AUSTRALIAN SPORTS COMMISSION

Strategic Plan 1 January 1990 to 31 December 1993

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Australian Sports Commission

Strategic Plan

January 1990 to 31 December 1993

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Foreword

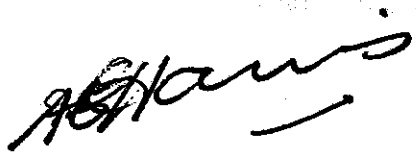
In late 1987 the Australian Sports Commission, the Australian Institute of Sport and elements of the Department of the Arts, Sport, the Environment, Tourism and Territories were amalgamated to form a new Commission. A new Board was appointed in 1989. This is the first strategic plan of the new body and covers the period 1 January 1990 to 31 December 1993.

It is an exciting period for Australian sport. During 1989 there was extensive consultation with National Sporting Organisations, the States and various community sport and recreation groups to assist in determining the priority areas of and the future direction for Australian sports. There were also two parliamentary inquiries, the Martin Inquiry into sports funding and the Black Inquiry into the use of drugs in sport.

The new Commission's enabling legislation came into effect from 1 May 1989. On this day the Australian Sports Commission and the Australian Institute of Sport were officially merged. From this merger will come a stronger and more efficient body to develop Australian sport.

In August 1989 the Minister for the Arts, Sport, the Environment, Tourism and Territories, Senator the Hon Graham Richardson, announced a four year plan for Australian sport which involved total funding of $230 million over this period. The vast majority of this funding will be administered through the programs of the Australian Sports Commission.

The Board and staff of the Commission look forward to the challange of playing a major role in the future development of Australian Sport.



A.E. Harris
Chairman
Australian Sports Commission

Introduction

Throughout the 1980's Commonwealth Governments have undertaken to be more supportive of sports development in Australia. During this period three major sports delivery arms for government involvement in sport were established — a Department with specific responsibilities for sport; the Australian Institute of Sport; and the Australian Sports Commission.

In the area of sport the Government has two major objectives. These are to promote and encourage widespread community participation in sport and to significantly improve Australia's sporting performance at the elite level. These objectives can be most successfully achieved through co-operative efforts with State, Territory and local governments, national and State sport organisations and sport 'umbrella' organisations.

The proposal to amalgamate the Commission and Institute together with some of the sports functions of the Department of the Arts, Sport, the Environment, Tourism and Territories into the new Australian Sports Commission was first announced on 25 September 1987. By consolidating resources of the two former organisations and sports programs of the Department, the Government has established a new organisation that will administer its programs more efficiently.

The Government has charged the new Commission, through its enabling legislation, with responsibility for the functions of the former Australian Sports Commission, Australian Institute of Sport and sport programs transferred from the Department of the Arts, Sport, the Environment, Tourism and Territories. Some of the functions of the new Commission will continue to be performed under the name of the Australian Institute of Sport.

Overall direction for the Australian Sports Commission in the 1990's

With the significant funding increases announced by the Minister for the Arts, Sport, the Environment, Tourism and Territories, Senator the Hon Graham Richardson, in August 1989, the Commonwealth Government, through the Australian Sports Commission, is in the ideal position to provide leadership to the Australian sports community. This is consistent with the first object of the Australian Sports Commission Act 1989 'to provide leadership in the development of sport in Australia'.

However, this is not to play down the vital roles of the other participants in the Australian sporting community. These include the Australian Olympic Federation, the Commonwealth Games Association and the Confederation of Australian Sport; the National Sporting Organisations; State and Territory Governments, Departments, Institutes and Sporting Organisations; local government authorities; the Australian Coaching Council and a host of other specialist and community organisations. The Commission will be working closely with these bodies to ensure the most efficient and effective use of funds and resources in order to best achieve the twin goals of improving Australia's performances at the top level and increasing community participation in sport.

The National Sporting Organisations have a particularly important role to play. These are the bodies which really must determine the future directions for their sport and this must be done through planning and forethought. The Commission will be insisting that all sports which are funded by the Commonwealth must produce development plans which include performance targets. Additional funding is being made available to sporting organisations but they will be fully accountable. Targeted sports will be subject to reviews of efficiency of organisational structures and management as well as performance targets as agreed in development plans. In this way, sports administration will become more professional and the co-operative relationship between the Commission and National Sporting Organisations will now be more important than ever.

The Commission has reviewed the sports which are currently receiving funding and has determined that initially, there will be a concentration on seven targeted sports:

Swimming	Rowing	Track and Field	
Cycling	Canoeing	Hockey	Basketball

This group will be kept under review and other sports may be added. The Commission is of the view that there should not be significant levels

of funding to professional sports. The Commission has also determined that it should concentrate available assistance on a smaller number of sports.

The Commission will be working towards the completion of agreements with those National Sporting Organisations which receive funding.

This is a time of important change for Australian sport. The Commission's strategic plan therefore needs to be flexible while at the same time providing a guide for the Commission's activities over the next four years. The strategic priorities which have been identified provide a framework, which complements the objects and functions set out in the Act, for the next four years. The Commission will also be producing operational plans each year which will set and review performance indicators and targets.

Purpose and Scope of the Strategic Plan

To comply with the requirements contained in Part IV of the Australian Sports Commission Act 1989 the Commission is required to prepare a strategic plan which sets out how it is to go about the performance of its functions during the period of the plan.

This document represents the first Strategic Plan of the new Australian Sports Commission. It sets the Commission's priorities for the period 1990 through to 1994 and addresses how these priorities will be achieved. This will provide a directional focus for the new organisation over the next four years and will enable the organisation to provide strategic information for Parliament and members of the public. The Plan furnishes information to be used as the basis for the development of the Commission's annual operational plans.

Goals and Objectives

Our Task

The task of the Australian Sports Commission is to assist the efficient and effective development of Australian sport at all levels.

Our Goals

To significantly improve Australia's sporting performance.

To promote widespread community participation in sport.

