Australian Sports Commission

Annual Report
1986-87

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Australia
The Hon. John Brown M.P.
Minister for Sport, Recreation and Tourism
Parliament House
CANBERRA A.C.T. 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 twelve months and allows an assessment to be made of our overall performance against our objectives and functions.
The report describes the programs and projects we have undertaken during the year as our contribution towards a more co-ordinated and effective program of sports development at the national level.

Yours sincerely

[Signature]

A. E. Harris
Chairman
Australian Sports Commission
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Events in brief 1985-86

Release of ASC’s first strategic plan

Support for Australian Table Tennis Academy as a centre of excellence

Establishment of the Task Force on Women’s Sport and development of a four-part action plan

Introduction of coaching component to AUSSIE SPORTS

Over 1200 primary schools ’enrolled’ in AUSSIE SPORTS

Australian Sports Aid Foundation raised over $2 million in first full year of operation

Seminar held for national executive directors of national sporting associations

ASC assumed ownership of Sports Coach magazine
(published by arrangement by the Australian Coaching Council)
### Highlights and key dates

#### 1986

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<tr>
<td>20 August</td>
<td>Announcement of grants totalling $5.7 million to national sporting associations</td>
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<td>3 October</td>
<td>Launch of AUSSIE SPORTS Coaching Program</td>
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<td>31 October</td>
<td>7th Commission meeting, Canberra</td>
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<td>5-7 December</td>
<td>First Elite Coaches seminar, Australian Institute of Sport</td>
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<td>3 November</td>
<td>Release of ASC strategic plan</td>
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#### 1987

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<td>27 February</td>
<td>8th Commission Meeting, Canberra</td>
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<td>February</td>
<td>First round STEP awards announced totalling almost $500 000 to assist 124 athletes and nine teams</td>
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<td>12 March</td>
<td>Opening of Table Tennis Academy, Melbourne</td>
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<td>10 April</td>
<td>Donations in 1986-87 to ASAF pass the $2 million mark</td>
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<td>26 June</td>
<td>9th Commission meeting, Sydney</td>
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<td>10 July</td>
<td>Approval of AOF Olympic Appeal to use Sports Aid Foundation tax deductibility provisions</td>
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During the last twelve months, the Australian Sports Commission has consolidated and extended its contribution to the development of sport in Australia.

In 1986-87, the Commission has:

- expanded the AUSSIE SPORTS program for primary school children, now in 1200 schools and over 50 000 children enrolled in the awards scheme
- increased attention to the serious issue of illegal drugs in sport, and developed proposals for an accredited testing laboratory in Australia
- continued to provide essential funding to Australia’s national sporting associations to support administration, coaching, junior development and other development projects
- provided direct financial assistance to top athletes and teams
- assisted Australia’s top athletes and teams to attend major international sporting competitions overseas and helped meet the cost of hosting major events here in Australia.

There were some important 'firsts' during the year as well. The Commission assisted with the first Elite Coaches Seminar, held at the Australian Institute of Sport in Canberra. For the first time, Australia’s top coaches were able to get together to share ideas and experiences, and listen to other specialist coaches from Australia and overseas.

Another important innovation was the 'centres for excellence' concept. Working in this instance with table tennis, as well as the Australian Institute of Sport and Victorian authorities, the Commission co-ordinated the establishment of the Australian Table Tennis Academy in Melbourne. The Academy will be the primary focus for an elite athlete development program in table tennis, helping to co-ordinate their programs and make better use of limited resources. To that extent, we believe it provides an excellent example of the way in which we can work more efficiently to achieve the sporting outcomes we are all striving for.
We remain convinced that the primary challenge facing sport in Australia is the need to reduce fragmentation, increase co-ordination and ensure that we get the best value for sport from the taxpayers’ dollar. Only then can we realistically expect to obtain the increased assistance we need. These are the objectives to which I and my colleagues on the Commission are committed. This report outlines specific programs and projects which, over the past twelve months, represent the Commission’s response to those enduring challenges.

Finally, I would like to take this opportunity to thank the Minister, our executive staff and the sporting community in Australia for their continued support and co-operation.
General Manager’s Report

Greg Hartung

This is our third annual report. It has been an eventful three years and we can all take pride and satisfaction in the continuing development of a more effective and efficient sports system involving government, the private sector and sporting associations.

This is not to suggest that everything is perfect; that we have reached all the goals we set ourselves in 1984 and can now rest on our laurels. Quite the contrary. Today, more than ever, the challenges are before us as a Commission and, for that matter, the whole of the sports community. The Australian Sports Commission with the generous goodwill and co-operation of the majority of sportspeople and sports organisations has made a start. At stake now, as in 1984, is the future of sport in Australia.

I am firmly of the view that the Commission represents no more than an opportunity for Australian sport, an opportunity for us to think and to act together for the benefit of sport at all levels. And, in the process, ensure that sport is elevated on the political agenda.

For our part, the Commission is not complacent about achieving our objectives. We understand clearly that sport, if it is to mature and realise all our expectations and aspirations, needs leadership and management. That means we must demonstrate to the community, taxpayers and all political parties that sport makes a valuable and important contribution to the welfare of our country. Sport is an industry employing thousands of people, full-time and part-time. Sport enriches this country in many ways – economically, physically and spiritually. And it needs to be shown in tangible terms that the ‘investment’ of taxpayers funds in sport is returning a rich dividend to the country. In order to do this we cannot afford complacency, nor can we afford to waste our energies through division and disputation.

