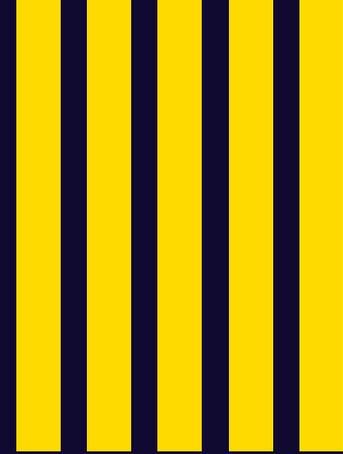


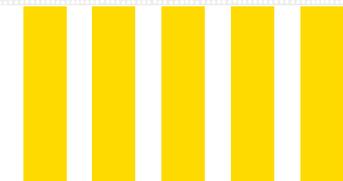
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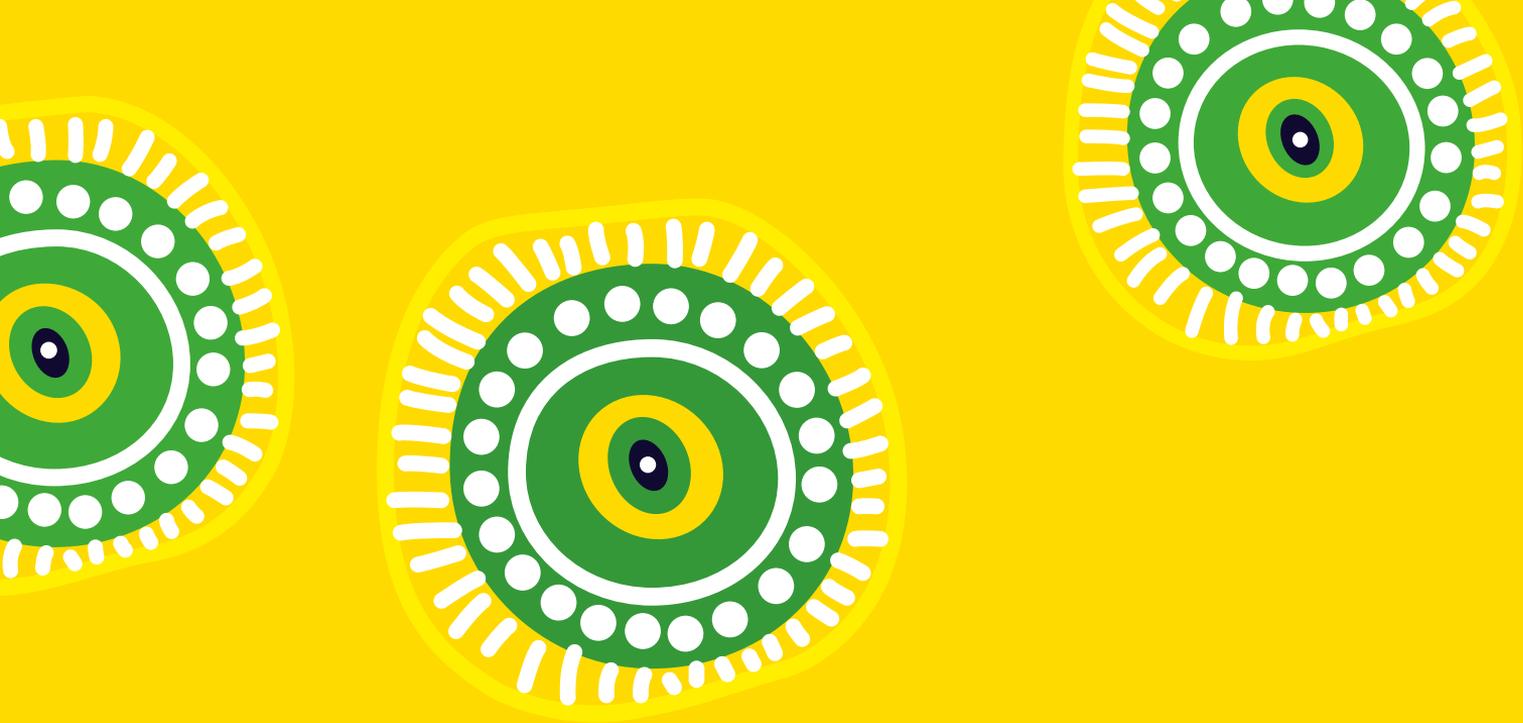
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Australian Government  
Australian Sports Commission

**Corporate Plan**  
2023-27





### **Australian Sports Commission Acknowledgement of Country**

The Australian Sports Commission (ASC) acknowledges the Traditional Custodians of the lands where its offices are located, the Ngunnawal people and recognises any other people or families with connection to the lands of the ACT and region, the Wurundjeri Woi-wurrung people of the Kulin Nation, the people of the Yugambeh Nation and the Gadigal people of the Eora Nation.

The ASC extends this acknowledgment to all the Traditional Custodians of the lands and First Nations Peoples throughout Australia and would like to pay its respects to all Elders past, present and future.

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





**Australian Government**  
**Australian Sports Commission**

The Australian Sports Commission Board is pleased to present the Corporate Plan 2023–27, which covers the period of 2023–24 to 2026–27.

This Corporate Plan meets the requirements under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and paragraphs 23 and 25 of the *Australian Sports Commission Act 1989*.

This Corporate Plan also meets the requirements of the Corporate Plan and Annual Operational Plan as required under paragraph 26 of the *Australian Sports Commission Act 1989*.



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# From our Chair

I am delighted to present the 2023–27 Corporate Plan on behalf of the Australian Sports Commission (ASC).

As we progress through this defining era in Australian sport, the ASC is clear in our vision to lead and support the sector.

Our role is to provide opportunities for all communities to be involved in sport, while growing elite success and representation, inspiring future generations.

On behalf of the Australian Government, we support and invest in sport at all levels, and strive to increase involvement in sport and enable continued international sporting success.

We aim to bring out the best in everyone involved in sport as we establish Australia as the world's best sporting nation.