Our Objectives

To achieve the above goals the Commission has the following objectives:

- To provide leadership in the development of sport in Australia;
- To encourage increased participation and improved performance by Australians in sport;
- To provide resources, services and facilities to enable Australian athletes to pursue and achieve excellence in sport while also furthering their educational and vocational skills and other aspects of their personal development;
- To improve the sporting skills and performances of Australians generally through the improvement of the standard of sports coaches;
- To foster co-operation in sport between Australia and other countries through the provision of access to resources, services and facilities related to sport; and
- To encourage the private sector to contribute to the funding of sport to supplement assistance by the Commonwealth.

Priorities

The Australian Sports Commission has identified nine major priorities for its involvement in the development of sport in Australia over the next four years. These are:

A. To raise the international performance of Australian athletes at Olympic and other games and at world championships;

B. To improve the quality and equity of sporting opportunities and to increase participation in sport for all Australians;

C. To develop sports science and sports medicine to a level of world leadership in those areas which improve international performances and mass participation;

D. To raise the level of coaching expertise available to all Australians at all levels of participation by supporting a major increase in the number and standard of coaches in Australia;

E. To support the education and vocational training of elite athletes for transition to post athletic careers;

F. To improve the quality and level of expertise of sports administration in Australia, in particular that of national sporting organisations;

G. To encourage and work towards the elimination of the use of prohibited performance enhancing drugs in sport;

H. To increase private sector support for the development of Australian sport; and

I. To develop together with States and local government a cohesive plan for the efficient use of government funding of sport and to implement the plan.

Strategic Priority A

To raise the international performance of Australian athletes at Olympic and other games and at world championships.

To achieve this priority the Commission will:

- assist in the development and maintenance of talent identification programs;
- establish intensive training centres around Australia in consultation with national sporting organisations;
- encourage the use of intensive pre competition training camps for overseas tours by national teams;
- promote the development of sport science and sports medicine support for elite athletes;
- facilitate the coaching expertise for elite athletes;
- provide increased financial assistance to assist elite and potential elite athletes to prepare adequately for international competition;
- promote the development of national and international standard sports facilities throughout Australia;
- provide additional resources for AIS residential programs;
- provide greater resources to enable athletes to compete more regularly at the highest level by increasing subsidies for approved national teams attending international championships; and
- provide assistance towards the cost of hosting sporting events in Australia.

Strategic Priority B

To improve the quality and equity of sporting opportunities and to increase participation in sport for all Australians.

To achieve this priority the Commission will:

- provide increased resources, in particular the number of State coordinators, to the AUSSIE SPORTS program in order to increase the number of participating school clubs and children;
- provide opportunities for children with disabilities through AUSSIE SPORTS and work towards the integration of the disabled into mainstream sport;
- encourage the development of school-based after school sports programs through the conduct of a number of demonstration programs;
- develop educational material for groups working to improve children's basic skills, for example parents, schools, multi sports clubs etc;
- develop and implement a sports program directed to the youth age group building on the AUSSIE SPORTS program;
- introduce a program of sports leadership to encourage youth to participate in sport in capacities such as coaches, managers and administrators;
- in co-operation with State and local government and national sporting organisations, develop and promote programs that provide opportunities for "at risk" youths, in particular those who are uncommitted, unemployed or from communities for which a special need has been identified, to participate in sport in a variety of capacities;
- support the promotion of sporting opportunities to ethnic communities in Australia by providing specialist advice and information to key ethnic media and community groups;
- investigate in conjunction with State and Territory governments the establishment of regional sports academies to develop sport in country areas throughout Australia and to provide access to higher standards of coaching, support services and facilities;
- increase the publication and audio-visual holdings of the National Sports Information Centre in the subject areas of sport for children, youth, the aged, the disabled, women and special target groups, for the purpose of assisting research and development of 'sport for all' initiatives;
- provide financial assistance in the form of development grants to national sporting organisations to provide increased opportunities for women, children and youth to participate in sport;
- develop and implement special measures and projects which will address the drop out phenomena by teenage girls from sport and the under representation by women in all spheres of sporting involvement;
- place greater emphasis on the encouragement and training of women as coaches, administrators and leaders in sport;
- develop educational material which supports the promotion of sporting opportunities for women and girls; and
- address the issues related to the trend away from organised sport.

It should be stated that the Commission is of the view that Strategic Priorities A and B are complementary. The larger the base of participants, the more elite performers will be produced. Similarly, one of, if not the greatest factors which will lead to more participants is success at the international level.

Strategic Priority C

To develop sports science and sports medicine to a level of world leadership in those areas which improve international performance and mass participation.

To achieve this priority the Commission will:

- encourage the development of research in sports science and sports medicine;
- encourage the dissemination and application of research findings of sports science and sports medicine to coaches and elite athletes;
- facilitate the development of appropriate sports science and sports medicine testing protocols and facilities for athletes across Australia;
- encourage the development and promotion of safety in sport and preventative medicine in sport;
- increase the holdings of, and accessibility to, sports science and sports medicine research in literature;

Strategic Priority D

To raise the level of coaching expertise available to all Australians at all levels of competition by supporting a major increase in the number and standard of coaches in Australia.

To achieve this priority the Commission will:

- improve and extend the professional and tertiary (including PhD) education of coaches at all levels;
- increase the range and quality of coach education courses at all levels;
- encourage the development and coordination of coach education courses for the high performance coaches;
- facilitate visits to Australia of overseas high performance coaches to work with Australia's coaches;
- encourage the development of coaching programs for coaches to be apprenticed to high performance coaches;
- develop career structures for coaches by providing salary support for national coaches, assistant coaches, satellite program coaches and national directors of coaching;
- facilitate the coaching expertise for coaches of special athlete groups (women, disabled); and
- facilitate the dissemination of literature on coaching to coaches at all levels.

Strategic Priority E

To support the education and vocational training of elite athletes for transition to post-athletic careers.

