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

The nation’s interest in high performance sport is always at its peak in an Olympic year, and with the Rio 2016 Olympic and Paralympic Games just around the corner at the time of writing this Corporate Plan, the excitement and focus on our elite athletes and the sport sector is intense.

The Australian Sports Commission (ASC) is optimistic about how our athletes will perform in Rio. We’re proud of the support we’ve shown our athletes and our sporting organisations over the past four years, and of our leadership of the sports sector. Without the very substantial recurrent funding and support provided by the ASC on behalf of the Australian Government, the plain truth is that Australia would not have competitive Olympic and Paralympic teams.

The results from the Rio Games will be an important benchmark in the ASC’s 10-year high performance strategy, *Australia’s Winning Edge 2012–2022*, but they should not be considered an end point in evaluating its success. Many of our most significant reforms, such as raising sports’ governance standards, improving their culture and increasing their focus on long term talent identification and development, will by their nature only bear fruit in the long term.

Nevertheless, the ASC’s commitment to excellence means that we search for ways to continuously improve what we do, and we are considering ways to optimise the nation’s high performance network and the utilisation of the Canberra AIS site in the years ahead.

A commitment to excellence also requires a clear eye on the future, so we have for some time now been looking well beyond Rio to the 2018 Gold Coast Commonwealth Games, the Pyeongchang Winter Olympic Games in 2018, and the Tokyo 2020 Olympic Games.

A major challenge for the ASC is the substantial reduction that has occurred in our appropriation funding – more than 20% in real terms since the 2010–11 financial year, in no small measure due to the application of an annual efficiency dividend to the entirety of the ASC’s appropriation funding when more than half of that funding is distributed by us on to sporting organisations. The cost of remaining competitive globally in elite sport continues to rise relentlessly, and Australia faces a moment of decision in the near future as to whether funding to the ASC will keep pace with our aspirations as a proud sporting country.

The above comments focus on elite sport due to the proximity of the Rio Games, but the ASC remains equally focused on increasing community participation in sport around Australia through our strategy called *PlaySport.Australia*.

One of our most important initiatives on this front is the Sporting Schools program, which is already deployed in almost 5,000 primary schools around Australia and has exceeded many of the targets we set for its first year of operation. The program it replaced, Active After-school Communities, reached only 2,030 schools at its peak, and never had the impact that Sporting Schools is in the process of achieving. We are committed to working with the education sector to build opportunities for all Australian children to participate in quality and consistent sport experiences in the school environment.

We are well advanced with our inaugural national sports participation AusPlay survey. This will for the first time provide the sector with a comprehensive participation resource, helping guide smart future decisions.

We continue to raise the bar on governance, integrity in sport and ensuring child safety in sport. We recently announced a second wave of governance reforms to follow our Mandatory Sports Governance Principles introduced in 2013, which had a real and positive impact on the sector. The first wave of governance reform in 2013 concentrated on improving the way national sporting organisations (NSOs) are run; this second wave addresses the chronic need for improved harmonisation and trust between national and state organisations in our sports sector.

The ASC Board is also investigating new non-government revenue options for the sporting sector, establishing a nationally coordinated approach to sports infrastructure and leading the development and use of technology.

Exciting and inspiring work is happening in Australia’s sporting sector. The ASC is excited to be providing strong leadership in an area of great importance and value to Australians.

John Wylie AM
Chair, Australian Sports Commission
About us

WHO WE ARE

The Australian Sports Commission (ASC) is the Australian Government’s leading sport agency that develops, supports and invests in sport at all levels. It was established in 1985 and operates under the Australian Sports Commission Act 1989.
**OUR PURPOSE**

The ASC aims to strengthen Australian sport – to enable more people to play sport and Australian athletes to succeed on the world stage.

Two broad strategic documents, *Australia’s Winning Edge 2012–2022* and *Play.Sport.Australia*, provide the framework for our operations, and a context against which the following four pillars of this Corporate Plan is based.