The launch of Australia's High Performance 2032+ Sport Strategy was a major milestone for Australian sport which saw peak bodies from across Australia's Olympic, Paralympic and Commonwealth Games sports unite for the first time under a national commitment to Win Well.

The strategy aims to position Australia for its best ever performances at upcoming major events including the Commonwealth Games, the 2032 Olympic and Paralympic Games in Brisbane and beyond.

We are also helping change the face of sport participation so that it reflects our society now and into the future. It's a key objective of Australia's first co-designed National Sport Participation Strategy which we are facilitating in partnership with sector stakeholders.

We continue to develop community sport through our participation programs and support 3 million sport volunteers who are at the heart of our sector.

We're also helping more children access free and fun sporting opportunities through our Sporting Schools program which has now helped more than 15 million Australian children to get active and try a range of different sports.

Our new community coaching approach is helping reshape the sporting experience and encouraging more people to get involved and enjoy sport.

This goes hand in hand with a modernised officiating approach which will see more than 950,000 volunteer officials receive world-class training to create safe, fun and inclusive environments for participants.

This ASC is proud of the role it plays in supporting Australian athletes and coaches to reach their potential and prepare for major events, at home and abroad.

In the 2023 calendar year alone, we will have 4995 athletes and staff from 31 sports train at the Australian Institute of Sport (AIS) campus, well exceeding pre-COVID times in 2019.

Demand to access our unique performance environment has continued well into 2023 and we look set to welcome another record number of camps, sports, athletes and staff to site.

As the national home of sport, the AIS campus remains an important and iconic symbol of Australia's commitment to sport and the power of sport to unite and inspire the nation.

As we look towards the Paris 2024 Olympic and Paralympic Games, Milano Cortina 2026 Olympic and Paralympic Winter Games and Commonwealth Games, I am confident the AIS Campus in Canberra and the European Training Centre in Italy will continue to play pivotal roles in our sporting success throughout this defining era for Australian sport and beyond.

On behalf of the ASC, thank you to everyone who contributes to the sector as we work collectively to ensure every Australian sees a place for themselves in sport.



**Josephine Sukkar AM**  
Chair  
Australian Sports Commission

# About us

The Australian Sports Commission (ASC) is the Australian Government agency responsible for supporting and investing in sport. It was established in 1985 under the *Australian Sports Commission Act 1989* and operates in accordance with the *Public Governance, Performance and Accountability Act 2013*.

The ASC is governed by a Board of Commissioners appointed by the Minister for Sport. The Board determines the ASC's overall direction, decides on allocation of resources and policy for delegated decisions, and is accountable to the Minister for Sport.

From grassroots to the pinnacle of elite international competition, we work with the sport sector, other government partners, businesses, and the wider community to champion the role sport can play in engaging every Australian regardless of age, race, gender, cultural background, or physical ability.

We exist because sport matters. It drives all we do at the ASC, including our culture. We stand for respect, integrity, teamwork and excellence. These values underpin how we treat each other and our stakeholders, how we deliver for sport and how we create the world's best environment at the ASC.





# The Australian sporting environment

Australians are changing the way they get active after several years of disruptions due to the COVID-19 pandemic.

Not only are they taking up activities such as bush walking, yoga and pilates which can be enjoyed at times and locations that suit them, but more Australians are also getting active for their mental health.

According to the ASC's AusPlay data, the number of Australian adults moving for mental health reasons has almost doubled in 5 years from 16% in 2017 to 31% in 2022.

We're also increasingly participating in sport and physical activity for fun, social reasons and to be outdoors, which highlights a need for sports to continue to adapt their offerings to suit the needs and wants of modern Australia.

Despite the pandemic and rising cost of living pressures, we continue to prioritise exercise, spending \$16.4 billion on sport and physical activity in 2022.

It's pleasing to see that Australians see the value of sport and continue to invest in it as they recognise the many benefits.

Volunteers are also returning to sport and the ASC continues to work actively to elevate the role of this crucial cohort and help sports grow their volunteer base.

In addition to our leadership of the sector's Sport Volunteer Coalition, we are partnering with sector stakeholders to develop the nation's first codesigned National Sport Participation Strategy.

This strategy will transform the way participation is connected, delivered and supported in Australia and follows the successful launch of Australia's High Performance 2032+ Sport Strategy (HP2032+ Sport Strategy), an industry-wide approach to harness our collective strengths, talent and resources.

The HP2032+ Sport Strategy has a strong focus on winning well – balancing success and wellbeing and acknowledging that how we win is just as important as when we win.

Ensuring our athletes, coaches and high performance staff feel supported is key to the strategy's success, and we welcome data showing that our high performance athletes are also prioritising their mental health.

Half of the 305 athletes who took part in the AIS Mental Health Audit sought treatment in 2022, compared to just 39% of participants in 2018.

The AIS Mental Health Referral Network has provided free, confidential advice from expert psychologists and mental health clinicians to more than 1,400 people since launching in 2018.

This is a defining era for Australian sport. We are well into the Green and Gold decade to Brisbane 2032, and we are focused on building sustainable success for decades to come and to bring out the best in everyone involved in sport.

The sporting strategies, programs and facilities we deliver now have the capacity to shape Australia's long-term prosperity, well beyond sporting boundaries.

A thriving Australian sport system will help build the nation and drive community, health and economic outcomes.



# Our purpose

Our purpose is to increase participation in organised sport and continued international sporting success including through leadership and development of a cohesive and effective sports sector, provision of targeted financial support, and the operation of the AIS.

We invest in national sporting organisations (NSOs) and national sporting organisations for people with disability (NSODs) and work with them to achieve greater sport participation outcomes and industry growth. We will work on generating a competitive advantage for Australian athlete success at the Olympic, Paralympic and Commonwealth Games. We also identify opportunities to work strategically in partnership with sports and organisations that enhance the broader Australian sport sector.