To achieve this priority the Commission will:

- establish an athlete advisory service to assist athletes to gain employment and pursue educational opportunities;
- ensure that all scholarship holders involved in the residential sports programs of the Institute partake in productive and beneficial educational or vocational opportunities;
- encourage the private sector to sponsor elite athletes during their athletic careers by providing employment and work experience opportunities;
- encourage educational institutions to program study courses for elite athletes that recognise the training, preparation and competition demands placed on these athletes for success in international sport;
- encourage national sporting organisations to provide or seek employment opportunities for their elite athletes that ensures their knowledge and skills continue to be used for the benefit of the sport; and
- encourage elite athletes to assist in the marketing of their sport to children and the public in general.

Strategic Priority F

To improve the quality and level of expertise of sports administration in Australia. In particular that of national sporting organisations.

To achieve this priority the Commission will:

- increase subsidies for the employment of executive directors by those national sporting organisations representing disabled and able bodied sports with sufficiently high profiles and which are able to demonstrate their need for additional resources;
- in co-operation with national sporting organisations introduce a system of independent management reviews to examine and recommend improvements to the structure and operation of national sporting organisations; and
- continue to support the development of sports administration through the publication of information, conduct of seminars and workshops and support for the work of professional organisations concerned with sports administration.

Strategic Priority G

To encourage and work towards the elimination of the use of prohibited performance enhancing drugs in sport.

To achieve this priority the Commission will:

- establish an independent body to educate the sporting and general community on the dangers of performance enhancing drugs;
- provide funds to enable this body to carry out independent sampling and testing of sports people at all levels;
- not provide Commonwealth funding to any sporting body that does not comply with drug testing requirements;
- co-operate in achieving the objectives of the National Campaign Against Drug Abuse;
- assist in ensuring IOC Medical Commission accreditation of a drug testing laboratory in Australia; and
- provide funding for the meeting costs and related expenses for an expert committee to examine problems associated with illegal drug use in sport.

Strategic Priority H

To increase private sector support for the development of Australian sport.

To achieve this priority the Commission will:

- encourage an increase in private sector financial support for sports development nationally to a level commensurate with financial support provided by the Commonwealth;
- introduce greater marketing and entrepreneurial emphasis to the operation and promotion of the Australian Sports Foundation;
- maximise the financial contribution made from public use of the facilities at the Australian Institute of Sport in Canberra while maintaining a competitive level of charge for that use;
- expand the Commission's retail, marketing and licensing activities;
- seek to develop a new sports investment scheme offering incentive rates of tax deductibility for financial support of nominated sports development programs and projects;
- seek the introduction of a scheme for corporate sector support of elite athlete assistance and development involving a variable incentive rate of tax deductibility according to the level of donation given; and
- investigate other initiatives for increased private sector assistance to sport such as sports bonds and sports lotteries.

Strategic Priority I

To develop together with State and local government a cohesive plan for the efficient use of government funding of sport and to cooperate in the implementation of the plan.

To achieve this priority the Commission will:

- liaise with State and local government authorities and sporting bodies to discuss a cooperative and consistent approach to the development of Australian sport;
- develop a draft plan for the development of Australian sport and seek agreement from the various elements of the sporting community; and
- implement the plan.

Programs

Achievement of the Commission's strategic priorities and the execution of its functions will take place through the various programs it operates. These programs are:

Sports Program
- AIS residential sports
- AIS National Sports Program
- Sports Talent Encouragement Plan
- Elite athlete assistance scheme
- Athlete educational and vocational service
- Administrative grants to national sporting organisations
- Events overseas
- Events in Australia
- Development grants
- Coaching assistance to national sporting organisations
- AIS coaching scholarships
- AIS satellite coaches
- AIS coaching projects
- Australian Coaching Council
- Seminars
- Games assistance
- Sports Participation
    - : Disabled sports
    - : Children's sport
    - : Youth sport
    - : Women's sport
    - : Veteran's sport
    - : Other group assistance
- ASC administration of sport
- Policy and Planning

Foreign Relations and Exchanges Program

Sports Facilities Building Program
- AIS Building Program
- Sports Facilities Program

Sports Science/Medicine and Research
- Sports science
- Sports medicine
- Drugs in sport
- National sports research coordinator
- Applied Sports Research Program

National Sports Information Service Program
- Information Centre
- Publications

Marketing and Public Relations
- Marketing
- Public Relations
- Australian Sports Foundation Secretariat

Corporate Services
- Board and Secretariat
- Facilities Operation
- Residence
- Executive
- Computer Services
- Finance and Services
- Personnel Services

The programs of the Australian Sports Commission are described below. The letters in brackets next to the name of each program relate to the strategic priorities previously listed.

Sports Programs

AIS residential sports, intensive training centre sports (A,E)
Under the AIS residential program scholarships are offered in seventeen sports to either developing or proven elite athletes (depending upon the nature of the sport in the AIS program) to attend the Institute to receive high quality coaching and training while also pursuing their educational or vocational development. Scholarship holders receive full board and accommodation and various benefits to meet the costs of equipment, travelling, competition and education, as well as essential sports science and sports medicine backup. The program ensures that coaches and other personnel of the highest quality are available to develop athletic talent. The seventeen sports are: basketball, gymnastics, netball, soccer, swimming, tennis, track and field, rowing, water-polo, hockey, squash, diving, cycling, canoeing, cricket, rugby union and volleyball.

In addition to the AIS residential sports, intensive training centres will be established around Australia in consultation with National Sporting Organisations, State governments and sports institutes. The intensive training centres will be a integral part of each sport's national plan for athlete and coach development and where appropriate will be a "feeder" system to a centralised residential program.

AIS National Sports Program (A,D)
This program provides national sporting organisations with access to the facilities and services of the Institute for the purposes of assisting the preparation of national teams, the conduct of camps for elite junior athletes, or the conduct of seminars and workshops for coaches, judges and referees. The program also assists with costs such as travel and accommodation.