**WIN**

**INTERNATIONAL SUCCESS**

We are focused on sustained performance: getting more Australians on the podium more often.

We will work with sports to achieve sustainable and ethical international success through leadership, partnership, expertise, world class service delivery and research and investment.

**PLAY**

**MORE PARTICIPATION**

We want more Australians – particularly young Australians – participating in sport more often.

To achieve this, we will work to better understand what is happening in sport, support the network that supplies sport – our sporting organisations – and help drive lifelong participation in sport with a focus on our high-quality national participation program – Sporting Schools.
THRIVE

SUSTAINABLE SPORTS

We want more sports to have the structure, workforce and leadership capacity to develop and run successful sport programs.

To achieve this, we will provide targeted support and advice in the areas of governance, product development and commercial sustainability, workforce development, coaching and officiating, facilities and infrastructure, digital capability, and integrity in sport.

PERFORM

ORGANISATIONAL EXCELLENCE

We are focused on being a high performing organisation that is recognised for strong leadership and culture, attracting and retaining top talent, and for achieving our corporate objectives. We will ensure that the ASC has the resources, facilities and capability to drive progress in our Win, Play and Thrive pillars.

We will continue to evolve our operations to ensure that we operate in the most efficient way, focused on delivering the best outcomes for Australian sport.
HOW WE OPERATE

The ASC works directly with sporting organisations, peak bodies, state and territory departments, institutes and academies of sport, and the business sector.

We work to inform, support and create alignment through the Australian sports sector to drive the collective goal of participation growth.

As individuals and as an organisation we are committed to operating within our ASC values: \textbf{Respect} and \textbf{Integrity}, valuing \textbf{Teamwork} and contributing to a high-functioning team to deliver \textbf{Excellence} in whatever we do.
The Australian sporting environment

Australians love sport. It is a defining characteristic of our national culture – one that is recognised across the world. In sport, Australia’s diverse population discovers a shared identity. We build confidence and teamwork in our children. We come together to play at local ovals, fields, courts, parks and beaches. We flock to great stadiums around the country to watch the contest. We celebrate and exude national pride when our athletes represent us on the world stage.

It is for these reasons the Australian Government is a significant investor in sport. This investment is wide ranging and includes: helping our best athletes represent Australia; getting more Australians – particularly children – active in sport; protecting the integrity of sport; and hosting major international events such as the forthcoming 2018 Gold Coast Commonwealth Games. The benefit to Australians from this investment is significant: economic, health, social and community. Recent independent research suggests the economic contribution of the sport sector (including its health impact) is the equivalent of 2–3% of GDP. This research suggests a return to Australia of at least $5 for every $1 invested.

But Australia’s rich sporting tradition, and the significant value derived from it, is facing challenges.
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 retain our pre-eminent position in world sport, the Australian high performance system needs to do things smarter and better. We need to be:

- **RELENTLESS**
  - pursuing the big goals with an unquenchable desire for success.

- **DARING**
  - gutsy enough to achieve the results everyone else said were too hard.

- **EXCEPTIONAL**
  - developing and delivering world's best performances in everything we do.

- **INGENIOUS**
  - using our smarts to develop solutions that make the world take notice.
At the end of 2012, the AIS introduced a new strategy, *Australia’s Winning Edge*. This strategy, with its clear definition of success, has defined the role of the AIS, along with those of its key partners in the Australian high performance system. It is focused on ensuring the AIS and the Australian sport system remains on top of the game in the current environment.

On the participation front, research into the sports market tells us Australians are increasingly time poor, have limited budgets 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.

The ASC must be at the forefront of helping sports thrive in a changing environment. The challenge is to ensure that sporting organisations and clubs remain relevant, grow and prosper. To guide the sector’s efforts, in March 2015 the ASC released *Play.Sport.Australia.*, the participation game plan to get more Australians, particularly young Australians, playing sport more often – at school or with mates at their local club. *Play.Sport.Australia.* is the ASC’s blueprint for how the ASC can best support national participation outcomes.