# The ASC's Strategic Vision

This strategic vision outlines the ASC's focus areas for the next 10 years and beyond, capitalising on the calendar of major sporting events and build-up to the Brisbane 2032 Olympic and Paralympic Games. This corporate plan operationalises this strategic vision and details the specific key activities, targets and performance measures upon which we will be held accountable.

**STRATEGIC VISION:** Sport has a place for everyone and delivers results that make Australia proud.

**MISSION:** The ASC will lead, support and provide opportunities for all communities to be involved in sport, while growing elite success and representation, inspiring future generations.

## OUR STRATEGIC GOALS



**LEAD AND ENABLE THE WORLD'S  
BEST SPORT SYSTEM**



**INVOLVE MORE AUSTRALIANS  
WITH SPORT AT ALL LEVELS**



**DRIVE INNOVATION  
IN SPORT**

## KEY FOCUS AREAS

Build the capability  
of sport and the  
people involved

Advocate for sport  
and its positive influence  
on Australia

Promote and  
support inclusive  
and diverse sporting  
environments

Drive thought  
leadership and  
innovation, inspiring  
world's best practices

Optimise our facilities  
to advance sport and  
inspire Australians  
to get involved



# Key activities

The ASC has developed three strategic goals<sup>1</sup> to achieve its purpose:



**LEAD AND ENABLE THE  
WORLD'S BEST SPORT SYSTEM**

We will ensure the Australian sport sector is connected, sharing insights, coordinating projects, and integrating systems to operate more effectively. This will deliver greater value to participants and communities. We will help the sector workforce access the development and support necessary to successfully perform their roles and build their capability.

We will also deliver high performance programs and initiatives to support Australia's elite athletes, their support staff, our sport partners and the sector more broadly to enable them to win well on the road to the Brisbane 2032 Olympic and Paralympic Games and beyond. We will use world-leading knowledge, innovation and practice to ensure our athletes, coaches, and performance support work as high functioning performance teams.



**INVOLVE MORE AUSTRALIANS  
WITH SPORT AT ALL LEVELS**

Through our work, Australians will see the positive contribution that sport makes within their communities. They will recognise the meaningful impact that sport has on their lives, and they will have equitable involvement and access to playing and non-playing roles.

We will strengthen collaborations with our partners to increase the number of players, coaches, officials, administrators and volunteers involved in organised sport and ensure they reflect the diversity of Australian communities.



**DRIVE INNOVATION IN SPORT**

We will strive to drive innovation in sport and lead and enable the world's best sport system. We will also continue to be a key partner in supporting engagement, investment and enhancement of the collaboration between sport and technology.

By expanding our knowledge base and understanding of optimal athlete performance we can champion solutions that benefit the entire sport sector.

<sup>1</sup> Listed as Key Activities in the ASC Portfolio Budget Statement



# Key focus areas

To achieve our strategic goals, we have identified 5 key focus areas which set the direction for the important work we do. We have outlined actions under each focus area which will help us deliver against our strategic goals, strive towards achieving our vision and mission and respond to the challenges and opportunities of our current environment.

## Build the capability of sport and the people involved

To achieve this, we will:

- With our Australian High Performance Sport System partners, deliver a range of key high performance programs and initiatives through HP2032+ Sport Strategy and develop and lead the implementation of a national high performance data strategy to ensure success on the road to the Brisbane 2032 Olympic and Paralympic Games and beyond.
- Lead the development of individual and collective leadership and build professional capability in sport cultures.
- Deliver Australia's first co-designed National Sport Participation Strategy to transform the way participation is connected, delivered and supported across the country.
- Invest in high performance and sport participation programs, performance pathways, and research and innovation through ASC grant programs.
- Increase access to and develop more online learning through the Australian Sport Learning Centre to support the education of board directors, sport administrators, community coaches, teachers, officials, and volunteers.
- Provide access to the Game Plan diagnostic tool and resources to improve the capability of sporting organisations and create an effective and sustainable national sport sector.
- Deliver the National Sport Injury Database to inform safer practices in community sport and contribute to injury prevention.
- Implement the National Coaching Strategy to identify, verify, educate and develop Australia's high performance coaches and implement a modern approach to community coaching and officiating.

## Advocate for sport and its positive influence on Australia

To achieve this, we will:

- Lead the implementation of the Sport Volunteer Coalition Action Plan and the Sport Volunteer Coalition to enable more Australians to volunteer in sport and enhance the sport volunteering experience.
- Generate data to understand Australians' involvement in sport by conducting the national AusPlay survey.
- Produce and share sport sector-based insights through comprehensive research and analysis quantifying the extent of Australians' understanding of the value and benefits of sport.
- Manage the Women Leaders in Sport program to empower women in sport and help to create a culture which values gender equity.
- Manage the Local Sporting Champions grant program and Local Para Champions grant program providing financial assistance to coaches, officials and competitors.
- Provide community engagement opportunities for high performance athletes to connect with community groups, school and sporting organisations, including through partnerships with organisations such as the Black Dog Institute.

## Promote and support inclusive and diverse sporting environments

To achieve this, we will:

- Deliver national participation programs, including Sporting Schools to help millions of Australians be more physically active through sport.
- Build capability in athlete leadership, and programs to enable athletes to have impact in their high performance sport programs.
- Support the holistic development and wellbeing of athletes, coaches and high performance staff through the facilitation of professional development, career and education programs and wellbeing such as the Elite Athlete Education Network, AIS Mental Health Referral Network and the Career Practitioner Referral Network.
- Deliver engagement programs for high performance athletes that target reconciliation and diversity and inclusion, including the Share a Yarn Ally and Cultural Connection programs, and Thrive with Pride.
- Prepare NSOs and NSODs to implement best practice Critical Incident Management processes, to enable safe and effective crisis response programs to support athletes, coaches and staff.

