. The existing AIS brand will continue to tell the high performance story for Sport Australia.

Our vision is for Australia to be the world’s most active sporting nation, known for its integrity, sporting success and world leading sports industry. In line with the Australian Government’s strategic plan Sport 2030, we have redefined our strategy to be strategic leaders across the sport sector and the broader sport and physical activity industry.

Operating under the Australian Sports Commission Act 1989, and retaining the legal name of the Australian Sports Commission, Sport Australia is governed by a board of commissioners appointed by the Minister for Sport. The Board determines Sport Australia’s overall direction, decides on allocation of resources and policy for designated decisions, and is accountable to the Minister for Sport.

Our purpose

Sport Australia will contribute to improving the health and wellbeing of Australians and making communities stronger through sport and physical activity.
How we operate

Sport Australia plays a central leadership role across the sport and physical activity sector, building collaboration, alignment and effectiveness. Sport Australia promotes and supports the development of a cohesive and effective national sport sector that creates opportunities for all Australians to participate and excel in sport.

Our work can only be delivered in conjunction with our partners across the sport sector — sporting organisations, peak bodies, the Office for Sport and other Australian Government agencies, state and territory departments, institutes and academies of sport, as well as business and other sectors, and industries to leverage support and expertise to deliver on our vision.

Sport Australia will continue to evolve its leadership role within the sector, taking a whole of sector view, understanding the systems in which we operate both here and overseas, and the challenges and trends which will impact on the operation of the sport sector. We will champion the value of sport, across Governments and the broader community.

Sport Australia invests in a wide range of national sporting organisations (NSOs) and national sporting organisations for people with a disability (NSODs) to empower the organisations to achieve high performance outcomes and to get Australians moving more often. The investments are targeted, through the use of data and assessments, to those organisations who are best placed to assist Sport Australia deliver on its purpose.

In addition to providing funding, Sport Australia will work with partners to improve the capacity and capability of sporting organisations. To enable them to thrive as viable operations and maximise their contribution to high performance and participation outcomes. Sport Australia will source, translate and share analytics and insights for partners to drive improved decision making across the sector.

Sport Australia will engage directly with Australians to increase awareness of the value of physical activity as part of everyday life. We will work with partners to encourage and incentivise the inclusion of physical activity and physical literacy in educational settings, promoting the value of physical activity for all Australians from an early age.
Sport Australia is determined to have more Australians participating and excelling in sport, from grassroots right up to the pinnacle of elite competition. Our vision is to make ours the world’s most active sporting nation, known for its integrity, sporting success and world-leading sports industry.

**Sport Australia isn’t just a brand change, it’s an opportunity for generational transformation.**

SportAUS.gov.au

@sportaustralia  @SportAUS
Sport Australia  @SportAUS
Sport Australia  @australian_institute_of_sport
As a nation we need to start moving again as though our lives depend on it. Let’s move our activity levels from barely there to bursting with life. Let’s target at least 30 minutes of heart-rate raising physical activity a day. Because if we don’t move it we will lose it.

We are Sport Australia. It’s time to Move it AUS.
The Australian Sporting Environment

The world in which we live is changing and will continue to change. The characteristics, habits and attitudes of our Australian society are evolving and so is the way in which Australians interact with sport. We play, we watch, we compete and we cheer.

Sport Australia has a ‘once in a generation’ opportunity to transform Australian sport and position itself as the leader of the sport and physical activity sector. This is not a subtle shift, nor is it change for change sake. This is about evolving and part of that evolution is Sport Australia. Sport Australia is about connecting with every Australian to inspire, educate and get them moving. Whether it be riding to work, joining in with friends in a local social sport or training to compete at the highest level, sport and physical activity is for everybody.

Research into the sports market tells us Australians are increasingly time poor, have limited budgets, are consumed by new digital ways of interacting and socialising, and are being inundated by new forms of entertainment. With these changes, new preferences are emerging: Australians want greater flexibility, more tailored products and sports that work for them. However, it is not only through organised sport that the Australian community gain societal benefits. With the busy lifestyle that Australians lead, Sport Australia is looking to educate the community on how physical activity can be included in everyday life.