For sport to continue to reap the significant economic, health, social and community benefits, the ASC needs to position itself and Australian sport for the future.
Looking to the future

The ASC recently commissioned independent research to consider the challenges facing Australian sport and to identify reform options. Some of the issues identified included:

- Demographic and social changes, as well as economic factors, are influencing who plays sport, how they play and what sports are being played. This is creating a two-tier sector that could, in the longer term, result in a less diverse and inclusive sport sector – with an ensuing significant drop in participation.
- The depreciation of the Australian dollar is creating an increasingly competitive international environment for elite sport.
- The use of national sports lotteries could be a source of growth funding for competitor nations, both in high performance and community sport.
- There has been no significant new investment in the AIS for more than eight years, eroding its competitive edge.
- Sport and physical education is being de-emphasised in schools and receiving a lower prominence in the national curriculum.
- Reduced levels of physical activity could be leading to a potential health crisis with an increasing prevalence of child and adult obesity.
- Increasing threats to the integrity of sport.
- The availability of sporting infrastructure is causing constraints, particularly for community sports.

To address the challenges facing sport, we need to evolve our approach, considering both the current sporting context but also future trends.
In 2016-17, the ASC will prioritise seven strategic projects that will position Australian sport and the ASC better for the future.

**GOVERNANCE REFORM**

**Project**
Continued promotion and advocating for effective governance structures, systems and behaviours that support good leadership and decision making

**2016-17 milestone**
Release of Governance paper and work with top seven sports implementing approaches to enhance sport and system alignment

**INCREASING FUNDING FOR SPORT THROUGH A NATIONAL SPORT LOTTERY**

**Project**
To access new sources of non-government funding to contribute to the funding of sport

**2016-17 milestone**
Delivery of business case for national sport lottery

**NATIONAL INSTITUTE NETWORK REFORM**

**Project**
Improved alignment of the Australian high performance system

**2016-17 milestone**
- Development and consideration of alternative high performance operating models
- Strong engagement with states and territories about how to optimise high performance outcomes

**EDUCATION AND SPORT**

**Project**
Lead the development and implementation of a national initiative that aims to increase and improve opportunities for all Australian children to participate in quality and consistent sport experiences in the school environment

**2016-17 milestone**
- Release of positioning paper
- Development and release of a national physical literacy standard
AIS/AUSTRALIA’S WINNING EDGE FUTURE DIRECTIONS

Project
Refine the AIS operating model as Australia’s strategic high performance sports agency

2016–17 milestone
• Recommendations from the AIS Future Directions Panel provided to ASC Board
• Future directions for AIS finalised for implementation

SPORTS INFRASTRUCTURE

Project
Establish a nationally coordinated approach to the planning, development and operation of sports infrastructure in Australia

2016–17 milestone
• Pilot program hosting Victorian infrastructure data on a self-contained ‘Infrastructure portal’ launched
• Development and release of guidelines and planning resources for sporting organisations

TECHNOLOGY IN SPORT

Project
Lead the creation and implementation of a sector digital strategy designed to align and transform the Australian sport sector

2016–17 milestone
Development of a sector digital strategy and roadmap for implementation

These strategic projects set the scene for the ASC’s operations over the year ahead, and will further inform future strategies and operations across the four ASC strategic pillars: Win, Play, Thrive and Perform.
WHAT WILL WE DO?

• Provide targeted investment to national sporting organisations (NSOs) and athletes to enable them to deliver high performance programs that achieve international success.

• Provide support and advice that assists sports with high performance strategy, planning and program delivery.

• Develop and deliver customised athlete, coach and leader talent initiatives to optimise high performance outcomes.

• Plan, coordinate and deliver sports science and sports medicine expertise to ensure Australia’s athletes get the right support at the right time.

• Support innovative solutions for prioritised sports and promote the growth of new knowledge and expertise for high performance sport.

