Australian Sports Commission

Annual Report 1985–86
The Hon John Brown MP
Minister for Sport, Recreation and Tourism
Parliament House
CANBERRA ACT 2600

My dear Minister


The report has been prepared pursuant to section 63M(1) of the Audit Act 1901 to which, by virtue of section 35(1) of the Australian Sports Commission Act 1985, we are subject.

It provides a summary of the Commission’s activities over the past 12 months and allows an assessment to be made of our overall performance against our objectives and functions.

This first year as a statutory authority has been both challenging and rewarding. I believe the Commission has made significant progress towards implementing the ambitious charter defined by the Federal Parliament in our Act. This report is designed to describe that progress and to indicate directions and priorities for the future.

Yours sincerely,

A E Harris
Chairman
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Events in brief 1985-86

* National launch of major sports program for Australian children - AUSSIE SPORTS

* Establishment and operation of the Australian Sports Aid Foundation

* Launch of campaign against the use of drugs in sport as part of Drug Offensive

* Development of ASC's first strategic plan

* Increased flow and quality of information to the sporting community

* Development of close relationship with the sporting community
It is just over 12 months ago that the Australian Sports Commission was established as a statutory authority.

Whilst a number of specific projects have been undertaken in the period, the Commission continues to give priority to two threshold objectives. They are the question of funding for sport from both the public and private sectors and the requirement to unify our total sporting effort without undermining the traditional independence and autonomy which characterises the administration of individual sports in this country.

In relation to funding there have been two major developments. The Australian Sports Aid Foundation has been established and the Government has agreed that donations to the Foundation will be tax deductible.

The Directors of the Sports Aid Foundation are confident that its structure will attract widespread private sector support and a significant inflow of "new money".

In relation to Government funding, the Commission has distributed funds from the Federal Government's Budget to sporting organisations and individuals in proportions that have been determined on specific criteria.

There never seems to be enough money to satisfy the demands and aspirations of all sections of the sporting community. I suppose there never will be. I must confess that I find one of the most perplexing problems facing the Commission is the resolution of who should get what. The Commission endeavours to make the best use of available resources and in doing so to balance impartially the competing requests for money.

In relation to our other priority, namely the unification of our sporting effort, we continue to seek ways and means of reducing wasteful overlap and duplication so that the best use can be made of available resources. To obtain maximum results we need the understanding and support of Governments, both Federal and State, as well as the full-blooded support of sports administrators throughout the nation.
We must together fight to avoid the fragmentation which, over so many years, has sadly undermined the work and dedication of thousands of people who have laboured to improve sport in this country.

Turning now to specific projects, I am pleased to report that the AUSSIE SPORTS program is off and running. This means, for the first time, that Australia has a nationally co-ordinated program of sports education and development for all primary school children in their last three years.

Important steps have been taken to boost the fight against the use of drugs in sport. The Commission believes that amongst other measures, it is essential that there be a comprehensive program of drug testing.

Our first strategic plan has now been produced. It will enable us to determine long term priorities and directions for sport in Australia more effectively than ever before.

All of the matters to which I have referred have necessitated widespread consultation with individuals and organisations throughout the Commonwealth. This consultation has been spearheaded by our General Manager, Greg Hartung, and his highly qualified and experienced staff.

As a result of this communication, the Commission has a better understanding of what the sports community requires and I trust, in turn, the sporting community has a better appreciation of what the Commission seeks.

I hope you will find the report a useful summary of the manner in which we have set about our task in our first year of office. On behalf of the Commission I convey our appreciation to the many individuals and organisations who have responded positively to our call for co-operation. We have much to learn from all of you and with you, much yet to achieve.
General Manager's Report

Greg Hartung

It has been a busy and successful year for the Australian Sports Commission. It began with the proclamation by the Governor-General of the Australian Sports Commission Act on 1 July 1986 and included the establishment of the Australian Sports Aid Foundation, a company specifically created to raise private sector funds to supplement appropriations from the annual Federal budget.

The Commission's initiatives are dealt with in detail later in this report. As well as the AUSSIE SPORTS program for children, we have revamped the assistance program to high performance athletes and we hope to be able to extend this program - the Sports Talent Encouragement Plan - to include our select group of elite coaches.

In addition, the Commission has successfully embarked on a long overdue publications program to service sport with valuable information about a range of important matters from insurance to advice on how to conduct a regional sporting event.

Despite our achievements, the Commission's early period of existence has not been without it difficulties. The restraints imposed by budgets and staffing levels have meant that in some areas we may not have been able to move as quickly as we would have liked. With any new organisation it takes time and perseverance to formally establish itself within its environment. But by any standards the Commission is already a major and positive influence on sport in this country.

The Commission has emphasised the need for planning and is applying that discipline to itself and its major "client" group - national sporting organisations. We have asked all national bodies to provide the Commission with development plans which define their own priorities in order that we may establish ours.

We have spent the last 12 months developing the Commission's strategic plan and the importance of this plan to underpin all developments and advances by the Commission cannot be over-estimated. The momentum of our early period will be
maintained through the use of this plan as will our capacity to think and behave strategically. We are conscious of the maxim that to fail to plan is to plan for failure.

The Commission has asked sporting associations and their administrators, coaches and athletes to play their part. No longer can sport expect to receive assistance without applying to itself the same disciplines of management that apply to other sectors of the economy. The Commission views its financial support and servicing of sport not as a hand-out, but an investment.

It is an investment which I am confident will return a rich dividend to sport and to Australia.
Section 1: Introduction

This report presents a summary of the activities of the Australian Sports Commission for the year 1985-86.

The report covers the first year of the Commission's activities as a Commonwealth statutory authority. On 1 July 1985, legislation to establish the Commission was proclaimed and the ASC commenced operations to fulfil the obligations outlined in its Act.

1.1 Enabling legislation and statutory obligations

The Australian Sports Commission functions under the auspices of the Australian Sports Commission Act 1985. Under the provision of section 35(1) of the Act, the Commission is subject to the provisions of section 63(M)(1) of the Audit Act 1901 which states, inter alia:

"the authority shall, as soon as practicable after 30 June in each year, prepare and submit to the appropriate Minister a report of its operations during the year ended on that date."

The Commission, in fulfilling its obligations under the Act, reports to the Federal Minister for Sport, Recreation and Tourism, the Hon John Brown, M.P.

Under the Act, the Minister and the Commission have a number of specific statutory obligations. These are outlined below. Where they have been exercised during the year, details are provided.

(i) Approve grants - section 7(1)(d)

The Minister has approved all grants paid by the Commission under the various assistance programs for which it is responsible.

(ii) Directions to the Commission - section 9

The Minister has not given any directions to the Commission under the terms of this provision of the Act.

(iii) Approve strategic plan - section 10(2)

The Minister has received the ASC's first strategic plan.

(iv) Convene Commission meetings - section 17(3)

The Minister has not convened any meetings of the Commission
(v) **Acting appointments** - section 18(3)

The Minister has not made any acting appointments to the Commission during the past 12 months.

(vi) **Leave of absence for General Manager** - Section 24

The Minister granted leave of absence to the General Manager on one occasion during the year

(vii) **Acting General Manager appointment** - section 28

On two occasions during the year, the Minister appointed an Acting General Manager during absences by the General Manager.

(viii) **Approve estimates** - sections 31 and 32

The Minister approved the ASC's estimates for the year, and revisions to them following additional estimates.

(ix) **Approving contracts over $500,000** - section 34

The Commission did not enter into any contracts over the nominated figure.

(x) **Delegations** - section 40

The Minister has not delegated any of his powers under the Act.

### 1.2 Objectives of the report

The objectives of this report are to:

(i) satisfy the statutory reporting obligations upon the Commission which are outlined in 1.1

(ii) review the ASC's activities and performance over the past 12 months and so allow the community to assess our performance

(iii) foreshadow emerging pressures and issues to which the Commission will have to respond in the year ahead.

### 1.3 Objectives and functions of the Commission

Section 6(1) and (2) of the Act establishing the Commission define the Commission's objectives and functions as follows -

**Objectives:**

(a) to encourage the private sector to contribute to the funding of sport to supplement assistance by the Commonwealth;
(b) to provide leadership in the development of Australia's performance in sport; and

(c) to encourage increased participation by Australians in sport.

Functions:

(a) to advise the Minister in relation to the development of sport;

(b) to raise money through the Australian Sports Aid Foundation for the purposes of the Commission;

(c) to administer and expend money appropriated by the Parliament, or raised by the Australian Sports Aid Foundation, for the purposes of the Commission;

(d) to co-ordinate activities in Australia for the development of sport;

(e) to consult and co-operate with appropriate authorities of the Commonwealth, of the States and of the Territories, and with other organisations, associations and persons, on matters related to its activities;

(f) to initiate, encourage and facilitate research and development in relation to sport; and

(g) to collect and distribute information, and provide advice, on matters related to its activities.

1.4 Program budgeting

The report has been prepared to reflect the shape and content of the Commission's program statement. This statement was prepared as part of the transition to program budgeting. The statement, which is summarised in Appendix 3, provides a useful way of describing and analysing the Commission's activities and performance.

This report moves part of the way towards a full reflection of the program budgeting format. Activities are described as part of their respective program or sub-program. Objectives are defined and resources, aggregated at a program level, are indicated. However, the report does not include detailed assessments of performance based on specific indicators. These have been defined, as they have as part of the ASC's first strategic plan. The indicators will provide, through the information they collect together, relatively objective measures not only of what the Commission has achieved, but how well it has performed within the context of its corporate strategy. The provision of this information will be the primary focus of the ASC's developing management information systems which have not reached a stage where all the necessary
data is available on which to make detailed assessments of efficiency and effectiveness. That challenge remains to be addressed.

1.5 Review of the year in sport

The past twelve months have been somewhat of a mixed year for Australian sport on the international sporting arena. While our more traditional high profile sports recorded some disappointing international performances, Australians have enjoyed international success in some of the lesser known sports.

For many sports 1985-86 was a hectic period for international competition particularly for those preparing for their participation at the XIIIth Commonwealth Games in Edinburgh in July, 1986.

Some of the highlights of the year included:

- The Australian Wallabies continued excellent form on their 'home soil' with comprehensive victories against France, Argentina, Italy, Fiji and Canada.

- Greg Norman after narrowly missing out on capturing the US Masters convincingly won the 1986 British Open and is currently leading money winner on the American golf professional circuit.

Greg Norman in action
(photo: News Ltd).
The magnificent performance of Adair Ferguson in becoming the first ever Australian female World Champion rower.

The tremendous interest being generated in Australian boxing with the international success of Australian world champions, Jeff Fenech, Barry Michael and Lester Ellis.

Robert de Castella's return to the victory dais with a resounding victory in the prestigious Boston Marathon in the World's third fastest time.

Peter Thompson showing the Americans a clean pair of heels when he convincingly won the 1985 Senior Professional Golf title.

John Jacoby's herculean efforts in winning the World Marathon Canoe Championships.

Australian Women's Lacrosse team winning its first World Championships.

The magnificent effort of 78-year-old Bob Marshall, runner-up in the World Billiards Championships.

The continued success of Australian individuals/teams at World Championships in the sports of men's hockey, squash (junior men and women), junior cycling, waterskiing (all disciplines), parachuting, yachting and boardsailing.

While considerable media attention was focussed on the conduct of the Australian Formula One Grand Prix in Adelaide and the build-up to the defence of the America's Cup in Fremantle, Australian sporting organisations hosted a number of outstanding sporting events during 1985-86. These included:

Champions Trophy World Hockey Tournament in Perth - Australia retained the trophy and its position as the premier hockey nation in the world.

World Orienteering Championships in Bendigo the first time that the championships were held in the Southern Hemisphere.

World 3-Day Equestrian Event in Gawler, SA the most prestigious equestrian event ever to be conducted in Australia.

9th World Bocce Doubles Championships, Melbourne.

4th World Junior Men's Squash Championships, Brisbane.

World Modern Pentathlon Championships, Melbourne.

World Cadet and 5.5 metre Sailing Championships, Melbourne.
Asian Pacific Men's Golf Championships, Adelaide.

7th Asian Taekwondo Championships, Darwin.

All these events were assisted by the ASC through the Sports Development Program.

In recent years, Australian sport has become far more professional with the employment of full-time National and State administrators and coaches and the introduction of innovative and imaginative programs.

The corporate sector has recognised the potential of sport in the market place as is evident by the sponsorship now being provided to sport. During the year a number of sports received substantial funding from the private sector – athletics (Burroughs), basketball (Wang computer), equestrian (Swan Brewery), motor sports (Fosters), netball (Esso), rowing (Cadburys), soccer (Winfield) and swimming (Uncle Toby's).

While Australians continue to participate in a wide variety of sporting activities (over 120) some of the relatively new sports (Touch and Indoor Soccer) are boasting rapid increases in registered participants and supporters at all levels. Certain sports, and in particular basketball, are demonstrating how the conduct of a successful national league can help promote the sport nationally.

Meanwhile one of the most controversial current issues surrounds Australian football which is assessing the feasibility of expanding the current Victorian Football League competition to a national competition. The ASC provided a grant of $35 000 to the National Football League of Australia during 1985-86 for the preparation of a feasibility study into the concept.

While the year may have had its share of disappointments, it showed once again the diversity and range of sports in which Australians are competing and, so often, recording outstanding performances.

1.6 Highlights and key dates

1985

23 October  $7 million Sports Development Program announced

28 October  Fourth Commission meeting held at the Australian Institute of Sport, Canberra

10 December Federal Government announces decision to allow tax deductibility for donations to the Australian Sports Aid Foundation
1986

18 February
Sports Aid Foundation incorporated as a company in the ACT

21 February
Fifth Commission meeting held in Sydney

25 February
ASC media statement condemning use of drugs in sport

10 April
Minister announces grants under the 1986 Sports Talent Encouragement Plan

22 April
Acting Prime Minister Lionel Bowen launches the AUSSIE SPORTS program at the Soldier Settlement Primary School, Matraville, NSW

23 April
Sports Minister John Brown and Health Minister Neal Blewett launch major campaign against the use of drugs in sport

16 May
Sixth Commission meeting held in Brisbane

8 July
Second round of STEP grants announced

Everyone can compete (photo: Canberra Times).
Section II: Review of performance

2.1 Introduction

This section of the report describes the Commission's activities during the year. These cover not only its major programs of sports assistance, but also work in policy development, planning, evaluation and internal management and operations.

Where necessary, detailed information is contained in related tables and charts in the appendices to the report.

The section outlines what the Commission has been doing over the past 12 months in pursuit of its primary objectives and functions and the broad charter defined by its legislation.

2.2 Sports Development

The objectives of the Sports Development Program are to:

(i) provide opportunities for increased participation in sport at all levels of the community

(ii) promote the development of Australia's high performance athletes and assist with Australia's standing in sport internationally.

A total of 12 staff were involved in administering this program which spent $7,538,161 during the financial year.

Herb Elliott, Deputy Chairman and Chairman of the Sports Development Grants Committee.
The Commission has established a Sports Development Committee (see Appendix 2 for membership) which has primary responsibility for the areas and issues covered by this program. The Committee's terms of reference are:

. To advise on the general guidelines for the Sports Development Program including:

- eligibility,
- categorisation,
- fundings levels and priorities,
- future directions.

. To provide advice and undertake action where necessary on matters relevant to national sports development.

. To make recommendations on specific grant levels for sporting organisations and related projects.

. To receive and monitor information from sporting organisations in respect to the Sports Development Program.

. To consider and recommend appropriate consultation processes with national sporting organisations in regard to the development of sport in Australia.

. To consult with all appropriate organisations and individuals involved in any way with the Sports Development Program.

. To report regularly to the Commission or, where appropriate, the Executive Committee, on decisions and recommendations.

SPORTS ADMINISTRATION

The objectives of the sports administration sub-program are to:

(i) support improvement in the administrative efficiency and effectiveness of national associations

(ii) encourage increasing standards of sports administration in Australia.

There are a number of ways by which the Commission implements those objectives. The primary mechanism remains the Sports Development Program.

National sporting bodies submit applications on an annual basis to the Commission. Grants are announced as soon as possible after the Federal Budget in August. The Commission continues to examine the general rationale for assisting the huge number
of competing claims for limited dollars. Taking into account its dual aims of raising performance standards and increasing the numbers of people involved in sport the Commission has generally adopted four main criteria for the assessment of funding applications. These are:

- size
- profile/public acceptability
- international success
- potential for development.

In addition the Commission closely examines an organisations' use of previous funding and its general efficiency and closely assesses the intrinsic worth of programs which have been submitted.

The Commission is concerned to ensure full and adequate accountability of funds spent in all areas of ASC activity. In particular, the Commission has sought from sporting bodies development plans which place their applications for assistance in the context, of long-term priorities and plans.

While this provides a general guide for grant deliberation, the gap between funds required to support legitimate requests for assistance and funds available requires priorities to be set and many difficult decisions to be made.

The Commission has also been keen to encourage self-help by sporting organisations and monitors the effectiveness of past funding.

Eligibility

The following eligibility criteria have been adopted for a national organisation to receive support under the Sports Development Program:

- be representative of the sport nationally
- be affiliated in at least three States
- be properly constituted
- be able to produce annual financial statements
- have an annual report
- have been in existence for a prescribed period of time (normally three years)

Normally only one organisation per sport is considered eligible, although at this time exceptions may be made, for example, where separate organisations exist for men and women. Ethnic and other sectional groups are ineligible for assistance.
Categories of assistance under the SDP with particular reference to sports administration include:

**Administration**

Two kinds of grants are available in this area:

- Support for full or part-time national executive directors or development directors;
- Flat administrative grants

**Employment of personnel**

Grants were approved at either $25,000 or $30,000 per position depending on the total costs involved.

In addition, where sports employed full-time national executive and coaching directors, and employed support staff, an additional grant of $10,000 was generally provided.

Assistance for part-time positions was normally provided by a grant of $12,000.

Forty-nine administrative positions were assisted during the year at a total cost of $1,310,000. (In total the Commission assists eighty-nine full and part-time administrative and coaching positions in fifty-eight organisations - total cost $2,339,000)

No new full or part-time administrative positions were supported during the year. This was due to a combination of factors including the large number of new positions supported in recent years and budgetary constraints.

**Flat Administrative Grants**

Sports not receiving support for professional positions were eligible for general administrative grants. These varied depending on the size of the sport and total expenses incurred. A limit of $5,000 per sport was set. Fifty-two organisations received an administrative grant at a total cost of $292,000.

