



2002-2005 Strategic Plan

Australian Sports Commission





Strategic Plan **2002-2005**

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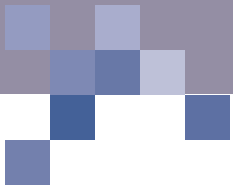
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Foreword

The last four years have provided the most exciting, rewarding and fruitful period ever in our country's sporting history. Especially notable in our achievements were our unparalleled success at the Sydney 2000 Olympic and Paralympic Games and our performances at various world championships and other major international competitions.

We are the envy of other countries in so many areas of sport including sport science, junior sport development programs, sports programs for people with a disability and in Indigenous communities, coach education programs, ethics and community issues in sport and elite athlete development. This position has been attained not through good fortune, but by the development of an holistic sports delivery system. This system has evolved with the strong support of the Federal Government, the state and territory governments, the private sector and sporting organisations at all levels.

The Australian Sports Commission has played a central leadership role in the development of this system. It has comprehensively delivered to Australia high levels of achievement against the three objectives contained in the Commission's *Strategic Plan 1998-2001*.

I am pleased to build on these achievements and present the Australian Sports Commission's *Strategic Plan 2002-2005*. This Plan embraces the Federal Government's ten-year plan for Australian sport, *Backing Australia's Sporting Ability: A More Active Australia*, and puts in place the strategies to achieve the Government's policy goals. With record levels of Federal Government financial support for sport announced for the period 2001-02 to 2004-05, together with our increased

focus on off-budget revenue, I am confident that this Strategic Plan will guide Australian sport into a highly successful next stage in its evolution and operation.

We are immensely proud of our successes and embrace the challenges presented for the next four years. The Plan will build on those achievements to provide Australians with a more effective sports system that will encourage both excellence and participation. We will increase participation in grass-roots sport through a broad range of partnerships between sporting organisations, clubs, schools, the business sector and state and local governments. We will also strengthen management in sport and provide leadership in the fight against unethical performance-enhancing practices. With the support of our stakeholders, these objectives are well within our grasp.

Maintaining our level of success in international sport will be a major challenge, as we face competitors who have copied our systems and received significantly increased financial support from their governments. Interestingly, no country that has hosted the Olympic Games has maintained its performance and success levels at subsequent Games or major events.

However, as we look forward to the Manchester 2002 Commonwealth Games, the 2002 Winter Olympics, the Athens 2004 Olympic and Paralympic Games and, importantly, the Melbourne 2006 Commonwealth Games, I'm sure that all Australians will feel a renewed enthusiasm and commitment to pursuing their sporting ambitions. Whether at the high performance end of sport, or at the grass-roots community level, I urge Australians to become and remain involved in sport. With the leadership of the Australian Sports Commission, we can all benefit greatly from the many initiatives in this Plan.

PETER T BARTELS
Chairman





Introduction

This Strategic Plan covers the period 2002-05. It sets the directions for the Australian Sports Commission (ASC) for that period and the broad framework and strategies that will allow the Commission to meet its statutory objectives and to achieve the outcomes that the Government requires.

This Plan builds on previous plans developed in line with the Commission's mission to enrich the lives of all Australians through sport. It meets the ASC's statutory obligation, under Section 23 of the *Australian Sports Commission Act 1989*, to develop a strategic plan every four years.

The Strategic Plan is a public statement of the ASC's shared vision, mission, values, objectives and directions. The key functions of the Plan are to:

- signal the directions and priorities of the Commission to its stakeholders and identify strategies for meeting these;
- set critical result areas that link to the performance indicators against which the Commission reports to the Parliament and to its stakeholders;
- identify areas in need of particular attention to ensure continued success; and
- guide internal management and operational planning activities, including:
 - setting priorities;
 - allocating resources;
 - monitoring performance and reporting processes; and
 - maintaining accountability.





Challenges facing the ASC



This Strategic Plan will operate in an environment where sport, particularly at the elite level, reached unprecedented heights with the Sydney 2000 Games. Australia needs to build on the success of the Paralympic and Olympic Games - the international prestige and recognition they provided and the considerable commercial opportunities arising from them.