Sports Talent Encouragement, Elite Athlete Assistance Scheme (A)
These programs provide elite and potentially elite athletes with direct financial assistance to help defray the costs associated with their training and competition.

Athlete Advisory Service (A,E)
This service will assist athletes to gain employment and pursue education opportunities.

Assistance for the Preparation of the 1992 Australian Olympic Team (A,E)
Assistance will be provided to the national teams of Olympic sports undertaking approved international competitions in the lead up to the 1992 Winter and Summer Olympic Games. The Commission and the Australian Olympic Federation will co-ordinate the allocation of funds.

Administrative grants to national sporting organisations (F)
Financial grants are made available to a sport's national body ie. national sporting organisation (generally only one organisation per sport is considered eligible, although exceptions may be made, for example, where separate organisations exist for men and women) to assist with the employment of a national executive director, full or part-time support staff and general administrative costs. The Commission will undertake efficiency reviews of sporting bodies organisational structure and management with the assistance of independent management consultants where necessary.

Events overseas and in Australia (A)
Financial assistance is available to national sporting organisations towards the costs of participating in international competition overseas and the cost of hosting sporting events in Australia.

Development grants (B,F)
Financial assistance is available for a range of purposes associated with the development of sport including increasing participation, improving safety, improving refereeing and umpiring standards and technical skills, talent identification, promoting sport to children and running centres of excellence.

Careers for Coaches (D)
Salary support will be provided for National and Assistant National Coaches, Satellite Program Coaches and National Directors of Coaching to assist the development of a coaching career structure.

High Performance Coaching (D)
Under this program funding will be provided for Master Coach Awards, Coaching Scholarships, Overseas Coaches' visits and updating seminars.

Coaching assistance to national sporting organisations (D)
Financial assistance towards the employment of full or part-time national coaching directors and the cost of coaching projects.

AIS coaching scholarships (D)
Scholarships are made available in some residential programs to coaches demonstrating the potential to develop excellence as coaches in order to promote their development.

AIS satellite coaches (D)
A number of the Institute's residential sports have networks of coaches who monitor potential Institute athletes in return for access to Institute facilities and services.

AIS coaching projects (D)
Seminars, workshops and other development projects are conducted for elite coaches involved in Institute programs.

Australian Coaching Council (D)
The Commission provides administrative support and financial assistance to the Australian Coaching Council for purposes such as the employment of administrative and support staff and for the development of resources and materials for the promotion of coaching in Australia. The Council is responsible for co-ordinating the national development of coaching in Australia and for accrediting coaches under the National Coaching Accreditation Scheme. Assistance will be provided to enable the production of new and improved coaching manuals and resource materials.

Seminars (F)
Under this program the Commission organises seminars or workshops where issues of concern in sport can be addressed and/or for the purpose of improving the flow of information between the Commission and the sporting community.

Games assistance (B)
Support and assistance is provided for the promotion and development of regional games through the provision of information and advisory services and the conduct of conferences on regional games' issues.

Sports participation — Disabled sports (B)
Funding assistance is available to promote participation in sport by people with disabilities. The nature of activities for which assistance is available includes the employment of personnel and administrative expenses of national organisations providing sporting opportunities for the disabled; travel to international competitions overseas; the staging of competitions in Australia; attendance at international meetings, study tours and seminars; administration of international meetings and conferences in Australia; integration projects; research; support for elite disabled athletes; coaching development; and projects of national significance.

Sports participation — Children's sport (B)
This program aims to improve the quantity, standard and variety of sporting activities and to increase the quality of sports instruction available to Australian children and includes the successful AUSSIE SPORTS program involving the introduction of modified sports for primary school-aged boys and girls. The program will be extended into the Sports community.

Sports participation — Youth sport (B)
A 'Sportsfun' program will also be introduced to provide after school sports for young children and leadership opportunities and training for youth will also be enhanced through a 'Youth Sports' program. This program will also address the reasons for youth sport drop-outs.

Sports participation — Women's sport (B)
This program is designed to assist the Commission to implement its National Policy and Plan for Women in Sport (Dec 87). Support is given to increase the quality and quantity of opportunities for all women to participate in sporting activities of their choice in a fair and unbiased environment. The Women's Sport Promotion Unit will develop a campaign to promote sport for adolescent girls.

Sports participation — Veteran's sport (B)
Support is given to improve opportunities for veteran athletes to participate in sport through assistance towards the conduct of seminars, games and events.

Sports participation — Other groups (B)
Support is given to promoting sporting opportunities to groups within the community where a special need is identified.

ASC administration of sport (A,B,F)
The Commission provides a range of assistance, services and information and works in co-operation with national sporting organisations and other groups, individuals and organisations (both government and non-government) for the purposes of developing and improving sport in Australia.

Policy and Planning (A,B,F,I)
This program is responsible for a range of policy and planning functions including statistical collections, strategic planning, program evaluation, Government sports policy and co-ordination activities.

Foreign Relations and Exchanges Program

The Commission provides input into, and advice in relation to, sports aspects of the Australia Abroad Program administered by the Department of Foreign Affairs and Trade.

Sports Facilities Building Program

AIS Building Program (A)
This program provides for the development of additional facilities and/or improvement in the operational efficiency, safety and performance of existing facilities commensurate with an international standard sports complex required for the purposes of the Commission.

Sports Facilities Program (A,B)
Under this program facility development is monitored and advice is made available on international sports requirements concerning facility design standards.

Sports Science/Medicine and Research

Sports science (C)
The Commission, under the banner of the Australian Institute of Sport program, aims to provide a standard of sports science services in fields such as physiology, biomechanics and psychology that complement the development of excellence in those athletes participating in Commission programs, including involvement in appropriate research and professional development activities.

Sports medicine (C)
The Commission, under the banner of the Australian Institute of Sport program, aims to provide medical and physiotherapy services that support Commission programs, including involvement in appropriate research and professional development activities.