## Drive thought leadership and innovation, inspiring world's best practices

To achieve this, we will:

- Through the ethical use of artificial intelligence, continue to work with Australia's best and brightest minds from academia, practitioners and entrepreneurs to deliver new data, digital health, mass participation and athlete solutions to assist all Australians.
- Provide ongoing national medical leadership to proactively address key issues for sport such as concussion and brain health.
- Help sport participants and sporting organisations connect more securely and easily to digital services across the sport sector through the Sport Digital Identity Program.
- Lead and facilitate knowledge sharing across the sport sector to support informed decision-making and sport delivery through the Clearinghouse for Sport.
- Lead and deliver the National Sport Research Agenda to identify opportunities, priorities and expand the evidence base for sport.
- Deliver research and innovation to enhance the performance of athletes, coaches, and performance support personnel, through managing investment, partnerships, and output from priority research projects.
- Implement the ASC Restorative Program to acknowledge our past and support informed practice on restorative approaches in sport.

## Optimise our facilities to advance sport and inspire Australians to get involved

To achieve this, we will:

- Optimise the end-to-end experience for athletes and users of all ASC sites, from strategy to operations and enabling specialist services.
- Progress the rectification works and work with the ACT Government on reopening the AIS Arena.
- Maintain and modernise ASC facilities to enable specialist support to high performance sport.
- Use our facilities to showcase Australian sport and the cultural impact it has through tours and other community engagement.
- Manage and operate the European Training Centre (ETC) to ensure it provides a key strategic advantage for Australian athletes and teams competing overseas.



# Performance measures

## Strategic Goal



**LEAD AND ENABLE THE WORLD'S  
BEST SPORT SYSTEM**

## Performance measures for 2023–24 and beyond

Measure — Percentage of high-performance funded sports rated by the AIS as achieving benchmark targets.

Targets	2023–24	2024–25	2025–26	2026–27
	90% of all high performance funded NSOs demonstrate clear progression on annual agreed action plans and implementation of best practice systems and processes within their high performance program, as identified through the annual review process with the AIS.	On average, 85% of high performance funded NSOs achieve agreed performance outcomes at their pinnacle event (Olympic, Paralympic and/or Commonwealth Games).  90% of all high performance funded NSOs demonstrate clear progression on annual agreed action plans and implementation of best practice systems and processes within their high performance program, as identified through the annual review process with the AIS.	As per 2024–25	As per 2024–25
<b>Measurement Methodology</b>	High performance targets are agreed with sports at the beginning of each four-year cycle. Benchmark targets or annual milestones are agreed based on each sport's preparations for achieving its overall cycle targets at their pinnacle event i.e. performances at Olympic, Paralympic or Commonwealth Games. The annual measure is determined by the number of benchmark targets achieved that year divided by the number of benchmark targets identified prior to the reporting period. The figures are then averaged across all high performance funded sports.			

**Measure — Improvement in funded national sports<sup>2</sup> business operations.**

Targets	2023–24	2024–25	2025–26	2026–27
	An annual increase in the average Sports Governance Standards maturity score <sup>3</sup> across NSOs and NSODs.	As per 2023–24.	As per 2023–24.	As per 2023–24.
<b>Measurement Methodology</b>	Each funded NSO and NSOD will complete a governance maturity assessment utilising the Sports Governance Standards evaluation and assurance tool.			

**Measure — Level of engagement with the Clearinghouse for Sport – the sector’s cross-jurisdictional knowledge sharing platform.**

Targets	2023–24	2024–25	2025–26	2026–27
	1.2 million user transactions. Maintain 100% state and territory jurisdictional engagement.	1.3 million user transactions. Maintain 100% state and territory jurisdictional engagement.	1.4 million user transactions. Maintain 100% state and territory jurisdictional engagement.	1.5 million user transactions. Maintain 100% state and territory jurisdictional engagement.
<b>Measurement Methodology</b>	Measuring the level of sport sector partner engagement and number of information transactions performed through the Clearinghouse for Sport web portal.			

<sup>2</sup> Funded national sporting organisations (NSOs) and national sporting organisations for people with a disability (NSODs).

<sup>3</sup> Governance maturity is measured by the Sports Governance Standards, through which organisations evaluate the effectiveness and efficiency of their governance systems and processes.

**Measure — Increase access to world class sport learning resources for all Australians involved in sport.**

Targets	2023-24	2024-25	2025-26	2026-27
	Increase the number of learners using the Australian Sport Learning Centre compared to 2022-23.	Increase number of learners using the Australian Sport Learning Centre compared to 2023-24.	Increase number of learners using the Australian Sport Learning Centre compared to 2024-25.	Increase number of learners using the Australian Sport Learning Centre compared to 2025-26.
	Increase number of learners completing ASC online education compared to 2022-23.	Increase number of learners completing ASC online education compared to 2023-24.	Increase number of learners completing ASC online education compared to 2024-25.	Increase number of learners completing ASC online education compared to 2025-26.
Measurement Methodology	Capture the number of individuals accessing learning and completing courses through the Australian Sport Learning Centre.			

**Measure — Build capability in NSO high performance athletes and staff through holistic development and leadership programs.**

Targets	2023-24	2024-25	2025-26	2026-27
	Establish baseline	To be determined following establishment of the baseline.	As per 2024-25.	As per 2024-25.
Measurement Methodology	Program areas will capture the number of individuals and/or teams engaged in ASC development and leadership programs and evaluate their experiences. Intensive capability building programs will capture data pre, during and post the participants' involvement in the program to measure and report capability development.			

## Strategic Goal



## Performance criteria for 2023–24 and beyond

Measure — Increase sport participation by Australian children aged 5 to 14 years.

Targets	2023–24	2024–25	2025–26	2026–27
	<p>47% of children in Australia aged 5 to 14 participate in at least 2 hours of organised sport outside of school hours each week.<sup>4</sup></p> <p>Participant attendances in the Sporting Schools Program to reach 1.7m.</p>	<p>As per 2023–24.</p> <p>Participant attendances in the Sporting Schools program to reach 850,000.<sup>5</sup></p>	<p>To be determined following results from 2022–23, 2023–24 and 2024–25 and whether participation figures have returned to pre-COVID levels.</p>	<p>As per 2025–26.</p>
Measurement Methodology	<p>Data sourced through the ASC's AusPlay survey. AusPlay is a national population level survey that provides insights into the sport and physical activity behaviours of all Australians, including organised out-of-school sport and physical activity participation by Australian children aged 5 to 14.</p> <p>Sporting Schools participation attendances are calculated via the program acquittal process.</p>			

<sup>4</sup> Filtered by sport-related activities (as reported through AusPlay).

