Revised

Strategic Plan to 30 December 1993

Australian Sports Commission
Australian Sports Commission
Canberra 1991

ISBN 0 642 16994 2
This Plan is for both the Commissioners and staff of the Australian Sports Commission, as well as for all the people of Australia on whom our activities have the potential to impact. It has been approved by the Minister and, as such, represents the Government’s commitment to directions here outlined.

The Plan constitutes a revision of the Strategic Plan 1990-1993, released in December 1990 and takes stock of the events over the last two years since the Strategic Plan 1990 - 1993 was written. It aims, for the remainder of the current strategic planning period, to provide:

- a series of challenges to be met and conquered;
- a framework within which we can prepare our annual operational and business plans; and
- an outline of the positive ways we work with each other in the organisation and with those outside it such as national sporting organisations and State sports agencies.
Message from the Chairman

Sport is part of our heritage. It affects the lives of all Australians, either directly or indirectly. It is with this in mind that the Australian Sports Commission's broad charter, embedded in its legislation, was developed.

The Commission aspires to excellence in elite sports performance and increased participation in sport and sports activities by all Australians. As a result of its efforts, the Commission is able also to assist the Government in the achievement of its wider objectives in relation to:

- improving the health, fitness and well-being of Australians;
- achieving savings to the national health bill through a mentally and physically fitter nation;
- promoting national pride and fostering a sense of national identity;
- fostering international co-operation and goodwill; and
- generating economic activities which contribute to GDP, which foster our export earning potential and which provide employment opportunities.

Significant demographic, economic, social and political changes are taking place all the time. Since the Commission prepared its Strategic Plan for the period 1 January 1990 to 30 December 1993, some of these changes have made themselves sufficiently felt to merit a review of that Strategic Plan. This review has also provided an opportunity for the Commission and its staff to identify and assess the challenges that confront sport in the years ahead. The Revised Plan therefore, outlines the strategies for the next two years for meeting those challenges.

I am pleased that this document reflects the views of the staff, as well as those of the Board, and the shared commitment which we, as members of the Commission, are proud to bring to our task.

A.E. Harris, AC
Chairman
Message from the Executive Director

The effective development of sport in Australia, and sport's capacity to enrich the lives of Australians, relies on two themes: "teamwork" and "partnerships".

The people who make up the Commission team are the most valuable resource it has. This Plan has been developed by that team, together with our Board of Commissioners, and aims to provide us with directions for developing annual operational and business plans.

Ways of ensuring professional development for team members, in a challenging and rewarding environment, have also been addressed in the Plan.

In a federal system of government, and with sport itself structured on federal lines, it is important that all the "players in the game" come together to plan what is best for sport in Australia and to agree on strategies to achieve that outcome. The Plan reflects the fact that the Commission works in partnership with State and State-based agencies, with national sporting organisations and, in many instances, with the private sector.

This plan demonstrates the Commission's dedication to excellence in all facets of its operations.

[Signature]

J.A. Ferguson
Executive Director
To enrich the lives of all Australians through sport

Australian Sports Commission
SPORT FOR ALL AUSTRALIANS

Our Mission

To meet our mission we need to focus our attention on achieving the objectives of excellence in elite sports performance and increased participation in sport and sports activities by Australians. The strategies we will adopt are to:

- increase knowledge and expertise in sport
- increase the level and quality of resources and services to sport throughout Australia
- foster and co-ordinate efficient and effective administration of sport in co-operation with national sporting organisations
- provide the full range of support programs needed by elite athletes to maximise their potential and by national sporting organisations to deliver improved services to sportspeople
- raise the profile, and increase awareness of the benefits of sport and the ASC’s programs
- monitor overseas developments as they affect sport and, through sport, contribute to the advancement of Australia’s international relations
- improve sporting skills and performances through the improvement of the standard of sports coaching and instruction

- develop and implement policies, programs and practices aimed at improving access and equity in all sports participation
- encourage the development of a wide range of sport and sports-related opportunities for participation by the wider community
- promote fair play, safety and enjoyment in sport
- take measures to eliminate use of performance-enhancing substances and doping methods.