There are uncertainties about how Australians will want to engage in sport in the future. The Australian population is ageing and this will have an impact on the level of participation in physical activities and the capacity of volunteers to continue to make a significant contribution to sport and sports management. With people living longer, working longer hours and having fewer children, it is likely that the provision of meaningful and healthy leisure activities will take on a greater significance.

There is some evidence to suggest that Australians are moving away from organised sport, citing a lack of time, increased costs, risk management concerns and loss of interest. This is compounded by a decrease in organised sport in schools, and the attraction of other entertainment including computer-based activities. While public interest in viewing sport, particularly our traditional sports, is strong, this is not translating into higher levels of participation. This is something we need to address in order to make our sporting structures relevant to the 21st century.

These sporting structures are currently under pressure on a number of fronts. The emergence of entrepreneurial sports providers is creating a tension with traditional sporting bodies; sports organisations are under increasing threat to exercise duty of care that minimises their exposure

to liability; and there is dwindling community support for sport including the attraction and retention of volunteers. Successful sporting organisations will need to be managerially competent, strategically focussed and athlete oriented.

For the ASC the challenges for the next four years include:

- making sport more relevant to all Australians;
- encouraging increased participation in sport, particularly by young people and people in regional and rural Australia;
- building on the success of the Sydney 2000 Olympics/Paralympics nationally and internationally to the benefit of the country, sport, the sports industry and the economy;
- continuing to offer improved programs for elite athletes to ensure Australians remain in the vanguard of international sport;
- keeping Australia's elite athlete performances at the level achieved over the past four years, while recognising the need to rebuild within many of our Olympic sports following the 2000 Games;
- developing new sources of income through the effective marketing of products and services and an increase in support from the private sector;
- attracting and retaining volunteers as an essential part of the national sport system.

The Federal Government released *Backing Australia's Sporting Ability: A More Active Australia* in April 2001 and confirmed its continuing financial support of sport by allocating close to \$550 million, including an additional \$160 million, over the four-year period to June 2005. This raises the Government's total commitment to sports funding to an unprecedented level. This policy sets clear, new and challenging goals for sport over the next four years which can be readily and clearly translated into the strategic direction for the ASC.

Challenges facing the ASC

These goals include:

- significantly increasing the number of people participating in sport right across Australia, including in rural and regional communities;
- markedly increasing youth participation in organised sport, particularly in mass participation sports such as football codes, cricket, netball, basketball, softball, tennis, lawn bowls and golf;
- boosting the active membership of sporting organisations and local sporting clubs;
- assisting national sporting organisations to adopt sound business and management practices;
- encouraging greater private sector funding of sport;
- significantly increasing off-budget revenue generated by the ASC; and
- building renewed awareness of the enduring values of fair play, self-improvement and sporting achievement.

The goals aim to attract over one million additional Australians registered in grass-roots sport and competing under the *Active Australia* banner over the next four years.

The Government has acknowledged that its goal for high performance sport is to build a base for continued success by strengthening national sporting structures so that Australian athletes have the systems and support they need to compete successfully at:

- the Winter and Summer Olympics in 2002 (Salt Lake City), 2004 (Athens), 2006 (Turin) and 2008 (Beijing);
- the Winter and Summer Paralympic Games in 2002 (Salt Lake City), 2004 (Athens) and 2008 (Beijing);
- the Commonwealth Games in 2002 (Manchester) and, importantly, 2006 (Melbourne); and
- world championships.

A key part of achieving this goal will be the continued leadership provided by the *Australian Institute of Sport* as a world centre of sports excellence for the training and

development of elite athletes and coaches. The ASC is committed to maintaining this internationally recognised brand and its association with high quality, innovative products and services.