National sports research coordinator (C)
The Commission provides financial assistance to employ a national sports research coordinator with responsibility for a range of services including provision of search facilities, conduct of reviews, identification of research needs and preparation of the Sports Science Directory.

Applied Sports Research Program (C,D)
Under this program funds are made available to research problems that are considered relevant and of immediate or long-term value to sport, particularly in areas such as injury control, technique enhancement and coaching.

Drugs in sport (G)
An independent drug testing agency will be established. The Commission will co-operate with the new agency in its effort to eliminate drug use in sport. No funding will be provided to any sport that fails to comply with the Government's anti-drug policy.

National Sports Information Service

Information Centre (B)
The Information Centre provides books and other publications, video, slide and photographic material and research services to complement the programs of the Commission.

Publications (B)
The Publications program produces most of the Commission's reports and information brochures required for purposes such as supporting Commission programs, maintaining the organisations public profile and providing information on Commission program activities and performance for Parliament and the public.

Marketing and Public Relations

Marketing (H)
Under this program the Commission seeks private sector sponsorship and support for Commission programs as well as operating the AIS Shop and AIS Tours program.

Public Relations (H)
Under this program the Commission pursues opportunities which will increase the public profile of the Commission and its programs.

Australian Sports Foundation secretariat (H)
This program administers the Australian Sports Foundation, a public company established to promote public participation in the funding of sport in Australia, to complement funding provided by the Commonwealth Government. Donations to the Foundation are tax deductible.

CORPORATE SERVICES

Board and Secretariat
The Federal Minister responsible for sports matters appoints members to the Board of the Australian Sports Commission. The Board is responsible for ensuring that the Commission operates in accordance with its legislative powers, objects and functions. The Commission provides a secretariat to service the Board and its committees and to centralise the records and activities of the Board.

Facilities Operation
This program ensures that facilities are maintained at the highest possible standard both for the purposes of the Commission's programs and to meet the training needs of Olympic and other high profile sports. It also seeks to ensure that public use of facilities at the Australian Institute of Sport campus, at times when these are not required for programs of the Commission, is maximised for the purpose of offsetting costs of their operations.

Residence
Under this program the Commission seeks to maximise the usage of the AIS Halls of Residence for both AIS residential and non-residential programs and for maximising revenue from other sources.

Executive
The Executive, under the direction of the Executive Director, is charged with the day to day management of the affairs of the Commission, subject to the directions given and policies determined by the Board of the Commission.

Computer Services, Finance and Services and Personnel Services
Each of these programs provides services, expertise and advise in support of the effective and efficient management and administration of the Commission and the execution of the Commission's responsibilities.

Evaluation

The Commission will undertake to prepare an Evaluation Plan, to reflect the period of this Strategic Plan, which will target the programs of the Commission for evaluation, their objectives and the criteria by which each will be assessed.

In preparing the Evaluation Plan, notice will be taken of the link of the evaluation function to the development and review of the organisations' Strategic Plan, Annual Operational Plans, Program Budgets and associated documents, and new policy.

Close consultation with 'line' areas, to identify the nature of the evaluation process to be adopted in the case of each program, and to develop data collection methodology, is an important part of the process for developing the Evaluation Plan.

The completed Evaluation Plan will provide the framework for the evaluation of the Commission's programs over the next four years. Nevertheless, during this period, the Evaluation Plan will be subject to annual review, to assess the need for any adjustment to it in response to changes in the emphasis of programs or due to the emergence of new programs and initiatives.

Appendix A

Summary of Act

The Australian Sports Commission is a statutory authority established under the Australian Sports Commission Act 1989 and is responsible to the Minister for the Arts, Sport, the Environment, Tourism and Territories.

The Commission Board consists of twelve members appointed by the Minister.

Section VII of the Act describes the functions of the Commission, as follows:

(a) to advise the Minister in relation to the development of sport;
(b) to co-ordinate activities in Australia for the development of sport;
(c) to develop and implement programs that promote equality of access to, and participation in, sport by all Australians;
(d) to develop and implement programs for the recognition and development of:
  (i) persons who excel, or who have the potential to excel, in sport; and
  (ii) persons who have achieved, or who have the potential to achieve, standards of excellence as sports coaches, umpires, referees or officials essential to the conduct of sport;
(e) to initiate, encourage and facilitate research and development in relation to sport;
(f) to undertake research and development related to sports science and sports medicine;
(g) to provide sports medicine services and sports science services to persons participating in programs of the Commission;
(h) to establish, manage, develop and maintain facilities for the purposes of the Commission;
(j) to collect and distribute information, and provide advice, on matters related to the activities of the Commission;
(k) for the purpose of fostering co-operation in sport between Australia and other countries, to provide access to persons from other countries to the resources, services and facilities of the Commission;
(m) to raise money through the Australian Sports Foundation, or by other means, for the purposes of the Commission;
(n) to administer and expend money appropriated by the Parliament, or raised in accordance with (m) above, for the purposes of the Commission;
(p) to consult and co-operate with appropriate authorities of the Commonwealth, of the States and of the Territories, and with other persons, associations and organisations, on matters related to the activities of the Commission; and
(q) to provide advice on matters related to sport to the Australian Olympic Federation or other persons, bodies or associations.

The Australian Sports Commission Act 1989 allows these functions to be performed within or outside Australia and in co-operation with a State or Territory or any person, association or organisation.

Appendix B

Functions

The Commission is required, in its strategic plan, to set out the manner in which it is proposed that its functions will be performed during the period of the plan. The Commission has done this by addressing, for each function, the means to be adopted to execute that function.