• Lead a more aligned and streamlined performance network that supports Australia’s Winning Edge-identified athletes and teams across jurisdictions.
WHAT ARE WE GOING TO FOCUS ON IN 2016–17

The 2016 Rio Olympic and Paralympic Games represent a major benchmark for high performance sport in Australia. Final support for Australian athletes and teams will be a focus for the AIS in the early part of 2016–17.

Looking forward to the Tokyo 2020 Olympic cycle, the AIS is committed to continuous improvement. The AIS will maintain its focus post-Rio to be an effective, high performing division of the ASC capable of delivering against the strategic intent of Australia’s Winning Edge.

A key part of this will be the AIS Future Directions project which aims to assess the current operating model for the AIS in the context of the Australian high performance system. It will consider what is possible regarding the future role and responsibilities of the AIS both as a national high performance strategic agency as well as a provider of high performance daily training, research and medical facilities.

Other priorities identified for the AIS for 2016–17 include:

• consolidate and enhance our national leadership role in Australian sport
• continue to lead improved alignment between the AIS and all system partners, particularly state and territory institutes and academies of sport (SIS/SAS)
• re-define the Canberra campus value proposition
• refine and enhance the unique, valued-added, AIS service offerings including the areas of innovation, tailored performance solutions, learning and development and research
• streamline current management reporting frameworks to reduce complexity, increase efficiency and improve feedback quality
• establish a framework that will help the AIS continue to be regarded as a world respected and contemporary high performance sports organisation
• continue to work with NSOs to develop an evidence-based National Athlete Pathway Framework
• lead the discussion around practical, alternative, high performance sport institute operating models that suit the Australian environment.
WHAT WILL SUCCESS LOOK LIKE?

We will gauge our success in several key areas:

• Australia’s performance at major international sporting events
• the performance of Australia’s Winning Edge-funded sports against their performance targets
• the impact of AIS activities with a particular focus on improvement in the capability of NSOs to deliver effective high performance programs, and alignment of the high performance network
• delivery of key targeted initiatives to support athletes and teams.
<table>
<thead>
<tr>
<th>Target</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Australia’s performance at major international sporting events</strong></td>
<td>Top 5 at Rio Olympic Games</td>
<td>Top 15 at Pyeongchang 2018 Olympic Winter Games</td>
<td>More than 20 world champions</td>
<td>More than 20 world champions</td>
</tr>
<tr>
<td>Top 5 at Rio Paralympic Games</td>
<td>Top 15 at Pyeongchang 2018 Paralympic Winter Games</td>
<td>Number 1 at Gold Coast Commonwealth Games</td>
<td></td>
<td></td>
</tr>
<tr>
<td>More than 20 world champions</td>
<td>More than 20 world champions</td>
<td>More than 20 world champions</td>
<td>More than 20 world champions</td>
<td>More than 20 world champions</td>
</tr>
<tr>
<td><strong>Percentage of Australia’s Winning Edge-funded sports rated by the AIS as achieving their benchmark targets</strong></td>
<td>85%</td>
<td>85%</td>
<td>85%</td>
<td>85%</td>
</tr>
<tr>
<td><strong>Improved capability of NSOs to deliver effective high performance programs</strong></td>
<td>2016 Annual Sport Performance Review shows improvement in the high performance capability of NSOs across the six high performance drivers</td>
<td>Improvements in NSO high performance capability</td>
<td>Improvements in NSO high performance capability</td>
<td>Improvements in NSO high performance capability</td>
</tr>
<tr>
<td><strong>A more aligned performance network that supports Australia’s Winning Edge-identified athletes and teams</strong></td>
<td>Remaining National Institute Network (NIN) recommendations implemented on schedule</td>
<td>AIS Future Directions Project considers the role of the AIS in driving national system alignment and coordination</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Number of athletes that receive direct financial support to achieve their high performance outcomes</strong></td>
<td>750</td>
<td>750</td>
<td>750</td>
<td>750</td>
</tr>
<tr>
<td><strong>The AIS is a world leader in sports insights, services and facilities</strong></td>
<td>AIS Future Directions Project informs the AIS operating model</td>
<td></td>
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</tbody>
</table>
WHAT WILL WE DO?