Despite the large percentage of Sports Development Program funds spent on administrative support, there are a number of potential problems which need to be watched:

- In view of the Commission's inability to increase its contribution towards these positions in recent years there is pressure on sporting organisations to increase their component of overall costs. The aim is to attract the best calibre people to these positions
- In some cases a relatively high turnover of executive director positions is seen as a problem
there is still a need for sports to review the job
descriptions and duty statements of these positions and
ensure clear lines of responsibility if they are to
achieve their maximum potential.

Given current resource limitations and given the large number
of requests for funding of full and part time positions, it
will be very difficult to justify any new support in this area.

SPORTS TALENT ENCOURAGEMENT PLAN

The objectives of the Sports Talent Encouragement Plan
sub-program are to:

(i) enable Australian athletes to achieve, maintain and
improve world rankings

(ii) allow Australian athletes to single-mindedly pursue
their sporting careers, secure in the knowledge that
their family and employment opportunities will not suffer.

The Commission pursues these objectives not only through the
STEP program itself, but also through a number of other
initiatives designed to contribute towards the development of
Australian athletes. Some of these initiatives are examined in
more detail under both the coaching and research and
development sub-programs later in this section of the report.
The Commission's Athlete and Coaching Development (A & CD)
Committee is responsible for overseeing and developing
initiatives in the important areas of athlete assistance,
coaching development and sports research co-ordination.

The membership of the A & CD Committee is included in
Appendix 2, while the terms of reference of this Committee are
as follows:

To examine and make recommendations concerning

(i) the administration and future direction of the
Sports Talent Encouragement Plan;

(ii) the co-ordination of forms of athlete
assistance from State and Federal Governments
and private enterprise;

(iii) the co-ordination and administration of
coaching development in Australia;

(iv) the co-ordination and administration of applied
sports research in Australia; and

(v) other matters that affect the development,
performance and lifestyles of Australia's high
performance athletes and coaches including drug
related issues.
To consult with relevant organisations and individuals involved in assistance to athletes and/or sports coaching when appropriate.

To report regularly to the Commission or, where appropriate, to the Executive Committee, on decisions and recommendations.

Sports Talent Encouragement Plan

The Commission believes that the pursuit and achievement of excellence in sport should be as strongly encouraged as it is warmly applauded and admired. The contribution that our top sportspeople make to our nation cannot be underestimated. The outstanding achievements of Australians in the international sporting arena not only boost our national pride and enhance our image overseas, but also motivate many Australians to participate in sporting activities. However, due to the rising costs of sport at the international level, our athletes cannot be expected to achieve success without some form of outside assistance, whether it be public or private sector based.

The Commission has established the Sports Talent Encouragement Plan (STEP) which provides high performance athletes with direct financial assistance to help defray the costs associated with their training and competition programs.

The STEP program is run on a calendar year basis and commenced operation at the beginning of 1986. The STEP replaced the National Athlete Award Scheme (NAAS) which was administered by the Commission in 1985. While the objectives and administrative procedures are similar to those of the NAAS, the guidelines governing grant allocations are more flexible under the STEP to enable grants to be tailored to the individual needs of athletes.

STEP assistance is available to individual athletes and teams achieving open world ranking in at least the top 15. Individual athletes who, by virtue of recent national and international performances, have shown the potential to achieve a 1-15 open world ranking are also eligible for assistance.

Applications under the STEP are considered twice yearly and recipients of grants are recommended to the Minister by the Commission. In 1986, grants totalling $798 500 were allocated to 209 individual athletes and 17 teams. Notable inclusions in the grant allocations were swimmers Neil Brooks and Michele Pearson, athletics star Debbie Flintoff and weightlifter Bill Stellios. In addition, Australia's world champions in yachting, sailboarding, powerlifting and waterskiing received grants together with Australia's first ever female world champion rower, Adair Ferguson. A complete list of STEP recipients for 1986 is included in Appendix 5.
Pilot Program

At the beginning of 1985 the Commission established a two-year Pilot Program to identify the most appropriate procedures and policies for the administration of a large scale athlete assistance scheme. This Program was funded under the NAAS in 1985 and under the STEP in 1986.

Eight individual athletes and one team were selected to participate in the Pilot Program. The Pilot Program participants are:

Darren Clark
Gary Honey
Glynis Nunn
Steven Lee
Elizabeth Irving
Anna McVann
Jon Sieben
Mark Stockwell
National 4000m
Pursuit Team

Athletics
Athletics
Snow Skiing
Squash
Swimming
Swimming
Cycling

After reviewing the performances of the Pilot Program participants at the end of 1985, the A & CD Committee recommended the continuation of all the participants in the Program for 1986. Therefore, as in 1985, each athlete was allocated $10 000 in 1986 while the Pursuit Team was allocated $30 000. Throughout 1986, the Commission will continue to closely monitor the requirements and performances of the Pilot Program participants.

With the growth of this program in recent years and the ever increasing number of requests for support from all sectors of Australian sport the Commission has placed a priority on assessing the results achieved through this program. This includes examining:

- the number of sports which have received assistance and whether every organisation should be eligible to participate in this program
- the extent of rankings to be taken into account when determining grants and what to do in those sports which do not regularly publish official world rankings
- the question of funding athletes receiving Australian Institute of Sport scholarships or other support e.g. State Institute
- the amount of money which can be considered to be effective
- whether athletes should be means tested
- the problem of athletes accurately estimating the cost of their sporting program in the coming year
the role of coaches and whether funding would not be better directed in this area.

The Commission is reviewing the STEP program with a view to providing the most appropriate and meaningful support for our elite athletes.

**Athlete Data Base**

The Commission has established an Athlete Data Base which contains information on athletes funded under the STEP. The information includes the athletes' competition results, national and international rankings, training and competition costs, assistance received from other sources as well as personal particulars.

While the data base will be of assistance in the administration of STEP, the Commission has made the data base information available to State Governments and other 'bona fide' athlete funding agencies to assist them in the administration of their programs. The Australian Olympic Federation has already used relevant information from the data base in preparation for the 1988 Olympic Games in Seoul and Calgary.

**Institutes of Sport - national co-ordination**

Over recent years the issue of coordination between the Australian Institute of Sport (AIS) and State Institutes has been canvassed in a number of reports. While these reports provided little evidence of formalised co-operation between the Institutes, all generally concluded that such co-operation is necessary to ensure maximum results in the development of Australia's high performance athletes. Despite such conclusions, however, no agency subsequently assumed a leadership role in this important area of athlete assistance.

When the Commission was formally established in July 1985, it was charged with the responsibility of co-ordinating activities in Australia for the development of sport. In view of this responsibility and the recognised need for Institute co-ordination, in early February 1986 the Commission produced a report titled "Institutes of Sport - National Co-ordination" which pulled together the ideas and recommendations included in the previous relevant literature.

As a direct result of this report, the Commission convened a meeting in June which was attended by representatives of the AIS, State Institutes and other State/Territory agencies involved in the athlete assistance area. This meeting successfully laid the foundation for increased co-ordination and co-operation between the organisations present.

With a further meeting scheduled for November 1986, it is hoped that the initiative shown by the Commission in this important area will lead to ongoing liaison and co-operation between the relevant organisations.
COACHING

The objectives of the coaching sub-program are to:

(i) increase the number of qualified coaches at all levels in Australia
(ii) increase the proficiency and effectiveness of coaches in Australia
(iii) assist in the development of coach education and development programs
(iv) improve the flow of information to coaches.

Effective, competent, accessible coaching has always been the lifeblood of any attempt to improve and sustain a nation's sporting performance.

Perhaps no other single issue poses a greater challenge to the development of Australia's sporting capacity in the next few years. And for that reason, coaching represents a major priority for the Australian Sports Commission.

There are a number of elements which together form the Commission's response to this urgent task.

Australian Coaching Council

The ASC provides administrative support and financial assistance to the Australian Coaching Council (ACC).

$113,000 was provided to the ACC in the 1985-86 financial year for the employment of a Director and the development of resources and materials for the promotion of coaching in Australia.

Role of the ACC

The ACC was established in 1979 by the (now) Sport and Recreation Ministers' Council (SRMC) as a co-operative venture between Commonwealth, State/Territory Governments and sport.

The major role of the ACC with its unique combination of representatives from Commonwealth and State/Territory Governments and sport is the co-ordination of the national development of coaching in Australia. (Appendix 8 outlines the objects and purposes of the ACC).

Included in this role is the responsibility for the development, implementation and promotion of the National Coaching Accreditation Scheme.
National Coaching Accreditation Scheme (NCAS)

The NCAS is a coaching education program aimed at increasing the proficiency of coaches through the implementation of uniform standards of instruction specific to the requirements of individual sports. It operates through the provision of courses at three levels. The courses are specific to each sport and include the following components:

. GENERAL - general principles of coaching and human performance
. SPORT SPECIFIC - skills, techniques, strategies and science specific to the particular sport
. PRACTICAL - practice of coaching.

The courses are not intended to produce conformity among coaches. They offer opportunities for coaches to acquire a greater knowledge of coaching which will ensure that our sporting talent is coached by competent personnel.

National sporting organisations are responsible for preparing the sport specific material for each level of the Scheme.

Courses have an emphasis on better organisation of practice sessions, appropriate methods of teaching and correcting techniques and methods of analysing an athlete's performance.

Summary of Courses and Coaches Accredited in 1986

As at 30 June 1986 some 70 sports have had courses accredited at levels 1, 2 or 3 (a full list of sports with accredited courses and courses accredited in 1985-86 is at Appendix 9).

In 1985-86 an additional 7,291 coaches were accredited at the various levels. As at 30 June 1986 there were 37,648 coaches accredited under the Scheme:

. 31,797 at level 1
. 4,992 at level 2
. 859 at level 3.

(A summary of accreditations by sport and level is at Appendix 10).

Technical Committee of the ACC

The ACC has established a Technical Committee which assesses applications from national sporting organisations seeking to participate in the NCAS. The Committee is composed of representatives from sport and State and Territory Governments. The Commission provides secretariat support to this Committee. The Technical Committee provides the ACC with:
advice on the design of courses submitted for approval;
advice on technical issues, such as the production of
manuals and resource materials; and
recommendations on approval of courses.

**Service Agency**

The ACC has an agreement with the Confederation of Australian
Sport to provide the administration of NCAS enrolment and
accreditation procedures. Each coach pays a fee of $10 at the
time of registration to the agency.

The main tasks of the service agency are the production of NCAS
identification cards and the distribution of these cards and
other accreditation material, including NCAS cloth badges. The
standard ID cards are embossed on a monthly basis from computer
tapes. The result is that all accreditation materials are
posted out to accredited coaches within six weeks of correctly
completed registration forms reaching the agency.

National sporting organisations participating in the NCAS are
each provided with an annual computer print-out of all
accredited coaches in their sport.

**Director of the ACC**

The position of ACC Director is funded by the Commission under
the Sports Development Program through the grant to the ACC.
The Director is Mr Lawrie Woodman and he is located at the
Australian Sports Commission's offices situated at the
Australian Institute of Sport. The Director's work involves
developmental and administrative projects. The Director is
supported by a Commission officer who acts as Secretary to the
ACC and performs other secretariat functions as required.

The functions of the Director include:

- promotion and development of the NCAS;
- liaison with sports and coaching course co-ordinators on
course implementation and quality control;
- evaluation of general theory and technical courses;
- development of coaching education resource materials and
dissemination of information to sport; and
- liaison with relevant Commonwealth and State/Territory
agencies on coaching matters.

The Director meets regularly with representatives of sports and
other bodies with an interest in coaching. He also maintains
regular contact with the Commission regarding ACC and coaching
matters. In 1985-86, he assisted some 75 sports.

**Activities of the ACC in 1985-86**

During 1985-86 the ACC met four times, twice in Melbourne, once
in Sydney and once in Canberra. The Technical Committee met on
the day preceding each of these meetings. The Technical
Committee also had a special meeting in Sydney to consider the revision of the Level 1 General Principles Manual. The Development, Finance, Post Accreditation Services and Elite Seminar Committees also met when appropriate.

Major initiatives in 1985-86 included:

- incorporation of the ACC in the ACT;
- promotion of the NCAS including commencement of production of a video;
- development of an ACC Strategic Plan;
- Position Statement on the Coaches Academy Concept;
- preparation for an Elite Coaches Seminar to be conducted in December 1986;
- establishing guidelines for the development of Level 0 courses were implemented, to complement the AUSSIE SPORTS program;
- the revision of the Level 1 Manual, to be completed by January 1987;
- development of a new Course Design Guideline Booklet;
- development of a Coaches Workbook;
- provision of Post Accreditation Services, including the development of a leaflet titled "Coaching Resource".

**Employment of National Coaching Directors**

The Commission regards the employment of National Coaching Directors along with the employment of professional administrators by sporting organisations as one of the most significant recent advances in the development of sport in Australia. While the role of the coaching director may vary from sport to sport, there are a number of responsibilities that are common to each sport. The coaching directors are responsible for the development and conduct of their sport's national coaching accreditation courses, and for developing the overall coaching program for the sport at the national level.

In 1985-86 a total of $769,000 from the Sports Development Program was spent on the employment of 26 full-time and 4 part-time National Coaching Directors.

Tom Hoad, Water Polo, National Coaching Director (Cliff Russell/AIS).
Coaching Projects

In addition, national sporting organisations also receive funding for coaching projects each year.

In 1985-86, a total of $331 000 was spent through national sporting organisations to support projects such as:

.Tennis - funding to the Lawn Tennis Association of Australia for the McDonalds Junior Tennis Australia program, which involves the conduct of coaching clinics/camps and tournaments throughout Australia for young tennis players.

.Cricket - for the conduct of coaching camps for Australia's top Under 19 and Under 16 cricket players.

.Pistol Shooting - funding to the Amateur Pistol Shooting Union of Australia to bring a renowned overseas coach to Australia to conduct coaching clinics in conjunction with competitions throughout Australia.

AUSSIE SPORTS and Coaching

The Commission's most recent initiative is a program aimed at increasing the quality, quantity and variety of sport played by Australian children. The program is examined in more detail later in this section of the report.

Called AUSSIE SPORTS, the program also has an important coaching element which will be implemented in conjunction with the Australian Council for Health, Physical Education and Recreation and the Australian Coaching Council. This element of the program will try to increase the number of coaches who have at least a minimal level of qualified training and professional experience. Largely, these will be teachers and parents whose children are involved in the AUSSIE SPORTS program itself.

Summary

Problems with available resources have limited the ability of the Commission to provide grants in sufficient numbers and size to national sporting organisations for coaching development. In some cases this has limited our ability to capitalize on other programs such as AUSSIE SPORTS through the provision of Level O courses.

There are also limits on funding for full time coaching director positions and in the current climate it is unlikely any further positions will be able to be supported.

In relation to the National Coaching Accreditation Scheme the lack of State and Regional Coaching Directors or Coordinators in many sports continues to be a problem. The provision of coach education programs in country areas and increasing
community awareness of the need for educated coaches at all levels are just two of the major challenges facing the Australian Coaching Council and sporting organisations.

The Australian Coaching Council is investigating the development of a Level 1 General Principles Course as part of a video package and increased promotion of the NCAS to the general public.

The ACC is also addressing the issue of providing services for accredited and practising coaches. The conduct of an Elite Coaches Seminar planned for December 1986 will be a vital initiative in this area. In addition, the Director of the ACC is preparing a "coaching resource" brochure for distribution to all accredited coaches.

EVENTS

The objectives of the events sub-program are to:

(i) assist sports in attracting and conducting sports events at all levels in Australia

(ii) increase access by Australian sports people to top level international competition

(iii) improve Australia's sporting performance.

The Commission has worked to achieve these objectives in a number of key areas, including assistance for international competition here and overseas and through the development of regional games throughout Australia.

International competition overseas

The amount allocated to national sporting organisations for international competition under the Sports Development Program in 1985–86 totalled $981 000 (approximately 14% of total expenditure). This figure does not include the grant to the Australian Commonwealth Games Association for the Australian team's preparation for the 1986 Edinburgh Games.

Australian national teams from over eighty sports participated in approximately 260 international sporting events overseas (total airfare costs estimated at $5.5 million) during 1985–86. These events ranged from World Senior and Junior Championships, Asian or Pacific Championships to two nation invitational contests.

While in some of our traditional, high profile sports there have recently been some disappointing international performances, Australians have enjoyed international success in 1985–86 in other sports such as women's bowls, canoeing, women's cricket, cycling, men's hockey, netball, squash, surfing, and yachting.
Grant levels vary depending on the importance and frequency of the particular event and the size of the teams selected as well as the profile of the sport. The responsibility for the distribution of the individual grants provided to sports generally lies solely with the sports themselves.

The Commission, however, believes that funds should be used for teams which are able to be competitive at major events. In some cases, alternative programs aimed at raising standards may be suggested as more appropriate to raise performance standards.

The Commission is also looking at the priorities and importance of various disciplines when assisting multi-disciplinary sports. These issues will be discussed with national sporting organisations when assessing future assistance to Australian teams competing in sporting events overseas.

1986 Edinburgh Commonwealth Games

The Australian Government, through the Commission, contributed a total grant of $900 000 ($400 000 in 1984-85, $500 000 in 1985-86) to the Australian Commonwealth Games Association (ACGA) for the Australian team's preparation for the 1986 Edinburgh Games. The Australian team, which comprised 305 competitors and officials, represents the largest contingent ever to compete at a Commonwealth Games.

In order that the Australian team was the best prepared and equipped to represent Australia at the Games and to maintain its position as the premier Commonwealth sporting nation, the ACGA spent $1 065 000 on pre-Games preparation. The breakdown of the grants to the individual sports was as follows:

<table>
<thead>
<tr>
<th>Sport</th>
<th>Grant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics</td>
<td>$145 000</td>
</tr>
<tr>
<td>Badminton</td>
<td>$30 000</td>
</tr>
<tr>
<td>Lawn Bowls</td>
<td>$30 000</td>
</tr>
<tr>
<td>Boxing</td>
<td>$75 000</td>
</tr>
<tr>
<td>Cycling</td>
<td>$90 000</td>
</tr>
<tr>
<td>Rowing</td>
<td>$100 000</td>
</tr>
<tr>
<td>Shooting - Pistol</td>
<td>$40 000</td>
</tr>
<tr>
<td>- Clay Targets</td>
<td>$30 000</td>
</tr>
<tr>
<td>- Small Bore</td>
<td>$20 000</td>
</tr>
<tr>
<td>- Full Bore</td>
<td>$10 000</td>
</tr>
<tr>
<td>Swimming</td>
<td>$140 000</td>
</tr>
<tr>
<td>Diving</td>
<td>$38 000</td>
</tr>
<tr>
<td>Synchronised Swimming</td>
<td>$5 000</td>
</tr>
<tr>
<td>Weightlifting</td>
<td>$90 000</td>
</tr>
<tr>
<td>Wrestling</td>
<td>$70 000</td>
</tr>
</tbody>
</table>

International competition in Australia

Grants to national sporting organisations for international competition in Australia in 1985-86 totalled $458 000. This represents 6.5 per cent of SDP funds. The major grants to national sporting organisations for this purpose were:
* $70 000 to the Australian Hockey Association for the Champions Trophy World Tournament held in Perth.