Function: to advise the Minister in relation to the development of sport.
To effectively execute this function the Commission will endeavour to:

- develop and maintain effective systems for monitoring, recording and reporting on the activities of the Commission
- provide timely responses to issues of concern to the Government and Minister
- provide advice and reports to the Minister on sport and related matters
- report to the Minister on the performance of the Commission in relation to its goals

Programs:
Board and Secretariat
Executive
Finance and Services
Policy and Planning
Personnel Services
Computer Services
Information Services
Marketing
ASC Administration of Sport

Function: to co-ordinate activities in Australia for the development of sport

To effectively execute this function the Commission will endeavour to:

- provide leadership and to cooperate to establish an efficient and uniform sports system
- require all sporting organisations receiving Commission funding, and encourage those sporting organisations not receiving funding, to prepare long term development plans which address participation, talent identification and the development of elite sports persons
- encourage and provide advice to national sporting organisations for undertaking the assessment and review of strategies identified in their development plans
- provide assistance to national sporting organisations in areas of identified need including the management, marketing and professional development of sport
- encourage the employment and development of professional sports administrators and coaches
- fully utilise the energies and skills of government, volunteers, professional sports persons, administrators and others
- encourage the organisation and conduct of major international, national and regional sporting events in Australia
- enhance and strengthen links with State, Territory, regional and local government bodies for the purpose of co-ordinating the development of sport
- undertake research into and provide advice on the role and value of sport and sport providers to Australian society
- encourage and assist in the establishment of a network of sports science and sports medicine providers throughout Australia through the provision of expert advice.
- liaise with States, local government and sporting bodies on the development and implementation of a cohesive plan for the development of Australian sport.

Programs:

Information Centre
Sports Science/Medicine and Research
Administration assistance to national sporting organisations
Sports Participation
Development Grants
Seminars
Public Relations and Marketing
Games Assistance
Policy and Planning
Events in Australia
ASC Administration of Sport
Coaching assistance to national sporting organisations

Function: to develop and implement programs that promote quality of access to, and participation in, sport by all Australians.

To effectively execute this function the Commission will endeavour to:

- foster research, development of policies and implementation of strategies which will enhance participation in the areas of sports for people with disabilities, children's sport, youth sport, women's sport and veteran's sport
- provide assistance to national sporting organisations for development and integration projects
- further develop the Women in Sport program to implement strategies from the National Policy and Plan for Women in Sport and provide assistance which encourages a greater awareness of issues of concern to women in sport
- in co-operation with other organisations introduce development schemes for sports clubs that result in improved leadership, coaching, promotion and general administrative effectiveness
- extend the AUSSIE SPORTS Program with increased emphasis on the employment of coordinators
- further development of the Level 0 courses and manuals in the AUSSIE SPORTS coaching program
- develop a youth sport program to promote the benefits of sports participation to secondary-school aged youth
- encourage the development of after school sports programs particularly where need is identified
- encourage increased leadership training in sport with an emphasis on instructing youth in leadership skills
- encourage the development of the voluntary sport sector

Programs:

Sports participation
- — Disabled Sports
- — Children's Sport
- — Youth Sports
- — Women's Sport
- — Veteran's Sport
- — Other Groups

ASC Administration of Sport
Australian Coaching Council
National Sports Research Coordinator
Applied Sports Research Program

Function: to develop and implement programs for the recognition and development of persons who excel, or who have the potential to excel, in sport.

To effectively execute this function the Commission will endeavour to:

- encourage national sporting organisations to promote the identification and development of talent
- co-operate with other agencies which are also involved with high performance athletes, such as State Institutes of Sport, to maximise resources available and ensure that the best talent is identified and developed
- provide scholarships on a residential and non-residential basis to talented athletes for the purpose of improving opportunities for their athletic development
- provide funding to assist elite athletes and teams to travel to compete overseas against world class competition
- implement and review four year agreements with national sporting organisations involved in the AIS residential program
- further the educational and vocational skills of athletes involved in long-term residential programs
- improve opportunities available for AIS scholarship holders to participate in meaningful activities in non-training periods
- rationalise the STEP program to ensure its effectiveness in assisting elite athletes achieve their full potential
- assist in the preparation of selected Australian athletes and teams for Olympic and Commonwealth Games
- provide access to the resources of the Commission to assist sports to prepare national squads prior to international competition
- assist national sporting organisations in assessing the condition of their elite athletes through adoption by sports science laboratories of standardised testing protocols
- provide opportunities, in co-operation with national sporting organisations, for high level domestic and international competition
- establish and implement a system of accreditation for sports science laboratories that recognises their reliability and validity for the testing of elite athletes

Programs:

AIS residential sports
AIS National Sports Program
Athlete advisory service
STEP
Elite athlete assistance scheme
Sports participation
Events overseas
Events in Australia
ASC Administration of Sport
AIS satellite coaches
Coaching assistance to national sporting organisations
Games assistance
Development Grants
National Sports Research Coordinator
Applied Sports Research Program

Function: to develop and implement programs for the recognition and development of persons who have achieved, or who have the potential to achieve, standards of excellence as sports coaches, umpires, referees or officials essential to the conduct of sport.

To effectively execute this function the Commission will endeavour to:

- continue support for the work of the Australian Coaching Council and for the development and upgrading of the National Coaching Accreditation Scheme
- develop and expand available coaching resources and coach education materials
- provide opportunities for high performance coaches to have access to the resources of he Institute and encourage other sports institutes to provide similar access
- promote and assist with the organisation and conduct of workshops and seminars for high performance coaches, umpires, referees and officials
- assist national sporting organisations in the development and implementation of coaching development programs
- provide opportunities for talented younger coaches to improve skills through coaching scholarship/apprenticeship arrangements
- support the employment of professional coaches by national sporting organisations
- support visits by elite overseas coaches to Australia and for overseas visits by Australian coaches for the purpose of elite coach education and information exchange
- service Australian coaches by making available the latest research findings
- increase the contribution of sports science and sports medicine to the development of Australian coaching standards

Programs:

Coaching — NSOs — coaching assistance
AIS — coaching scholarships
— satellite coaches
— coaching projects

Australian Coaching Council Seminars
Development Grants
National Sports Research Coordinator
Applied Sports Research Program
Information Centre
Sports Participation

Function: to initiate, encourage and facilitate research and development in relation to sport.