• Provide targeted investment to NSOs to help them grow their participation base.

• Provide services and support that assist NSOs with participation strategies, planning and operations.

• Develop and share high-quality information, research and data to better understand what is happening in sport.

• Drive demand for lifelong participation in sport by focusing on younger Australians through the Sporting Schools program.
**WHAT ARE WE GOING TO FOCUS ON IN 2016–17?**

- Leading the development and implementation of a national initiative that aims to increase and improve opportunities for all Australian children to participate in quality and consistent sport experiences in the school environment.
- Collecting and analysing data to compare with benchmark participation data for children and adults.
- Operating the Sporting Schools program.

**WHAT WILL SUCCESS LOOK LIKE?**

We will gauge our success in several key areas:

- the number of Australians, particularly young Australians, participating in sport more often
- sports achieving year-on-year membership and participation growth
- the delivery of key targeted programs to deliver participation outcomes.

**SPECIFIC TARGETS FOR 2016–17 AND BEYOND:**

<table>
<thead>
<tr>
<th>Target</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in the percentage of Australians participating in organised sport (traditional or social) with an NSO or affiliate</td>
<td>AusPlay survey results show an increase in organised sport participation compared to the baseline established in 2015-16</td>
<td>AusPlay survey results show an increase in organised sport participation</td>
<td>AusPlay survey results show an increase in organised sport participation</td>
<td>AusPlay survey results show an increase in organised sport participation</td>
</tr>
<tr>
<td>Percentage of priority participation NSOs growing their participation base</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>Number of children participating in the Sporting Schools program</td>
<td>860,000</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Number of schools funded for the Sporting Schools program</td>
<td>5,760</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
WHAT WILL WE DO?

• Continue to help sporting bodies improve their governance and drive alignment through national, state and territory levels.
• Develop and deliver sector initiatives to optimise coach, official and leader talent and support sports to develop workforce strategies.
• Assist sports to develop relevant products and identify commercial opportunities to improve their financial sustainability.
• Help sports develop their digital capability to ensure they are connecting with their customers effectively and utilising technology to support growth and innovation.
• Support and evolve the Play by the Rules resources to help deliver safe, fair and inclusive sporting environments.
WHAT ARE WE GOING TO FOCUS ON IN 2016-17

- Continuing to promote and advocate for effective governance structure, systems and behaviours that support good leadership and decision making.
- Leading the creation and implementation of a digital strategy designed to align and transform the Australian sport sector and help sports develop their digital capability.
- Establishing a nationally coordinated approach to the planning, development and operation of sports infrastructure in Australia.
- Accessing new sources of non-government funding for sport.
- Developing resources and education to improve integrity compliance and performance in sports, with a specific focus on child protection.

SPECIFIC TARGETS FOR 2016-17 AND BEYOND:

<table>
<thead>
<tr>
<th>Target</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved organisational capability of NSOs</td>
<td>Baselines established across the four components of the organisational development tool</td>
<td>Improvement in organisational capability of NSOs</td>
<td>Improvement in organisational capability of NSOs</td>
<td>Improvement in organisational capability of NSOs</td>
</tr>
<tr>
<td>Percentage of targeted NSOs which have demonstrated satisfactory progress towards compliance with the Mandatory Sports Governance Principles</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
</tr>
</tbody>
</table>
PERFORM

ORGANISATIONAL EXCELLENCE

WHAT WILL WE DO?

• Communicate the priorities, goals and successes of the ASC and Australian sport clearly and often.
• Manage our resources effectively to meet our outcomes and position us for the future.
• Focus our efforts on revenue generation opportunities that present the greatest value.
• Continue to support a skilled and engaged workforce with staff who are passionate about working together to benefit Australian sport.
• Optimise the use of the AIS Canberra campus and AIS sites.
WHAT ARE WE GOING TO FOCUS ON IN 2016-17

- Ensuring the ASC’s resources are aligned with key strategic priorities, and support the achievement of strategic outcomes.
- Continuing to build a resilient and expert workforce aligned to the delivery of strategic priorities.
- Focusing our efforts on revenue generation opportunities that present the greatest value.
- Leveraging communications opportunities created by the Rio 2016 Olympic and Paralympic Games to enhance the profile of the ASC and AIS.
- Implementing recommendations from the AIS Future Directions project related to operations of the AIS Canberra campus.