The sector is fragmented, with many levels of government and non-government support. This support, by its innate structure, has been largely uncoordinated. There are inefficiencies across the sector with unclear delineation between national, state and local responsibilities and a lack of agreed goals and measures of success.

On the international stage, competition is continually intensifying and improving. Many other nations have replicated Australia’s innovations, tapped into our expertise and made strategic investments, and as a result have become strong competitors in international sport. To this end, Sport Australia is working to strengthen the alignment of the high performance system and relationship between the institute network and national sporting organisation high performance units.

Together, these trends are rapidly changing the environment in which sport operates and are placing pressure on the sector to change. However, the nature of the sport sector itself means it is not yet ready to adapt.
As a nation, our participation in and passion for sport and physical activity creates significant benefits for Australia, driving a range of economic, health, educational and community benefits as well as enhancing our international reputation. It is for these reasons the Australian Government is a significant investor in sport. Sport can reflect the best in our culture and can be a powerful vehicle for change. We can see this with the recent rapid rise in the prominence of elite women’s sport as a reflection of our broader societal shift towards equality.

Sport 2030

Sport 2030 was released on 1 August 2018 by the Hon. Bridget McKenzie, Minister for Sport. All Australians, particularly those in the sporting community, were invited to contribute to the development of the Sport 2030. Sport 2030 has helped to inform clear policy objectives across the entire sector and set a vision for how sport and physical activity should impact on all Australians into the future.

Sport Australia welcomes the release of Sport 2030 as it provides a roadmap for future success for sport in this country. Sport Australia will lead the implementation of Sport 2030, to create an even better and more successful national sports sector. If we get it right we know that in 2030 sport will continue to be a key point of national pride, our Olympic and Paralympic teams and national sporting teams will continue to achieve podium success and our athletes and their journeys will be a source of inspiration for the next generations. We need to inspire and empower Australians to get active, to help them move through life from childhood to older age.

That means connecting with and activating every person of any age, race, gender, cultural background and physical ability. Sport Australia wants to ensure every individual has the ability to reap the benefits of an active lifestyle or aspire to the pinnacle of their sport. Australia’s future sporting success will be measured by more than numbers on a scoreboard, it will be reflected in our nation’s health, education, social and economic outcomes.
Our Focus

Sport Australia has undertaken a major review of its strategic direction to ensure it is delivering the best outcomes for its stakeholders and the Australian community. During 2017–18 the ASC transformed its operating model to align with the new strategic direction and ensure that it is best placed to deliver on those outcomes.

Our efforts are focused to deliver outcomes through six important strategies:

- Embedding physical activity through greater engagement and involvement of children and youth in sport
- Increasing awareness and reach in areas which have a direct impact on physical activity and physical literacy levels
- Building workforce capability across the sector
- Improving the digital capability of the Australian sports sector
- Leading and enabling a united and collaborative high performance system that supports Australian athletes to achieve podium success.
- Evolving a system-wide approach to athlete wellbeing for athletes to engage with and inspire the community

This focus is underpinned and enabled by a seventh, internally focused strategy of driving a leaner and more efficient organisation and building a strong workforce culture. Additionally, a strengthened engagement strategy will increase the impact of Sport Australia through strong community connections and superior customer experiences that deliver value for Australian sport.

These strategies will deliver outcomes leading to:

- More Australians move more often
- Building the capability of sport to create a robust, connected industry
- National pride and inspiration through international sporting success
OUR VISION: Australia is the world’s most active sporting nation, known for its integrity, sporting success and world-leading sports industry.

OUR PURPOSE: Sport Australia will contribute to improving the health and wellbeing of Australians and making communities stronger through sport and physical activity.

OUR STRATEGIC PRIORITIES

- Embedding physical activity through greater engagement and involvement of children and youth in sport
- Increasing awareness and reach in areas which have a direct impact on physical activity and physical literacy levels
- Building workforce capability across the sector
- Improving the digital capability of the Australian sports sector
- Leading and enabling a united and collaborative high performance system that supports Australian athletes to achieve podium success.
- Evolving a system-wide approach to athlete wellbeing for athletes to engage with and inspire the community

Driving a leaner and more efficient organisation and building a strong workforce culture

More Australians move more often

Building the capability of sport to create a robust, connected industry

National pride and inspiration through international sporting success
MORE AUSTRALIANS MOVE MORE OFTEN
More than 90 per cent of Australian adults have an interest in sport, yet less than half of the population are participating. This is our great opportunity.