<sup>5</sup> The Sporting Schools program is funded until December 2024. This target reflects a half year of participation.

**Measure — Increase the number of Australians involved in organised sport.**

Targets	2023–24	2024–25	2025–26	2026–27
	47% of Australians aged 15 years and over are involved <sup>6</sup> in organised <sup>7</sup> sport. <sup>8</sup>	As per 2023–24.	As per 2023–24.	As per 2023–24.
<b>Measurement Methodology</b>	Data sourced through the ASC's AusPlay survey. AusPlay is a national population level survey that provides insights into the sport and physical activity behaviours of all Australians, including involvement by participants aged 15 and over in organised sport in both playing and non-playing roles such as coaching and officiating.			

**Measure — Percentage of Australians who understand the value and benefits of sport.**

Targets	2023–24	2024–25	2025–26	2026–27
	80% of Australians understand the value and benefits of sport.	As per 2023–24.	As per 2023–24.	As per 2023–24.
<b>Measurement Methodology</b>	Data sourced through the ASC's Community Perceptions Monitor (CPM) survey. CPM tracks views and perceptions held by Australian adults (18 years and over) about sport, including the level of awareness of the value and benefits of sport.			

<sup>6</sup> 'Involved' means having participated/played and/or been involved in a non-playing role (such as coaching, officiating, volunteering, etc.) at least once in the last 12 months.

<sup>7</sup> Participated through an organisation or at a venue.

<sup>8</sup> Filtered by sport-related activities (as reported through AusPlay).



**Measure — Community pride in, and inspiration from, Olympic, Paralympic and Commonwealth Games athletes and teams.**

Targets	2023–24	2024–25	2025–26	2026–27
	80% of Australians say Olympic, Paralympic and Commonwealth Games athletes and teams can make them proud.	As per 2023–24.	As per 2023–24.	As per 2023–24.
<b>Measurement Methodology</b>	Data sourced through the ASC’s Community Perceptions Monitor (CPM) survey. CPM tracks views and perceptions held by Australian adults (18 years and over) about sport, including perceptions and sentiments held toward Australia’s Olympic, Paralympic and Commonwealth Games athletes and teams.			

## Strategic Goal



### DRIVE INNOVATION IN SPORT

## Performance criteria for 2023–24 and beyond

Measure — Increase in the adoption of the Sport Digital Identity Program.

Targets	2023–24	2024–25	2025–26	2026–27
	<p>Ensure an additional 2 external facing ASC systems adopt the sport digital identity program.</p> <p>5% increase in the number of digital identities under management compared to 2022–23.</p> <p>10% increase in the number of organisations adopting Sport Digital Identity Program compared to 2022–23.</p>	<p>Increase in the number of ASC integrated systems by 2.</p> <p>10% increase in the number of digital identities under management compared to 2023–24.</p> <p>10% increase in the number of organisations adopting Sport Digital Identity Program compared to 2023–24.</p>	<p>All new ASC systems continue to be integrated.</p> <p>20% increase in the number of digital identities under management compared to 2024–25.</p> <p>20% increase in the number of organisations adopting Sport Digital Identity Program compared to 2023–24.</p>	<p>All new ASC systems continue to be integrated.</p> <p>30% increase in the number of digital identities under management compared to 2025–26.</p> <p>30% increase in the number of organisations adopting Sport Digital Identity Program compared to 2023–24.</p>
Measurement Methodology	Data sourced from the Sport Digital Identity Program including number of digital identities, organisations using the program and number of ASC external facing systems integrated.			



# Our operating model

At the ASC, we champion the value of sport. We encourage and help Australians of all backgrounds, ages and abilities to get involved in sport and enjoy the many benefits. We play a central leadership role across the broader sport sector through collaboration and direction.

As a Corporate Commonwealth Entity (CCE), the ASC is funded by the Australian Government to support and invest in sport at all levels. The ASC delivers a variety of grants through investment in high performance and sport participation programs, performance pathways, people development and wellbeing, and research and innovation. We manage high performance operations at the AIS campus in Canberra, supporting 7 national training centres of excellence, and the ETC in Italy. We individually support thousands of athletes and dozens of Australian sports through guidance and collaboration.

In 2022 the ASC Board developed a new Strategic Vision and Mission that outlines our focus areas for the next 10 years and beyond, capitalising on a calendar of major sporting events and build-up to the Brisbane 2032 Olympic and Paralympic Games.

To accelerate our ability to deliver our focus areas, we have invested in new capabilities and realigned our structure into a more contemporary operating model. This model is the next step towards realising our vision where sport has a place for everyone and delivers results that make Australia proud. It will allow us to further drive our focus on diversity and inclusion; ultimately driving a better end-to-end athlete experience and accelerating our reconnection. This new model will enable us to better deliver on our strategy and ultimately deliver better outcomes for our communities and our athletes.

# Cooperation and partnerships

We recognise our partners across the sport sector.

Alongside our sports, we work closely with our state and territory partners, including the National Institute Network (NIN), the Australian Olympic Committee, Paralympics Australia and Commonwealth Games Australia.

We welcome the growing government ecosystem now available to support Australian sport, including Sport Integrity Australia, the National Sports Tribunal and partnerships with Government agencies, such as the Office for Sport, and the Office for Women and other Australian state and territory government agencies.

Our collaboration with all these organisations, along with other Commonwealth departments, academia and other sectors, will help us achieve our objectives and showcase the values and benefits of sport.