WHAT WILL SUCCESS LOOK LIKE?

We will gauge our success in several key areas:

- our stakeholders’ satisfaction with the ASC’s performance as leader of the sector
- results from our regular staff and culture surveys
- media presence and public engagement in the ASC and AIS social media platforms
- range and performance of our commercial activities.
Capability

ASC capability is best considered in the context of the scope and reach of our activities and operations.

We have staff and offices across Australia and internationally in the Italian province of Varese.

The ASC’s headquarters are at the AIS campus in Bruce, Canberra where the ASC operates a 65-hectare multipurpose campus with sporting, administration, commercial and residential functions.

Supporting the Play.Sport.Australia strategy, the ASC has 12 regional offices with small teams administering the Sporting Schools program and working on other priority ASC activities. Our high performance sport programs in support of Australia’s Winning Edge are delivered primarily at the AIS campus in Canberra, but the facility is augmented with a smaller northern facility in Pizzey Park on the Gold Coast and the AIS European Training Centre in Italy.

WORKFORCE

The ASC employs a significant number of former athletes, coaches and professional and amateur sportspeople, alongside professionals from a diverse range of backgrounds. This diversity and depth of experience fosters a pursuit of excellence and an environment of passion, professionalism, drive, daring, innovation, resilience.

The ASC is recognised as a world leader in the development of sporting excellence at all levels. The expectation is that the ASC workforce will also deliver the same high performance outcomes that we expect from the medal-winning athletes and NSOs we support.

We have a diverse workforce which includes a broad spectrum of roles including:

- trades such as carpentry and electrical
- specialist financial and investment
- sports sciences and sports medicine
- project management and business capability development
- communications and government relations
- policy development and consultancy
- participation and community engagement
- commercial and sponsorship
- legal and human resources.
Each of these areas has employees at different stages of their career development, and each has different skill sets and capabilities. This diversity means that there is no single organisational development solution that will meet the development needs of the entire workforce. We require and support a flexible and adaptable approach to developing ASC employees at the individual, division and organisational level.

The ASC believes it must support and encourage its employees to achieve its ambitious goals. Our commitment to gender equality is a particular focus, led by our CEO through the Elite Sport Male Champions of Change initiative.

**MANAGING OUR FACILITIES**

In 2016–17, the ASC will work to establish and maintain AIS facilities as world-recognised centres of excellence for sports. We will focus on revenue generation opportunities that present the greatest value, while effectively managing our resources to meet our outcomes and position us for the future.

The future of our facilities will be reassessed in the longer term by the outcomes from the AIS Future Directions project. This project, which commenced in June 2016, will consider the optimal future role of the AIS Canberra campus.

**BUDGET**

The table below provides a breakdown of ASC budgeted expenses for 2016–17 and beyond, as represented in the 2016–17 ASC Entity Budget Statements (Portfolio Budget Statements 2016–17).

<table>
<thead>
<tr>
<th></th>
<th>2016–17 Budget $'000</th>
<th>2017–18 Forward estimate $'000</th>
<th>2018–19 Forward estimate $'000</th>
<th>2019–20 Forward estimate $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from government</td>
<td>250,669</td>
<td>213,669</td>
<td>214,564</td>
<td>216,137</td>
</tr>
<tr>
<td>Revenue from independent sources</td>
<td>22,901</td>
<td>22,843</td>
<td>22,939</td>
<td>23,063</td>
</tr>
<tr>
<td>Operating deficit (surplus)</td>
<td>6,048</td>
<td>6,048</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total expenses</td>
<td>279,618</td>
<td>241,892</td>
<td>237,503</td>
<td>239,200</td>
</tr>
</tbody>
</table>
Understanding and managing our risks

The ASC is committed to the effective identification and management of risk. Acceptance and effective management of risk is important to enable the ASC to deliver improved results for the government and the Australian sport sector.