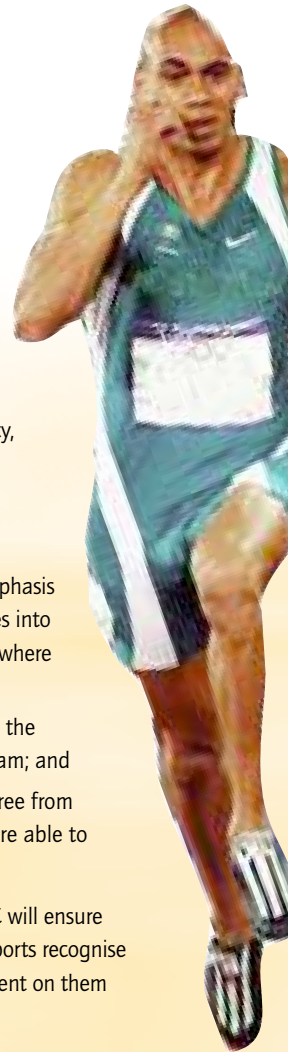
The Government also aims to:

- further empower athletes with a disability and to increase the emphasis on 'mainstreaming' these athletes into national sporting organisations, where appropriate;
- under *Active Australia*, enhance the existing Indigenous Sport Program; and
- create a sporting environment free from drug cheats, in which athletes are able to compete fairly.

In achieving the latter goal, the ASC will ensure that national governing bodies of sports recognise that Government funding is contingent on them helping to stamp out drugs in sport.

Consistent with the whole of Government approach, the ASC must move towards greater levels of contestability in its operations. The Commission must establish mechanisms to increase contestability in the provision of high performance services to national governing bodies of sports by utilising the *Australian Institute of Sport*, state and territory institutes, academies and other service providers.

Commercial opportunities will be another focus. Effective marketing of the high quality, innovative products and services delivered by the ASC will generate an increased profile and a significant increase in non-budget revenue.



Australian Sports Commission



Sport occupies a central position in Australian life. It is a source of health and enjoyment for millions of people who participate as observers, players, volunteers, coaches, officials and administrators. Its industries contribute significantly to the Australian economy. Sport also provides a strong and continuous thread through Australia's diverse and widespread population. It is a binding element in the social and cultural fabric of Australia.

Sport in Australia – Facts and Figures

- In 1999-2000, 54.7% of persons aged 18 years and over participated in some form of sport or physical activity.
- In sport there were 275,000 employees, 4,000 businesses, 14,000 sports grounds and facilities and 1.5 million volunteers.
- Over \$7 billion was spent by households on sport, \$300 million by companies in annual sponsorship, \$430 million was secured in annual exports.
- Sport in Australia is worth 1% of GDP.

The Australian Sports Commission (ASC) plays a significant role in coordinating the Federal Government's commitment and contribution to the sports industry.

The Australian Sports Commission

The ASC was established in 1985. The Commission is the Federal Government's statutory authority responsible for the funding and development of sport. It supports a wide

range of programs designed to develop sporting excellence and increase participation in sports by all Australians and works closely with national sporting organisations in the achievement of this. The Commission was established in its current form by the *Australian Sports Commission Act 1989* and operates in accordance with the requirements of this Act.

The Commission is not solely focused on results of Australians on the sporting field; part of its charter is to develop a business-like culture in the sporting industry in Australia and to contribute to the development of sport internationally. The Commission has a range of services that enhance the contribution of sport to the social and economic well being of Australia, as well as other countries and regions.

The Australian Institute of Sport

The *Australian Institute of Sport* (AIS) is the Australian Government's national institute of sport. Its core business is to provide a world-class training environment to support AIS athletes and coaches.

Each AIS sport program has a unique role in the national elite sport pathway with programs focused at either the elite senior or development level. Some programs bring together athletes in one location, either in Canberra or one of Australia's state capital cities. In other programs, *Australian Institute of Sport* athletes train in their home location supported by the SIS/SAS (state institute of sport/state academy of sport) network. The athletes are brought together on a regular basis by the *Australian Institute of Sport* to ensure there is a national approach to their training programs. Irrespective of the program model, AIS programs are characterised by world-class elite coaches and integrated Sports Science/Sports Medicine (SSSM) services and career and education programs.