# Our capability

## Our people

The ASC employs staff from a broad range of backgrounds, including former athletes, coaches, officials, sports administrators and subject matter experts from the public and private sectors. Supported by effective enabling services, the ASC's diversity and depth of talent fosters excellence, innovation, collaboration and delivery. Staff are employed under the Australian Sports Commission Enterprise Agreement.

The ASC supports and develops our workforce and culture through our Enterprise Learning and Leadership, Performance Management, Wellbeing and Culture programs. In response to the growing challenge of attracting talent across both public and private sectors, the ASC is specifically increasing our focus on our employee value proposition, employee experience and diversity and inclusion strategies. Flexible and hybrid working arrangements continue to be supported at the ASC, as we recognise the importance of flexibility as a key element of our employee value proposition that promotes and sustains employee wellbeing. The ASC fosters a high performance culture underpinned by our core values of Respect, Integrity, Teamwork and Excellence.

## Infrastructure

The ASC is administered from Canberra at the AIS Bruce campus. The ASC also has offices in Melbourne and Sydney, and the European Training Centre (ETC) in Varese, Italy.

The ASC maintains buildings, sporting facilities and specialised equipment to support the ongoing objectives of the organisation. More than 90% of the ASC's asset base relates to buildings and facilities operated at the AIS campus in Canberra and the ETC.

The AIS campus remains a key focal point for high performance sport in Australia. It brings NSOs, NSODs and NINs together by providing a unique offering complementing the functionality of other system partners. Its large-scale integrated facilities and capability supported by a multi-disciplinary team enable athletes, coaches and performance support specialists to come together to learn, collaborate and innovate, at any point along the athlete pathway. The ASC works with government to modernise the AIS, to ensure it remains a source of pride, inspiration and international success, delivers infrastructure to support the HP2032+ Sport Strategy, and can lead the high performance sport system.

## Technology

Diverse technology needs across the ASC, in combination with close collaboration and connection with sector partners, drive innovative responses for sport. The ASC provides a range of technology solutions to support sports from participation to coaching development such as athlete health initiatives and insights capabilities that drive education, governance and performance outcomes.

Cyber security and privacy are rapidly growing focus areas for the ASC and a key aspect of collaboration with sport partners. Technology has always been at the forefront of being the best in sport. The ASC's role continues to be a key partner to support our sector to engage and enhance the collaboration between sport and technology.

## Child and Athlete Safeguarding

The ASC is strongly committed to safe, respectful and supportive sport environments. We have zero tolerance for child abuse and neglect, and any behaviour that puts the wellbeing of children and athletes at risk. The ASC is a participating institution in the National Redress Scheme and supports the national grant connected policy for the scheme.

Through adopting the Commonwealth Child Safe Framework and our Child Safe Policy we strive to lead child safe practices on our sites, through the way we work and with our stakeholders. The ASC is focused on the implementation of the National Principles for Child Safe Organisations to lead by example for the sport sector.

## ASC Restorative Program

In 2022, the ASC established a restorative program for former AIS scholarship athletes who experienced harm from inappropriate practices or abuse as a result of their time at the AIS. This program followed the ASC Board's apology in May 2021 and demonstrates our commitment to ongoing action for AIS athletes to feel supported and to get help if, and when, they need it. Insights and learning from this program will inform future practices for the ASC and Australian sport.

## Reconciliation Action Plan

As a leading entity in sport, our vision is to lead nationally in reconciliation using sport as the vehicle. The ASC aims to improve the recognised health and wellbeing inequities of Aboriginal and Torres Strait Islander peoples through sport participation and engagement with sport. We strive to be a culturally safe place where diversity is valued and opportunities to partner with Aboriginal and Torres Strait Islander peoples are actively sought through employment, procurement and engagement.

The ASC Reconciliation Action Plan (RAP) Committee works collaboratively across the organisation to deliver identified Innovate RAP goals and promote reconciliation activities across the ASC and the wider sport community.

Focus areas of the ASC Innovate RAP include:

- Building positive relationships with Aboriginal and Torres Strait Islander peoples and communities, embedding differing perspectives and learnings into our daily operations, ensuring representation, and understanding of a diverse Australia.
- Educating staff on Aboriginal and Torres Strait Islander cultures to build cultural safety in the workplace — encouraging two-way knowledge sharing and co-design practices.
- Promoting a sporting culture which celebrates Aboriginal and Torres Strait Islander peoples, cultures, histories, and achievements in the sporting industry.
- Creating Aboriginal and Torres Strait Islander employment pathways, and business opportunities to help close the gap on Aboriginal and Torres Strait Islander economic and health disparities to enhance the diversity of our workforce and network.