Over the next two years we will be striving, through a continual commitment by all our staff, to achieve our objectives through the following divisions of the Commission:

- the Australian Institute of Sport
- sports development
- professional and technical services
- marketing and communications
- corporate services.
The Australian Sports Commission is committed to excellence and to the aim of being the best organisation of its kind in the world. Our core values underlying this commitment are:

- we encourage, deliver and recognise excellence in all aspects of our operations

- we achieve results through interdependence, co-operation and teamwork at all levels

- we initiate change and innovation in order to enhance our performance through the opportunities presented to us

- we communicate with one another honestly, fairly and with a high level of trust and integrity

- we make work at the ASC challenging, rewarding and personally fulfilling

- we are accountable for the funding and resources invested in us.
Sport will continue to be affected by economic, demographic, social and political changes within Australia as well as by overseas developments.

We recognise that what we do has a bearing on these changes, and that we are also shaped by them.

The Commission, therefore, needs to be aware of these changes, preferably in advance, so that its policies and programs can be effective in meeting community needs and expectations. It is also essential that Australians who participate in sporting activities - from the local level volunteer to the elite level athlete - have access to the most up-to-date and relevant sporting opportunities.

The advice that the Commission gives to the Government, and the way it works in partnership with agencies at other levels of government and in the private sector, will also be influenced by its capacity to identify and respond to change.

We have identified environmental factors affecting sport and these have been taken into account in formulating our strategies. These include:

- an ageing population with increasing preparedness and capacity to express its needs
- reduced core time of physical education and/or sport in school curriculums
- an increasing recognition of our multi-cultural population
- increased impact of science and technology on sport through such things as equipment design, sports science, sports medicine and talent identification

- a trend towards promotion of excellence in all spheres of life

- increased emphasis on sport for all

- changing media approaches to coverage of sport, which will impact on its exposure, and the introduction of "pay TV"

- changes in the Federal nature of Australia which may increase pressure to decentralise responsibilities and accountabilities while retaining a national (central) focus and clear direction

- tighter economic times with increased emphasis on performance in the face of competing budget priorities, and "smaller government" making greater use of private sector practices

- at the same time, a continuing expectation that governments will meet their "community service obligations"

- an expectation of increased co-operation between all levels of government resulting in improved services for sport

- growth of sport as a business

- greater community interest in fitness and healthy lifestyles

- increased community concern to see fair play in sport

- increasing community and government pressure for better access and equity of opportunities

- increased demands from clients for service delivery agencies to be professional, efficient and accountable

- greater emphasis on participative management practices

- increasing recognition of the need for, and value of, volunteers in sport and increased demand for training and nurturing of them.
The last two years

Since the amalgamation of the Commission, the Australian Institute of Sport and the sports funding functions of the Department of the Arts, Sport, the Environment, Tourism and Territories; and following the investment by the Government of approximately double the level of resources in the 1989–90 budget, the Commission has had significant achievements in all areas. Some of these are:

• implementing the Intensive Training Centres Program in conjunction with state and national sporting organisations and relevant State government agencies

• facilitating better planning and management practices being adopted by national sporting and other relevant organisations

• implementing a well funded and planned strategy for preparing athletes expected to compete at the Barcelona and Albertville Olympics

• introducing a strategy to increase the status and participation of women and girls in all aspects of sport in Australia

• increasing significantly the involvement of children and communities in the AUSSIE SPORT program

Australian Sports Commission
SPORT FOR ALL AUSTRALIANS

Achievements

• introducing two new schemes ("Sportsfun" and "CAPS") aimed at giving young people the opportunity to be involved in sports leadership in all aspects of sport

• introducing road cycling (Canberra), slalom canoeing (Tasmania), volleyball (Sydney), and golf (Melbourne) to the Institute residential sports program