* $70 000 to the Equestrian Federation of Australia for the World 3 Day Event at Gawler, South Australia.

* $55 000 to the Orienteering Federation of Australia for the World Orienteering Championships in Bendigo, Victoria.

* $35 000 to the Bocce Federation of Australia for the 4th World Doubles Championships held in Melbourne.

* $30 000 to the Australian Golf Union for the Asian-Pacific Teams Championship held in Adelaide.

* $30 000 to the Australian Squash Rackets Association for the 4th World Junior Men's Championship in Brisbane.

* $25 000 to the Amateur Modern Pentathlon Union of Australia to conduct the World Championship in Melbourne.

* $20 000 to the Australian Taekwondo Association for the 7th Asian Taekwondo Championships held in Darwin.

* $15 000 to the Australian Cricket Board for the tour of Australia by a Junior New Zealand team.

* $15 000 to the Australian Bridge Federation Inc. to host the Far East Bridge Championships in Sydney.

In addition to the above events which were held during 1985-86, the ASC provided funds to three national organisations for major international events which will be held during 1986-87. These events are:

* The FITA Target World Championships for archery to be held in Adelaide.

* The World Gliding Championships to be held at Benalla in Victoria.

* The Karate-do World Championships to be held in Sydney.

The Commission takes a close interest in the events which receive Commonwealth Government funding and requires written reports to be submitted. These reports are intended to analyse the impact of the event on the sport and also look at broader outcomes. The Commission provides advice and assistance in the preparation of reports and in the events area generally.

**Regional Games**

The ASC became actively involved in the area of Regional and City Games during 1985-86 as it was considered that such multi-sport events have a vital part to play in achieving some of the Commission's primary objectives.
After canvassing the views of national sporting organisations, State Government Departments and existing Regional/City Games committees, the Commission decided to develop and implement primarily an information role. In practice, this means that it is collecting data, distributing information and performing an advisory service. A key element is a quarterly newsletter entitled "Regional Games News" which is distributed to sporting organisations, State Government Departments and regional and local authorities. The first newsletter was produced in April 1986 and the response has been excellent.

The ASC has not assumed a funding role for regional and city games, largely because it believe that the primary responsibility for assisting such Games rests with State and regional instrumentalities.

The area of international competition overseas remains a continuing difficulty for the Commission. The ability to provide significant support for the large costs incurred by Australian sports which are committed to a range of events is unfortunately limited. This has been particularly exacerbated in the dramatic fall in the Australian dollar and in some cases substantial increases in international airfares. In an attempt to achieve greater effectiveness of current spending the Commission has been stressing to sporting bodies their responsibility for "quality control" of teams leaving Australia and the desire of the Commission to assist those with the most realistic chances of success.

Similarly the hosting of events in Australia poses substantial challenges. The Commission has generally encouraged the hosting of major events in this country, given the sporting, economic and social benefits they generate. However with the rapid growth in budgets necessary to ensure that events are staged properly, the question of whether all events should expect Commission backing needs to be addressed. Another key issue which sports need to address is their administrative ability to undertake the large range of tasks necessary in bringing prestigious events to Australia.

RESEARCH AND DEVELOPMENT

The objectives of the research and development sub-program are to:

(i) encourage sports science and research in Australia, focussing particularly on practical sports problems

(ii) to assist individual sports to undertake, and to encourage, research into major sports development issues

(iii) to establish a sports data base and provide information to the sporting and wider community
(iv) to provide research and information support on issues such as taxation, duties and levies.

These objectives are supported by a wide range of activities and programs within the Commission designed to increase the ASC's access to, and dissemination of, information and research related to various aspects of sports development.

**National Sports Research Program**

The National Sports Research Program (NSRP) endeavours to bridge the gap between sports scientists, athletes and sports coaches. The Commission operates primarily through the National Sports Research Co-ordinator (NSRC) to attain this goal. In addition, the Commission administers the Applied Sports Research Program (ASRP) which assists sports to find solutions to problems through the application of sports science. During 1985-86 the Commission established the Sports Science Management Committee to advise it on sports research issues.

**Sports Science Management Committee (SSMC)**

The SSMC is comprised of representatives from:

- the Australian Sports Commission
- the Australian Coaching Council
- the Australian Institute of Sport and
- the Australian Sports Science Council.

The Commission also provides the Secretariat to the SSMC. The functions of the SSMC include:

- overseeing the performance of the NSRC
- provide support and direction to the NSRC
- recommending to the Commission a budget for the NSRC and associated programs
- reviewing applications under the ASRP
- recommending to the Commission suitable applications for funding under the ASRP.

**National Sports Research Co-ordinator (NSRC)**

In January 1986 Mr Brian Cook took over from Dr Noel Blundell as the Research Coordinator. Dr Blundell had been the Co-ordinator since the inception of the position in May 1983 and the Commission would like to take this opportunity to acknowledge Dr Blundell's contribution to the development of the NSRP during his time in the position as NSRC.

In 1985-86 the Commission provided $110,000 for the employment of the NSRC and associated programs. Mr Cook is now located at the ASC offices situated at the Australian Institute of Sport in Canberra. In addition to financial support, the NSRC also receives administrative assistance from Australian Sports Commission officers.
Other services operated by the NSRC include:

SPORTSCAN

Sportscan is an information retrieval and dissemination service for nationally accredited coaches. Sportscan provides accredited coaches with relevant sports science articles specific to their needs on a wide range of topics. Within two weeks of a request, an accredited coach will receive a comprehensive listing of the latest relevant articles from around the world. Information included in this comprehensive listing includes the name of the journal in which the article(s) appears, the length of the article, the level of the language used in the article e.g. scientific, intermediate, basic, etc, key issues addressed in the article and a summary of findings. On receiving this information coaches can further request Sportscan to retrieve a particular article(s).

In 1985-86 over 600 requests were processed. As an additional service the NSRC, where possible, includes a review article on the area requested.

STATE OF THE ART REVIEWS

These are literature reviews, written by sports scientists, on the most popular "general" Sportscan requests. Presently the "State of the Art Reviews" available are:

- helmet equipment for sports
- dehydration and exercise
- iron - are you getting enough?
- nutrition for the athlete
- protein and the athlete
- anaerobic threshold and endurance performance.

Other reviews are underway.

SPORTS RESEARCH NEEDS UPDATE PROGRAM

This is a list of research needs which have been identified by various national sporting organisations and collated by the NSRC. This annual "update" listing 165 research projects has been provided to all sports science departments in tertiary institutions around Australia. It is hoped that undergraduate students at tertiary institutions may select research topics from the "update" list which are applicable to sports needs.

AUSTRALIAN SPORTS SCIENCE DIRECTORY

The NSRC is currently compiling a list of sports scientists around Australia, including their areas of expertise and the sports that they have worked with. This directory will ultimately be distributed to the sports community to enable more contact between sports scientists and other sportspeople.
The Coordinator is also involved in the following areas:

- developing standardised physiological laboratory procedures for specific sports (in conjunction with Australian Sports Science Council)
- organising meetings in States between elite coaches, sports scientists and State sporting administrators on how we can further "bridge the gap".

One of the major challenges facing the National Sports Research Coordinator is the development of an awareness amongst sports coaches that sports science has an important contribution to make to the art of coaching.

The provision of the Sportscan service is one way in which this challenge is being addressed and consideration is being given to it is a possible expansion of Sportscan to include users other than accredited coaches.

**Applied Sports Research Program (ASRP)**

Officers from the ASC in conjunction with the Research Coordinator, administer the ASRP.

The program is intended to help sport find solutions to problems through the application of sports science. In 1985-86 $110,390 was allocated towards eight projects. Since 1983-84 37 projects have been funded at a cost of $408,428.

In 1985-86 a number of projects which were funded in previous years were completed. These projects included:

- Baseball - Analysis of Pitching Techniques and Development of Coaching Aids
- Rollerskating - Assessment of Elite Speedskating Techniques
- Rugby League and Rugby Union - An Analysis of Scrummaging Techniques and Injuries
- Softball - Analysis of the "Windmill" Technique in Softball Pitching and Development of Suitable Instruction and Coaching
- Surf Life Saving - A Comparative Analysis of Surf Board Paddling Techniques
  - A State of the Art Review on Board Design
  - Survey of Injury Occurence in Surf Lifesaving Paddles
- Swimming - Evaluation of Certain Physical Factors (Glycogen Loading) within the Energy System which Influence Performance
Volleyball - Biomechanical Analysis to Enhance Spiking Skills.

The results of these projects are being disseminated to coaches and other relevant people within the various sports. In some cases, the findings are being included in NCAS courses and where relevant being incorporated in rule changes.

Sports Science Unit, AIS (Cliff Russell/AIS).

In 1985-86 the Program received continued support and involvement from both national sporting organisations and sports scientists. Projects funded this year ranged from "Why Children Drop Out of Sport" to "Anticipation in Squash". Other projects funded were in the areas of nutrition, peaking in sport, cycling, pistol shooting, volleyball and an evaluation of the NCAS. A detailed list of 1985-86 projects is at Appendix 6.

This Program continues to provide a link between coaches, sporting associations, Australia's research institutions and sport scientists. The policy and guidelines for the 1986-87 ASRP have been revised to reinforce these links.

One of the continuing concerns under this Program is to ensure that the findings of the research projects funded are being applied in the field. This issue is being closely monitored by the NSRC and in his day to day liaison with sport scientists and national sporting associations he is emphasising this Program objective.

A non-technical report on the findings of reports completed so far is also being prepared for wide dissemination.
Research and Liaison Projects

These projects have been undertaken in the executive office of the Commission and represent efforts to provide coordination and problem solving services for sport.

Air Fares for Sportspeople

The continued increase in sports costs and especially the removal of sports concessions on airlines has prompted a major research and liaison effort by the ASC into airline travel by sporting bodies. A confidential survey of national and many state bodies was carried out to assess the impact of the loss of concessions for sports. Submissions were subsequently prepared for the Independent Review of Economic Regulation of Domestic Aviation and negotiations have begun to establish a 'sports package' of mutual benefit to sports and carriers.

Violence in Sport

The problem of violence in sport has been the subject of a major Commonwealth/State enquiry with which the ASC has cooperated.

State and Commonwealth Sports Ministers believed it was important to ensure that overseas trends and experiences of violence in sport do not occur in Australia. At a meeting in April 1986, they endorsed a number of strategies, based on recommendations of the Task Force, aimed at reducing violence in sport. In particular, they endorsed the efforts of the ASC's AUSSIE SPORTS program to address directly the issue of behaviour in sport.

Consequently the Federal Minister has written to:

- National Sporting Organisations
  - endorsing the AUSSIE SPORTS Codes of Behaviour
  - requesting them to review their rules and structures to minimise violence
  - asking those who have not already done so to develop or adopt a code of ethics and conduct, and requesting alcohol restrictions.

He has also written to all State Ministers for Sport:

- enclosing AUSSIE SPORTS Codes, and
- asking them to liaise with the Australian Sports Commission with the aim of distributing the Codes among sporting bodies.

AUSSIE SPORTS, it is hoped, will provide a major vehicle for the promotion of fair play and ethical behaviour in Australian sport.
Information Projects

The Commission has encouraged sporting organisations to arrange adequate sports insurance for their members as well as encouraging sports insurers to provide competitive insurance in this area. In cooperation with major insurance companies and with Government providers of medical and social insurance, the ASC produced and distributed a 'Sports Insurance Folder'. Despite wide initial distribution there has continued to be a steady demand for the folder. This should assist sporting bodies to ensure safe and responsible approaches to sports injuries in Australia as well as providing an excellent example of cooperation between government and the private sector.

Two further information projects are continuing within the Commission - 'Sport and the Law' and 'Taxation and Sport'. While neither is intended to supplant professional advice, the information which they will generate is aimed at giving sports a 'checklist' of issues which require special care. It is anticipated that publications on these topics will be circulated to sporting bodies in the second half of 1986 and complement the first publication on insurance for sportspersons.

Finance Issues

The ASC continues to seek data on government expenditure on sport. This has involved the collection and analysis of financial data and the development of a format and procedures for the gathering and reporting of this data.

The ASC has both commissioned investigation into the impact of income tax on sports and undertaken its own research. Subsequently reports have been made to the Minister on the subject, including a confidential report on the potential for taxaveraging for sportspersons.

The ASC has continued to assist and advise sporting bodies and make representations on their behalf on matters of taxation, customs duties and levies.

The impact of sports sponsorship especially by tobacco and alcohol industries has been, and continues to be closely monitored.

Sports Data Base

The 'information society' is producing data at an exponential rate. Much of this socio-demographic, legal, financial and economic data has significance for the ASC, sports planners and sports administrators. The ASC believes that it has a responsibility to analyse and use the data and provide a regular information flow of the knowledge or intelligence in the data to sport and to government.

This process has started in the areas of taxation, levies, insurance and legal issues, as discussed earlier in this section of the report.
It was in part because of the difficulty of establishing means of analysing other data, and partly because of our need to develop a strategic plan, that Social Impacts Ltd were engaged to analyse the impact on sports development in Australia of likely trends in the social and economic environment to the year 2000. Their analysis was presented to the ASC in a report titled Sport to the Year 2000. The ASC is developing a comprehensive plan to give effect to the recommendations of this detailed report. This includes adopting means whereby the data on participation rates and economic activities related to sport can be monitored, analysed and disseminated for the benefit of sport.

The plan will also consider ways in which the information and analysis may be synthesised for distribution to sporting bodies, many of whom provided significant assistance in its preparation.

The establishment and development of the data base is a long-term initiative and represents an excellent opportunity for the Commission to give relevant, current and detailed information to sporting bodies and government.

The ASC has also begun negotiations with the Australian Institute of Sport to establish of a Sports Information Network by coordinating the Commonwealth's contribution to sports information. This project may provide a basis for later collaboration with State and Territory sporting bodies to develop a truly integrated national sports information system.

Summary

Sport, like all sections of the economy, has come under pressure in the past financial year. The Commission has played an active role in promoting sports' interests over and above a mere monitoring role.

The Commission's delegate at the 1985 Tax Summit argued sports' case against the proposed 12% consumption tax and the Commission supported the horse-racing industry's plea for assistance as its viability appeared to wane. Tax relief was afforded horse-racing in the 1985/86 budget and the consumption tax did not eventuate.

However airfares have risen and travel concessions have been reduced. The Commission continues to work for a better deal for sports in these areas. Social issues are being addressed but financial constraints have meant an increasing reliance on non-funding methods of promotion. Sports Insurance and Violence in Sport are two of the areas where this is proving successful. A continued build-up of data in all areas related to sport is becoming crucial in the Commission's efforts for sports in taxation, levies, expenses and funding.
Development Projects

Under the Sports Development Program, funds are provided to assist national sporting associations with a range of developmental programs and projects. While a major percentage of the funds for development projects was earmarked for junior development, various other areas have also received support. These included safety, increased participation, umpiring, refereeing, technical development and national leagues. Some examples were:

Safety Programs

Funding provided to the Australian Sports Medicine Federation to assist it with the implementation of a National Sports Trainers' Scheme.

Ski Patrol - the purchase of hypothermia kits and teaching aids for instruction in the treatment of more common skiing injuries.

Parachuting - assistance towards the preparation of an equipment maintenance manual.

Increasing Participation

Many sports are making great efforts to attract more participants. Some which received Commission support are:

Indoor Soccer - promotion and development of the game in the "less developed" States:

Little Athletics - development of a promotional video and standardisation of the rules;

Ice Skating - national system of teaching basic skating skills;

Softball - national participation and skills program involving schools promotion and skills awards for instructors and pupils.

Developing Soccer Skills (photo: Promotion Australia).
Umpiring/Refereeing, Technical

Many sports are concentrating on the vital task of improving umpiring and technical standards. Specific projects assisted by the Commission include:

- Basketball – courses and seminars for referees in conjunction with national championships;

- Women's Bowls – program of national accreditation for umpires and formation of National Umpires' Committee;

- Netball – conduct of national umpires' clinics.

A number of other significant developmental projects received support from the Commission including:

- National Leagues – funds were provided to soccer and basketball to assist with the costs of administering national leagues;

- Australian Football – the National Football League of Australia Ltd received assistance to conduct a feasibility study into a national competition;

- Athletics – the Australian Athletic Union established a Junior Commission which, serviced by a full-time officer and utilising the services of Glynis Nunn (a member of the ASC), aims to make more children and teenagers aware of athletics and provide opportunities for them to develop within the sport.

National Program on Drugs in Sport

The Commission established its National Program on Drugs in Sport in September 1985. The Program Coordinator, Mr Steve Haynes, is located at the Commission's offices at the Australian Institute of Sport. The establishment of this National Program follows on the earlier work of the Australian Sports Medicine Federation.

The expert Committee appointed to oversee the Program is chaired by Dr Brian Corrigan (Senior Specialist in Rheumatology, Concord Repatriation Hospital). Membership comprises:

- Professor Graham Blackman (Professor of Pharmaceutical Chemistry, Victorian College of Pharmacy)
- Mr Paul Brettell (General Manager, Australian Institute of Sport)
- Mr Pat Grahessy (Australian Sports Commission)
- Dr Ken Fitch (International Olympic Committee Medical Commission)
- Mr Stephen Greenwood (Director, Drugs Dependence Branch, Commonwealth Department of Health)
Mr Steve Haynes  
(Program Coordinator)
Dr Les Johnson  
(Sports Drug Testing Laboratory, Royal Brisbane Hospital)
Mr Dene Moore  
(Director, Sports Development, ASC)
Dr Bill Webb  
(Foundation Fellow, Australian Sports Medicine Federation)

Terms of reference for the Program are at Appendix 11. The Committee functions as an expert advisory and consultative group to the Australian Sports Commission, Federal Ministers, sporting and health organisations.

The Commission allocated a total of $82 000 to the Program in 1985-86. These funds allowed for the administration of the Program, including employment of the full-time coordinator, production of resource materials and some small amounts for the conduct of drug testing at sports events e.g. Athletic National Championships.