# Corporate governance

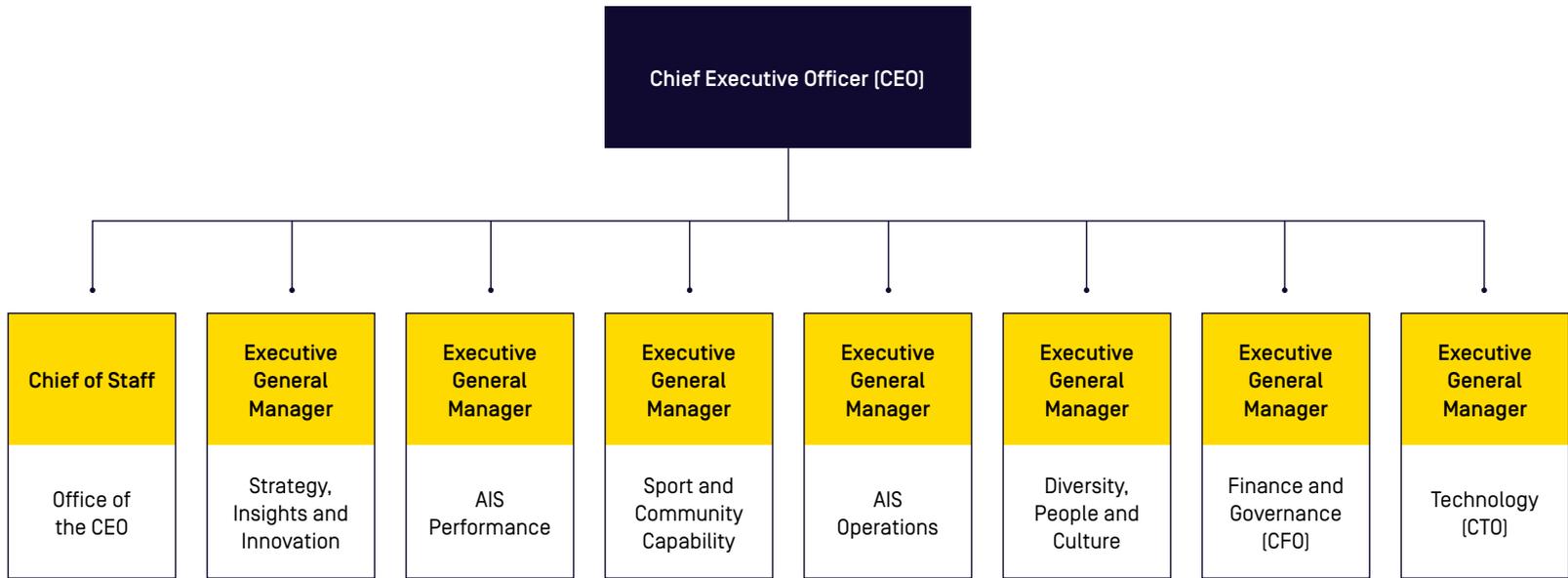
We are governed by a Board of Commissioners who guide the work and strategic direction of the ASC. Under the *Australian Sports Commission Act 1989*, the responsible Minister appoints a Board of between 8 to 13 members, including the Secretary of the Department of Health and Aged Care as an ex-officio member. The Board determines the ASC's overall direction, decides on allocation of resources and policy for delegated decisions and is accountable to the Minister for Sport. The ASC Board is the 'accountable authority' under the PGPA Act.

To support the ASC Board and Executive in decision-making and governance of the organisation, various management committees have been established. These committees can either be decision making or perform as an advisory function.

The Executive Committee (EC) is the lead governance committee, with 4 sub-committees which report directly to the EC:

- Security Committee
- Worksafe Committee
- Child and Athlete Safety Committee, and
- Reconciliation Action Plan Committee.

# ASC Executive Committee





## Managing our risks

The ASC operates in a dynamic and complex environment where unexpected opportunities and threats can impact both our strategic goals and day to day activities.

The management of risk underpins ASC strategy delivery and operations. Our Risk Management Policy and Framework is consistent with the principles of the PGPA Act, the PGPA Rule and the Commonwealth Risk Management Policy and is based on current best practice. Positive risk outcomes are being achieved through ASC's Risk Management Policy and Framework, which exists to inform better practice and embed a risk culture at all levels across the entity. We need to confidently identify and manage risks as we put new ideas into practice and add value for our people, stakeholders, athletes, sport-people and all Australians.

The ASC's Strategic Risk Register considers risk to the delivery of our Strategic Vision and Corporate Plan. Our approach focuses on:

- aligning risk management with our strategic goals and key focus areas
- embedding risk management within our planning and reporting processes
- applying risk management processes to support decision making
- understanding that risk is everyone's responsibility.

The Strategic Risk Register was reviewed and updated and has been endorsed by the ASC Board's Finance, Audit and Risk (FAR) Committee.

Strategic risks	Risk responses/controls
<b>Strategy execution</b>	
<p><b>Failure to deliver on our strategy.</b></p>	<p>Together, we will:</p> <ul style="list-style-type: none"> <li>- Use our established budget and planning processes, to ensure our resources are both sufficient and effective.</li> <li>- Prioritise, implement and monitor the strategy's program of work.</li> <li>- Maintain well-established compliance programs.</li> <li>- Improve our assurance processes.</li> <li>- Maintain strong and enduring relationships with key partners across government and the sport sector.</li> <li>- Management of the ASC's strategic and enterprise risks.</li> </ul>
<b>Reputation</b>	
<p><b>Loss of stakeholder confidence in our ability to lead the sport sector in Australia.</b></p>	<p>Together, we will:</p> <ul style="list-style-type: none"> <li>- Encourage the ASC Values and core principles of leadership and integrity.</li> <li>- Publish robust policies and guidance materials, to provide clear direction for both our staff and key stakeholders.</li> <li>- Encourage evidence-based decision making, within our day-to-day activities and investment in sports.</li> <li>- Establish a high-quality workforce, through strategic workforce planning initiatives.</li> <li>- Offer resilience and wellbeing focused staff development opportunities within our learning curriculum.</li> <li>- Monitor our organisational health and responding with clear action plans against priority areas of focus, thereby improving governance.</li> <li>- Maintain strong and enduring relationships with key partners across government and the sport sector.</li> </ul>

Strategic risks	Risk responses/controls
<b>Innovation / Competitive</b>	
<p><b>Failure to achieve world's best.</b></p>	<p>Together, we will:</p> <ul style="list-style-type: none"> <li>- Ensure that the fundamentals for elite performance are well implemented across all sports.</li> <li>- Deliver on the HP2032+ Sport Strategy.</li> <li>- Confirm that Australian athletes are not at a scientific and / or technological disadvantage compared to their international competitors.</li> <li>- Leverage insights into our stakeholders needs, to identify opportunities to enhance our engagement approach.</li> <li>- Commit to maximising our research data.</li> <li>- Ensure government funding is appropriately directed towards Athlete Wellbeing &amp; Engagement and the improvement of talent pathways.</li> <li>- Promote the value and benefits of organised sport.</li> <li>- Utilise strategic communications and program promotions, to ensure our sport participation opportunities are available for all Australians.</li> <li>- Support sports to improve the effectiveness and sustainability of their business operations, by providing high quality information, guidance and resources.</li> <li>- Maintain strong and enduring relationships with key partners across government and the sport sector.</li> </ul>
<b>Operational</b>	
<p><b>Failure of the AIS Facilities to deliver the services and experience, at a standard commensurate with high performance sport and community expectations.</b></p>	<p>Together, we will:</p> <ul style="list-style-type: none"> <li>- Continue to engage our stakeholders to ensure high performance service offerings meet Australian sport requirements and future needs.</li> <li>- Focus on efficiency, effectiveness, design, and implementation for all our operational processes, to achieve world's best.</li> <li>- Respond to any agreed business changes in an agile manner.</li> <li>- Use our Infrastructure Prioritisation Plan to ensure immediate priorities are addressed and that any development is conducted within our means.</li> <li>- Ensure infrastructure and staff at the AIS Bruce campus are resourced appropriately.</li> <li>- Maintain strong and enduring relationships with key partners across government and the sport sector.</li> </ul>