So what are the challenges that lie ahead? The information base - our knowledge of sport - must be extended and used responsibly to encourage and convince decision-makers of the value of sport. Sport cannot be insulated against the prevailing economic circumstances of the country - nor should it. This fact simply sharpens the need for better and more detailed research into the ‘sports enterprise’.
In other priority areas, the Commission has made a start in assisting our elite sportspeople through such initiatives as the Sports Talent Encouragement Plan and the Centres of Excellence proposal. The mass participation area of our responsibilities has not been ignored with the advent of successful programs such as AUSSIE SPORTS. Finally, we have set the groundwork with the Australian Sports Aid Foundation for an increase in the flow of private sector funds to sport.

The Commission has established its course for the future. More must be done and we look forward with optimism to an energetic and productive relationship with the sports community to achieve our common ends.
The report covers the second 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. Strategic plan

In September 1986, the Minister approved the Commission's first strategic plan, developed in accordance with the provisions of its enabling legislation. A summary of the plan's corporate objectives and strategic priorities is provided in Appendix 13.

1.2. 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 has 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 approved the Commission's first strategic plan on 23 September 1986.

(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 twelve months.

(vi) Leave of absence for General Manager - Section 24
The Minister granted leave of absence to the General Manager on three occasions during the year

(vii) Acting General Manager appointment - section 28
On three occasions during the year, the Minister appointed an Acting General Manager during absences by the General Manager.

(viii) Approve estimates - section 31
The Minister approved the ASC’s estimates for the year, and revisions to them following additional estimates. The estimates did not include money from the Sports Aid Foundation - see notes to financial statements in Section IV.

(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.

1.3. Objectives of the report

The objectives of this report are to:

(i) satisfy the statutory reporting obligations upon the Commission which are outlined in 1.2.;
(ii) review the ASC’s activities and performance over the past twelve 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.

1.4. Objectives and functions of the Commission

Section 6(1) and (2) of the Act establishing the Commission define the Commission’s objectives and functions.

The objectives are:

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

The functions are:

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

1.5. Review of the year in sport

During the past twelve months a number of significant developments have occurred in Australian sport which may have long term implications for sport in this country.

Probably the most significant was the New South Wales Supreme Court’s decision in April 1987 to award $2.18 million to a former high school footballer badly injured during a school game. The implications for sport are twofold. Firstly, the Supreme Court’s decision has widened the range of those liable for sports injuries. (In this particular case, it was held that the Department of Education was liable for not disseminating information concerning sports safety.)

The second impact comes from the size of the award. In the absence of clear assurance of protection, some areas of sport have already shown a reluctance to promote school children’s participation. There would appear to be a need for clear and comprehensive guidelines for sport, secure comprehensive insurance and a subsequent limit on the impact which accidents can have upon sports.

The current downturn in the domestic economy saw a greater pressure on funds available from the private sector for sponsorship to sport. This was particularly evident in the case of major brewing companies which have in the past made significant contributions to sport in Australia.

The trend towards national league competition continued with teams from Perth and Brisbane joining the VFL competition and teams from Brisbane, Tweed Heads and Newcastle to be included in an expanded Sydney Rugby League competition in 1988. The success of the basketball national league continued and other sports, including baseball, hockey and netball, were seriously examining their competition structures.

There was a steady improvement in Australian sporting achievements internationally in 1986-87. The two outstanding individual sporting achievements occurred almost twelve
months apart with Greg Norman capturing the 1986 British Golf Open and Pat Cash victorious in the 1987 Wimbledon Men’s Singles Final.

The 1986-87 international competition program began in earnest with Australia’s participation in the XIII Commonwealth Games in Edinburgh in July 1986. The Australian team, comprising 304 athletes and officials, was the largest Australian contingent ever to participate at the Commonwealth Games. It won 40 gold, 41 silver, 33 bronze (total 119 medals) as compared with the 39 gold, 39 silver and 29 bronze (107) it won at the 1982 Brisbane Games when it topped the gold medal tally. This performance at Edinburgh placed Australia in third place behind England and Canada.

Some of the outstanding performances were:

- Debbie Flintoff (400m and 400m hurdles), Gael Martin (shotput and discus) and Susie Landells (200m and 400m individual medley) were dual gold medal winners;
- Robert de Castella (marathon) and Gary Honey (long jump) retained their Commonwealth titles won in Brisbane in 1982; Lisa Martin made it a ‘double’ for Australia by winning the women’s marathon event;
- Australia’s track cycling team won all five gold medals;
- Australia’s men’s freestyle team won all six gold medals;
- Australian weightlifting team retained the Trafalgar Square Trophy as the premier Commonwealth weightlifting nation for the third successive Games;
- Badminton won its first ever gold medal.

Some of the other highlights of the year included:

- In addition to winning the British Open, Greg Norman was the No. 1 golfer on the official world rankings list and the leading money winner on the 1986 US Professional Golf circuit. During the year he recorded a number of tournament victories and at one stage won an unbelievable seven events in a row.

- In addition to Greg Norman, a number of other Australian golfers enjoyed considerable success on the international golfing circuit (Roger Davis, Peter Senior, Graham Marsh, David Graham and Brian Jones). Bruce Crampton, one of Australia’s greatest golfers emerged from retirement to win a number of US Senior Professional Golf titles and currently is the leading money winner on the circuit.

- The Australian Davis Cup team led magnificently by Pat Cash captured the Davis Cup title from Sweden.

- Australia’s Men’s Rowing Eight won the coveted "blue ribbon" event at the 1986 World Rowing Championships at Nottingham, England. Peter Antonie also won the World Men’s Lightweight Sculls event.

- John Jacoby successfully defended his title at the World Canoe Marathon Championships.

- Jeff Fenech continued to generate enormous interest in the sport of boxing in Australia and created boxing history by becoming the first Australian boxer to win two world boxing titles.