Australian Sports Commission



Sport Development Group – *Active Australia*

The Sport Development Group is responsible for providing funding and services to national governing bodies for sport to support all aspects of their operation. The Sport Development Group administers the ASC's *Sports Excellence* and *Sport Development* grant programs. These programs provide essential funding to national governing bodies for sport to support the operation of their organisations, high performance activities and sport development programs.

In particular, the Sports Development Group is responsible for developing a national approach to community sporting activities under the *Active Australia* banner, including grass-roots participation and sports programs for special interest groups (eg women, Indigenous Australians, people with disabilities). It works with other levels of government and national sporting organisations to enable volunteers, teachers, administrators and parents to deliver the message that sport is a great way of being part of 'Active Australia'. It provides funding and offers products and services to assist national governing bodies for sport in becoming more self-sufficient and to conduct their business in an effective and efficient manner.

Business Operations Group

The Business Operations Group is responsible for providing corporate and support services to the ASC including:

- financial management services;
- human resource management services;
- property and facilities management services;
- business development services;
- policy and coordination services;
- sponsorship sales and servicing;
- information management services; and
- communication and media services.

The Group also has responsibility for managing and delivering the ASC's international program and for supporting the Australian Sports Foundation.





Our Vision

To continue to be recognised as the world leader in developing high performance and community sport.

Our Mission

To enrich the lives of all Australians through sport.

Our Stakeholders

Our stakeholders include:

- the Australian community;
- our people
 - employees and contractors;
 - AIS scholarship holders, their families and coaches;
- government
 - the Minister;
 - Federal, state and local;
 - other Federal Government agencies;
- the sports sector
 - national sporting organisations*;
 - sporting clubs and associations;
 - athletes and sports participants of all ages and capabilities;
 - coaches, administrators and volunteers;
 - officials and referees;
- the sports industry;
- the media;
- Australian and international sports bodies;
- countries in receipt of Australian sport development assistance.

* The term national sporting organisation refers to both the national governing body for the sport and its affiliated associations, clubs and individuals.

Our Values

In our relationship with our stakeholders, we will:

- be responsive to their needs;
- consult and endeavour to reach common understandings;
- be open and transparent;
- listen and communicate openly; and
- accept full responsibility for our decisions and actions.

In our relationship with each other, we will:

- strive for excellence and maximise our performance;
- be cooperative and work as a team;
- operate in an environment of innovation and continuous improvement;
- be leaders in our field;
- listen and communicate openly;
- accept full responsibility for our decisions and actions; and
- value the well-being and diversity of our people.

Our Objectives

Our Mission will be achieved through key objectives which seek:

1. To secure an effective national sports system that offers improved participation in quality sports activities by Australians.
2. To secure excellence in sports performance by Australians.

These objectives flow from the statutory objects identified in the *Australian Sports Commission Act 1989* and, in turn, become the outcomes that the Government expects the ASC to achieve. These objectives will be achieved through the following Strategic Framework.

Strategic Directions 2002-2005

Strategic Framework



Objective 1

An effective national sports system that offers improved participation in quality sports activities by Australians.



Critical Result Areas

- Greater grass-roots sports participation, particularly by youth, Indigenous Australians and people with disabilities.
- Increased sports participation, particularly in rural and regional communities.
- Increased membership and reach of local sporting clubs.
- Best practice management and governance of sport within and through national sporting organisations.
- Increased adoption of values of fair play, self improvement and achievement.
- Recruitment, retention and, where appropriate, accreditation of people within the sports sector.
- Improved economic efficiency within and commercial return to the ASC and national sporting organisations.



Strategies

1. Through Active Australia Partnerships, develop and implement targeted initiatives that encourage national sporting organisations to expand the membership, reach and business capability and sustainability of grass-roots clubs and associations.
2. Through Active Australia Partnerships, provide more effective pathways for participation by all Australians especially young and Indigenous people, women and people with disabilities.
3. Encourage best practice in the management of Australia's national sporting organisations by providing leadership, funding, support, consultancy services, information, education and training, and business tools that promote improved efficiency, effectiveness and outcomes.
4. Continue to develop and make available education and accreditation programs that assist national sporting organisations to recruit and retain administrators, coaches, officials and volunteers.
5. Ensure that national sporting organisations embrace the values of fair play and implement policies and guidelines to ensure a quality sport experience for all participants.
6. Demonstrate leadership and act as a role model in the development of initiatives to increase sources of and opportunities for non-government funding.
7. Encourage contestability and a higher level of commercial activity on the part of national sporting organisations, the ASC and its facilities.