To effectively execute this function the Commission will endeavour to:

- support research into areas of specific and immediate value to sport, including coaching methodology and safety in sport
- continue financial assistance for the Applied Sports Research Program
- support the co-ordination of sports science research in Australia through the National Sports Research Coordinator
- encourage the establishment of a sports research foundation
- increase the level of awareness about sports science research and promote the dissemination of research findings

Programs:

ASC administration of sport
Sports science
Sports medicine
National Sports Research Coordinator
Applied Sports Research Program
Information Centre

Function: to undertake research and development related to sports science and sports medicine.

To effectively execute this function the Commission will endeavour to:

- through financial support and practical encouragement, advance applied research related to enhancement of performance, where such research is related to the work of the Institute and to sports that are strongly involved with the Institute
- act as a catalyst in developing appropriate tests and protocols in the sports science and sports medicine areas
- provide opportunities for professional persons to gain field work experience in the Institute environment involving undergraduate through to practitioner level
- continued development of sports science and sport medicine fellowship and scholarship schemes leading to a network of science/medicine personnel around Australia
- liaise with relevant bodies and individuals both within Australia and overseas with a view to furthering the development of sports science and sports medicine
- disseminate sports science and sports medicine information as widely as possible to those bodies with relevant interests
- establish an independent drug testing agency
- cooperate with the agency in developing and implementing a comprehensive anti-doping program including addressing questions of education, policy development, enforcement and research and development
- support the establishment of an accredited IOC drug testing laboratory in Australia
- encourage and promote the application of the basic principles of sports science and sports medicine in the development of sport throughout Australia
- continue to support professional organisations throughout Australia associated with sports science and sports medicine
- encourage the introduction of effective programs to address issues on drugs in sport
- continue support for the co-ordination and research functions of the National Sports Research Coordinator
- encourage and contribute to International co-operative efforts against the use of drugs in sport

Programs:

ASC administration of sport
Sports Science
Sports Medicine
National Sports Research Coordinator
Applied Sports Research Program
Information Centre
Publications
Drugs in Sport

Function: to provide sports medicine services and sports science services to persons participating in programs of the Commission.

To effectively execute this function the Commission will endeavour to:

- use AIS sports science and sports medicine resources to benefit high performance athletes, coaches and national squads
- encourage national sporting organisations to utilise available sports science and sports medicine resources when preparing national teams
- employ advanced techniques to obtain, interpret and apply scientific data to improve coaching resources and athlete training efforts

Programs:
Sports Medicine
Sports Science

Function: to establish, manage, develop and maintain facilities for the purposes of the Commission.

To effectively execute this function the Commission will endeavour to:

- ensure that Institute facilities are maintained and managed to a standard suitable for the training and development of athletes and teams involved in Olympic and other high profile international sports
- develop additional Institute facilities where a need is identified
- ensure that the maintenance and safety aspects of the facilities are of an appropriate standard
- co-operate with the States and Territories for the use or joint use of facilities at centres outside Canberra for Commission and Institute purposes

Programs:

AIS Building Program
Facilities Operation
Residence

Function: to collect and distribute information, and provide advice, on matters related to the activities of the Commission.

To effectively execute this function the Commission will endeavour to:

- develop and implement a comprehensive public relations plan
- provide bibliographic services and sports information to Australians seeking to pursue and achieve excellence in sport, particularly coaches, athletes and technical officials, and co-ordinate and improve non-bibliographic information services
- bring Institute units located outside Canberra on line to the automated information system
- optimise the use of Commission's computer facilities to provide better information services
- collect or produce, and make available, audio visual resources for use by coaches, athletes and technical officials
- develop audio visual material concerning aspects of the Institute's sports science and sports medicine activities
- arrange for translation services where appropriate
- expand the National Sports Information Service
- through the publishing of reports and brochures and by other means provide advice on all aspects of the Commission's activities
- provide coaches and scientists with relevant material relating to sports science and its application
- expand the register of sports scientists and their related sports science research/education areas of interest
- improve the level of communication between the providers of sports information

Programs:

Public Relations
National Sports Information Service — Information Centre
Publications
Policy and Planning
Sports Participation
Sports Science/Medicine and Research
Australian Coaching Council
Computer Services

Function: **for the purposes of fostering co-operation in sport between Australia and other countries, to provide access to persons from other countries to the resources, services and facilities of the Commission.**

To effectively execute this function the Commission will endeavour to:

- promote exchanges of resources and personnel in the areas of coaching, science, medicine, information resources and administration where mutual benefits accrue
- develop reciprocal agreements in relation to providing access to persons from other countries to the resources, services and facilities of the Institute
- co-operate with the Australian Olympic Federation in the further development of the Oceania Olympic Academy
- promote recognition of the role sport can play in the development of Australia's foreign relations

Programs:

Foreign Relations and Exchanges
Sports Participation
Sports Science/Medicine and Research
AIS residential sports
Information Centre

Function: to raise money through the Australian Sports Foundation, or by other means, for the purposes of the Commission.

To effectively execute this function the Commission will endeavour to:

- introduce greater marketing and entrepreneurial emphasis to the operation and promotion of the Australian Sports Foundation
- maximise "off-budget" revenue through professional marketing programs involving public and commercial usage of Institute facilities, retail and licensing opportunities and joint venture programs, within the primary objectives of the Commission
- co-operate with national sporting organisations and the Australian Olympic Federation to ensure that complementary marketing programs are developed
- encourage the making of gifts and bequests to the Commission and Institute
- increase involvement in the product development area

Programs:

Marketing
Public Relations
Sports Science/Medicine and Research
ASF Secretariat
Facilities Operation
Residence

Function: to administer and expend money appropriated by the Parliament, or raised in accordance with paragraph (m), ie. ASF etc., for the purposes of the Commission.