The ASC reviews and updates its risk management framework regularly to ensure that it aligns with current best practice and is consistent with the principles outlined in the Australian and New Zealand standard and the Commonwealth Risk Management Policy. The ASC uses the annual Comcover risk management benchmarking survey as a tool to monitor the performance of our risk management function and identify relevant actions required to continually improve our risk management approach.

The ASC develops and maintains an Organisational Risk Register which aligns with our corporate plan and reflects the ASC’s approach to managing risks that threaten the achievement of our objectives across the four pillars of our plan. This register is monitored on an ongoing basis, with quarterly reports provided to the ASC Executive and the ASC’s Finance, Audit and Risk Committee. This Organisational Risk Register also informs the ASC’s internal audit program.

Underpinning this, risk management is linked to business planning particularly at the division and branch levels, and incorporated into key ASC processes including procurement, management of key projects, internal audit, financial management, travel management and work health and safety.
Monitoring our progress

This corporate plan has been developed within the context of the two long-term strategic frameworks, the national high performance strategy *Australia’s Winning Edge* and *Play.Sport.Australia*, which outlines how the ASC will contribute to national participation outcomes.

This rolling four-year corporate plan covers the period 2016–17 to 2019–2020, and is underpinned by business planning at division, branch and section level within the ASC.

Business planning (division, branch and section plans) assists us to define how individual parts of the ASC are contributing to the strategies, performance criteria and specific targets listed in our corporate plan. It also helps staff understand how their work is contributing to organisational outcomes.

The ASC’s planning and reporting approach is outlined below:

<table>
<thead>
<tr>
<th>Planning</th>
<th>Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy</strong> (10 years)</td>
<td><em>(Australia’s Winning Edge, Play.Sport.Australia)</em></td>
</tr>
<tr>
<td><strong>Organisational</strong> (Rolling 4 years)</td>
<td>ASC corporate plan</td>
</tr>
<tr>
<td><strong>Business units</strong> (Annual)</td>
<td>Division, branch and section business plans</td>
</tr>
<tr>
<td><strong>Individual</strong> (Annual)</td>
<td>Performance Development Plans</td>
</tr>
</tbody>
</table>