Objective 2

Excellence in sports performance.



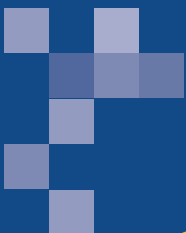
Critical Result Areas

- Sustained achievements in high performance sport by Australian teams and individuals.
- Recognition of the Australian Institute of Sport as a world centre of excellence for the training and development of elite athletes and coaches.
- A drug free sporting environment.



Strategies

8. Provide funding and support to, and strengthen national sporting structures so that Australian athletes and coaches have the support systems and programs to sustain and build international sporting success.
9. Actively promote a sporting environment free from drug cheats.
10. Strengthen the effectiveness of the Australian Institute of Sport through the adoption of a continuous improvement philosophy.
11. Provide innovative and integrated support services at the Australian Institute of Sport to enhance athlete and program performance.



Achieving the Strategic Directions

In broad terms, the Strategic Directions will be achieved through the following sub-strategies. These provide the focus for developing the specific activities and outputs in the Annual Operational Plan that can then be measured against the agreed performance indicators.

►► Strategy 1

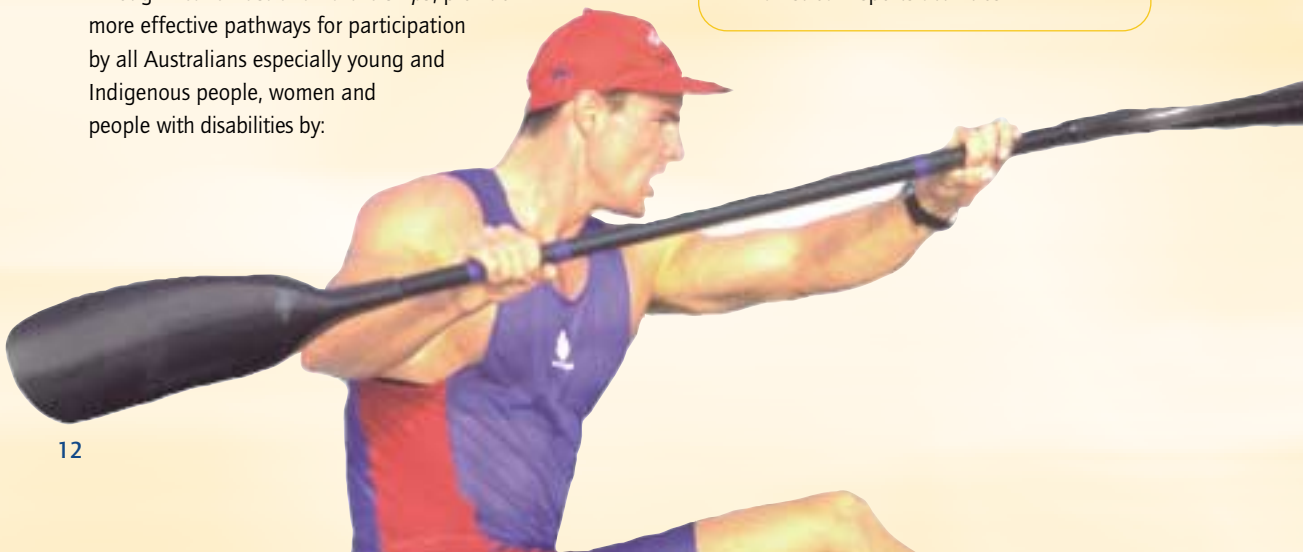
Through *Active Australia Partnerships*, develop and implement targeted initiatives that encourage national sporting organisations to expand the membership, reach and business capability and sustainability of grass-roots clubs and associations by:

- identifying and targeting sports with an existing club infrastructure and presence in rural and regional areas and partnering with these and corporate sponsors to deliver a program of sustainable participation growth;
- establishing *Active Australia Partnerships* with sporting organisations, clubs, community groups, schools, universities and the business community, along with state and local governments, and badging these partnership initiatives with the *Active Australia* brand.