• decentralising Institute residential programs and services throughout Australia

• improved sporting performances by present and past AIS athletes at international level

• enhancing techniques for the analysis of athlete capacities and performance

• introducing comprehensive programs in injury management, rehabilitation, recovery and regeneration
• introducing a broader range and improved access to information related to sport for coaches, athletes and the community

• contributing to the national and international scientific and medical literature through various publications including the Commission journal EXCEL

• establishing direct working links between sports scientists and the sports community through applied research enabling technological breakthroughs, improved coaching methodology and enhanced laboratory standards

• implementing original applied research contributing to the development of the high performance athlete

• introducing a program to match companies/businesses with elite athletes seeking employment or career development opportunities

• developing partnerships and networks between and across sport and including government at all levels

• generating increased understanding by the public of issues in junior sport

• a dramatic increase in teacher in-service, beginning coach education and club development training

• further developing a program of sporting opportunities for people with disabilities

• co-ordinating a co-operative approach to the sharing of information and resources on facilities design and management through the formation of the National Sports Facilities Advisory Service

• developing a corporate strategy and program for staff training and development

• encouraging practices which support both flexible and accountable management

• operating and maintaining Australia's major sports facility to a standard that has gained international recognition

• construction of specific facilities such as the Canoeing Facility and Workshop and Stores Complex, and extensions to other buildings, all of which have enhanced the quality and reputation of the site

• introduction of information technology facilities to all areas of the organisation— including in the States

• restructuring of its operations which resulted in an improved capacity for policy development, marketing and communications

• implementing an evaluation strategy aimed both at improving internal management and providing information on performance

• developing a stronger, single corporate culture which draws on the input of all staff for success following from the amalgamation of the Commission and the Institute

• becoming the first organisation in the ACT to win the National Safety Council 5-Star Award for occupational health and safety.
The Challenge:

To develop elite sport in Australia.

To meet this challenge we will:

- continue to provide the highest standard of practical support for Australia's elite athletes as they prepare for major international sporting events

- in conjunction with the States and Territories, review programs of assistance to elite athletes to ensure that a more effective range of assistance schemes is available in Canberra and around the States

- in conjunction with the States and Territories, develop a national plan for the development of elite sport to take effect after the Barcelona Olympics

- continue to foster the development and use of sports science and sports medicine in elite sport

- provide encouragement for athletes assisted by the Institute to act as role models and promote participation and excellence in sport at all levels

- continue to provide assistance to elite athletes to further their educational, vocational and personal development opportunities
• continue to foster the development of elite coaching

• develop further talent identification programs with the States and Territories

• review the performance of sports currently in the Institute's scholarship program with a view to determining the appropriateness of their continued inclusion

• provide encouragement and opportunities for women to coach at the elite level

• continue to provide opportunities for elite athletes with disabilities to access Institute programs and services

• continue to provide access to our facilities and services, and other opportunities, to enable us to benefit from the knowledge and expertise of international athletes and coaches

• continue to assist other countries, such as in the Oceania region, to develop their athletes and coaches.
The Challenge:

To provide co-ordination, direction and support for the development of sport in Australia.

Australian Sports Commission
SPORT FOR ALL AUSTRALIANS

To achieve this we will:

• continue to work with and support national sporting and other related organisations in their planning, administration and development
• continue to provide funding for athletes to compete in overseas international competitions
• assist national sporting organisations in conducting international events in Australia that enhance Australia’s organisational expertise, encourage tourism, provide local competition opportunities for Australian athletes, and increase Australia’s profile internationally
• work with national sporting organisations to develop effective systems for performance evaluation

• further develop policies and programs to improve access and equity in sport for all Australians
• continue to provide specific programs for young Australians to participate in all sports activities, including in a leadership capacity
• develop and implement a range of measures designed to promote fair play in sport
• continue to improve the standard of coaching available to Australian athletes and to gain increased recognition of coaching as a profession
• undertake research into the benefits of sport to the community and economy and publicise the findings of that research