- Annual performance statement (in annual report)
- Regular internal monitoring
- Regular discussions and annual performance review
<table>
<thead>
<tr>
<th>What are we going to do?</th>
<th>Our performance criteria</th>
<th>2016-17 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide targeted investment to NSOs and athletes to enable them to deliver high performance programs that achieve international success.</td>
<td>Australia’s performance at major international sporting events</td>
<td>Top 5 at Rio Olympic Games</td>
</tr>
<tr>
<td>Provide high performance support and advice that assists sports with strategy, high performance planning and program delivery.</td>
<td></td>
<td>Top 5 at Rio Paralympic Games</td>
</tr>
<tr>
<td>Develop and deliver customised athlete, coach and leader talent initiatives to optimise high performance outcomes.</td>
<td>Percentage of Australia’s Winning Edge-funded sports rated by the AIS as achieving their benchmark targets</td>
<td>More than 20 world champions</td>
</tr>
<tr>
<td>Plan, coordinate and deliver sports science and sports medicine expertise to ensure Australia’s athletes get the right support at the right time.</td>
<td>Improved capability of NSOs to deliver effective high performance programs</td>
<td>85%</td>
</tr>
<tr>
<td>Support innovative solutions for prioritised sports and promote the growth of new knowledge and expertise for high performance sport.</td>
<td>A more aligned performance network that supports Australia’s Winning Edge-identified athletes and teams</td>
<td>2016 Annual Sport Performance Review shows improvement in the high performance capability of NSOs across the six high performance drivers</td>
</tr>
<tr>
<td>Lead a more aligned and streamlined performance network that supports Australia’s Winning Edge-identified athletes and teams across jurisdictions.</td>
<td>Number of athletes that receive direct financial support to achieve their high performance outcomes</td>
<td>Remaining National Institute Network (NIN) recommendations implemented on schedule</td>
</tr>
<tr>
<td></td>
<td>The AIS is a world leader in sports insights, services and facilities</td>
<td>AIS Future Directions Project considers the role of the AIS in driving national system alignment and coordination</td>
</tr>
<tr>
<td></td>
<td></td>
<td>AIS Future Directions Project informs the AIS operating model</td>
</tr>
<tr>
<td>What are we going to do?</td>
<td>Our performance criteria</td>
<td>2016–17 target</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Provide targeted investment to NSOs to help them grow their participation base.</td>
<td>Increase in the percentage of Australians participating in organised sport (traditional or social) with an NSO or affiliate</td>
<td>AusPlay survey results show an increase in organised sport participation compared to the baseline established in 2015-16</td>
</tr>
<tr>
<td>Provide services and support that assist NSOs with participation strategies, planning and operations.</td>
<td>Percentage of priority participation NSOs growing their participation base</td>
<td>80%</td>
</tr>
<tr>
<td>Develop and share high-quality information, research and data to better understand what is happening in sport.</td>
<td>Number of children participating in the Sporting Schools program</td>
<td>860,000</td>
</tr>
<tr>
<td>Drive demand for lifelong participation in sport by focusing on younger Australians through the Sporting Schools program.</td>
<td>Number of schools funded for the Sporting Schools program</td>
<td>5,760</td>
</tr>
</tbody>
</table>
### What are we going to do?

- Continue to help sporting bodies improve their governance and drive alignment through national, state and territory levels.
- Develop and deliver sector initiatives to optimise coach, official and leader talent and support sports to develop workforce strategies.
- Assist sports to develop relevant products and identify commercial opportunities to improve their financial sustainability.
- Help sports develop their digital capability to ensure they are connecting with their customers effectively and utilising technology to support growth and innovation.
- Support and evolve the Play by the Rules resources to help deliver safe, fair and inclusive sporting environments.

### Our performance criteria

<table>
<thead>
<tr>
<th>What</th>
<th>2016–17 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved organisational capability of NSOs</td>
<td>Baselines established across the four components of the organisational development tool</td>
</tr>
<tr>
<td>Percentage of targeted NSOs which have demonstrated satisfactory progress towards compliance with the Mandatory Sports Governance Principles</td>
<td>90%</td>
</tr>
</tbody>
</table>
## PERFORM

<table>
<thead>
<tr>
<th>What are we going to do?</th>
<th>Our performance criteria</th>
<th>2016–17 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicate the priorities, goals and successes of the ASC and Australian sport clearly and often.</td>
<td>Our stakeholders’ satisfaction with the ASC’s performance as leader of the sector</td>
<td>Maintenance of stakeholder satisfaction levels</td>
</tr>
<tr>
<td>Manage our resources effectively to meet our outcomes and position us for the future.</td>
<td>Results from our regular staff and culture surveys</td>
<td>Maintained high levels of engagement and improvement in learning and development, performance management and internal communications satisfaction compared to 2014–15 survey results</td>
</tr>
<tr>
<td>Focus our efforts on revenue generation opportunities that present the greatest value.</td>
<td>Media presence and public engagement in the ASC and AIS social media platforms</td>
<td>Increased following on ASC social media platforms and increased media reach</td>
</tr>
<tr>
<td>Continue to support a skilled and engaged workforce with staff who are passionate about working together to benefit Australian sport.</td>
<td>Range and performance of our commercial activities</td>
<td>Increase in the diversity and amount of revenue from commercial activities</td>
</tr>
<tr>
<td>Optimise the use of the AIS Canberra campus and AIS sites.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>