In addition the Program has played a major role in instigating and advising on drug testing at sporting events including the World Cup of Athletics, random testing by the NSW Rugby League and implementation of testing during training by athletes who hold scholarships with the Australian Institute of Sport.

**Drug Education Resource Kit**

In concert with the National Campaign Against Drug Abuse (the Drug Offensive) the Committee has produced a comprehensive Drug Education Resource Kit which has been placed in key organisations throughout Australia. These include national sporting organisations and State Government organisations. The kit has also been modified for use in schools.

The Coordinator has liaised with national sporting organisations and has lectured to groups throughout sport including athletes, coaches and medical officers, particularly those groups attending national training camps in Canberra.

**National Drug Launch - Sports Against Drugs Register**

In April 1986, the Federal Ministers for Sport and Health, Mr Brown and Dr Blewett, launched the "Sports Against Drugs" Register to provide role models to young Australians. Many prominent Australian sportspeople attended the launch and among those elite athletes who signed the register were Greg Fasala, Mark Stockwell, Glynis Nunn and Geoff Lawson. In referring to the Program's emphasis on the education of younger Australians, the Minister for Sport, Recreation and Tourism, John Brown read the following message from 1984 Olympic Gold medallist, Glynis Nunn:

"Participation in elite sport is not just about winning medals, it is about achieving one's ultimate performance. For some it can be winning gold, for others
it might be making the finals or just being selected in the team. Success can be achieved without drugs. A well thought-out and implemented training program, together with a fierce desire to succeed, and of course a great coach, is the recipe for success. Young aspiring Australian athletes must focus on the development of their natural abilities, and not on the use of external agents. You can win without drugs at any level - I do."

Commissioners sign the "Sport Against Drugs" register — from left to right: Neale Fraser, Roy Masters, Ray Lindwall.

The Register will be available to all national sporting organisations for their athletes at State and National level to sign.

The National Program on Drugs in Sport remains in close contact with international organisations in an attempt to instigate a unified approach worldwide to discouraging drug abuse in sport.

A policy statement by the Commission concerning the use of drugs in sport has been produced and widely distributed. The important issue of athlete testing is under close consideration.

The National Program on Drugs in Sport also works closely with the Australian Sports Medicine Federation.

CHILDREN'S SPORT

The objectives of the children's sport sub-program are to:

(i) improve the quality, quantity and variety of sporting activities available to Australian children
(ii) provide all children with the opportunity to participate in appropriate sporting activities
(iii) to encourage participation and skill development in a variety of sports
(iv) to promote the principles of good sporting behaviour
(v) to implement the AUSSIE SPORTS program.

The development of children through sport is a major priority of the Australian Sports Commission.

Assistance to children and junior sports development is provided through two major programs developed and administered by the Commission.

Sports Development Program - junior development projects

As part of its role in sports development, the Commission has encouraged national sporting organisations to look at junior development when considering their developmental programs. In recent years significant SDP funding has been provided for projects emphasising children in sport.

In 1985-86 $2 586 000 was spent on development projects, with $988 000 going to junior development projects. Some of the programs and projects supported under the SDP in recent years are:

- the development of sport with modified rules to suit the size, strength and interests of children particularly at primary school level. Some of the modified rules projects assisted under the SDP include 'Aussie Footy', 'Gym Fun', 'Kanga Cricket', 'Mini Volley', 'Minkey' (modified hockey), and 'Sof-crosse' (modified version of lacrosse). All these sports cater for both boys and girls and are designed to emphasise the development of sports skills, and to give all children a chance to play, and enjoy themselves. These sports play a key role in the AUSSIE SPORTS program;

- the employment of development officers by national sporting organisations. Several larger sports have received assistance under the SDP to enable them to employ specialist development officers. These include the Australian Athletic Union (Junior Development Officer), the Australian Cricket Board (National Co-ordinator for "Kanga Cricket") and the Australian Hockey Association (Junior Development Officer for "Minkey");

- junior talent identification and development programs across a range of sports including netball, soccer, surfing and tennis;
increasing participation. Many sports are making great efforts to attract more participants, particularly children. Some which have received Commission support include Little Athletics (for the development of a promotional video and for a project to increase the standardisation of rules), Bocce (for the introduction of bocce competitions into schools), Ice Skating (for the "Aussie Skate" program) and Softball (for a national participation and skills program involving schools promotion and skills awards for instructors and pupils);

junior coaching. SDP funding is provided for junior coaching camps, the production of coaching and other resource material, and for the development of non-accredited level "O" coaching courses. These courses, also an element of the AUSSIE SPORTS program, are aimed at encouraging parents, teachers and sports club members into coaching, particularly at the primary school level. They teach basic coaching principles and encourage an understanding of the particular sport involved.

AUSSIE SPORTS – A Children in Sport Program

A milestone in the development of Australian sport was reached with the launch of the AUSSIE SPORTS program by the Acting Prime Minister Lionel Bowen on 22 April 1986 at Matraville Soldier Settlement Public School (NSW). Mr Bowen, was assisted by the Federal Minister for Sport John Brown, and the NSW Director-General for Education, Mr Bob Winder.

AUSSIE SPORTS is a program of sports education developed by the Commission with the assistance of the Australian School Sports Council (ASSC). It focuses especially on children in their last three years of primary school, but has immediate applications for children of other age groups, parents, teachers and coaches.

Reflecting the Government's priorities, the Children in Sport Committee was the first Committee established by the Commission in September 1984. The Committee's terms of reference are:

- To identify primary objectives of a Children in Sport Program, and develop, coordinate and implement a program to meet these objectives.

- To investigate the current state of children and sport and identify the key factors and organisations influencing children's participation in sport.

- To explore and develop effective avenues of communication with key organisations, including State Governments, and coordinate activities and programs whenever possible.
To investigate Government funding programs and policies, and to seek integration of these.

To report regularly to the Commission or, where appropriate, to the Executive Committee, on decisions and recommendations.

Every State and Territory education authority and many non-government schools have already adopted AUSSIE SPORTS. Each State and Territory has appointed a co-ordinator to assist with the promotion and implementation of the program in their area.

Lionel Bowen on the front foot - playing Kanga Cricket at the AUSSIE SPORTS national launch, May 1986 (photo: Heather MacGowan).

The aims of AUSSIE SPORTS are:

1. To improve the quality, quantity and variety of sporting activities available to Australian children.

2. To provide all children with the opportunity to participate in appropriate sporting activities.

3. To encourage participation and skill development in a variety of sports.

4. To reduce the emphasis on "win at all costs" and promote enjoyment and good competition through participation in sport.

5. To promote the principles of good sporting behaviour.
6. To improve the quality of sports instruction available to Australian children.

The ASC has undertaken a major campaign to encourage schools and clubs to adopt the program. Some 20,000 promotional booklets and 3,000 brochures have been released to provide information to all 8,000 primary schools in Australia, to Commonwealth parliamentarians, national sporting bodies, major corporations and media outlets. In addition, 1,000 promotional videos have been circulated by State co-ordinators with the view to reaching all primary schools during 1986.

In the two months since the launch (to 30 June) over 500 schools had joined the program by purchasing the Resource materials.

The 1985-86 allocation of $430,000 was used for:
- produce and distribute extensive promotional and educational resource materials
- conduct national workshops and seminars
- provide grants to Education authorities for the employment of co-ordinators in each of the eight States and Territories.

AUSSIE SPORTS Resource Materials

A range of sports education material was released during 1985-86, with additional material being planned for future years.

The Resource Kit, launched nationally in April contains material suitable for both schools and clubs. The Kit, which is available at a cost of $85.00, includes a 250 page activities manual, 60 minute resource video and sets of pupil resources to support an award scheme.

The activities manual introduces more than thirty sports, ranging from the more popular sports such as Australian Football (Aussie Footy), Hockey (Minkey) and Cricket (Kanga Cricket) to the less well-known Lacrosse (Sofcrosse) and Korfball. Each sport has a section devoted to the basic rules and how they might be introduced in the most appropriate way for children. Further contact with State and Territory sporting associations is encouraged as most can provide extensive teaching resources and development officers to assist with clinics and Level "0" coaching workshops.

The resource video describes how teacher, coaches and parents can introduce an AUSSIE SPORTS session and then specifically introduces six different sports - t-ball, mini volley, minkey, kanga cricket, orienteering and touch. Also, popular sporting personality Max Walker introduces the AUSSIE SPORTS program through the video.
Codes of Behaviour

The AUSSIE SPORTS program focusses on 'Codes of Behaviour' for the conduct of children's sport.

A recent meeting of State and Commonwealth Ministers for Sport and Recreation adopted the AUSSIE SPORTS codes of conduct for players, parents and spectators as a major element in their efforts to reduce violence in sport. This will involve liaison between State sports departments and the ASC which will distribute the codes to all national sporting bodies.

Learning New Skills (photo: Promotion Australia).

Sports Education Units

The Commission believes that sport can be an exciting medium through which children can learn about a number of issues related to sport, Australian society and personal development. By learning more about how sport fits into Australian society, children may develop a deeper understanding and appreciation of sport as an activity.

Sets of sports education materials are currently being trialled in primary schools throughout Australia. It is envisaged that teachers will use the material either as presented or integrate it as part of other school curriculum subjects such as communications, history and health.

These materials will be released free of charge later in 1986 or early in 1987 to all participating schools.
Bicentennial Awards Scheme

An integral part of the AUSSIE SPORTS program is the Awards Scheme. The Scheme provides incentives to children by awarding certificates as children achieve specific goals during the program. It is proposed that a specially struck 1988 Bicentennial Medallion will be granted to children who successfully complete the program during 1988.

Coaching

In co-operation with national sporting organisations and the Australian Coaching Council, the Australian Council for Health Physical Education, acting as the Commission's agent, has developed and promoted Level 0 coaching courses, as approved by the National Coaching Accreditation Scheme. These four to six hour courses are designed to give a basic insight into various aspects of coaching.

Many sports have already developed Level 0, non-accredited coaching courses. They are ideal for parents, teachers and others who coach or would like to coach local sport. The Level 0 course also provides an introduction to the accredited coaching courses.

State Coordinators

State Coordinators have been appointed to Education Departments in each State and Territory. The primary function of the coordinators is to foster and implement the AUSSIE SPORTS program and its philosophy through their State education systems.

Responsibilities of the Coordinators include:

- the conduct of seminars and workshops for such groups as sporting associations, schools (both public and private), parents and citizen organisations and teacher training institutions to inform them of AUSSIE SPORTS

- promotion of the AUSSIE SPORTS resource material through schools and sporting organisations

- assisting sports associations in the development and implementation of Level "0" coaching courses

- pursuing opportunities to promote AUSSIE SPORTS through media, promotions and general public relations.

The Commission provides the cost of salaries for the Coordinators. In 1985/86, the following amounts were provided (in all cases, salaries cover only a part-year effect depending on when the position was filled):
NSW  13,750
VIC  6,190
QLD  13,750
WA   16,500
SA   9,625
TAS  (not appointed as at 30 June)
NT   6,190
ACT  8,940

74,545

Future Plans

In the future the ASC would hope to
- continue to develop better schools resource materials
  in sports education
- work with television networks to produce a series or
  segments on children's sport
- involve the business sector more through sponsorships
  and promotions
- produce an AUSSIE SPORTS newsletter for Australia's
  8,000 primary schools, sporting bodies and other
  organisations
- help sporting clubs become more involved in the program
- promote good sporting behaviour through the AUSSIE
  SPORTS codes of behaviour
- help sporting bodies to develop and implement Level "0"
  coaching resources and courses.

Summary

Given the magnitude of the development task and our limited
resources, the ASC has made substantial progress in providing
good quality resources and establishing the program within
education systems throughout Australia.

While the original plan called for a series of 1988 targets and
the establishment of a public education program, this same lack
of resources has meant a revision of targets and the deferment
of a strong public relations program.

Given the likelihood of continuing budgetary restraint, AUSSIE
SPORTS clearly will need to pursue a marketing drive to allow
real progress in these areas to be made.


EQUITY AND ACCESS

The objectives of the equity and access sub-program are to:

(i) encourage participation in sport by groups facing specific disadvantages

(ii) remove existing barriers to equality of opportunity and access to sport

(iii) undertake and encourage research into specific problems and issues facing disadvantaged groups in sport.

As well as providing resources and support for mainstream sporting activities, the ASC has an obligation to provide a 'safety-net' of services for specific groups in the sports community who have restricted opportunities for participation in sport.


The Disadvantaged Groups Committee (DGC) has been established to identify these specific groups and to recommend to the ASC actions which can be taken to provide for the groups greater access to sporting opportunities.

The Committee's terms of reference are to:

identify current policies, policy development and associated bodies in each area of sports-related disadvantage.

liaise on behalf of the Commission with relevant bodies dealing with sport for disadvantaged groups and to report on their activities and requests, as they affect the Commission.

develop specific policies and programs, where a need is perceived, for sport and specific disadvantaged groups.
report regularly to the Commission or, where appropriate, to the Executive Committee, on decisions and recommendations.

The first two target groups for the ASC have been women and veterans and, under the direction of the DGC, major research and other activities have been undertaken to encourage more equitable access for these groups. Although responsibility for the support of disabled sport lies with the Department of Sport, Recreation and Tourism, cross-fertilisation between the National Committee for Sport and Recreation for the Disabled (NCSRD), which is a Departmental responsibility, and the Commission is effected by the membership on the NCSRD of the Chairman of the Disadvantaged Groups Committee.

**Women in Sport**

The Commission accepted a 7-point action plan developed by the committee to implement the report from the Working Group on Women in Sport, *Women, Sport and the Media*. This report recommended the establishment of a Women's Sport Promotion Unit (WSPU) in the Commission, through which could be focussed major initiatives for women in sport.

The Commission made its support of the Unit conditional on additional funds being provided in the next Budget. It argued that its current responsibilities to sport should not be affected by new programs. The Commission is hopeful that additional funding will be made available to support such an important new initiative.

Merle Richardson, Australia's champion bowls player.
Veterans' Sport

The Commission sought information from national sporting organisations and other umbrella groups on the state of veterans' sporting activities. Together with research data generated from other agencies, this information provided a basis for a discussion paper on Veterans' Sport issued by the Commission on the recommendation of the Disadvantaged Groups Committee.

It is apparent that the importance of veteran's sport is being recognised by most national sporting bodies. While individual associations are at different stages of development in this area, the ASC believes that its first approach should be made through established sporting organisations.

The discussion paper accepts that while some sporting bodies were giving significant support to veterans, the sporting needs of an ageing community can be more fully accommodated by sports planners and administrators. In particular, issues of recruitment, modifications to rules and equipment and participation need wider consideration. The Commission hopes that the paper might stimulate debate and action among sporting bodies and anticipates with interest receiving comments about its observations and proposals.

Summary

The past year has seen the investigation of the problems and needs of women's sport and the role of veterans in sport. It is becoming apparent that such issues can neither anticipate government financial support nor wait for such support to be forthcoming. Continuing resource restraints must limit the ASC's capacity to address the needs of those facing significant difficulties in obtaining access to sporting opportunities. Faced with this, the Commission has been working and will continue to work with national sporting organisations to encourage and support efforts to develop the concept of participation by all groups in sport.

2.3 Australian Sports Aid Foundation

The objectives of the Australian Sports Aid Foundation program are to:

(i) increase the volume and value of funds from the private sector available for sports development

(ii) pay money and transfer property to the ASC

(iii) consult and cooperate with appropriate authorities of the Commonwealth, States and Territories and with other organisations and individuals in relation to its activities.
One staff position was used to administer this program during 1985-86, which cost approximately $15 500.

The ASAF was established by the Commission, pursuant to section 8 of the Australian Sports Commission Act, as a public company to generate funds from the corporate sector and the community at large to supplement Government funding for the development of Australian sport.

The need for a specialised marketing and fund raising arm of the Commission was argued by the Interim Committee for the Australian Sports Commission in its report to the Minister for Sport, Recreation and Tourism in March 1984. The Government agreed in December 1985 to the formation of the Company and registration and incorporation was finalised on 18 February 1986. A Bill to allow tax deductibility on donations to ASAF of $2 or more, was passed by Parliament on 5 June 1986.

Board of Directors

The Foundation has a seven member Board of Directors which is appointed by the Minister for Sport, Recreation and Tourism. The Board met twice in 1985-86. Members of the Board are as follows:

Mr A E Harris, AO, Chairman
Mr K F B Packer, AC
Mr R K Gosper, AO
Mr H J Elliott, MBE
Sir Donald Trescowthick, KBE
Mr N R Whitlam
Sir Peter Abeles, Kt

All funds donated to the Foundation are transferred to the Commission for the development of Australian sport. The Foundation has resolved that none of the donations will be used for the administration of the Foundation or the Commission.

Procedures for Donations

The Board has developed procedures for the receipt of donations by the Foundation.

Preferred donations will be those for which the donor will indicate a preference as to the recipient organisation. It is expected that most preferred donations will be received in the context of public fund raising appeals conducted by sporting organisations. While the terms of the Tax Assessment Act preclude donors from placing conditions on how donations should be allocated, the Board of Directors will give appropriate recognition to preferences.

Non-preferred donations received by the Foundation, i.e. any donations which will have no preference attached, will be transferred to the Commission for distribution with a recommendation on their allocation from ASAF.
Eligibility Criteria

The Board of Directors has developed eligibility criteria for sporting organisations wishing to use the Foundation's fund raising facilities. It has decided initially to restrict eligibility to properly constituted and administered sporting organisations of international, national, or regional significance. Any organisation wishing to become an eligible organisation must first lodge an application with the Secretary of the Sports Aid Foundation for consideration by the ASAP Board. Eligible organisations which use the Foundation to aid fund raising activities are required to have the details of their appeals, including all publicity material, approved by the ASAP before the appeal commences.

In 1985-86 the Board of Directors admitted six sporting organisations to the Approved Organisations Register. The organisations are:

- Australian Commonwealth Games Association
- America's Cup Defence 1987 Ltd
- Task Force 1987 Ltd
- Samarai Pty Ltd
- Australian Challenge for the America's Cup
- Western Australian Cricket Association.

One of these, the Australian Commonwealth Games Association, conducted its "Bound for Edinburgh" appeal under the auspices of the ASAP. A total of $61,000 was paid by the Commission to the ACGA in 1985-86 arising from donations to the appeal.

On 9 May the Commission decided that the Foundation should operate on a separate administrative allocation. Prior to this the Commission spent a total of $10,432 on behalf of the Foundation for non-salary administrative expenses. An amount of $5,000 was allocated to the Foundation for administrative expenses for the period 27 May to 30 June 1986.