- The world champion Australian Rugby League team was undefeated on its 1986 tour of Great Britain and France.
Australia’s men’s hockey team brilliantly won the World Men’s Hockey Cup.
Ingo Renner won the World Open Gliding Championships for the third successive time.
Heidi Wittersch won the 67.5kg class at the world women’s powerlifting championships.
Australia’s shooting team won the World Free Rifle team championships.
Australia almost made a clean sweep at the World Amateur Surfing titles, winning three titles.
Australian sailors once again proved their supremacy on the international waters by winning 12 World Yachting Championships, including Jessica Crisp’s windsurfing women’s overall title.
Australians also successfully won World titles in the sports of rollerskating, women’s water polo, women’s lacrosse, squash and trampolining.

While a great deal of international and domestic attention was focused on the activities in Fremantle with the defence of the America’s Cup and also at the Adelaide Grand Prix, Australia played host to a number of world sporting events during 1987-88. These included:

- World Weightlifting Cup
- World Gliding Championship, Benalla, Victoria
- World Target Archery Championship, Adelaide
- World Karate Championships in Sydney
- World Speed Roller Skating Championship, Adelaide
- World Moth, A Class Catamaran, Laser and Dragon World Sailing Championships in Melbourne and Adelaide
- World Senior Ice Hockey "D" Pool Championship, Perth
- Four-Continent Rhythmic Gymnastic Championship in Melbourne
- World Women’s Powerlifting Championship in Perth.

All these events were assisted by the ASC under the Sports Development Program.
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 appendixes to the report.

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 thirteen staff were involved in administering this program which spent $7.7 million during the financial year.

Sub-programs

The following sub-programs are components of the Sports Development Program:

- Assistance to national sporting bodies
- Sports administration
- Sports Talent Encouragement Plan
- Coaching
- Events
- Research and development
- Children's sport
- Equity and access

The Commission has established a Sports Development Committee (see Appendix 3 for membership) which has primary responsibility for some of these sub-programs.

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.

2.2.1. Assistance to national sporting bodies

To be eligible for support national organisations must satisfy the following criteria:

* 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 exceptions may be made, for example, where separate organisations exist for men and women. Ethnic and other sectional groups are ineligible for assistance.

Those organisations that meet these criteria are eligible for support in the following areas:

Administration

* employment of full/part time Executive Directors
* employment of full/part time support staff
* flat administrative grant

Coaching

* employment of full/part time Coaching Director
* coaching projects

Competition

* attendance at international competition overseas
* hosting of events in Australia

Meetings

* attendance at international administrative, coaching, technical and executive meetings
Development

- increased participation, safety, improved refereeing and umpiring standards and technical skills, children in sport (including modified rules) and centres of excellence.

Program administration

National sporting bodies submit applications on an annual basis to the Commission. Grants are announced as soon as possible after the Federal Budget. 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 organisation's 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. The Commission has also asked funded organisations to complete standard outcomes reports which provide 'raw' data on the outcomes of programs supported by the Commission.

While these provide 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. In 1986-87 requests totalling $31 million were received from 126 national organisations. If the recommended guidelines for the program were to be followed, funding in the vicinity of $10.5 million would have been required. As it was 100 national sporting organisations, professional and 'umbrella' groups were funded to a total of $5 679 249 as opposed to 109 in 1985-86 for a total of $5.75 million.

The tight budgetary situation not only forced the Commission to reduce funding in real terms to a majority of sports but also forced the Commission to withdraw funding from a number of organisations which had previously received assistance.

2.2.2. Sports administration

The Commission's sports administration sub-program has two objectives:

(i) to support improvement in the administrative efficiency and effectiveness of national sporting organisations

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

Administration has long been a priority area and sporting organisations are finding that as they grow and develop, their administrative and management needs grow more complex.
The Commission responds to these needs and implements these objectives in several ways including its seminar and publications programs. The primary vehicle remains financial assistance to national sporting organisations.

There are three types of grants available which relate directly to sports administration:
- support for full or part-time national executive directors or development directors
- assistance towards the employment of full-time support staff
- flat administrative grants.

Employment of personnel

Depending on the total costs involved, grants were approved at either $25,000 or $30,000. Sporting organisations involved were also required to make a financial commitment to the position to cover additional costs including overheads, office and travel.

The level of grant assistance towards part-time positions was $12,000 in most instances.

A total of fifty-eight administrative and development positions were assisted during 1986-87 at a cost of $1,493,000. In total, the Commission assisted eighty-eight full and part-time administrative, coaching and development positions in fifty-nine organisations. The total cost of this assistance was $2,327,000.

Very few new full or part-time administrative positions were supported during 1986-87. The Commission’s capacity to assist in this area was limited due in part to continuing budgetary constraints and the large number of positions already supported.

Support staff grant

An additional grant of $10,000 was generally provided where sporting organisations employed both full-time national executive and coaching directors, along with associated full-time support staff. Fifteen organisations received this additional assistance.

Flat administrative grants

A large number of sports received general administrative grants with the emphasis being on those sports which did not receive support for full-time administrative positions. The grants varied depending on the size and profile of the sport and the overall expenses incurred in this area. Assistance was up to a maximum of $5,000 with forty-seven sporting organisations receiving an administrative grant at a total cost of $297,000.

National Executive Directors Workshop

In addition to the assistance outlined above, the Commission conducted a two-day National Executive Directors Workshop in November 1986. Topics for the Workshop, which was well attended and received by sports, included private sector sponsorship, sport and the law, hosting international events and taxation issues. Many participants at the workshop judged it the best of its kind they had attended.

The Commission also produced and widely distributed information material to assist the sports administrator in a range of matters including travel, insurance and taxation.