Sport Australia aims to convert interested bystanders into active participants and become the world’s most active nation. This has the potential to be Australia’s most important sporting result, because success will mean healthier, happier and more productive communities.

At Sport Australia we want to encourage and help Australians of all backgrounds, ages and abilities to get involved in sport and physical activity and to realise the many benefits.

Sport Australia continues to prioritise its work in physical literacy, advocating the importance of movement to early childhood development. It begins with connecting our children with movement, realising that this is an important part of their development and establishing lifelong physical activity habits.

This is combined with the ever-growing Sporting Schools program that has now reached more than 80 per cent of Australian primary schools and has expanded into high schools. Sporting Schools enables children to sample different sports, for fun and for free, giving every child the chance to find an activity they can connect with.

Sport Australia is committed to supporting physical activity for life and is launching a new program in 2018 to engage older Australians. Sports will be incentivised to be innovative and develop sporting products that keep older Australians moving.

Sporting facilities are vital spaces to encourage physical activity and in 2018-19 the Federal Government, through Sport Australia, is launching a $29.7 million community sport infrastructure grant program that will complement the significant role state, territory and local governments currently play in sporting infrastructure investment. The infrastructure program will prioritise proposals that promote the inclusiveness of sport and build community hubs.

We understand Australians are busier than ever, struggling to find time to prioritise physical activity and sport. Our ‘Move It Aus’ campaign launched in August 2018 encourages Australians to find time, 30 minutes a day to be physically active. The rewards to our health and wellbeing are compelling.

Sport Australia doesn’t work alone. We team with sports, education, health, government and private partners. As the Australian Government’s lead agency for sport and physical activity, our job is to raise the nation’s heartrate.
Strategic Priority

- Embedding physical activity through greater engagement and involvement of children and youth in sport

What we will do

- Enhance Sport Australia’s research agenda to consolidate research, data, information and knowledge on embedding physical activity for children and youth in sport, including commissioning further research into gaps and sharing this with partners

- Develop a prioritised action plan by segment (Inactive, Inconsistently Active and Active) and life stage (Early Childhood, Primary, Secondary, Adult and 65+) to drive impact on physical activity

- Execute the plan identifying the highest priorities to embed physical activity through children and youth sport
<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Measurement Methodology</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in physical activity levels by Australian children.</td>
<td>The physical activity rates of children in Australia are measured through AusPlay. AusPlay is a continuous national population tracking survey with fieldwork happening throughout the year. It is reported on bi-annually. As part of the survey parents/guardians are asked the participation rate of their children in organised physical activity outside of school hours.</td>
<td>2018–19 2019–20 2020–21 2021–22</td>
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<td>Children in Australia aged 5 to 14 years participate in organised physical activity outside of school hours for at least 3.2 hours per week, on average.</td>
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<tr>
<th>Performance Measure</th>
<th>Measurement Methodology</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>An increase in the number of hours dedicated to sport and physical activity in schools</td>
<td>Sport Australia surveys schools after their involvement in the Sporting Schools program. Schools are asked to indicate how many hours per week the school dedicated to sport and physical activity prior to commencing and once they have finished their involvement in the Sporting Schools program.</td>
<td>2018–19 2019–20 2020–21 2021–22</td>
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<tr>
<td></td>
<td></td>
<td>55% of schools participating in the Sporting Schools program increase the number of hours dedicated to sport and physical activity, by at least 45 minutes, compared to the period prior to the introduction of the program.</td>
</tr>
</tbody>
</table>

*The Sporting Schools program commenced in 2015 and has over 7,700 registered schools across Australia. Sporting Schools is currently funded until 31 December 2019.
Strategic Priority

• Increasing awareness and reach in areas which have direct impact on physical activity and physical literacy levels