Administration

Administration of the Foundation is provided by the Commission's Assistant General Manager (acting as the Foundation's Secretary), one officer on secondment from the Department of Sport, Recreation and Tourism, and one from the Department of Finance.

Since its establishment the Board of Directors has developed policy and administrative procedures to enable the Foundation to service efficiently the large number of sporting organisations which are expected to seek the Foundation's assistance in the future. The Board is mindful of the potential that the Foundation has to increase significantly the level of funds available to Australian sport. Among the important issues that the Board will be addressing in 1986-87 are the public profile of the Foundation and fund raising activities.
Further details of the Foundation's activities can be obtained from the ASAF Secretary. Details of funds raised by the Foundation and spent by the Commission are included in the ASC's financial statements at Appendix 13.

2.4 Corporate services

Corporate services refer to all those activities within the Commission which are not related to a specific program.

The objectives of the ASC's corporate services program are to:

(i) sustain and improve all aspects of the ASC's internal management

(ii) implement and sustain an integrated process of planning and evaluation across all aspects of the Commission's activities

(iii) improve knowledge of and understanding about sport and sports related issues throughout the sporting and wider Australian community.

The Commission in 1985–86 had an operational budget of $1.173 million. A total of 9 staff positions were involved in managing various aspects of the corporate services program. This includes the General Manager, the Assistant General Manager and the 3 keyboard positions.

An Executive Committee has been established primarily responsible for taking decisions between full Commission meetings on all matters affecting the Commission's operations.

Most of the issues outlined in this section of the report are subject to discussion and, where necessary, approval by the Committee, whose terms of reference are as follows:

- to monitor policy and management issues in between full meetings of the Commission, including in particular taxation issues and matters relevant to the Australian Sports Aid Foundation.

- to authorise action on specific issues between full Commission meetings that require immediate attention and action.

- to authorise the expenditure of ASC funds, where that is necessary between full ASC meetings.

- to monitor, and report to the full Commission on, budgetary, finance and staffing issues affecting the ASC.

- to report regularly to the full Commission on decisions and recommendations.
INFORMATION AND PUBLICITY

The objectives of the information and publicity sub-program are to:

(i) provide accurate, up-to-date and comprehensive information about the size, extent and value of the sporting enterprise in Australia

(ii) provide information about ASC activities and programs

(iii) respond to specific requests for information from governments, the media, the sporting and general community.

During 1985-86, the Commission implemented an extensive program to provide information about its role, functions and responsibilities. This program was an initial step towards realising the following broad objectives for an information and publicity strategy for the Commission:

.to provide information about the ASC's activities and programs

.to raise the level of awareness and understanding of sport and sports related issues

.to assist the sporting community with information needs and material

Those objectives reflect and reinforce both the nature of the Commission and the scope of its activities. In particular, they:

.recognise the importance of timely and accurate public information to the proper and efficient management of sports assistance programs

.reinforce, and in some cases give affect to, the Commission's "servicing" role in the provision of advice and assistance to national sports associations

.give effect to the ASC's role as a source of information about Australian sport and its relationship to the wider social and economic environment.

The objectives also reinforce the priorities and directions in the ASC's first strategic plan. The plan, which is discussed in more detail later, has been developed over the past 12 months and includes a detailed information and publicity strategy which develops these themes. The value of information and publicity activities is a direct consequence of the extent to which they support and extend the ASC's organisational objectives and directions defined in the strategic plan.
Publishing Program

During the past year, the Commission has produced the following publications:

- the 1984-85 annual report
- the report from the Interim Committee for the Australian Sports Commission
- brochures on the Sports Development Program, the STEP program, AUSSIE SPORTS and ASC activities in coaching assistance and development
- an introductory booklet on the role, functions and responsibilities of the Commission
- an information folder dealing with sports insurance
- a collation of the Parliamentary debates leading up to the establishment of the Commission as a statutory authority
- a series of 8 "factsheets" on specific aspects of Commission activities
- the 1986 Australian Sports Directory
- the first edition of the Regional Games newsletter
- revised guidelines for the Applied Sports Research Program

The total cost of that publishing program was approximately $20 000.

Information Distribution

An information and publicity program is only as effective as the distribution of the material it has produced. The key is to ensure that information which people want gets to the people that need it in a form which helps them in their own work and to understand better the work and objectives of the Commission.

During the year, the Commission developed a series of mailing lists covering a broad range of groups and organisations, including:

- national sports associations (156)
- state sporting associations (450)
- State and Territory Departments of Sport (8)
- regional offices, State/Territory Departments (52)
- State/Territory Ministers for Sport (8)
major media outlets - sports editors (51)
international sporting organisations (11)
private sector companies (148)

The figures in brackets indicate the number of addresses currently on each of those lists. In addition, the ASC has during the year provided material directly to all Federal politicians.

National and State sporting bodies remain the primary target for ASC information. In consultation with national sporting bodies, the Commission expanded its "reach" to include State associations to ensure that information reached the widest possible sporting audience. That move has met with particular approval and contributes towards the broader consultation/coordination objectives defined in the Commission's charter.

Servicing a mailing list system such as the Commission has developed is not without considerable cost. However, the Commission remains committed to an extensive information program and, by definition, to a program of wide distribution of all available material.

During the year, the Commission provided material to national associations on twelve occasions and to State associations on ten at a cost of $6,800. Material was also circulated to other groups on the ASC's mailing lists. Total mail and courier costs for the year reached $14,000.

Media Coverage

Another important aspect of the Commission's information and publicity program has been coverage of ASC activities in the media. During the year, there have been interviews with the General Manager and some Commissioners about the role and function of the Commission, there has been coverage of specific ASC projects, most notably the AUSSIE SPORTS and drugs in sport programs and there has been coverage of announcements by the Minister of grant decisions in the major sports assistance programs.

The Commission has not at this stage developed an explicit strategy through which to obtain increased media coverage and so raise its profile in the wider community. It was felt that it was more important, at this early stage of its development, to concentrate on developing and implementing its major programs and projects so that there was something concrete to talk about. Those achievements are now beginning to take clearer shape, and with them is likely to come an increased emphasis on effectively "selling" the Commission to a wider audience. It is just as important to the Commission's capacity to achieve its objectives to educate the general community

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about its role and achievements as it is to maintain the sort of close contact and cooperation with our primary target groups within the community of sport itself.

As in several other areas of the Commission's operations, the development of priorities and plans is sometimes in danger of outstripping the capacity of existing resources (both people and money) to adequately cope with what are usually significant additional workloads. In the area of information and publicity, this is particularly the case.

The Commission has achieved, at least in limited form, the objectives it has set itself in the information and publicity area. Activities have been suitably basic given the urgent need to develop a primary "bank" of information about the Commission and its activities. More detailed assessments will be required to ensure that, in subsequent years, the ASC's information activities remain effective.

PLANNING AND EVALUATION

The objectives of the planning and evaluation sub-program are to:

(i) achieve the highest possible level of management excellence in all ASC programs and operations

(ii) sustain and improve the ASC's strategic planning and evaluation process

(iii) subject all aspects of the ASC's operations and activities to regular evaluation.

By definition, planning and evaluation tasks involve officers from throughout an organisation. The discussions and input required to produce, for example, the ASC's first strategic plan have involved all sections and all levels of the organisation.

However, it is still necessary to have an organisational focus for these activities. Resources in the Commission for these tasks are limited which means that its capacity in this important area remains equally limited.

Strategic Planning

Section 10 of the Australian Sports Commission Act 1985 provides that:

"The Commission shall formulate a strategic plan setting out the manner in which the Commission proposes to perform its functions on a continuing basis."

It also provides that "a strategic plan, or a revision of the plan, has no effect until approved by the Minister". Finally, the Act stipulates that the first plan had to be lodged with the Minister by no later than 30 June 1986.
The Commission's first strategic plan (covering the period 1986-87 to 1988-89) has been completed and was presented to the Minister on 24 June 1986. The process by which it was developed was as follows:

- research and analysis of planning literature and other examples of planning in the Federal Government – this was an essential, if limited, element of the task as it provided valuable insights into both the theory of strategic or corporate planning as well as actual examples of plans developed by other public sector agencies.

- an analysis of development plans submitted by national sporting bodies as part of their application for assistance under the Sports Development Program – the value of these plans cannot be overstated. They outlined the priorities and plans of the sporting community itself and so provided a foundation upon which the Commission could base its own planning activities. The process also provided a practical and effective means of "consultation".

- an analysis of a number of key factors which would have an impact on the nature, scope and direction of the ASC's own plans, including:
  - the charter as set out in our enabling legislation
  - the plans and priorities of the sporting community
  - our resources and objectives
  - the strengths and limitations of the Commission itself; and
  - the threats and opportunities that exist in the wider social and economic environment.

To assist the Commission to explore that final issue, the Commission asked a firm of management consultants, Social Impacts, to report on the likely impact on sport of trends in the social and economic environment in Australia to the year 2000. In the time that was available (about 4 months) it was clear that such a huge task was not going to be adequately completed. However, the final report was able to make a valuable start in defining first of all the concept of the "sports industry" and secondly to identify those pressures and trends which are likely to have a significant impact on its growth and vitality.

That information has been incorporated into the ASC's strategic plan. It has been particularly valuable to the extent that it examines and therefore reinforces those links between sport and the wider community which, while often acknowledged, are not sufficiently understood or analysed. Just as sport does not exist in a vacuum, but is closely related to pressures and developments in the wider community, so the ASC's planning had to at least start to explore the significance of that relationship.
Over the past 12 months a number of drafts were produced and thoroughly discussed at both the executive office and Commission level.

A strategic planning committee was established to focus specifically on planning issues. Its terms of reference are to:

- Be responsible for the development of the ASC's first strategic plan.
- Monitor and report on issues affecting the ASC's strategic plan, including implementation, evaluation and consultation.
- Report regularly to the full Commission or, where appropriate, the Executive Committee, on all decisions and recommendations.

In many ways, the test of the Commission's commitment towards strategic planning is only just beginning. Its value will be judged by the extent to which the plan is used at a practical level to offer guidance and direction to the management of the ASC's programs and projects.

**Evaluation**

The strategic plan includes a commitment to the interdependent management disciplines of planning and evaluation. An evaluation program has been developed, and forms part of the overall plan, which will subject all the ASC's major programs and projects to at least one formal evaluation during the next three years. In addition, the plan itself will be subject to a thorough evaluation before the second plan is developed during 1988-89.

It is also true that, as an integral element of the day to day management of ASC's programs and activities, officers are constantly monitoring progress, problems and pressures. That process is as much a contribution towards effective evaluation as are more formal processes which subject programs to external review and assessment. The Commission is also, of course, subject to regular audit reviews, both by our internal auditors and by the Auditor General.

The Commission did undertake an internal review of its activities and performance over the past 12 months, focussing particularly on the views and comments of Commissioners and executive staff. That review has provided some useful suggestions to improve the way the Commission works.

It is expected that, as the Commission becomes more established, an important part of any review or evaluation will be to canvass the opinions and reactions of those in the community, and especially in the sporting community, who as 'clients' are most directly affected by the ASC's decisions and activities.
OPERATIONS

The objectives of the operations sub-program are to:

(i) sustain and improve the internal management of the ASC

(ii) provide services to the Commission and executive staff

(iii) provide financial and accounting services to the ASC.

Delegations

Following its establishment as a statutory authority, the Commission delegated a number of its powers (pursuant to section 11 of the enabling legislation) to the General Manager, other ASC executive staff and certain staff within the Department of Sport, Recreation and Tourism.

These delegations allow the day to day administration of the Commission (e.g. approval for travel, authorising expenditure on administrative items) to be carried out smoothly at the executive office level. Some delegations also had to be provided by the Secretary of the Department of Sport, Recreation and Tourism to the extent that the Commission remains part of the Department's finance and accounting system. The delegations are reviewed every 6 months to ensure they remain relevant and practical to the Commission's operations.

Financial management

The Commission does not have its own accounting section or 'cell'. For all these tasks - purchasing, accounts, records of expenditure etc - the Commission is serviced by the relevant sections within the Department of Sport, Recreation and Tourism.

The Commission is responsible for preparing its input to stages of the Federal Government's Budget cycle, and for drawing up and authorising the appropriate forms in relation to travel requisitions, purchasing and so on.

The Commission does not have the staff, nor is it realistic to expect that it will while it remains at its current size, to adequately fulfil the full range of its financial management responsibilities independently. Against that background, the Commission agreed that, subject to one additional position being made available within the ASC's executive office, the ASC should hire a firm of professional accountants to act as the ASC's accountants. They would be responsible for all routine aspects of the Commission's financial management - keeping records, providing management reports, processing payments and so on. Negotiations are currently underway with the Department of Sport, Recreation and Tourism for the transfer of one
position to the ASC. Under this arrangement the ASC would be effectively independent in these important areas of its operations.

There is no question that the current arrangements are less than satisfactory and do not allow the ASC to operate at maximum efficiency. This is despite the considerable time and effort put into that system by both ASC officers and Departmental staff, already stretched between competing pressures and priorities from their own system.

Servicing the Commission

Activities in this area cover the following specific duties:

- organising meeting venues and arrangements for full Commission and ASC committee meetings
- arranging travel, accommodation and other requirements for all Commissioners travelling to meetings
- producing meeting folders with agenda papers, and circulating them
- providing secretariat services (i.e. minutes) to both the full Commission and the Executive Committee.

These duties represent a particularly important element in ensuring the smooth operation of the Commission, and represent one of the key points at which the Commission and its executive office come into close contact.

ASC 6th Meeting, Brisbane, May 1986. From left to right - Ted Harris (Chairman), Vicki Cardwell, John Newman, Mike D'Arcy (ASC staff), Jim Yates, Roy Masters, Greg Hartung, Sir Arthur George, Margaret Pewtress, Pat Clohessy, Phil Coles, Martin Weeks (ASC staff), Mark Tonelli, Glynis Nunn, Wendy Pritchard, Neale Fraser, Perry Crosswhite (Assistant General Manager), Ray Lindwall, Andrew Lederer.
Management Group

The management and operation of the Commission remain the responsibility of the General Manager. A Management Group, consisting of the General Manager, the Assistant General Manager and the 3 Directors meets each week to discuss significant issues and problems and to exchange information about activities and priorities.

The Management Group was established early in the Commission's life and provided an effective forum for the coordination and discussion of key policy and operational issues.

Office Management

There are a number of duties which fall under this general heading. They include:

- processing of Ministerials (correspondence to the Minister handled by ASC officers)
- dealing with all other aspects of the Commission's paper flow (e.g. ASC mail, the filing system)
- purchasing and accounts, in support of the Finance and Administration officer
- all travel arrangements for ASC staff (assisted by the relevant Departmental section)
- running the ASC's mail-out systems, including overnight couriers
- general services such as photocopying, running "messages" etc.

During the past 12 months, the Commission has handled a total of 992 Ministerials, briefings and speeches, which is a monthly average of 82. In some cases, material has to be produced, presented and returned within 24 hours. In most cases, the average time taken to respond is about three weeks.

In addition to these tasks, the two staff working in this area are also responsible for responding to 'ad hoc' requests and problems - servicing office machinery, arranging publishing and printing tasks, purchasing of office furniture and other requirements. These tasks were particularly a responsibility in the period surrounding the Commission's move to new premises in May.

Finally, in accordance with advice from the Auditor General's office, the ASC has developed a manual of finance and administration to provide guidelines for its internal operation. Up to now, it has adopted the Department of Finance regulations, although under its Act the regulations do not
apply to the Commission. The handbook will be used to ensure the proper management and control of all ASC administrative procedures.

Management Information Systems

The Commission is still in the process of developing a comprehensive system to provide accurate and timely information to management covering all aspects of its programs and operations. This will build on, and integrate, those systems (some of which are substantially advanced) currently in place to provide information about the management, impact and quality of ASC programs and projects.

In the area of the Commission's operations, a monthly Management Information Report is produced which provides details of such things as travel during the month, material sent out from the Commission, expenditure (a full financial statement for the month is included), Ministerials handled, major purchases, a running list of current consultancies and staff profile information. A summary of the financial statement is provided to the Commission's Executive Committee and, every three months, a copy is sent to all Commissioners to coincide with full Commission meetings. These systems have been developed during the year and are now firmly in place.

It is hoped that, as part of the Commission's plans for increased automated information and data storage systems, much of this information can be held (and therefore quickly accessed) on computer. The Commission's information needs will become particularly important as the strategic plan is implemented. There will be a considerable increase in the amount and type of information to be collected to assess the effect and impact of specific priorities and projects.

Keyboard operations

The Commission is significantly underresourced in the keyboard area. It has only one fully 'dedicated' general keyboard position - a Word Processor Operator grade 1. Other typing resources are provided by the two stenographers in addition to their duties as secretary to the two Senior Executive Service officers. The Commission has also been able to arrange for some additional part-time typing assistance during the year.

Apart from Ministerials, which are processed centrally on the word processing system run by the Department of Sport, Recreation and Tourism, the Commission is responsible for almost all of its own typing (some tasks have been placed on the Department's already overstretched system). Given that arrangement, the processing of Commission work has been handled efficiently and competently. The system now in place was designed by the keyboard staff themselves and allows a considerable typing load to be handled effectively.
However, the resource problems faced in this area have had several consequences:

- there are inevitable delays in the system from time to time, especially at 'peak' load times such as preparing for meetings and producing the annual report and other major documents.

- the keyboard staff have worked overtime on a number of occasions to keep up with the workload or to work on major, time-consuming projects (such as the strategic plan) - during the year, ASC keyboard staff worked a total of 61 hours in overtime at a cost of almost $860.

- the Commission contracted typing out to meet specific deadlines or on tasks with which the Commission's own system cannot easily cope; the Commission has used these services on 18 occasions at a total cost of $1342.

Obviously, in the longer term, such an arrangement is not satisfactory. It places unreasonable pressures on the keyboard staff, and therefore increases the risk of reactions such as RSI. It also means that, because we are unable to appoint additional full-time staff, the Commission cannot establish a system to effectively handle the level of work that is being generated.

Towards the end of the year, the Commission did purchase the first element in what will be a long term plan to provide an integrated information processing system for the whole organisation. That meant that additional word processing capacity was available. Although that offers at least part of the solution, it is, on its own, hardly sufficient.

**ADP issues**

The Commission is currently in the process of developing an ADP strategic plan covering all aspects of information processing, including:

- word processing
- information storage and retrieval
- 'networking' into other data banks such as AUSINET and CSIRONET and the mainframe computer being installed at the Australian Institute of Sport.