Though a significant level of funding has been allocated to administrative support, a number of problems remain:
- there is a continuing need for sporting organisations to review the job descriptions and duty statements of the national executive director positions. This is vital to ensure clear lines of responsibility and to assist in the achievement of maximum potential
the aim is to attract the best calibre people to these professional positions and as a consequence there is considerable pressure on sporting organisations to offer increasingly competitive salary packages. This, combined with the Commission's inability to increase its contribution towards these positions in recent years because of budgetary constraints, is resulting in increasing financial pressures on sporting organisations

- the relatively high turnover of executive director positions is a problem for some sports (which could well be at least partly related to the factors mentioned above)

- the employment of full and part-time personnel invariably increases rather than decreases overall administrative costs, thus placing an additional financial burden (at least initially) on the sporting organisations

To help sporting organisations plan ahead and to offer some long-term stability in employment the Commission has, in most instances, approved forward commitments (over one or two years) towards the employment of full and part-time personnel assisted under this sub-program.

2.2.3. Sports Talent Encouragement Plan

The objectives of the Sports Talent Encouragement Plan (STEP) sub-program are:

(i) to enable more Australian sportspeople to attain world rankings and success in the international sports arena

(ii) to encourage the development of Australia's top level coaches by enabling them to work full-time with their national squads and emerging talent
(iii) to allow Australian athletes and coaches to single-mindedly pursue their sporting careers, secure in the knowledge that their families and employment opportunities will not suffer

(iv) to complement programs of assistance to high performance athletes provided by the Australian Institute of Sport, State/Territory Governments and private enterprise.

The Commission pursues these objectives not only through the STEP program but also through grants to national sporting organisations and the Coaching and Research and Development sub-programs.

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 assistance, whether it be public or private sector based.

The Commission's Sports Talent Encouragement Plan (STEP) 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.

STEP assistance is considered for individual athletes and teams with a world ranking of 1-10 in open competition. Individual athletes who have an Australian open ranking of 1-3 and who have demonstrated the potential to achieve a high world ranking, are also eligible.

Applications under STEP are considered twice yearly and recipients of grants are recommended to the Minister by the Commission. In 1987, grants totalling $612,600 were allocated to 173 individual athletes and eighteen teams.

Recipients of team grants included Australia's world champion teams in men's hockey and lightweight rowing.

Individual athletes who performed extremely well in 1986 and as a result were awarded STEP grants, included:

- Peter Antonie, world champion in the lightweight sculls
- Martin Vinnicombe, second in the time trial event at the 1986 World Cycling Championships
- Dean Woods, third in the individual pursuit in the same Championships
- Debbie Flintoff, ranked third in the world for the 400 metres hurdles

Other athletes to receive grants included swimmers Susie Baumer, Nicole Livingstone, Julie McDonald and Jason Plummer, Karen Bowkett-Neville (world champion in tournament water-skiing), 400 metre runner Darren Clark, canoeist Grant Kenny and a number of world champions in various classes of yachting.

A complete list of STEP recipients for 1987 is included in Appendix 5.
STEP 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 National Athlete Award Scheme in 1985 and under the STEP in 1986.

Eight individual athletes and one team were selected to participate in the Pilot Program. The Cycling Pursuit Team was allocated $30 000 in each year while the eight individual athletes received $10 000 in both 1985 and 1986.

A report on the Pilot Program indicated that all recipients considered that they had benefited from increased financial security, greater opportunities for international competition and better access to quality sports medicine and coaching facilities. The report did not indicate an optimal grant size. However it did suggest that a grant of $5000-$7000 per annum for an individual athlete would be likely to achieve the same results as a grant of $10 000.

Other important points mentioned in the report were:

- performance levels for the majority of the recipients were disappointing, indicating that funding, in isolation, is unlikely to achieve athletic success
- injuries and illness contributed significantly to the disappointing performances of the athletes. Six of the eight individual athletes suffered major injuries or illnesses over the two years of the program
- there are difficulties associated with the funding of teams due to the inevitable changes to personnel and the periodical need to rebuild and establish a 'new' team
- there needs to be flexibility in any program of assistance to high performance athletes because of the possibility of poor performances, illness and injury.

Evaluation of 1986 STEP

A limited evaluation of the 1986 STEP was carried out in the first half of 1987. Changes in the rankings of athletes who received 1986 STEP grants were used as the primary performance indicator in this evaluation.

The evaluation revealed that:

- 34 per cent of the 149 individual world ranked athletes funded under the 1986 STEP, maintained or improved their international rankings in that year
- 59 per cent of the fifty-six potential category athletes funded under the 1986 STEP improved or maintained their national rankings. Many of these athletes did not have international rankings so national rankings had to be used for the assessment of this portion of STEP
- eight of the fifteen teams funded under the 1986 STEP improved or maintained their international standings

These bald figures indicate that the 1986 STEP program did not help all assisted athletes to improve or maintain their world rankings. However, there are other factors which need to be taken into account in assessing the effectiveness of the program. These include:

- the method of determining rankings varies from sport to sport and in some cases from year to year within the same sport; some sports do not have an effective ranking system at all
Steven Lee, Australia's leading downhill skier and recipient of a STEP pilot program grant

* some STEP athletes did not compete internationally in 1986 due to injury or education/employment commitments
* some STEP athletes who did not improve or have recognised world rankings still competed successfully at international events (including the Commonwealth Games) in 1986
* at top international level in all sports, competition is extremely 'tough' and a fraction of a second or some other minute measurement can be the difference between first and tenth places

This evaluation was an important part of a review carried out on the STEP program. The future directions of this program, including the possible introduction of a coaches' assistance scheme are currently under consideration.