What we will do

• Consolidate current data and knowledge, and commission required research for gaps and analyse all evidence to gain a deeper understanding of how to increase awareness and reach in areas which have direct impact on physical activity and physical literacy levels

• Develop a prioritised action plan by segment (Inactive, Inconsistently Active and Active) and life stage (Early Childhood, Primary, Secondary, Adult and 65+) to directly impact on physical activity and physical literacy levels

• Execute the plan identifying the highest priorities to leverage for increasing awareness and reach in areas which have direct impact on physical activity and literacy levels, including:
  – Co-design an industry approach to Physical Literacy for Early Childhood and Early Primary to enable every child to have a great start to move through life
  – Encourage partnerships through the infrastructure, active aging and participation grants to reach adults and 65+ Australians

• Connect with Australians to increase their physical activity levels

• Position Sport Australia as a leader in the Australian sport and physical activity landscape
# Performance criteria for 2018–19 and beyond

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Percentage of Australians, aged 15 and above, participating in physical activity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measurement Methodology</strong></td>
<td>The AusPlay survey measures Australian’s physical activity levels. Under the current physical activity guidelines each age group has a recommended level of daily activity. The measure is calculated by estimating the number of Australians who meet or exceed their respective age group’s physical activity guidelines.</td>
</tr>
<tr>
<td>An increase of 204,000 Australians aged 15 or more meeting current physical activity guidelines for their age group when compared to the 2017-18 baseline result.*</td>
<td>An increase of 207,000 Australians aged 15 or more meeting current physical activity guidelines for their age group when compared to 2018-19.*</td>
</tr>
</tbody>
</table>

*The stated target has been updated since the publication of the ASC Portfolio Budget Statements and will be reviewed in the context of population growth each year.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Build awareness in all Australians, particularly parents, about the ways they can introduce sport and physical activity into daily living</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measurement Methodology</strong></td>
<td>Continuous brand and advertising research tracking through an online survey to measure the impact of Sport Australia brand as a result of advertising and media, including awareness, recognition, recall, favourability and other brand diagnostics and attributes as defined from the qualitative component.</td>
</tr>
<tr>
<td>4% of Australians recall the ‘Move it’ campaign on a prompted basis.</td>
<td>4% of Australians recall the ‘Move it’ campaign on a prompted basis.</td>
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<tr>
<td>2% of Australians recall the ‘Move it’ campaign on an unprompted basis.</td>
<td>2% of Australians recall the ‘Move it’ campaign on an unprompted basis.</td>
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BUILDING THE CAPABILITY OF SPORT TO CREATE A ROBUST, CONNECTED INDUSTRY
BUILDING THE
CAPABILITY OF SPORT
TO CREATE A ROBUST,
CONNECTED INDUSTRY
Sport Australia will lead and support the industry to get Australians moving and our athletes performing at the highest level. Our aim is to keep building an Australian sport system that is strong and sustainable.

There are 14 million Australians who participate in sport annually, 1.8 million volunteers and 220,000 people employed across the sport sector, which generates approximately 2–3 percent of our national GDP. Sport is big business.

We will invest as partners with sporting organisations, empowering sports to take ownership of their decisions and also making them accountable for their returns on investment.

To achieve that, investment will be directed towards building workforce capability. We want every sport organisation in this country to grow, and to be less reliant on government funding by increasing external revenue sources.

Modern technology continues to disrupt and revolutionise the world of sport. Sport Australia must set the standard digitally. We want to be a contemporary organisation, putting a digital lens over everything we do, showcasing to sport how a digital first focus allows sport to keep pace with the dynamic nature of business.

To help attract, maintain and retain participants, sports will be supported to embrace the greater use of digital solutions to make it easier for participants to find, book, pay and engage in sport. Greater use of data and analytics will be encouraged to better position sport.

Governance is paramount to successful organisations. An increased focus for Sport Australia will be continuing to assist sport partners to evolve and aspire towards more efficient and improved national systems of governance, such as one management, that make the most of resourcing such as workforces, support systems and products.

Collaboration within sports, and across different sports, has the potential to reduce duplication and unlock further commercial opportunity.