Obviously, an organisation the size of the Commission and at this early stage of its development can only realistically develop relatively modest plans for automated information processing systems. However, a strategic framework is emerging within which a system can be implemented within the next three years.
One particularly important feature of such a system will be the development and implementation of a national sports information network which will link key organisations and collect together information covering virtually every aspect of sport in Australia. Those plans have been described earlier in this report. It is a key challenge to the Commission to ensure that its systems are able to both contribute to and use that system as it emerges.

**Personnel and staff development**

The Commission during 1985-86 had an average operating staffing level (AOSL) of 22 positions.

Generally, the Commission's personnel management is handled by the appropriate section of the Department of Sport, Recreation and Tourism. To that extent, the Commission is subject to the provisions of the service-wide system of personnel management.

In some areas, however, the Commission has an obligation to address specific issues in its own right. For example:

- **Industrial Democracy** - in line with provisions introduced as part of the public service reform legislation, the Commission has developed an industrial democracy plan to cover staff-management relations in areas of industrial significance - conditions, equal employment, grievances etc.

  The draft plan's objectives include:

  
  - to create and sustain a harmonious and effective working environment
  - to develop and improve existing arrangements for information sharing
  - to provide a forum for consultation between management and staff on matters affecting the staffing of the Commission.

  The plan focusses on 3 specific areas - consultation and participation, information activities and staff development. Specific objectives and mechanisms are outlined, and a commitment to regular evaluation is also made.

  The primary mechanism for formal consultation will be a Consultative Council comprising all ASC staff. The Council will meet to discuss issues covering a number of areas, including industrial democracy, equal employment, occupational health and safety and personnel policies and practices. All staff will have the capacity to raise issues for discussion by the Council.
This formal machinery will be in addition to considerable opportunities which exist now for consultation and communication, which are the issues at the heart of industrial democracy. These include:

- access to all ASC files by all staff
- management group meetings and subsequent briefings to all staff
- debate and discussion in individual sections
- copies of all minutes/letters etc are circulated in a "drop copy" folder on a regular basis

The industrial democracy plan is currently the subject of negotiations with both the Australian Public Service Association and the Australian Clerical Officers Association. Those discussions deal primarily with the extent to which, given the Commission's size and circumstances, it is reasonable to create the sort of formal structures appropriate to a larger Department.

In an organisation of only 22 staff, the opportunities for consultation are much greater than in larger organisations. The day to day conduct of the Commission's executive office has put this theory to practice. There is a substantial degree of openness at all levels, both formally through regular meetings of the Management Group (SES officers plus Directors) and through informal discussions across the organisation.

*Equal Employment Policy* - in this, as in other areas, the Commission will be required to prepare formal statements of intent to guide its decisions and practices.

*Staff development* - there is no one within the Commission with either the time or the expertise to focus exclusively on staff development and training. That means that the Commission does not, at this stage, have a formal, comprehensive staff development program. That shortcoming, perhaps ironically, is both critical to a small organisation and, because we are so small, very difficult to effectively resolve.

**Legal advisors**

During the year, the Commission appointed the firm of Stephen Jaques Stone James as its legal advisors. Stephen Jaques were chosen from a field of three major law firms with offices in Canberra.

Stephen Jaques have been appointed for 12 months and will assist the Commission with legal advice on those issues and in those circumstances when advice from other sources (i.e. primarily the Attorney General's Department) is either not available or appropriate.
In line with a recent Government decision, the Commission will not use its legal advisors when drawing up legal agreements with third parties. These will be subject to the approval of the Attorney General's Department.

ASC accountants

One of the provisions of the Commission's enabling legislation states that the end of year financial statements must be produced on an accrual basis. This is different from the cash basis adopted by Departments operating off the central Department of Finance system.

Given the more complex nature of accrual accounting, the ASC hired Price Waterhouse to assist in the preparation of the statements for 1985-86 (see Appendix 13).

Looking further into the future, and given the problems arising from the ASC's continued reliance on the Department of Sport, Recreation and Tourism for accounting support, the Commission agreed to appoint the firm of Coopers and Lybrand as ASC accountants.

If the necessary additional resources are made available to the ASC, it is expected that the new accounting arrangements will commence during 1986-87.

Staff Functions Review

At the end of the financial year, the General Manager undertook a review of functions and responsibilities in the programs section of the executive office. The intention of the review, about which all staff were informed, was to determine whether there were any changes that could be made to provide a more equitable and efficient distribution of the considerable workload falling on the various sections within the Commission. The review was assisted by personnel officers from the Department of Sport, Recreation and Tourism.

Summary

Establishing a new organisation places considerable demands on those responsible for developing internal management systems, procedures and policies. Given the resources available, and the continuing reliance in a number of key areas on the Department, the Commission has successfully established management systems which competently service its current needs and demands.
Section III: The Next 12 Months

3.1 Introduction

The purpose of this section of the report is to complement the review of past performance with an examination of pressures, challenges and initiatives which are facing the Commission over the next 12 months.

The section is divided into two parts. The first focuses on those initiatives and projects which will emerge over the coming year. The second takes a broader view of the environment, both internal and external, in which the Commission will be pursuing its objectives. The assessment highlights those trends which represent the most significant challenges and opportunities over the same period.

3.2 Major projects and initiatives

There are a number of key initiatives and projects coming up over the next 12 months across the range of the Commission's operations. These include:

. the ASC's strategic plan has been completed, and subject to Ministerial approval, will establish the framework within which the Commission pursues the ideals and objectives of its charter; the plan should be widely circulated and will provide a valuable opportunity for debate, feedback and comment from within the sporting and wider community

. in November, the Commission is holding a workshop for national executive directors which will provide an opportunity to brief them on ASC work and programs, to exchange views and to share assessments about the emerging issues and trends in Australian sport

. in December, the Australian Coaching Council is hosting a major elite coaches seminar, which will include top coaches from overseas as well as some of Australia's own leading coaches; the seminar, to be held at the Australian Institute of Sport, and also involving the Australian Olympic Federation, is being supported by the Commission, and reinforces the ASC's view that coaching remains one of the top priorities facing Australian sport

. the STEP program, for the first time, would like to be able to include a component designed to give encouragement to Australia's coaches, expanding the program - designed to assist top and promising athletes - to include a vital element in the bid for top sporting success
the AUSSIE SPORTS program enters its first full financial year of operation and is set to expand considerably beyond the already impressive coverage of primary schools which have become part of the program since its national launch in April 1986. A newsletter which will go to all primary schools will keep people up to date with the program's achievements and plans.

the ASC hopes to make some significant advances in its publication program. Publications in the areas of sport and the law and sport and taxation are being prepared and should provide some useful information in these two key areas.

3.3 Emerging Issues and Challenges

The Commission does not underestimate the extent to which its plans and priorities - some of which have been highlighted in the previous section - will be affected by emerging challenges in the environment within which it operates.

There are significant opportunities and challenges to which the Commission will have to respond to ensure its priorities and objectives are achieved.

For example, looking more positively at the opportunities before the Commission, its "servicing" role - through which it provides advice to the sporting community on issues of concern - remains a key strength. Together with its function as a provider of information through the publications program, the ASC is in a good position to continue to assist the sporting community in this way.

The Commission's efforts to develop a sports database also present significant opportunities to increase knowledge in the Australian community about the scope, value and impact of the sporting "enterprise" in this country. It is vital to better understand the contribution made by sport to national economic wealth and employment.

The current economic difficulties provide an opportunity for the Commission to explore more fully its "entrepreneurial" powers. Instead of relying exclusively on funds from the Government, the ASC will seek a closer partnership with the private sector to support specific projects and initiatives which will benefit sport. The primary mechanism for such an approach will be the Australian Sports Aid Foundation.

Perhaps the most fundamental opportunity facing the Commission is the need to work with the sporting community to more effectively market the sporting "option" in an increasingly diverse and competitive leisure market. That opportunity goes right to the heart of the Commission's charter, and indeed to the objectives of Australia's sporting bodies - how are we going to attract more Australians to enjoy and participate in sport at all levels at a time when the choices that face them are growing at an extraordinary rate.
That central challenge is reflected in the Commission's first strategic plan which provides a further opportunity to take a longer-term perspective of the priorities within sports development in Australia. The plan will become the framework within which the Commission will pursue its objectives and will also serve to reduce some of the fragmentation and duplication which remains an abiding hallmark of Australian sports development.

Opportunities and threats are often opposite sides of the same coin. The opportunities which have been outlined could be significantly affected by challenges which exist within our environment.

For example, the difficulty of sustaining the pressure of activity across all the diverse areas of the ASC's charter is obviously going to be much harder at a time when, given current economic circumstances, we cannot expect substantial increases in resources. Indeed, it is perhaps the primary challenge for the sporting community to face the problems emerging from current economic trends. As well as reduced direct funding, sport may well suffer the consequences of restraint within the corporate sector from which a substantial level of sports development funding now flows. The implications which flow from that are reinforced by the impact of the currency devaluation which, particularly where ASC grants are used for overseas travel to top sporting competitions or to purchase sporting equipment (to take two apt and vulnerable examples), is undermining the real value of our efforts.

While it is important to avoid becoming mesmerised by such problems to the point where we feel nothing can be done without more money, the lack of sufficient resources remains a constant challenge. In particular, the absence of substantial research and development capacity within the Commission reduces our ability to develop the sports database.

The need for better co-ordination and understanding within the sporting community and between sport and the Commission remains a challenge to all who are committed to increasing the relative share of available resources devoted to sport.

A divided community which, at least in broad terms, is not agreed about directions and priorities for the future, nor about roles and functions, will undermine its own otherwise quite legitimate claims to those resources.

Apart from the overriding economic challenges common to all sectors of the Australian community, three issues look like dominating the sporting "agenda" over the coming months, at least in terms of generating debate, controversy and concern:

(i) sport and politics remains a difficult and complex issue; regardless of the efforts of many to quarantine sport from these pressures, it remains (and is perhaps
increasingly becoming) a key element in many political disputes. We saw what happened in the Edinburgh Commonwealth Games and we know that such problems will not go away. The challenge to the sporting community is to consider its own position, so that its voice can be heard legitimately with the often louder claims of those whose differences are usually considered at the expense of the interests of sport itself;

(ii) **law/taxation and sport** is a topic about which some research has been done but whose significance is perhaps only now being fully realised. The issue covers a vast range of specific topics – insurance against claims by players and spectators for damages and liabilities, the definition and protection of rights and responsibilities between players, officials, promoters and others involved in sport, the growing impact of changes to taxation law on sporting groups and associations, many of whom will be meeting this challenge for the first time. All of these pose significant difficulties for the sporting community, and will grow in importance as sport becomes an increasingly valuable commercial, economic and leisure commodity.

(iii) the report has earlier examined the Commission's response to the use of drugs in sport. In a sense, this particular challenge, although it is hardly new, is only just emerging as a major threat to sport in Australia and all around the world. The challenge once again is to recognise that, unless effective measures are taken to stop it, the problem will spread and undermine much good that sport is trying to achieve.
APPENDIX 1

MEMBERSHIP OF THE AUSTRALIAN SPORTS COMMISSION (as at 30 June 1986)

Ted Harris
Chairman
Chief Executive and Managing Director of Ampol Ltd, Mr Harris was chairman of the Interim Committee which reported to the Government on the role of the proposed Australian Sports Commission.

Herb Elliott
Deputy Chairman
Managing Director, Puma Australia Pty Ltd and former world champion athlete, a gold medallist in the 1500m at the 1960 Olympics and never beaten over the 1500m or mile distances in competition. Mr Elliott was also on the Interim Committee and is a former member of the Sports Advisory Council.

Bruce MacDonald
Secretary of the Department of Sport, Recreation and Tourism and a member of the Board of Management of the Australian Institute of Sport.

Mike Fitzpatrick
As captain of Carlton Australian Rules team he took the club to two VFL Premierships. Mr Fitzpatrick was a Rhodes Scholar and was a member of the Interim Committee for the ASC. (On leave of absence)

Roy Masters
A leading rugby league coach with Sydney clubs Western Suburbs and St George. Mr Masters is a school teacher and has written a number of articles on sports psychology as well as being a guest writer for the Sydney newspaper, The Sun.

John Newman
President of the Karate-Do organisation and a member of the executive of the Confederation of Australian Sport. In February 1986, Mr Newman was elected as Member of the NSW Legislative Assembly for the seat of Cabramatta.

Mark Tonelli
A successful businessman and a sports commentator, Mr Tonelli was a gold medallist at the Moscow Olympics as a member of the 4 x 100m medley relay team. He also won a gold medal at the 1974 Commonwealth Games.
Colin Hayes  
A leading horse trainer in South Australia for more than thirty years, Mr Hayes has won about twenty South Australian premierships as well as training the winners of many prestigious races, including the Melbourne Cup. He administers an extensive breeding/training complex at Lindsay Park in South Australia.

Sir Arthur George  
President of the Australian Soccer Federation since 1979, Sir Arthur has a long association with the development of soccer in Australia. He is a director of TNT, Ansett and several other companies. Sir Arthur is also an Executive Member of FIFA, soccer's international controlling body. (Appointed February 1986).

Phil Coles  
A leading canoeist for many years, Mr Coles represented Australia at three Olympic Games and has been an official at four others. He was team manager at the Moscow Olympics, is a member of the IOC and is Secretary-General of the Australian Olympic Federation.

Glynis Nunn  
Olympic and Commonwealth Games gold medallist in the heptathlon, Ms Nunn is a physical education teacher. She is one of Australia's leading long jumpers and hurdlers.

Grant Kenny  
Winner of the Australian men's open iron man title on four occasions, Mr Kenny was a member of the Australian team in the world life saving championships and a bronze medallist in the 1984 Los Angeles Olympics in the K2 1000m canoe race.

Vicki Cardwell  
A top squash player for some years, Ms Cardwell has held 18 national titles in 7 countries. She won the British Open in 1980-83 and the Australian title on 5 occasions. She is currently a national selector.

Ray Lindwall  
One of Australia's most successful fast bowlers between 1946 and 1959, Mr Lindwall played for Australia on many occasions. He became a national selector and was also a State representative rugby league player.
Pat Clohessy
One of Australia's most experienced athletics coaches, Mr Clohessy specialises in middle- and long-distance events. He has been coach to Robert de Castella for some time and is currently the distance coach at the Australian Institute of Sport.

Neale Fraser
Captain of the Australian Davis Cup team since 1970, Mr Fraser was an outstanding player, winning the Wimbledon singles title in 1960 as well as the US singles title in both 1959 and 1960. He was a Davis Cup player between 1958 and 1963.

Betty Cuthbert
A champion athlete, Ms Cuthbert won three gold medals at the 1956 Olympics and followed this with another gold medal in the 1964 Olympics. She became the first woman appointed as a trustee of the Sydney Cricket Ground. (Resigned April 1986).

Wendy Pritchard
A former international hockey player, Mrs Pritchard represented Western Australia for many years and played for Australia on many occasions. She took part in overseas tours with the Australian team in 1967, 1970, 1971 and 1979.

Andrew Lederer
A successful businessman, now semi-retired, Mr Lederer has been Chairman of Sydney City Soccer Club for fifteen years. He is currently team manager to the Australian National soccer team.

Jim Yates
A leading bowls player for nineteen years, Mr Yates is a life member and former President of Moreland Bowls Club and is currently club coach at the Moonee Ponds Bowls Club. He won the Australian singles title in 1979 and the Adelaide Masters singles title in 1983 and 1984.

Margaret Pewtress
A former President of the All-Australian Netball Association, Mrs Pewtress has been involved in the administration and coaching of netball for many years. She was also an All-Australian Netball Umpire and a member of the Victorian Netball Association. She is currently a teacher at Box Hill Technical School, and an Australian National Selector in netball.
Ray Beattie

As the Marketing Director of ATN Channel 7, Ray Beattie has been involved with the film and television industry for the past 29 years. He has also served as a Commissioner for the Australian Film Commission. Mr Beattie's current involvement in sport includes karate, squash and touch football. He is also a former 1st Grade Player for North Sydney Rugby League Club. Mr Beattie is a Fellow of the Australian Institute of Management and an Associate Fellow of the Australian Institute of Marketing. (appointed June, 1986).
APPENDIX 2

MEMBERSHIP OF ASC COMMITTEES (as at 30 June 1986)

All ASC Committees are appointed under the provisions of section 19 of the ASC Act. Terms of reference for the Committees were approved by the full Commission at its 5th meeting on 21 February 1986.

Executive

Ted Harris (Chairman)
Herb Elliott
Phil Coles
John Newman
Roy Masters
Margaret Pewtress
Andrew Lederer
Sir Arthur George

Sports Development

Herb Elliott (Chairman)
Roy Masters
Wendy Pritchard
Phil Coles
Ray Lindwall

Athlete & Coaching Development

Phil Coles (Chairman)
Pat Clohessy
Glynis Nunn
Grant Kenny
Vicki Cardwell
Wendy Pritchard
Mark Tonelli

Disadvantaged Groups

John Newman (Chairman)
Jim Yates
Bruce MacDonald
Margaret Pewtress

Children in Sport

Roy Masters (Chairman)
Glynis Nunn
Grant Kenny
Vicki Cardwell
Wendy Pritchard
Margaret Pewtress
Strategic Planning

Herb Elliott (Chairman)
Colin Hayes
John Newman
Margaret Pewtress
Neale Fraser
Mark Tonelli

Note: as at 30 June Mr Beattie's committee membership had still to be determined.
APPENDIX 3

PROGRAM STATEMENT

In order to comply with the Federal Government's decision to introduce program budgeting for all Commonwealth Departments and statutory authorities, the ASC has developed a program statement as a guide to its involvement. The statement has a 3-program structure.

The three programs are:
1. Sports Development
2. Australian Sports Aid Foundation
3. Corporate Services.

PROGRAM 1: SPORTS DEVELOPMENT

Program Objectives

1. To provide opportunities for increased participation in sport at all levels of the community.

2. To provide support for the development of Australia's high performance athletes and assist with Australia's standing in sport internationally.

Sub-Programs

The following sub-programs form part of the Sports Development Program:

(i) Sports Administration

Objectives

.to improve the administrative efficiency and effectiveness of national associations
.to encourage increasing standards of sports administration in Australia.

(ii) Sports Talent Encouragement Plan

Objectives

.to enable Australian athletes to achieve, maintain and improve world rankings
.to allow Australian athletes to single mindedly pursue their sporting careers, secure in the knowledge that their family and employment opportunities will not suffer.
(iii) Children's Sport

Objectives

- to improve the quality, quantity and variety of sporting activities available to Australian children
- to provide all children with the opportunity to participate in appropriate sporting activities
- to encourage participation and skill development in a variety of sports
- to promote the principles of good sporting behaviour
- to implement the AUSSIE SPORTS program.