2.2.4. Coaching

The objectives of the coaching sub-program are to:

(i) increase the quality of coaching support at all levels;
(ii) improve the quantity and quality of accredited coaches;
(iii) assist sports in their efforts to broaden the base of participation;
(iv) provide opportunities for all coaches to undertake some form of training in sports coaching;

(v) promote the development and dissemination of coaching education resource materials.

Coaching is consistently listed at or near the top of priorities in the development plans of national sporting organisations. Almost seventy per cent of development plans that have been examined by the Commission nominated coaching and coach development as a top priority.

For these organisations, coaching was seen as the key not only to greater success and achievement for high performance athletes but also for introducing more and more people, especially children, to basic skills.

Effective, competent and accessible coaching is a major factor in 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). In 1986-87 $140,000 was provided to the ACC for the employment of a Director, support staff and the development of resources and materials for the promotion of coaching in Australia.

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 10** 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 provides 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.

As at 30 June 1987, seventy sports have had courses approved at levels 1, 2 or 3. (A full list of sports with approved courses as at 30 June 1987 is at Appendix 11).

In 1986-87 an additional 8492 coaches were accredited at the various levels. As at 30 June 1987 there were 45 301 coaches accredited under the Scheme:

- 38 615 at level 1
- 5788 at level 2
- 898 at level 3

(A summary of accreditations by sport and level is at Appendix 12).

Technical Committee of the ACC

The ACC has 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 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
- 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.

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 coaching sub-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 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 1986-87 the ACC took over from the Commission the role of providing its own Secretariat.

During 1986-87 the ACC met four times, once in Melbourne, and three times in Canberra. The Technical Committee met on the day preceding each of these meetings.

Major events and initiatives of the ACC in 1986-87 included:
• incorporation under ACT Associations Incorporation Ordinance on 7 August 1986
• finalisation of a strategic plan
• conduct of 1st Elite Coaches Seminar, 5-7 December 1986
• new Level One manual currently undergoing final editing
• publication of Sports Coach
• development of the Master Coach Program for implementation in 1988
• preparation for a National Coaching Directors Workshop focusing on NCAS quality control issues in 1987-88.

Master Coach program

The ACC has produced a discussion paper on its proposed Master Coach program and has distributed it to national sporting organisations for feedback. After receiving general support, the ACC Technical Committee is developing mechanisms for conducting the program, which will be organised to meet the needs of each coach. A profile of characteristics, skills, knowledge and experience required of a Master Coach has been produced and each applicant will be matched against the profile and an individual program will be developed to bring each coach to the Master Coach standard. Many sporting organisations and institutions will be asked to support the program which aims to produce more coaches who can take talented athletes to international success.

Elite Coaches Seminar

The Australian Coaching Council's first Elite Coaches Seminar was held at the Australian Institute of Sport from 5-7 December 1986.

The seminar, a landmark in Australian sports aimed to develop the skills of elite coaches currently working with high performance athletes.

The ASC was the major sponsor of the seminar with additional support from the Australian Olympic Federation, the Rothmans National Sport Foundation and the Australian Institute of Sport.

The major theme for the seminar was 'Planning and Periodisation' with sub-topics on strength training and practical psychological preparation of elite athletes. World renowned sports scientists organised and conducted these sessions.
Lawrie Woodman, Director of the Coaching Council, welcomes coaches to the first Elite Coaches Seminar, Australian Institute of Sport, December 1986.

The three keynote speakers were:

- Dr Tudor Bompa from York University, Canada, who conducted the planning and periodisation section
- Dr Dietmar Schmidbleicher from Frankfurt University, West Germany, who conducted the strength training program
- Mr Jeffery Bond from the Australian Institute of Sport in Canberra, who organised the Sports Psychology section.

About 130 elite coaches from over forty-five different sports attended Day 1 of the seminar. The number of participating coaches was limited to seventy for Days 2 and 3 to enable three workshop groups to function effectively.

In the evaluation session which concluded the seminar, many positive comments were made by the participating coaches including:

- much valuable and useful information was disseminated;
- the Seminar was an important forum for elite coaches from various sports to mix and exchange ideas; and
- more seminars of this kind are needed to educate and develop Australia’s elite coaches.

Sports Coach

On 1 January 1987 the Commission assumed ownership of the national coaching journal *Sports Coach*. This occurred following the decision of the Western Australian Department of Sport and Recreation to discontinue publication of *Sports Coach* after the December 1986 edition. The Commission acknowledges the contribution of the WA Department since it conceived the journal in 1978.
As part of the new arrangements, the Commission has entered into an agreement with the Australian Coaching Council which will publish the journal on behalf of the Commission. This situation reinforces both the Commission's and the Council's roles in the co-ordination and development of coaching in Australia.

An Editorial Committee has been formed to oversee the production of Sports Coach. The Committee is:

Mr Ray Beattie (Chairman, ASC Commissioner)
Mr Greg Hartung (ASC General Manager)
Mr Lawrie Woodman (Director, ACC)
Mrs Julie Draper (National Sports Research Co-ordinator)
Mr Robin Poke (Part-time Editor)

The Editorial Committee does not plan to make any radical changes to the format and the journal will first and foremost be aimed at coaches. It will be used as a vehicle for updating coaches on new methods, scientific advances, safety features and practices and coaching developments in Australia and overseas. It is also envisaged that the scope of the magazine will be broadened to look at subject such as coaching personalities.

Employment of National Coaching Directors

One of the most important advances in Australian sport in recent years has been the employment of professional administrators and coaching directors at national and State level. The Commission considers financial assistance to national sporting organisations for the employment of staff to be a high priority. In 1986-87, a total of $809 000 was spent on twenty-nine full-time and two part-time National Coaching Directors.

The functions of National Coaching Directors vary from sport to sport. However they are generally responsible for developing a national coaching program for their sport. In most cases they also have some involvement with the conduct of National Coaching Accreditation Courses and the development of coaching manuals and other materials.