As we aspire to attract more Australians to sport, we must ensure these sporting environments are safe and supportive. We need to set good standards as an organisation and make sure we support the sector to protect their participants. Child safety measures must be prioritised and embedded in every Australian sporting organisation at every level.

We will continue to set an example for sport around diversity, inclusion and important social issues such as gender equality through programs such as Safe Sport Australia.
Strategic Priority

• Building workforce capability across the sector

What we will do

• Co-design strategic initiatives with relevant partners and work together to achieve collective impact in building workforce capability, including for community sport and volunteers

• Co-develop and implement an industry approach to Sport Governance by engaging NSOs early to gain a deep understanding of their customised path towards improved national systems of governance, such as the ‘one management model’

• Support our partners with evidence, data and insights to enhance decision making, culture and capacity where the customer is at the centre of their business

• Execute co-developed plan with clearly defined actions, accountabilities, measures and timelines for collective impact

• Noting the significant advancements achieved by sports to date, work with partners to further enhance cultural change around safe and ethical sport

• Transform Australia’s high performance workforce to deliver performance outcomes
### Performance criteria for 2018–19 and beyond

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Improving the organisational capability of targeted national sporting organisations (NSOs)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measurement Methodology</strong></td>
<td>Sport Australia completes Sport.Scan, an organisational capability assessment tool, for 23 targeted NSOs. The NSOs are self-assessed on vision and mission, governance, culture and leadership, delivery, and research and evidence base. Based on the results in each category the NSOs each receive an overall score (0–100).</td>
</tr>
<tr>
<td>Average overall score on Sport. Scan, for 23 targeted NSOs, is at least 75%.*</td>
<td>Average overall score on Sport. Scan, for 23 targeted NSOs, is at least 78%.*</td>
</tr>
</tbody>
</table>

* The stated target has been updated since the publication of the Sport Australia Portfolio Budget Statements.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Improving the financial performance and financial capability of national sporting organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measurement Methodology</strong></td>
<td>Rating of each directly funded NSO or national sporting organisation for people with a disability (NSOD) using the Annual Sports Performance Review (APSR). An organisation’s overall ASPR financial assessment risk rating is based on a weighted combination of measures of financial position/performance, financial controls and processes, and compliance with Sport Australia reporting.</td>
</tr>
<tr>
<td>&lt;15% of assessed NSOs and NSODs are rated Overall as “Higher Risk” under the annual financial assessment tool.</td>
<td>&lt;13% of assessed NSOs and NSODs are rated Overall as “Higher Risk” under the annual financial assessment tool.</td>
</tr>
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</table>
Strategic Priority

- Improving the digital capability of the Australian sports sector

What we will do

- Understand how the Australian population throughout their life stages want to engage with sport through digital technology in order to find, book, pay and engage with sport
- Co-design with customers and partners the digital technology and processes that will increase accessibility and deepen engagement with physical activity and sport
- Develop a prioritised action plan to build the industry technology and tools that will position Sport Australia as a digital exemplar
- Accelerate acquisition of digital capability across sport and enable sport to leverage the technology being developed

Performance criteria for 2018–19 and beyond

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Methodology</th>
</tr>
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<tbody>
<tr>
<td>Improving the digital capability of the Australian sports sector</td>
<td>The digital maturity for 23 targeted national sporting organisations (NSOs) is assessed via nine questions in the organisational development tool, Sport.Scan. Each question is measured by either a five point scale or four point scale to determine the level of maturity the NSO has in place to develop and implement their digital strategy. Scores are between 0–90.</td>
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<tbody>
<tr>
<td>30% of NSOs completing the organisational development tool, Sport.Scan, have an overall digital maturity score of 50 and above.</td>
<td>40% of NSOs completing the organisational development tool, Sport.Scan, have an overall digital maturity score of 50 and above.</td>
<td>50% of NSOs completing the organisational development tool, Sport.Scan, have an overall digital maturity score of 50 and above.</td>
<td>60% of NSOs completing the organisational development tool, Sport.Scan, have an overall digital maturity score of 50 and above.</td>
<td></td>
</tr>
<tr>
<td>10% of NSOs completing the organisational development tool, Sport.Scan, have an overall digital maturity score of 60 and above.</td>
<td>20% of NSOs completing the organisational development tool, Sport.Scan, have an overall digital maturity score of 60 and above.</td>
<td>25% of NSOs completing the organisational development tool, Sport.Scan, have an overall digital maturity score of 60 and above.</td>
<td>30% of NSOs completing the organisational development tool, Sport.Scan, have an overall digital maturity score of 60 and above.</td>
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</table>
NATIONAL PRIDE AND INSPIRATION THROUGH INTERNATIONAL SPORTING SUCCESS
NATIONAL PRIDE AND INSPIRATION THROUGH INTERNATIONAL SPORTING SUCCESS
Every Australian can be inspired by the sporting success of our high performance athletes.