►► Strategy 2

Through *Active Australia Partnerships*, provide more effective pathways for participation by all Australians especially young and Indigenous people, women and people with disabilities by:

- encouraging national governing bodies for sport to establish or build on programs for Indigenous people, young Australians and athletes with disabilities and giving greater emphasis to 'mainstreaming' these programs into national sporting organisations;
- providing sports programs and sport-related training and development programs directly within Indigenous communities;
- using ambassadors for the *Active Australia* initiatives and for delivering positive messages about sport and a healthy lifestyle;
- working with NSOs to develop and promote highly successful junior sports programs for delivery at the grass-roots level through schools, clubs and community groups;
- building active links between schools and clubs in local communities throughout Australia;
- continuing the previous work of the ASC in assisting groups and individuals integrate people with disabilities into mainstream sports activities.





►► Strategy 3

Encourage best practice in the management of Australia's national sporting organisations by providing leadership, funding, support, consultancy services, information, education and training, and business tools that promote improved efficiency, effectiveness and outcomes by:

- continuing and expanding on best-practice governance and structural reform, through the *Management Improvement Program*, and extending the program to sporting groups not previously targeted or ready to embrace the program and to address emerging business needs of sport;
- linking funding of national governing bodies for sport with progress in achieving the goals of improved performance, management practices, financial accountability and compliance in relation to drugs in sport;
- enhancing the *Active Australia Provider Program* as a continuous improvement tool aimed at improving the management and operation of grass-roots clubs and associations;
- increasing the investment in research and development of products, tools and services to contribute to better managed sports clubs and safer and better quality sports environments for all players;
- promoting *SportNet* as a business development and program monitoring tool that is an essential component of the overall management of a sport's day-to-day business.

►► Strategy 4

Continue to develop and make available education and accreditation programs that assist national sporting organisations to recruit and retain administrators, coaches, officials and volunteers by:

- strengthening the existing education and national accreditation programs for coaches and officials and extending the reach of these programs by capitalising on web-based delivery and information sharing opportunities;
- identifying, through consultation and networking with relevant sports bodies, the ASC's role in relation to paid and volunteer administrator training;
- developing and implementing on-line education programs for the advancement of coaches, officials and volunteer administrators supporting grass-roots sports participation in rural and regional areas.

►► Strategy 5

Ensure that national sporting organisations embrace the values of fair play and implement policies and guidelines to ensure a quality sport experience for all participants by:

- reviewing and responding (with appropriate policies and procedures) to social issues which have an impact on access to and equity in sport (eg harassment and fair play);
- providing information and advice to sporting organisations on the development of appropriate policies and guidelines;
- researching and disseminating information on ethical issues in sport;
- working with governments, national sporting organisations and clubs to improve the quality of environments where sport is played;
- developing new, or expanding existing, policies and guidelines in relation to social and ethical issues in sport.

Achieving the Strategic Directions

►► Strategy 6

Demonstrate leadership and act as a role model in the development of initiatives to increase sources of and opportunities for non-government funding by:

- building partnerships with the corporate sector for the funding of successful and high profile national programs;
- developing, in conjunction with corporate partners, national activities that promote broad sports participation under the *Active Australia* banner;
- supporting the Australian Sports Foundation and its role as an avenue for individual and corporate donations through the provision of infrastructure and administrative support;
- generating and managing commercial contracts that sell the ASC's and Australia's sporting products, services and expertise nationally and internationally;
 - continuing to manage the Government's sport development assistance programs and using the increased international profile to identify and take advantage of potential commercial opportunities.