To effectively execute this function the Commission will endeavour to:

- ensure appropriate systems and records are maintained to identify the allocation and use of the financial, physical and human resources available to the Commission
- provide the Board, the Executive and managers with accurate and timely reports on the progress of expenditures under their control

Programs:
Board and Secretariat
Executive
Finance and Services

Function: **to consult and co-operate with appropriate authorities of the Commonwealth, of the States and Territories, and with other persons, associations and organisations on matters related to the activities of the Commission.**

To effectively execute this function the Commission will endeavour to:

- conduct, support and participate in conferences to discuss trends, problems, etc. in sport
- conduct seminars and workshops to address specific sports issues and challenges
- maintain an effective flow of information between the Commission and its clients
- maximize interstate visits by AIS sports science and sports medicine personnel to increase awareness nationally of latest developments and techniques
- contribute to, and assist, co-operative efforts provided through the mechanism of the Standing Committee on Recreation and Sport/Sport and Recreation Ministers' Council and other mechanisms

Programs:
ASC Administration of Sport
Sports Participation
Seminars
Information Centre
Publications
ASF Secretariat
Marketing
Public Relations
Policy and Planning
Australian Coaching Council
National Sports Research Coordinator
Sports science
Sports medicine

Function: to provide advice on matters related to sport to the Australian Olympic Federation or other persons, bodies or associations.

To effectively execute this function the Commission will endeavour to:

- where practicable, develop comprehensive sports data bases related to all aspects of the Commission's involvement in sport
- monitor or undertake surveys on sport to improve the Commission's planning processes
- maintain an information and public relations strategy that provides timely response to requests on all aspects of sport in Australia
- publish statements and reports on the value of sport to the Australian community
- maintain and develop ongoing relationships with key umbrella groups and agencies involved in sport
- provide specialist advice in the areas of sports science and sports medicine

Programs:

ASC Administration of Sport
Sports Participation
Policy and Planning
Public Relations
Information Centre
Publications
Australian Coaching Council
National Sports Research Coordinator
Sports Science
Sports Medicine

Appendix C

Administrative Policy and Corporate Services

To assist program managers to achieve Commission objectives, to improve the efficiency and effectiveness of the Commission's operations, to coordinate advice to the Minister and ensure timely implementation of Government policies by the provision of effective corporate management the Commission will:

- provide effective secretariat support to the Board of the Commission
- provide the necessary physical infrastructure for the internal operations of the Commission
- develop and maintain an appropriate management information system
- upgrade major computer equipment to increase computing capacity
- develop, review and revise where appropriate plans for the activities of the Commission
- maintain and monitor formal procedures and policies adopted to protect the Commonwealth's interest
- respond to all legal requirements and Government regulations concerning the employment of staff and use of Government resources
- maintain records and information and adopt sound procedures for the effective management of human, physical and financial resources
- furnish the means for appropriate, adequate and effective deterrance and safeguards against attempt of fraud on the programs of the Commission
- continue internal and external audits of the Commissions operations
- comply with any relevant Occupational Health and Safety legislation, regulations and codes of practice
- provide the necessary training for employees to be able to do their work in a safe and healthy manner
- promote participation by all staff in Occupational Health and Safety matters and practices
- in accordance with the provisions of the Equal Employment Opportunity Act 1987, adhere to a policy of non-discrimination and equal opportunity for all persons employed or seeking employment with the Commission
- conduct appointments, transfers and promotions in a way that precludes patronage and favouritism or any unjustified discrimination
- incorporate equal employment opportunity principles into Personnel policies and practices as part of day-to-day operations
- adhere to its industrial democracy policy by involving staff in decision making through structures and process which involve the sharing of authority and responsibility in the work place

The programs of the Commission concerned with the above are:

- Executive
- Policy and Planning
- Board and Secretariat
- Finance and Services
- Computer Services
- Personnel Services

Appendix D

Members of the Australian Sports Commission as at 1 May 1989.

Chairman	Mr A E Harris AC
Deputy Chairman	Mr J D Coates AM
	Ms D Bowman OAM
	Mr P W Coles AM
	Mr H J Elliott MBE
	Mr L E Fox
	Mr R J Masters
	Mr D E Hatt
	Mrs M I A Pewtress OAM
	Mr D A Prince
	Mr M V Wenden MBE
	Mrs B E Worley

Appendix E

History of the Institute and Commission

Australian Institute of Sport
The concept of an institute of sport was promoted as early as 1973. It gained added support following Australia's poor performance at the 1976 Olympic Games in Montreal and the call by the Australian public for better opportunities for Australian athletes to train and compete under optimum conditions in Australia.

The Institute was officially opened on 26 January 1981. It offers to assist Australia's talented athletes to maximise their training efforts and to achieve peak performances through the provision of world class coaching, support services and facilities, in an environment dedicated to the pursuit of excellence in sport, while also pursuing worthwhile educational and vocational training.

The Institute grew from a total of eight residential sports in 1981 to the current number of seventeen fully residential sports at the time of its amalgamation with the Australian Sports Commission.

Australian Sports Commission
In September 1983 the Commonwealth Government announced its intention to establish an Australian Sports Commission to work in co-operation with Federal and State agencies, other levels of government, national sporting organisations and other institutions for the planning and development of sport in Australia, and to advise the Government on the allocation and distribution of its sports funding. An interim committee was appointed to recommend to the Minister the role, structure and functions of the Commission.

The Australian Sports Commission was established on 13 September 1984. It has since then provided assistance to sport through a number of programs designed to promote participation in sport by all Australians and to develop the standard and performance of Australian sport and its sportsmen and sportswomen. It also established the Australian Sports Aid Foundation (now Australian Sports Foundation) which commenced on 18 February 1986 to promote private sector involvement in sports development.

New Australian Sports Commission
The proposal to amalgamate the Commission and Institute together with some of the sports functions of the Department of the Arts, Sport, the Environment, Tourism and Territories into the new Australian Sports Commission was first announced on 25 September 1987. By consolidating resources of the two former organisations and sports programs of the Department, the Government has established a new organisation that will administer its programs more efficiently.

The new organisation will be known as the Australian Sports Commission with the Institute becoming a program of the new Commission.

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