The AIS, the high performance division of Sport Australia, leads and enables a united and collaborative high performance sport system that supports Australian athletes to achieve international podium success. In collaboration with NSOs and partners, the AIS strives to identify and solve strategic problems on the frontiers of ethical sporting performance.

To achieve our mission, the AIS is being progressive and is undertaking significant and necessary change to position Australian high performance sport for the long-term future.

Originally built around a centralised Canberra campus in 1981, the AIS is evolving and expanding its reach. The modern AIS is mobile and agile, helping athletes and sports get the right services, support and expertise in the right places.

We accomplish this in partnership with State Institutes and Academies of Sport, which already provide high-class facilities, expertise and service delivery across the country. This partnership enables the AIS to focus on areas that make it unique and that can give Australian sport a competitive edge.

The world of high performance sport changes quickly and the AIS intends to be at the forefront of applied technology and innovation. Australian athletes should compete with confidence, knowing they benefit from the best sport science and technology in the world. The AIS will seek to develop programs that will grow the next generation of practitioners across the network.

Multi-disciplinary expert programs will address key issues such as performance under pressure and a proactive approach to athlete health and injury prevention. We are reinforcing existing strengths, such as engineering solutions for equipment development, data generation and performance analysis. The AIS will drive research programs that benefit multiple sports.

The AIS’ commitment to athlete wellbeing and engagement is being enhanced. This includes mental health, education, career development and community engagement. It has the potential to not only connect athletes with their communities, but also boost sustained performance over the course of their careers.

Equally, the AIS will develop people as leaders across the entire high performance sport system. Outstanding coaches, high performance directors and chief executive officers are essential to a world-leading sport system. The AIS will assist sports to recruit, develop and retain the very best talent.

The AIS will tailor its investment in sports to optimise sustainable outcomes.

The AIS campus in Canberra will still hold its place as the heartbeat of Australia’s commitment to sport. The Australian Government will consider a business case for the redevelopment of the AIS at the current site in Canberra.

The collective vision for high performance sport in this country remains to engender national pride and inspiration.
Strategic Priority

- Leading and enabling a united, collaborative high performance system that supports Australian athletes to achieve podium success

What we will do

- Strengthen the Australian high performance system through a united, collaborative approach — get the basics right
- Drive overall investment and resource allocation to optimise performance outcomes, including for long term
- Solve strategic performance problems on frontiers of ethical performance via applied research, technology and innovation
- Promote success and stories of high performance athletes and Australia’s reputation as a sporting nation
## Performance measures for 2018–19 and beyond

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Measurement Methodology</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of high performance funded sports rated by the AIS as achieving their benchmark targets</td>
<td>High performance targets are agreed between the AIS and each NSO before each reporting period. The measure is determined by the number of performance targets achieved divided by the number of performance targets identified prior to the reporting period. The figures are then averaged across all of the high performance funded sports.</td>
<td>2018–19</td>
</tr>
<tr>
<td></td>
<td>On average, 85% of high performance funded NSOs performance targets are achieved.</td>
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<tr>
<th>Performance Measure</th>
<th>Measurement Methodology</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community perceptions of Australia’s international sporting success.</td>
<td>A survey of the Australian population in which respondents are asked to answer questions regarding Australian high performance sport and the pride and inspiration that may be derived from it. These answers are aggregated into a ‘pride in Australian sport index’ and ‘inspiration index’. An average of the two indexes is then calculated to establish the measurement.</td>
<td>2018–19</td>
</tr>
<tr>
<td></td>
<td>Baseline metrics established through a Sport Australia Community Engagement Monitor regarding the public perceptions of Australia’s international sporting success.</td>
<td>Baseline metrics established through a Sport Australia Community Engagement Monitor regarding the public perceptions of Australia’s international sporting success.</td>
</tr>
</tbody>
</table>