## Risk management and oversight

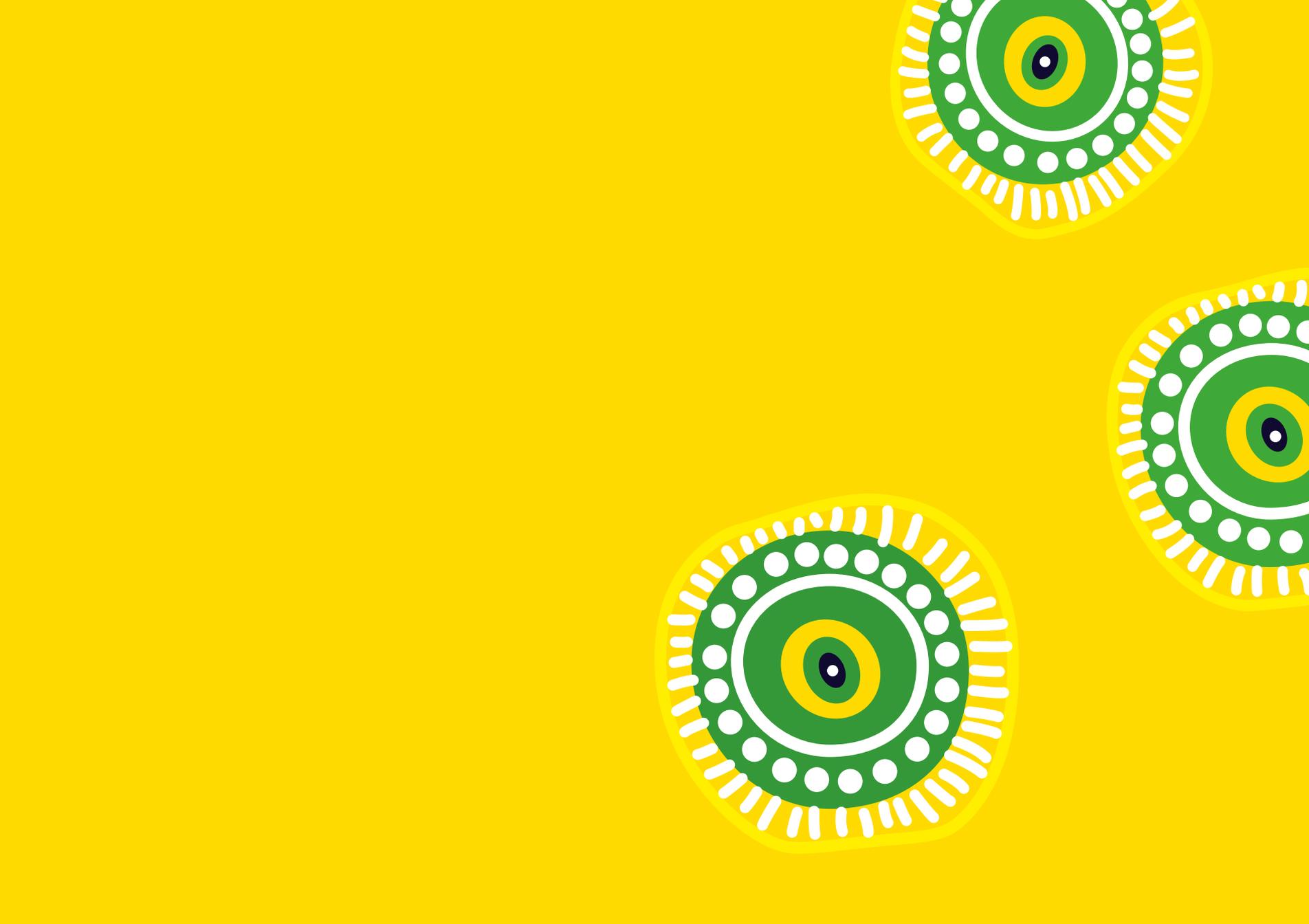
The Board's FAR Committee is committed to the effective identification, management, monitoring and oversight of the system of internal control deployed at the ASC. Our Executive team considers risk regularly at their scheduled Committee meetings, which also play a key role in risk monitoring, while driving improvements in risk culture for the entity.

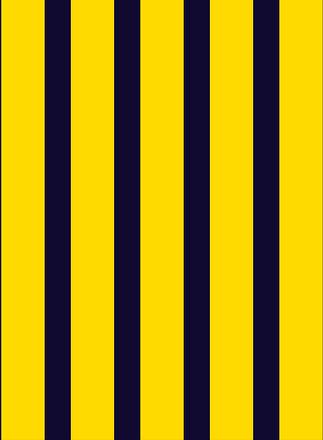
To support the operational management of risk within the ASC, risk management is embedded within our planning processes and incorporated into key ASC business processes, including: procurement, funding decisions, project management, internal audit, financial management, work health and safety, and daily business activities.

## Audit and assurance

The ASC's risk management framework also informs the development and management of our internal audit program to ensure appropriate assurance over risk occurs. Internal Audit is supported by an independent service provider, to further provide objective assurance over the conduct of the internal audit program. External assurance oversight is provided by the Australian National Audit Office (ANAO) through annual financial and performance statements audit activity, along with performance-based audits where appropriate.







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