Coaching projects

National sporting organisations also receive funding for coaching projects. In 1986-87, a total of $347 000 was allocated to fifty-nine organisations to support projects such as:

**Cycling:** bringing one of the world's top road coaches to Australia to conduct a series of seminars for Australian coaches in States and Territories

the preparation and printing of Level 1 and Level 2 coaching manuals

**Archery:**

the conduct of one week coaching camps for the junior and senior national squads at the Australian Institute of Sport.

**Softball:**

Country and regional clinics for players and coaches, specialised batting clinics for elite players and a National Coaching Standards Seminar

AUSSIE SPORTS and coaching

The Commission's AUSSIE SPORTS program (described in detail in Section 2.2.7 below) aims to increase the quality, quantity and variety of sport played by Australian children.
The program also has an important coaching element which has been implemented in conjunction with the Australian Council for Health, Physical Education and Recreation and the Australian Coaching Council.

Under the AUSSIE SPORTS Coaching Program, seventeen Level 0 coaching courses are being or have been developed. These courses aim at increasing the number of people 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.

Table Tennis Academy

One of the year’s exciting developments was the establishment of the National Table Tennis Academy in Melbourne. Launched on 12 March 1987 at the Albert Park Centre, the Academy is a co-operative project involving the Australian and Victorian Table Tennis Associations, the Australian Sports Commission, the Victorian Government and the Australian Institute of Sport. The total annual operating cost of the Academy is in the order of $160 000.

The Academy will be the centre for training and developing Australia’s top table tennis players and co-ordinating the necessary sports science/medicine back up. The essential attractiveness and strength of this model is its cost effectiveness and co-operative approach utilising existing facilities.

Table Tennis is a full Olympic sport from the 1988 Seoul Olympics onwards.

Opening of the Table Tennis Academy, Melbourne, March 1987. From left - Ron Harvey, Executive Director of the Australian Institute of Sport, Neil Tresize, Victorian Minister for Sport and Recreation and Greg Hartung, General Manager, Australian Sports Commission.

2.2.5. 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) to increase access by Australian sportspeople to top-level international competition;

(iii) to improve Australian sporting performances.

Those objectives are reflected in a number of initiatives designed to assist athletes and teams travelling to international competition overseas and to contribute to the costs of
hosting major sporting events in Australia. In 1986-87, an additional and important element within this sub-program was the assistance provided to the Australian Commonwealth Games team.

International competition overseas

For the majority of Australian sporting organisations, the 1986-87 international competition program was a hectic period with national teams participating in some 200-250 international events.

A highlight was the XIII Commonwealth Games in Edinburgh, Scotland where Australia finished third on the final medal table (40 gold, 41 silver, 33 bronze). Following the Games, many sports participated either in their respective World Championships or a major international sporting event.

While there were some disappointing results, Australia enjoyed considerable success in men’s rowing, men’s hockey, rugby league, shooting, women’s water polo, men’s squash, yachting, surfing, gliding, cycling and canoeing. In all of these, and many other sports, the Commission provided financial assistance to ensure that Australia was represented and athletes were able to benefit from the opportunity to participate in top class competition.

It is estimated that the total overseas travel costs of Australian teams in 1986-87 was almost $6 million, of which the Commission provided $831,000 (approximately eleven per cent of total costs to national sporting bodies).

Grant levels varied depending on the importance and frequency of the event and the size of the team selected as well as the profile of the sport. The responsibility for the distribution of individual grants provided to sports generally lies solely with the sports themselves.

However, the Commission places an emphasis on sports maintaining a realistic quality control of all teams being selected. While acknowledging the right of all Australian athletes to compete in top level competition, the Commission is concerned that taxpayers’ funds are assisting those who have attained competitive standards. Where this is not the case, sports are being asked to consider whether alternative programs may not present a more realistic way of improving Australia’s long-term competitiveness.

The Commission is concerned that during the last three years there has been a general decrease in real terms in the funds being provided to sports in this area. This becomes more serious in the light of the currency devaluation and increases in overseas and domestic travel costs. The Commission recognises that one of the most significant problems facing sports today is being able to adequately prepare and finance Australian teams travelling overseas. The situation should not arise where only those who can afford to can represent their country.

International competition in Australia

Australia has successfully staged many international sporting events in recent years. Because the Australian Sports Commission believes that there are significant benefits to Australian sport and to the wider Australian community in attracting major events to this country, national sporting organisations are encouraged to host international events. In 1988 alone, as part of the Bicentennial celebration, Australia will host between fifty and sixty international sporting events.

In 1986-87, grants in this category totalled $520,000, which represents seven per cent of total grants to national sporting organisations and was an increase of $62,000 from the previous year.
The Commission takes a close interest in all international events which are held in Australia but particularly those in which it has a financial investment. It provides advice and assistance where this is required for the preparation of bids for events as well as for their organisation and conduct. In some cases it is represented on relevant organising Committees. It also collects a range of data on events. This is supplied by national sporting organisations and will be used to help assess the impact of each event.

The Commission has also advised Australian Bicentennial Authority on sporting events to be held as part of Australia’s Bicentennial celebrations in 1988.

The major grants to national sporting organisations in 1986-87 for the hosting of events were:

* $70 000 to Australian Swimming Inc. (first instalment of a total grant of $100 000) for hosting the Pan-Pacific Swimming Championships held in Brisbane in August 1987. This is the third biggest swimming event in the world after the Olympic Games and the World Championships. About twenty nations are expected to take part.

* $40 000 to the organising committee for the World Veteran Games (first instalment of a total of $100 000) to be held in Melbourne in November 1987. About 5000 athletes from fifty countries are expected to take part in the program of track and field events in ten different age groups. This would make this event the biggest international sporting event ever held in Australia, in terms of numbers participating.