(iv) Events

Objectives

- to assist sports in attracting and conducting sports events at all levels in Australia
- to increase access by Australian sportspeople to top level international competition
- to improve Australian sporting performance.

(v) Coaching

Objectives

- to increase the number of qualified coaches at all levels in Australia
- to increase the proficiency of coaches in Australia
- to assist in the development of coach education and development programs
- to improve the flow of information to coaches.

(vi) Research and Development

Objectives

- to encourage sports science research in Australia, focussing particularly on practical sports problems
- to contribute towards the development of individual sports
- to undertake and encourage research into major sports development issues
- to establish a sports data base and provide information to sports
to provide research and information support to sport on issues such as taxation, duties and levies.

(vii) Equity and Access

Objectives

.to encourage participation in sport by groups facing specific disadvantages

.to remove existing barriers to equality of opportunity and access to sport

.to undertake and encourage research into specific problems and issues facing disadvantaged groups in sport.

PROGRAM 2: AUSTRALIAN SPORTS AID FOUNDATION

Program Objectives

1. To increase the volume and value of funds from the private sector available for sports development

2. To pay money and transfer property to the ASC

3. To consult and co-operate with appropriate authorities of the Commonwealth, States and Territories and with other organisations and individuals on matters related to its activities.

PROGRAM 3: CORPORATE SERVICES

Program Objectives

1. To sustain and improve all aspects of the ASC's internal management.

2. To implement and sustain an integrated process of planning and evaluation across all aspects of the Commission's activities.

3. To improve knowledge about and understanding of sport and sports related issues throughout the sporting and wider Australian community.

Sub-programs

The program can be broken down into the following sub-programs:
(i) Information and Publicity

Objectives

.to provide accurate, up to date and comprehensive information about the size, extent and value of the sporting enterprise in Australia

.to provide information about ASC activities and programs

.to respond to specific requests for information from governments, the media, the sporting and general community.

(ii) Planning and Evaluation

Objectives

.to achieve the highest possible level of management excellence in all ASC operations and programs

.to sustain and improve the ASC's strategic planning process

.to subject all aspects of the ASC's operations and activities to regular evaluation.

(iii) Operations

Objectives

.to sustain and improve the internal management of the ASC

.to provide services to the Commission and executive staff

.to provide financial and accounting services to the ASC.
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**Note:** The table above represents the grants awarded for various sports programs from 1985 to 1986. The columns include the sport, director/general amounts, coaching director general amounts, international competition overseas in Australia, meetings coach execution, and total with their respective rego's (2).
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Notes

(1) Development Programs
(2) Registered participants measured by association
## APPENDIX 5

1986 SPORTS TALENT ENCOURAGEMENT PLAN: GRANT RECIPIENTS

### A: WORLD RANKED CATEGORY

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TOTAL $371 500

B: POTENTIAL CATEGORY — $1500 EACH

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37. Robyn Friday
38. Tristan Nancarrow
39. Chris Robertson
40. Tracey Smith
41. Connie Nixon
42. Nicky Wood
43. Susie Baumer
44. Cindy-Lu Fitzpatrick
45. Lance Leech
46. Nicole Livingstone
47. Julie Pugh
48. Nadia Bisiach
49. Gary Haberl
50. Kerri Tepper
51. Shane Barr
52. Nicole Provis
53. Jodie Skipper
54. Tony Damches
55. Gary Parisi
56. Geoffrey Marsh
57. Brett Young

TOTAL $85,500

C. TEAMS CATEGORY

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5. Basketball - Women  21 000
6. Basketball - Men  21 000
7. Netball  22 500
8. Athletics - Men's 4 x 400m Relay Team  4 000
9. Rowing - Women's L/W Four  6 000
10. Rowing - Men's L/W Eight  13 500
11. Rowing - Men's Quad Sculls  6 000
12. Rowing - Women's Pair  3 000
13. Rowing - Men's Eight  13 500
14. Water Polo - Women  19 500
15. Water Polo - Men  19 500
16. Canoeing - Men's K4 Team  6 000

TOTAL  $231 500

D: PILOT PROGRAM

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TOTAL  $110 000

E: FUNDING SUMMARY

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Funds held in trust by national sporting organisations carried forward from 1985 NAAS $ 4 806

TOTAL $803 500

TOTAL $803 500
APPENDIX 6

1985-86 APPLIED SPORTS RESEARCH PROGRAM
APPROVED PROJECTS

1. SPORT
Cycling
RESEARCH ORGANISATION
Australian Institute of Sport - Dr Mario Lafortune
GRANT
$30 200
PROJECT
Biomechanical Determinants Pedalling technique in Elite and Non-Elite Cyclists
DESIRED OUTCOMES
. Provide elite Australian cyclists with a detailed analysis of their pedalling technique within five minutes after completion of their riding bout.
. Identification of promising young riders.
. To provide the coach with information on the pedalling technique to evaluate his potential.
. All information gathered will be available to elite cyclists, coaches, general public and other scientists. Results will be published in bicycling magazines, coaching and scientific publications.

2. SPORT
Australian Coaching Council
RESEARCH ORGANISATION
This proposal needs to be retendered to all potential researchers
GRANT
$5 000
PROJECT
The Development of a Behavioural Evaluation Tool to measure the Effectiveness of the National Coaching Accreditation Scheme (NCAS)
DESIRED OUTCOMES
. This is the first stage of study to measure the effectiveness of the NCAS which has accredited over 30 000 coaches in seventy different sports.

3. SPORT
Skiing
RESEARCH ORGANISATION
University of Melbourne Department of Surgery - Dr G Dicker
GRANT
$13 500
PROJECT
The Nutritional Requirements of Cross Country Skiers
DESIRED OUTCOMES
. Determine the micronutrient status of Australian Cross Country skiers.
. Identify those micronutrient areas which are deficient.
4. SPORT
Pistol Shooting
RESEARCH ORGANISATION
Australian Institute of Sport – Dr Bruce Mason
GRANT
$26 500
PROJECT
Selected Biomechanical and Psychological Factors affecting Pistol Shooting Accuracy
DESIRED OUTCOMES
. The relationship between stability and Pistol Shooting performance. This relationship will encompass variables such as:
   - stability and shooting accuracy
   - arousal levels, stability and shooting performance.
. This study will have implications to all shooting
Ballistic sports in the relationship between body
stability, arousal levels and shooting accuracy.

5. SPORT
Squash
RESEARCH ORGANISATION
University of Queensland – Mr Bruce Abernethy
GRANT
$15000
PROJECT
Anticipation in Squash
DESIRED OUTCOMES
. Determine the most important cues utilized by highly skilled squash players in formulating their anticipatory response.
. Recommend how the above outcomes may be specifically applied by coaches and players.

6. SPORT
Australian Sports Commission
RESEARCH ORGANISATION
South Australian College of Advanced Education – Ian Robertson
GRANT
$5 460
PROJECT
The Motivation of Young athletes into and out of organised sport
DESIRED OUTCOMES

- Comprehensive literature review with propositions for further study.
- Preparation of a "sports article" for community distribution.
- Preparation of a package for use in NCAS courses including a workbook, slide set and audio cassette.
- Production of a brochure for coaches and parents on all of the enjoyment factors in sport.

7. SPORT
Volleyball

RESEARCH ORGANISATION
The University of Melbourne – Mr E Roy Sandstrom

GRANT
$11,450

PROJECT
The development of an eccentric muscle training program for the improvement of leg strength and power in volleyball players

DESIRED OUTCOMES

- Clarification of some of the conflicting and confusing results of earlier investigations into strength and power training for vertical jump improvement.
- Development of an effective and practical program of strength and power training to supplement normal volleyball training.
- Provision of clear guidelines for the conduct of the program by coaches and athletes.
- Recommendations to reduce the risk of injury and muscular soreness frequently reported with eccentric training.
- Recommendations for strength and power training for young athletes (less than 15 years old).
- Knowledge concerning leg strength and power training which could be utilized by coaches and athletes in other sports such as:
  - Australian Rules Football (high marking)
  - Athletics (high jumping)
  - Rugby (line-out jumping)
  - Soccer (goal-keeping and heading)
  - Basketball (jumping in many aspects of play).

8. SPORT
Australian Sports Commission

RESEARCH ORGANISATION
University of Queensland – Dr J Kellet

GRANT
$3,280

PROJECT
A critical review of the literature relative to peaking in sport

DESIRED OUTCOMES

- Provide general guidelines for peaking to sports people in the areas of tapering, biological rhythms, psychological strategies and environmental factors such
as water and food supply. More specifically emphasis would be given to the following points:
- the duration, nature and intensity of the taper period with regard to events of varying duration
- psychological strategies of benefit during the taper period
- timing of arrival at venues in different time zones with regard to effects of travel on biological rhythms and interference with tapering procedures
- effects of changes on environment including endemic diseases, water and food supply, sanitation and procedures to be implemented to minimize adverse effects on performance.

TOTAL GRANTS $110 390
APPENDIX 7

AUSSIE SPORTS CO-ORDINATORS

NATIONAL CO-ORDINATOR

Mr Mike D'Arcy
Australian Sports Commission
2nd Floor, Perpetual Trustees Building
10 Rudd Street
PO BOX 787
CANBERRA  ACT  2601

Phone (062) 68 9563

TECHNICAL CO-ORDINATOR

Dr Heather MacGowan
Australian Sports Commission
PO Box 787
CANBERRA  ACT  2601

Phone (062) 68 9307

Dr MacGowan is on 12 months contract with the ASC from the Northern Territory Department of Youth, Sport, Recreation and Ethnic Affairs.

PROMOTIONS OFFICER

Ms Sandy Hanlin
Australian Sports Commission
PO Box 787
CANBERRA  ACT  2601

Phone (062) 68 9318

Ms Hanlin is a contract officer employed by the Australian Schools Sports Council.

AUSTRALIAN COUNCIL FOR HEALTH, PHYSICAL EDUCATION AND RECREATION

AUSSIE SPORTS Coaching Program

Mr Phil Riggs
Director, Programs and Resources
c/- ACHPER
128 Glen Osmond Road
PARKSIDE  SA  5063

Phone (08) 27 1388
STATE CO-ORDINATORS

Ralph Stevenson  
Department of Education  
c/- Directorate of Education  
16th Floor, Remington Centre  
175 Liverpool Street  
PO Box A242  
SYDNEY SOUTH NSW 2000

Phone (02) 266 0044

Ross Monaghan  
Tower "A", Rialto Building  
525 Collins Street  
MELBOURNE VIC 3000

Phone (03) 628 2344  
Facs (03) 626 049  
Telex AA 152 337

Bob McVey  
Department of Education  
Kenny House  
Cnr George & Charlotte Streets  
GPO Box 33  
NORTH QUAY QLD 4000  
Jeff Dry  
c/- The Orphanage  
181 Goodwood Road  
MILLSWOOD SA 5034

Phone (08) 274 0261

John Dimmer  
Education Department  
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EAST PERTH WA 6000

Phone (09) 420 4892  
Facs (09) 420 5005  
Telex EDHO 94166

Gary Davidson  
212 Collins Street  
HOBART TAS 7000

Phone (002) 30 6372

Peter Markey  
Department of Education  
Crisp Street  
RAPID CREEK NT 5782

Phone (089) 85 0314  
Facs (089) 85 6505
Yvonne Williams
Sports Administration
Macarthur House
LYNEHAM ACT 2602

Phone (062) 46 9557
Facs (062) 47 9713
Telex 62 600
APPENDIX 8

OBJECTS AND PURPOSES OF THE AUSTRALIAN COACHING COUNCIL

1. To establish a national education and accreditation scheme for all coaches in all sport.
2. To provide opportunities for all coaches to undertake some form of training in sports coaching.
3. To increase the number of qualified sports coaches.
4. To increase the competence of sports coaches at all levels (local, State, national, international).
5. To increase the opportunities for all active and aspiring coaches to improve their knowledge and skill in theoretical, technical and practical aspects of coaching in their specific sports.
6. To develop coaches who are able to achieve specific objectives and produce improved results at their particular expertise levels.
7. To promote a scientific and systematic approach to sports coaching.
8. To improve the status of the coaching profession in Australia.
9. To encourage the raising of national standards of sport and to encourage increased participation in sport through upgrading of sports coaching throughout Australia.
10. To act as a liaison with government agencies and bring before governments and government agencies such recommendations as are approved by the Council.
11. To support the efforts of national sports governing bodies in Australia to advance the development of sports coaching.
12. To initiate and/or conduct research and disseminate information relating to coaching.
13. To co-operate with all levels of government, national sports governing bodies and the private sector in assessing the needs of sports coaches and initiating the means of meeting those needs.
14. To establish, as from time to time thought fit, liaison with any international organisation having similar objectives to those of the Council.
15. To co-operate with or assist any organisation having similar objectives to those of the Council.

COURSES APPROVED 1985-1986

- Tae Kwon Do - Level 1
- Volleyball - revised Level 1 and 2
- Boxing - Level 1
- Polocrosse - Level 1
- Fencing - Levels 1 and 2
- BMX - Level 1
- Rhythmic Gymnastics - Level 2
- Golf - Level 0 and 1
- Gymnastics - Gymfun Level 1
- Rowing - Level 2
- Big Bore Rifle - Level 2
.Powerlifting - Level 1
.Australian Football - Level 0
.Netball - Level 0
.Squash - Level 0
## APPENDIX 9

### AUSTRALIAN COACHING COUNCIL

**APPROVED COACHING COURSES AS AT 30 JUNE 1986**

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96
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## APPENDIX 10

### NATIONAL COACHING ACCREDITATION SCHEME

**COACHES ACCREDITED AS AT 30 JUNE 1986**

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<td>----------------</td>
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<td>73</td>
<td>18</td>
<td>0</td>
<td>91</td>
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</table>

**TOTALS**  6521  715  55  31797  4992  859  37648

Golf and BMX have recently been approved and have yet to accredit coaches.
APPENDIX 11

DRUGS IN SPORT COMMITTEE - TERMS OF REFERENCE

1. The Committee, established by the Australian Sports Commission (ASC), is an expert advisory and consultative group to the ASC, Federal Ministers, sporting and health organisations.

2. The Committee will:

(a) Advise on the development and implementation (including funding and staffing implications) of a national policy related to the use and abuse of drugs by persons participating in sporting and recreational activities.

(b) Develop a program to actively discourage drug misuse in sport, including the preventative elements of drug testing, drug education and, as appropriate, drug regulation.

(c) Develop a systematic education program in keeping with existing guidelines and programs related to drug education.

(d) Investigate the most appropriate procedure(s) for the detection of prohibited substances.

(e) Encourage relevant sporting organisations to adopt and implement appropriate testing procedures which may include testing at events or during training.

(f) Encourage the establishment of appropriate networks throughout Australia to assist with the implementation of drug testing.

(g) Encourage appropriate organisations to allocate sufficient funds to permit drug testing by sporting organisations.

(h) Advise organisations as to which drugs should be prohibited and seek legal advice, as necessary, on aspects related to drug testing.

(i) Organise the establishment of a national information base of resource materials to assist key personnel who have to address the problems of drug misuse in sport.

(j) Instigate and/or encourage research into related areas.

(k) Liaise in the development and implementation of policy with relevant organisations.
3. The Committee will also act on other relevant matters referred to it from the ASC and/or Ministers.
APPENDIX 12

ASC CONSULTANTS 1985-86

(i) Heather MacGowan
October 1985 - October 1986
Technical Coordinator, AUSSIE SPORTS
(Funds from AUSSIE SPORTS program)

(ii) John Lamb
started October 1985
Working with ASC's personal computers on a number of
projects, including athlete data base, STEP and SDP
application processes, sports directory;

(iii) Social Impacts
December 1985 - May 1986
Developing ASC sports data base and conducting study into
likely impact on sport of future trends and developments
in the social and economic environment. Completed 16 May.

(iv) Price Waterhouse
November 1985 - June 1986
To assist ASC with accounting, financial management and
preparation of end of year financial statement.

(v) Margot Foster - Sport and the Law
7 weeks ending early July; initial research into issues
relating to sport and the law.

(vi) Ms Judith Evans
To undertake writing and editing of Sports Education
Units for the Aussie Sports Program.