*The level of *improvement* targeted will be clearly articulated once a baseline metric has been established in 2018–19.
Strategic Priority

• Evolving a system-wide approach to athlete wellbeing for athletes to engage with and inspire the community

What we will do

• Develop system capability to provide for athlete personal development, wellbeing and engagement with the community

Performance measures for 2018–19 and beyond

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Measurement Methodology</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>An audit of the national sporting organisations that received athlete wellbeing and engagement specific funding during 2018–19 will be conducted at end of the 2018–19 financial year.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>75% of NSOs receiving athlete wellbeing and engagement specific funding have a national framework in place that was developed in conjunction with the AIS.</td>
<td>2018–19</td>
</tr>
<tr>
<td></td>
<td>75% of NSOs receiving athlete wellbeing and engagement specific funding have appointed a National Athlete Wellbeing and Engagement Manager.</td>
<td>2018–19</td>
</tr>
<tr>
<td></td>
<td>N/A*</td>
<td>N/A*</td>
</tr>
</tbody>
</table>

*Additional work is being undertaken during 2018/19 to ensure appropriate medium and long term targets are developed for these performance measure.
Our capability

Sport Australia is headquartered at the AIS campus in Bruce, Canberra, a 65-hectare multipurpose facility with sporting, administration, commercial and residential functions. Sport Australia also has staff and state offices across Australia and a high performance centre at the AIS European Training Centre in the Italian province of Varese.

Our people

Sport Australia employs staff from a broad range of backgrounds including former athletes, coaches and sports administrators. This diversity and depth of experience fosters a pursuit of excellence and an environment of passion, professionalism, drive, daring innovation and resilience.

Sport Australia is recognised for the development of sporting excellence at all levels. The expectation is that the Sport Australia workforce will also deliver to the same performance standards that we expect from our medal-winning athletes and the sports we support.

To ensure that resources are aligned to the strategy, Sport Australia has undertaken a workplace transformation initiative. The Sport Australia structure has four divisions:

- The Australian Institute of Sport (AIS)
- Sport Business
- Marketing, Consumer Insights and Analytics (MCIA)
- Corporate

The divisions work in collaboration to deliver the strategies outlined in the Corporate Plan. The AIS leads the high performance system to deliver high performance outcomes and Sport Business works with our partners to get more Australians moving more often and to build capability within the sector. MCIA and Corporate work in partnership with the AIS and Sport Business to support and strengthen their activities to assist them in achieving our strategic priorities.

A key plank of our refreshed strategy is understanding the capabilities required, both within our organisation and the broader sports sector, and the role we play in explicitly growing talent. Progressing key elements of this focus, through a strengthened strategic human resource capability, will be a focus for Sport Australia in 2018-19.
Our site and facilities

Sport Australia maintains buildings, sporting facilities and specialised equipment to support the ongoing objectives of the organisation. Over 90% of Sport Australia’s asset base relates to buildings and facilities operated at the AIS campus in Canberra and the European Training Centre in Italy.

Sport Australia is committed to maintaining a financially sustainable, world-class high performance environment that supports cutting edge research, enables sector collaboration and consistently offers capabilities and services that are not otherwise provided by the sector.