►► Strategy 7

Encourage contestability and a higher level of commercial activity on the part of national sporting organisations, the ASC and its facilities by:

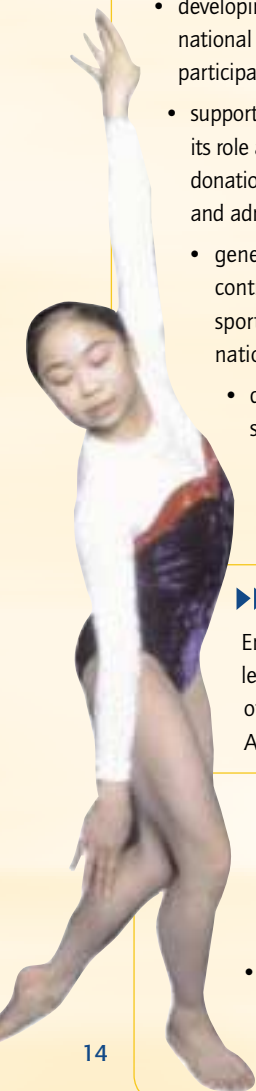
- implementing mechanisms to increase contestability in the provision of services to national governing bodies for sport including a purchaser/provider relationship model;
- increasing off-budget revenue for the ASC through better sponsorship returns, more commercial activity at

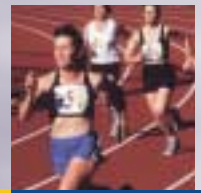
the *Australian Institute of Sport* facilities, commercialisation of intellectual property and programs and increased provision of consultancy services.

►► Strategy 8

Provide funding and support to strengthen national sporting structures so that Australian athletes and coaches have the support systems and programs to sustain and build international sporting success by:

- implementing a *Sports Excellence Program* to provide funding and support for high performance sport;
- providing new and innovative support services to assist national governing bodies for sport to achieve targets in high performance sport;
- giving greater flexibility to national governing bodies for sport to tailor high performance athlete development programs to meet the needs of their sports;
- utilising world class coaching techniques to strengthen the national framework for elite athlete development;
- providing targeted assistance for high performance athletes preparing for Olympic, Commonwealth, Paralympic and other international competitions in which Australia is represented;
- providing more effective pathways into high performance development for those talented individuals who aspire to compete at higher levels;





- providing national leadership, coordination and advice to the network of national training centres throughout the states and territories.

►► Strategy 9

Actively promote a sporting environment free from drug cheats in which athletes are able to compete fairly by:

- remaining at the leading edge of the fight against drugs in sport;
- making Government funding contingent on national governing bodies for sport taking an active role in the elimination of drugs in sport;
- engaging sporting champions to act as advocates for a drug free sporting environment.

►► Strategy 10

Strengthen the effectiveness of the *Australian Institute of Sport* through the adoption of a continuous improvement philosophy by:

- implementing a *Performance Enhancement Program* within all *Australian Institute of Sport* programs to ensure that the programs have access to quality elite athlete services and adopt an integrated approach to their use;
- conducting regular reviews of the *Australian Institute of Sport* programs to ensure that all utilise an integrated approach to the use of the quality support services provided at the *Australian Institute of Sport*;

- developing benchmarks for elite athlete servicing that ensure that the *Australian Institute of Sport* can provide leadership to elite athlete development in Australia;
- coordinating a national approach to delivering innovative *Athlete Career and Education (ACE)* services to all Australian elite athletes.

►► Strategy 11

Provide innovative support services at the *Australian Institute of Sport* to enhance athlete and program performance by:

- adopting an athlete-centred/coach-driven approach to the work of the *Australian Institute of Sport* and its programs;
- working closely with coaches and athletes in order to assist them to navigate their way through the latest in SSSM, ACE and athlete welfare innovations;
- ensuring that the *Australian Institute of Sport* adopts an holistic approach to athlete development;
- continuing to ensure that the findings from innovative research carried out in the AIS/SSSM centre over recent years are adopted as an integral element of *Australian Institute of Sport* sports training programs;
- employing and supporting the best coaches, SSSM personnel, ACT and athlete welfare and administrative staff.