(vii) Ms Vivienne Cichero
To provide data processing for the AUSSIE SPORTS Sports
Education Units.
APPENDIX 13

AUSTRALIAN SPORTS COMMISSION

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 1986

CERTIFICATE

In our opinion, the accompanying statements of the Australian Sports Commission consisting of:

. Statement of Activity
. Statement of Assets and Liabilities
. Statement of Capital Accumulation
. Statement of Sources and Applications of Funds
. Notes to and forming part of the Financial Statements

which have been made out in accordance with the Guidelines for the Form and Standard of Financial Statements of Commonwealth Undertakings:

(i) Show fairly the operations of the Commission for the year ended 30 June 1986;

(ii) Show fairly the state of affairs of the Commission at 30 June 1986

[Signatures]
Chairman

[Signatures]
General Manager

103
AUSTRALIAN SPORTS COMMISSION

STATEMENT OF ACTIVITY

FOR THE YEAR ENDED 30 JUNE 1986

<table>
<thead>
<tr>
<th>Note</th>
<th>1985/86</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>$</td>
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<tr>
<td></td>
<td>---------</td>
</tr>
<tr>
<td></td>
<td>8,703,000</td>
</tr>
<tr>
<td></td>
<td>96,843</td>
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<tr>
<td></td>
<td>8,606,157</td>
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<tr>
<td></td>
<td>174,966</td>
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<tr>
<td></td>
<td>12,210</td>
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<tr>
<td></td>
<td>8,793,333</td>
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<tr>
<td></td>
<td>31,536</td>
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<td>1,047,486</td>
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<td>23,595</td>
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<tr>
<td></td>
<td>7,578,008</td>
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<tr>
<td></td>
<td>8,680,625</td>
</tr>
<tr>
<td></td>
<td>---------</td>
</tr>
<tr>
<td></td>
<td>112,708</td>
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<td>20,433</td>
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<td>19,235</td>
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<td>56,747</td>
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<td>---------</td>
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<td>78,520</td>
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<td>140,875</td>
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</table>

Total Income

EXPENDITURE

Australian Sports Aid Foundation
Administration
Commissioners' remuneration
Programs

Surplus (Deficiency) of Income over Funded Expenditure

Provisions and other unfunded charges:
- Annual Leave
- Long Service Leave
- Depreciation

Surplus before abnormal items

Abnormal items:
- Annual leave
- Long Service Leave
AUSTRALIAN SPORTS COMMISSION

STATEMENT OF ASSETS AND LIABILITIES

AT 30 JUNE 1986

<table>
<thead>
<tr>
<th>Note</th>
<th>1985/86</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
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</table>

Unfunded liability transferred
to Statement of Capital
Accumulation

(84,914)

ACCUMULATED FUNDS

Balance transferred from Statement
of Capital Accumulation

61,701

61,701

Represented by:

CURRENT ASSETS

Cash at bank on hand and on deposit 7

173,391

Debtors 8

172

Prepayments 9

920

174,483

NON CURRENT ASSETS

Furniture and equipment 10

129,536

Total assets

304,019

CURRENT LIABILITIES

Creditors and accrued expenses 11

61,775

Provision for annual leave

82,788

Provision for long service leave

84,326

228,889

NON CURRENT LIABILITIES

Provision for long service leave

13,429

Total liabilities

242,318

SURPLUS OF ASSETS OVER LIABILITIES

61,701

The accompanying notes form part of the Financial Statements.
AUSTRALIAN SPORTS COMMISSION

STATEMENT OF CAPITAL ACCUMULATION

FOR THE YEAR ENDED 30 JUNE 1986

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<thead>
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<th>Note</th>
<th>1985/86</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Funds transferred from Statement of Activity:</td>
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</tr>
<tr>
<td>- Acquisition of capital items</td>
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<tr>
<td>Assets transferred from the Department of Sport, Recreation and Tourism</td>
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<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Unfunded liability transferred from Statement of Activity</td>
<td></td>
</tr>
<tr>
<td>Balance at 30 June 1986 transferred to Statement of Assets and Liabilities</td>
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</tr>
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</table>

The accompanying notes form part of the Financial Statements.
AUSTRALIAN SPORTS COMMISSION

STATEMENT OF SOURCES AND APPLICATIONS OF FUNDS

FOR THE YEAR ENDED 30 JUNE 1986

1985/86

$1

SOURCES OF FUNDS

Funds from Operations

Inflow of funds from operations  8,890,176
Less: Outflows of funds from operations  8,680,625

Increase in Liabilities

Current Liabilities

Creditors and accrued expenses  61,775

APPLICATION OF FUNDS

Increase in Assets

Current Assets

Cash at bank, on hand and on deposit  173,391
Debtors  172
Prepayments  920

Non-Current Assets

Furniture and equipment  96,843

The accompanying notes for part of the Financial Statements.
AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 1986

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted by the Australian Sports Commission are stated to assist in the general understanding of these financial statements. These policies have been consistently applied by the Commission except as otherwise indicated.

(a) Basis of accounting

(i) The financial statements have been prepared on a full accruals basis.

(ii) The financial statements have been prepared on the basis of historical costs and except where stated do not reflect current valuations of non-current assets.

(iii) The financial statements incorporate the activities of the Australian Sports Aid Foundation.

(iv) The financial statements do not reflect the cost of managerial, technical and professional services and resources provided by the Department of Sport, Recreation and Tourism and the Department of Local Government and Administrative Services under arrangements between the Departments and the Commission. The costs of such services provided by the Departments in 1985/86 were approximately $192,500. The costs of similar services provided to the Australian Sports Aid Foundation by the Department of Sport, Recreation and Tourism, the Department of Local Government and Administrative Services and the Department of Finance during 1985/86 were approximately $37,200.

(b) Comparative Figures

This is the first year of operation of the Australian Sports Commission and hence no comparative figures are available.

(c) Depreciation

Assets are depreciated over their anticipated useful life using the straight line method, with depreciation commencing from the date of acquisition.

Profits and losses on disposal of non-current assets being the difference between the written down value of those assets at the date of disposal and the consideration received are taken into account in determining the excess or deficiency of income over funded expenditure for the year. There were no displays of non-current assets during the current financial year.
AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 1986

(d) Annual and long service leave

The amounts expected to be paid to employees for their pro-rata entitlement to long service leave and annual leave are accrued annually at current wage rates. For long service leave, the estimate is based on a qualifying period of ten years eligible employee service, including previous eligible service with Commonwealth or State Governments or statutory authorities, and is accrued from the commencement of the sixth year of such eligible service. The provision for annual leave is based on the value of actual entitlements at balance date and includes a leave loading component. Payments of long service leave and annual leave are funded from Parliamentary Appropriations on an as required basis and are included as expenditure under the item Salaries and Allowances in Administration Expenses.

2. ESTABLISHMENT OF THE AUSTRALIAN SPORTS COMMISSION

From 13 September 1984 until 30 June 1985 the Australian Sports Commission operated as a division of the Department of Sport, Recreation and Tourism. The Commission was established as a Statutory Authority on 1 July 1985.

Certain administration expenses paid by the Commission in the current year relate to the previous year, and program expenditure does not include payments relating to the current year which were made in the previous year. Further details are contained in notes 4 and 6.

Provisions for annual and long service leave established in the current year, but relating to service with other government organisations in prior years, have been brought to account as abnormal items in the Statement of Activity.

3. AUSTRALIAN SPORTS AID FOUNDATION

Australian Sports Aid Foundation which was incorporated on 18 February 1986 is a company limited by guarantee formed by the Commission for the purposes of raising money for the development of sport. All funds raised by the Foundation are passed to the Commission.
AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 1986

1985/86

$  

Income derived by The Foundation comprises:

Donations  174,229
Interest  667

174,966

Expenditure incurred by The Foundation and by the Commission on account of the Foundation comprises:

| Accountancy fees | ASAF 4,102 | ASC - | TOTAL 4,012 |
| Bank charges     | 41        | -     | 41 |
| Incidetials      | -         | 4,245 | 4,245 |
| Office requisites| -         | 1,245 | 1,245 |
| Salaries and related costs | - | 16,000 | 16,000 |
| Travel and subsistance | 441 | 5,462 | 5,903 |

4,584 26,952 31,536

Accumulated funds of the Australian Sports Aid Foundation amounted to $114,382 at 30 June 1986 comprising:

Operating account  455
Donations account  113,927

114,382

4. ADMINISTRATION EXPENSES

Administration expenses comprise:

Accountancy  11,850
Compensation  6,449
Computer services  3,437
Consultants  53,075
Incidentals  35,178
Office requisites, printing and stationery  52,587
Postage and communications  50,741
Property and maintenance services  1,170
Superannuation  8,081
Salaries and related expenses  690,307
Travel and subsistence  134,611

1,947,486

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AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 1986

Included in the above administration expenses are expenses totalling $14,467 relating to the previous financial year and incurred before the Commission was established.

5. COMMISSIONERS' REMUNERATION

There are no full time Commissioners.

All remuneration was paid to part time Commissioners and was paid in accordance with a determination of the Remuneration Tribunal.

6. PROGRAMS

Expenditure on programs comprises:

<table>
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<th>Description</th>
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<tr>
<td>Australian Coaching Council</td>
<td>$113,000</td>
</tr>
<tr>
<td>Research Co-ordinator</td>
<td>$112,000</td>
</tr>
<tr>
<td>Administrative expenses for drugs in sport, research co-ordinator and Australian Coaching Council</td>
<td>$4,831</td>
</tr>
<tr>
<td></td>
<td>$311,831</td>
</tr>
</tbody>
</table>

Less: amount applied towards purchase of fixed assets                        | $24,440  |
                                                                             | $287,391|

Assistance to National Organisations                                         | $5,763,000|
Sports Talent Encouragement Scheme                                           | $410,000  |
Children in Sport                                                            | $436,617  |
Sports Science Research                                                       | $120,000  |
Commonwealth Games Assistance                                                 | $500,000  |
Commonwealth Games Assistance ex Australian Coaching Council                  | $61,000   |
Sports Aid Foundation                                                         |           |
                                                                             | $7,578,008|

Program expenditure does not include payments amounting to $417,025 made in the previous financial year, before the Commission was established, which relate to the current years programs.
AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 1986

7. CASH AT BANK, ON HAND AND ON DEPOSIT

Australian Sports Commission 54,997
Australian Sports Aid Foundation 118,484

173,391

8. DEBTORS

Staff telephone usage 87
Interest receivable 85

172

8. PREPAYMENTS

Telephone rental 31
Subscriptions 91
Photocopier maintenance agreement 798

920

10. NON-CURRENT ASSETS

Assets transferred from the Department of Sport, Recreation and Tourism at officers valuation

Office furniture, machines and equipment 49,772
Accumulated depreciation 11,540

38,232

Assets at cost

Office furniture, machines and equipment 94,843
Accumulated depreciation 5,539

91,384

TOTAL NON-CURRENT ASSETS AT WRITTEN DOWN VALUE 129,536
AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 1986

11. CREDITORS AND ACCRUED EXPENSES

Australian Sports Commission 57,673
Australian Sports Aid Foundation 4,102

12. ACQUISITION OF CAPITAL ITEMS

Appropriate details of assets purchases during the year 96,843

13. LEASE COMMITMENTS

Lease commitments in respect of office rental, at 30 June 1986 were:

- payable not later than one year 168,553
- payable later than one year and not later than two years 183,876
- payable later than two years and not later than five years 551,628
- payable later than five years 22,985

927,042

14. SUPERANNUATION

Superannuation payments comprise employer contributions paid to a private superannuation fund under employment arrangements between the Commission and an employee.

113
AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 1986

Under the terms of the Superannuation Act 1976, the Commission is not required to make, and does not make, employers superannuation contributions for other employees.

15. BREACHES OF THE AUSTRALIAN SPORTS COMMISSION ACT 1985

The following breaches have occurred:

(a) Delegations

Under Section 11(1) of the Australian Sports Commission Act 1985, the Commission may delegate to a person, or to a committee certain of its powers under the Act.

Due to the timing of its formation, payments were made and commitments entered into before the approval of delegations by the Commission. Approval was received on 12 September 1985.

(b) Quorum

Under Section 19(4) of the Australian Sports Commission Act 1985, the Commission is required to specify the number of members of a committee that will constitute a quorum at a meeting of the committee. The number of members of a committee that will constitute a quorum has not been specified.

(c) Ministerial Approval of Estimates

Under Section 31(2) of the Australian Sports Commission Act 1985, the Commission is required to expend moneys in accordance with estimates of expenditure approved by the Minister for Sport, Recreation and Tourism.

The Commission commenced operations on 1 July 1985, made payments and entered into commitments prior to receiving the Ministers approval to do so. Apart from donations made, for which no approval has been received, all other approvals were received prior to 30 June 1986.

The Commission's expenditure on programs during the financial year has exceeded the estimates approved by the Minister by $11,448.
10 NOV 1986

The Honourable the Minister
for Sport, Recreation and Tourism
Parliament House
CANBERRA ACT 2601

Dear Minister

AUSTRALIAN SPORTS COMMISSION
AUDIT REPORT ON FINANCIAL STATEMENTS

Section 35 of the Australian Sports Commission Act 1985 declares the Commission to be a public authority to which Division 3 of Part XI of the Audit Act 1901 applies. That Division (sections 63J to 63M) prescribes certain matters relating to the accounts and financial statements of the Commission and their audit.

Pursuant to section 63M of the Audit Act 1901, the Commission has submitted for my report its financial statements for the year ended 30 June 1986. These comprise:

1. Statement of Activity
2. Statement of Assets and Liabilities
3. Statement of Capital Accumulation
4. Statement of Sources and Applications of Funds, and
5. Notes to and forming part of the financial statements.

The statements have been prepared in accordance with the policies outlined in Note 1 to the Accounts and in accordance with the Guidelines for the Form and Standard of Financial Statements of Commonwealth Undertakings approved by the Minister for Finance. The statements are in the form approved by the Minister for Finance pursuant to sub-section 63M(1) of the Audit Act. A copy of the financial statements is enclosed for your information.
These statements have been audited in conformance with the Australian Audit Office Auditing Standards.

In accordance with sub-section 63M(2) of the Act, I now report that the Statements are in agreement with the accounts and records of the Commission and, in my opinion:

. the statements are based on proper accounts and records, and

. the receipt and expenditure of moneys, and the acquisition and disposal of assets, by the Commission during the year have been in accordance with the Act except to the extent:
  - as indicated in Note 15, and
  - the Commission failed to maintain a bank account for the period 1 July 1985 to 19 September 1985 as required by the provisions of section 63J of the Audit Act 1901.

No investments were made during the year.

Yours sincerely

[Signature]

A.V. Monghan
Auditor-General
APPENDIX 14

COMMISSION AND COMMITTEE MEETINGS 1/7/85 to 30/6/86

<table>
<thead>
<tr>
<th>Date</th>
<th>Committee/Meeting Name</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>12/07/85</td>
<td>Executive</td>
<td>Sydney</td>
</tr>
<tr>
<td>23/08/85</td>
<td>Sports Development Program</td>
<td>Canberra</td>
</tr>
<tr>
<td>12/09/85</td>
<td>Executive</td>
<td>Sydney</td>
</tr>
<tr>
<td>02/10/85</td>
<td>Executive</td>
<td>Sydney</td>
</tr>
<tr>
<td>08/10/85</td>
<td>Children in Sport</td>
<td>Melbourne</td>
</tr>
<tr>
<td>23/10/85</td>
<td>Disadvantaged Groups</td>
<td>Sydney</td>
</tr>
<tr>
<td>28/10/85</td>
<td>4th Commission Meeting</td>
<td>Canberra</td>
</tr>
<tr>
<td>02/12/85</td>
<td>Executive</td>
<td>Sydney</td>
</tr>
<tr>
<td>17/12/85</td>
<td>Athlete &amp; Coaching Development</td>
<td>Canberra</td>
</tr>
<tr>
<td>18/12/85</td>
<td>Children in Sport</td>
<td>Canberra</td>
</tr>
<tr>
<td>20/12/85</td>
<td>Executive</td>
<td>Sydney</td>
</tr>
<tr>
<td>30/01/86</td>
<td>Strategic Planning</td>
<td>Sydney</td>
</tr>
<tr>
<td>31/01/86</td>
<td>Executive</td>
<td>Sydney</td>
</tr>
<tr>
<td>05/02/86</td>
<td>Athlete &amp; Coaching Development</td>
<td>Sydney</td>
</tr>
<tr>
<td>20/02/86</td>
<td>Children in Sport</td>
<td>Canberra</td>
</tr>
<tr>
<td>21/02/86</td>
<td>5th Commission Meeting</td>
<td>Sydney</td>
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<tr>
<td>26/03/86</td>
<td>Executive</td>
<td>Sydney</td>
</tr>
<tr>
<td>02/05/86</td>
<td>Executive</td>
<td>Sydney</td>
</tr>
<tr>
<td>02/05/85</td>
<td>Sports Development Program</td>
<td>Sydney</td>
</tr>
<tr>
<td>02/05/86</td>
<td>Disadvantaged Groups</td>
<td>Sydney</td>
</tr>
<tr>
<td>16/05/86</td>
<td>6th Commission Meeting</td>
<td>Brisbane</td>
</tr>
<tr>
<td>20/06/86</td>
<td>Executive</td>
<td>Sydney</td>
</tr>
</tbody>
</table>

MEETING COSTS FOR 1985–86

These costs include sitting fees*, fares, travelling allowance, room hire, refreshments etc.

Australian Sports Commission Meetings $30,258
Children in Sport $6,756
Disadvantaged Groups $1,954
Executive $12,196
Athlete Development & Coaching $7,816
Strategic Planning $1,286
Sports Development Program $3,462

TOTAL $63,728

* As at 30 June sitting fees were payable at the following rates:
  Chairman: $297
  Deputy Chairman: $219
  Committee Chairman: $187
  Commissioner: $136
APPENDIX 15

AUSTRALIAN SPORTS COMMISSION ORGANISATIONAL STRUCTURE

MINISTER

AUSTRALIAN SPORTS COMMISSION

General Manager

Assistant General Manager

AUSTRALIAN SPORTS AID FOUNDATION
. Administration of Foundation
. Policy development
. Marketing/fund raising

SPECIAL PROJECTS
. AUSSIE SPORTS
. Research & projects
. Data base & statistics
. Taxation & finance issues
. Equity & access programs

SPORTS DEVELOPMENT
. Liaison with NSO's
. Program management
  - SDP
  - STEP
. Research Program
 . Drugs in Sport
 . Coaching Council

MANAGEMENT AND PLANNING
. Planning
. Planning & evaluation
  - Information & Publications
  - Internal management & operations

[Diagram of organizational structure]
AUSTRALIAN SPORTS COMMISSION

EXECUTIVE STAFF (30 JUNE)

- Greg Hartung (General Manager)
  - Louise Allen (Steno-Secretary)

- Perry Crosswhite (Assistant General Manager)
  - Lesley James (Steno-Secretary; temporary replacement for Lucy Corleone, on extended leave)

Sports Development
- Dene Moore (Director)
  - John Windsor
  - Ken Norris
  - David Weir
  - Neil Richardson
  - Phil Trenorden
  - Leonie Stewart (temporary replacement for Shane Edwards, on extended leave without pay)
  - Robin Duff
  - Sarah Trotman

Special Projects
- Chris Aulich (Director)
  - Brian Brown
  - Mike D'Arcy
  - Heather MacGowan (AUSSIE SPORTS Consultant)
  - Sandy Hanlin (Schools Sports Council Staff)
  - Jane Nutt (part-time)

Management Planning
- Martin Weeks (Director)
  - Leigh Incher
  - Jan Shipton
  - Bassam Sanjakdar
  - Kerry McGlinn
  - Ruth Craig (part-time)

Australian Sports Aid Foundation
- Duncan Gray (on secondment from Department of Finance)
- Warick Smith (on secondment from Department of Sport, Recreation and Tourism).
APPENDIX 16

ADDRESSES AND CONTACTS

The Commission's offices are located in Canberra at the following address:

Second and Third Floors
Perpetual Trustees Building
10 Rudd Street
Canberra City

The postal address is:

P. O. Box 787
CANBERRA ACT 2601

The Commission's general telephone number is (062) 68 9411 and the telex number in AA61716. The ASC also has a facsimile machine (062 689333).

The following officers can be contacted for further information about the Commission or about any aspect of this report:

Greg Hartung (General Manager)
68 9566

Perry Crosswhite (Assistant General Manager)
Information on Sports Aid Foundation
68 9578

Dene Moore (Director, Sports Development and Liaison)
Information on SDP, STEP, Coaching, Research, Drugs in Sport
68 9573

Chris Aulich (Director, Special Projects)
Information on AUSSIE SPORTS, sports data base, research and development, women's sport, veterans sport, tax and sport
68 9562

Martin Weeks (Director, Management and Planning)
Information on planning and evaluation, information and publicity and internal management
68 9564