* $70 000 to the Australian Amateur Weightlifting Federation Ltd. for conducting the World Gala Cup in Melbourne in December 1986. This is regarded as the most prestigious weightlifting event outside the Olympics and was the first time that it had been held in the southern hemisphere.

* $40 000 to the Gliding Federation of Australia (second instalment of a total grant of $60 000) for hosting the World Championships at Benalla in Victoria in January 1987. This Championship was the largest international gliding event ever held, with over 120 pilots from some thirty-two countries being involved.
$40 000 to the Archery Association of Australia Inc. (second instalment of a total grant of $60 000) for conducting the FITA Target World Championship in Adelaide in March 1987. Australia, which staged a previous World Archery Championship in 1977, again conducted a successful championship involving 200 competitors from forty nations.

$30 000 to the Australian Federation of Amateur Roller Skaters for staging the World Speed Skating Championships in Adelaide in September 1986. More than 100 competitors from twenty nations competed in this event. Australia won its first ever speed skating gold medal at these Championships.

$50 000 to the Federation of Australian Karate-Do Organisation (second instalment of a total grant of $75 000) for hosting the World Karate Championships. It was the first time this event was held in Australia and the first World Championship in any sport to be held at the new State Sports Centre in the Sydney suburb of Homebush. More than 400 competitors from thirty-three nations competed in the event.

$25 000 to the Australian Gymnastic Federation Inc. towards the Four Continent (Rhythmic) Championships in Melbourne in October 1986. Nations from South and North America, Asia and Oceania participated in the event which was held in Australia for the first time. These Championships were initiated to promote the development of rhythmic gymnastics outside Europe.

$25 000 to the Australian Ice Hockey Federation for hosting the World Senior Championships D Pool in Perth in March 1987. This was the first time that the event has been held in Australia and it provided a real impetus to the development of ice hockey in this country.

$15 000 to the Australian Yachting Federation for conducting four world championships in January 1987. The Laser and A Class Catamaran World Championships were held in Melbourne, the Moth Championships in Adelaide and the Dragon Championship in Geelong.

$25 000 to the Australian Parachute Federation Ltd. for staging the World Championships (Canopy Relative) held at Toogoolawah in Queensland in September 1986. This inaugural event involved eleven countries and 200 competitions and officials.

$5000 to the Australian Amateur Powerlifting Federation for the hosting of the World Women’s Powerlifting Championships in Perth in June 1987. Over 100 competitors from fifteen countries attended the Championship.

$20 000 to the National Ice Skating Association of Australia (first instalment of a total grant of $50 000) for hosting the Junior World Figure Skating Championships to be held in Brisbane in December 1987. Over 250 competitors and officials are expected to be involved in what will be the first World Figure Skating Championships to be held in the southern hemisphere.

$15 000 to the Australian Cricket Board for a tour of Australia by an Indian Youth Team in early 1987. This is part of the Australian Cricket Board’s program of international competition for its top junior cricketers.

1986 Edinburgh Commonwealth Games

The Australian team comprising 304 (athletes and officials) represented the largest Australian contingent ever to participate at the Commonwealth Games. An overall budget of $3.2 million was required to prepare, outfit and transport the team to the
Games. Of this amount, $1.2 million was allocated for the preparation of the individual athletes and team. The Australian Government, through the Australian Sports Commission, provided $900 000 over two financial years for this purpose.

In an expanded Games, the Australian team won 40 gold, 46 silver, 33 bronze medals (total 119) compared with the 39 gold, 39 silver, 29 bronze (107 medals) won at the 1982 Brisbane Games when it topped the gold medal table. This performance at Edinburgh placed Australia third behind England - 52 gold, 42 silver, 49 bronze (143 medals) and Canada - 51 gold, 34 silver, 30 bronze (115 medals).

Although the Games suffered because of the boycott of thirty-two countries only a few sports (boxing, athletics - sprints and middle distance - wrestling and badminton) suffered in total numbers and potential medal contenders.

While the Australian team lost its position as No. 1 sporting nation in the Commonwealth, there were many outstanding performances. (Mention of some is made in the review of sport at the beginning of this report). The breakdown per sport of the Australian medal tally was as follows:

<table>
<thead>
<tr>
<th>Sport</th>
<th>Participants/Officials</th>
<th>Gold</th>
<th>Silver</th>
<th>Bronze</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics</td>
<td>63/8</td>
<td>9</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td>Badminton</td>
<td>10/2</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Boxing</td>
<td>6/2</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bowls</td>
<td>14/3</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cycling</td>
<td>15/4</td>
<td>5</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Diving</td>
<td>8/2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Rowing</td>
<td>40/10</td>
<td>4</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Shooting</td>
<td>16/5</td>
<td>4</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Swimming</td>
<td>40/11</td>
<td>11</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Synchronised</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Swimming</td>
<td>2/1</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Weightlifting</td>
<td>10/3</td>
<td>4</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Wrestling</td>
<td>9/2</td>
<td></td>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>

Regional games

During the year the ASC continued to encourage the development of regional games. This was achieved through publication of a quarterly newsletter Regional Games News, providing an advisory service for organisers of regional and city games and distributing information such as reports on Games which have been conducted.

Support for the regional games concept gained momentum particularly in Western Australia and Victoria. There are now thirteen regions or cities in Australia which conduct a large multi-sport event; four of these are in New South Wales, five in Victoria, three in Western Australia and one in Queensland.

The ASC has maintained its policy of not providing financial assistance for the conduct of regional or city games as it believes that the primary responsibility for assisting such Games rests with State, regional and local instrumentalities.
2.2.6. 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 problem;

(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 insurance, taxation, duties and levies.