• consult widely within Australian sport to identify key national directions that take into account recent research findings

• develop, in conjunction with all key players, a widely accepted policy framework for the development of Australian sport

• monitor social, political and economic developments in Australia and overseas and develop policies on issues likely to affect sport in Australia

• provide continuing leadership and support for the operation of the National Sports Facilities Advisory Service

• commence a program to introduce compatible data collection amongst sport and government agencies

• conduct operational reviews of selected funded organisations aimed at improving effectiveness.
The Challenge:

To contribute to the development of sport in Australia by the provision of the highest standard of professional and technical services in the areas of sports and related information, applied sports research, sports science and sports medicine.

To achieve this we will:

- provide the highest standard sports science and sports medicine services to Australia’s elite athletes

- continue to provide opportunities for research projects to be undertaken that offer solutions to practical problems that are considered relevant and of immediate or long term value

- disseminate to the Australian community scientific and medical knowledge gained through servicing athletes and associated applied research of sport

- improve the co-ordination amongst sports scientists, coaches and the sporting community

- increase access by coaches, athletes, and the community to a comprehensive range of information services related to sport

- initiate and facilitate national and international co-operation and exchange of information between sports and related information providers and clients
- increase opportunities for the enhancement of knowledge and expertise in the Australian sports science, sports medicine and sports related professions

- assist laboratories involved in the assessment of athletes around Australia to maintain equipment and testing protocols to national standards.
The Challenge:

To promote the ASC as efficient, credible and business-like, support the programs of the organisation and increase the level of support for sport.

We will achieve this by:

- developing and implementing a marketing and communications policy and action plan
- generating knowledge and understanding of the Commission and its programs
- actively marketing the Commission's corporate identity
- increasing awareness of the facilities, services and products available at the site and generating tourism, visitation and income

- co-ordinating the marketing and promotion of the Commission's range of specific programs
- ensuring that the Commission meets its statutory obligation to report to Parliament
- producing effective promotional materials
• promoting private sector support for, and involvement in, Commission programs

• increasing awareness by the community of the Australian Sports Foundation and generating income for sport

• setting an example to sports in effective marketing and communications

• keeping the public and Parliament informed of developments in Australian sport.
The Challenge:

To provide support to ensure the efficiency and effectiveness of sports management and achieve excellence in its administration.

We will achieve this by:

- undertaking a continuous program of evaluations of Commission activities
- assisting in the further development of a management information system which links with the States and Territories and national sporting organisations
- assisting in the development of performance-based agreements between the Commission and national sporting organisations and the States and Territories
- providing a framework of conditions and practices which promote efficiency, fairness and equity for all people working in the organisation
- continuing to provide a training program for all staff to strengthen job skills and enhance work performance
- improving communication between the diverse areas of the organisation
- training Commission staff in the management of financial resources including the use of the computerised financial budgeting and accounting package
• improving the financial, evaluation and statistical information provided to senior management and the Board

• implementing the Information Technology Strategic Plan for 1991 - 1993

• recognising and responding to user needs in information technology development

• maintaining the Institute complex in Canberra to international standard

• encouraging community use of Institute facilities with a view to maximising revenue

• developing and supporting innovative computing solutions for sports administrators, coaches and scientists

• continuing to provide high quality client support services in the area of vehicles, equipment and supplies, travel, registry and office accommodation

• developing a forward program for the management and replacement of major assets

• continuing to provide high quality personnel services that assist people in the ASC achieve their work and personal goals

• reviewing work systems and procedures to ensure that Corporate Services maintains an edge in planning and delivery of its services

• continuing to improve the accommodation and food services facilities provided for the Institute and visiting athletes and to maximise the commercial use of the available facility

• striving for optimum nutritional standards within the Food Services operation, and to further develop the catering function for the Commission.
Bringing it all together
Excellence in elite sports performance by Australians.

Increased participation in sport and sports activities by Australians.
Enriched lives for all Australians