Forward financial estimates

<table>
<thead>
<tr>
<th></th>
<th>2018–19 Budget ($'000)</th>
<th>2019–20 Forward Estimate ($'000)</th>
<th>2020–21 Forward Estimate ($'000)</th>
<th>2021–22 Forward Estimate ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from government</td>
<td>313,479</td>
<td>258,482</td>
<td>225,917</td>
<td>228,612</td>
</tr>
<tr>
<td>Revenue from independent sources</td>
<td>22,703</td>
<td>22,287</td>
<td>22,033</td>
<td>22,028</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>336,182</td>
<td>280,769</td>
<td>247,950</td>
<td>250,640</td>
</tr>
<tr>
<td>Grants</td>
<td>210,519</td>
<td>163,901</td>
<td>135,978</td>
<td>138,399</td>
</tr>
<tr>
<td>Other expenses</td>
<td>135,609</td>
<td>125,826</td>
<td>120,930</td>
<td>121,199</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>346,028</td>
<td>289,727</td>
<td>256,908</td>
<td>259,598</td>
</tr>
<tr>
<td>Operating surplus (deficit)</td>
<td>(9,846)</td>
<td>(8,958)</td>
<td>(8,958)</td>
<td>(8,958)</td>
</tr>
</tbody>
</table>
Managing our risks

Sport Australia is committed to the effective identification, monitoring and management of risk. Sport Australia’s risk management framework assists the organisation to monitor and manage the risks involved in its activities to optimise opportunities, and minimise adverse consequences. Acceptance and effective management of risk is important to enable Sport Australia to deliver upon its purpose.

The Sport Australia risk management framework is aligned with current best practice and the principles outlined in the Australian and New Zealand standard and the Commonwealth Risk Management Policy. Sport Australia uses the annual Comcover risk management benchmarking survey as a tool to monitor the performance of our risk management function against the requirements of the Public Governance, Performance and Accountability Act 2013 (PGPA Act) and PGPA Rule and identify relevant actions required to continually improve our risk management approach.

Sport Australia has a Strategic Risk Register which aligns with our seven strategic priorities and corporate plan. The register reflects our approach to managing risks that threaten the achievement of our objectives. Sport Australia’s approach to risk management involves:

- Aligning risk management with our strategic priorities
- Embedding risk management within our planning and reporting processes

- Applying risk management processes to support decision making
- Understanding that risk is everyone’s responsibility.

Sport Australia’s strategic risk register identifies the different types of risks, and the relevant monitoring and management of activities to align with our defined risk appetite and tolerances. The key themes of our risks are outlined below:

<table>
<thead>
<tr>
<th>Themes</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic</td>
<td>Risks that may be worth taking to achieve our strategic priorities</td>
</tr>
<tr>
<td>Organisational</td>
<td>Risks that threaten the achievement of key business objectives</td>
</tr>
<tr>
<td>People / Culture</td>
<td>Risks that may impact our culture, people, brand and reputation</td>
</tr>
<tr>
<td>Third party/partnerships</td>
<td>Risks that are managed by third parties but have an impact on the achievement of Sport Australia’s objectives.</td>
</tr>
</tbody>
</table>
Governance

Sport Australia’s Executive and Finance, Audit and Risk Committee play an important role in the risk management process including identifying new risks, regularly monitoring and reviewing existing risks, and determining management and mitigation strategies. Sport Australia’s risk management process also informs the development and management of Sport Australia’s internal audit program.

Underpinning this, risk management is embedded within our business planning processes, particularly at the division and branch levels as well as being incorporated into key Sport Australia processes including procurement, funding decisions, management of key projects, internal audit, financial management, and work health and safety.

As the organisation’s new strategic direction continues to be implemented over the coming year, Sport Australia will continue to review and enhance its risk management capabilities to support Sport Australia in achieving its overall strategic priorities.
Monitoring our progress

Sport Australia monitors its progress through an annual cycle of planning, and internal and external reporting. Sport Australia is implementing a revised practical, consistent and timely approach to strategic planning for Sport Australia. This will enhance and promote the regular annual planning, organisational performance assessment and reporting rhythm that feeds into government obligations.

A key element of this is the development and implementation of an enhanced organisational performance management framework across the enterprise, including agreed performance measures for all work areas. These will be reflected in plans at an organisational level and within divisions, and support effective reporting across Sport Australia.

As part of the organisational performance management framework, Sport Australia is designing an enterprise wide approach to reporting that includes Board and Executive level dashboards that bring together relevant data to help executive management and decision making. The dashboards will bring together strategic project portfolio status information, organisational performance KPI data, relevant operational data, and relevant organisational health and budget data. A key element of this reporting framework will be consolidated status reporting of the portfolio of projects being undertaken across the enterprise to deliver on the seven strategic priorities.