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

During the past financial year, the ASC has worked hard to meet its corporate objective to increase awareness of and knowledge about sport. It has done so by both raising the level of awareness and understanding of sport and sports related issues in Australia and by the provision of information about its own activities and plans. In addition the Australian Sports Commission has provided information on the sports industry in Australia, and has responded to specific requests for sporting information from govern-
ments, the media, business, the sporting community and the general public - especially students and school children.

Projects

Projects, particularly directed at the information needs of sport have been undertaken in a wide range of areas, including:

- matters related to taxation and Commonwealth levies on sport and activities related to sport;
- advice and information on sports administration in Australia;
- information on, and promotion of, sports insurance and the monitoring of sports related injuries;
- sports travel information and the promotion of improved sports travel arrangements in Australia.

After receiving the report by Social Impacts Pty Ltd on Sport to the Year 2000 in 1985-86, the Commission prepared a summary which was distributed widely.

After the 1986-87 Commonwealth Budget, the Sports Commission produced and distributed a Short Guide to the Tax Provisions Affecting Sport. This included a brief but effective explanation of taxation liability, sales tax, tariffs and bonds as well as notes on the new provisions for tax averaging for sportspersons and fringe benefits and entertainment tax and substantiation rules.

Following its review of the availability of sports administration materials in Australia, the Sports Commission has been asked by the Sport and Recreation Ministers' Council (SRMC) to identify areas where further information is needed and to plan for such needs to be met. This study has already started.

The distribution of the Sports Commission folder Insurance and Sport has continued through the year, reflecting the high interest in the sports insurance needs of those people associated with sport as players, coaches or administrators.

As part of its forthcoming series Sport and the Law, a publication on legal liabilities associated with sport has been prepared. This, and associated publications, will be distributed in late 1987.

The first of annual folders Travel and Sport was produced and distributed during the year. Published with the generous assistance of Qantas, the folder gave advice on travel and included information from Australian carriers. These included materials from the national airlines, national coach companies and Australian railways. The material available included not only fares, routes and general promotion, but also details of discounts available to sports travellers. Planning for a bicentennial issue, hopefully with improved fares and 'packages', has already begun.

Research

Participation rates for Australian sport have remained the focus of some dispute over a number of years. Pilot studies are being undertaken not only to provide accurate data but also to develop methodologies for collecting and evaluating participation data, considered by the Commission as vital to the accurate analysis of the size and impact of the sports industry.

Research into expenditure on sport in Australia has continued with monitoring of State Government sports expenditure carried out by both the Sports Commission and the Department of Sport, Recreation and Tourism. Continued staff and other resource constraints both in the Commission and in some States continue to inhibit the continuity of
this project. Meanwhile the sport and recreation data for local government authorities has been sought from the Office of Local Government. Data for 1981-1985 has already been received, the 1981-82 data has been processed and analysis of the later years has begun. Publication of subsequent analyses is expected in the next year.

The projects work of the past year is to be consolidated by the publication of a series of booklets on Sport and the Law and of folders on Sport and Safety and Travel and Sport. The sport and the law series will incorporate the updated sport and taxation booklet planned for 1987. This year there will not only be a review of recent taxation changes but also a new section on horseracing and the associated tax laws.

The Sport and Safety folder is to be a joint Commission/Australian Sports Medicine Federation project. To include separate sheets on safety guidelines for specific sports, the folders are intended to have as wide a distribution as possible. Research, meanwhile, will continue into sports data with the further availability of material on State and local government expenditures. Analysis is being facilitated by the acquisition of new computer hardware and software.

Development projects

Funds are provided to assist national sporting organisations with a range of developmental programs and projects. The major developmental areas receiving support were junior development, including talent identification and children in sport, increased participation, umpiring and refereeing, safety, technical development and national leagues.

Some specific projects assisted are listed below.

*Junior talent identification*

- **Soccer**: camps and clinics for elite talent identification and coaching programs at the 15-16 and 18-19 age groups. (Australia's Under 16 team qualified for the world championships in Canada in July 1987, and the Under 19 side will play in their world championships in Chile in October 1987)
- **Swimming**: support for the Uncle Toby's front stroke squads for promising swimmers
- **Tennis**: Australia-wide camps for talent identification, coaching and international competition
- **Golf**: national junior talented golfers development camp
- **Ice Racing**: elite junior development
- **Netball**: talented elite development programs for U17 and U19
- **Cricket**: conduct of camps for U16 and U19 age groups to identify talent for inclusion in national squads.

*Increased participation*

- **Touch**: the introduction of touch in WA and SA schools
- **Korfball**: the introduction of the sport into schools
- **Rowing**: Community and Youth Development Program. A state pilot program to encourage youngsters of all ages to become involved in various rowing activities

26
Lisa Curry-Kenny and the form stroke squad at the Uncle Toby's Young Olympian Swim Program camp, Australian Institute of Sport, May 1987.

Ice Skating  further expansion of the Aussie Skate Program to teach both children and adults the basic moves of skating

A number of other significant development projects received support. These included:

- The employment of development officers by a number of sports - athletics, hockey, netball and rugby union
- The provision of funds to soccer and basketball to assist with costs of administering their respective national leagues.

Safety

Parachuting  production of various manuals with a safety component
Hang Gliding  development of tow launching techniques
Ski Patrol  the production of a safety rescue manual and a safety educational video
Rugby League  the promotion of safety in Rugby League, especially in the under age competitions.

Refereeing/Umpiring

A number of organisations received support for refereeing or umpiring. Some examples are:
Cricket the conduct of a national umpires seminar
Basketball referee education projects
Water Polo the national organisation assisted a top European referee to travel to Australia and to conduct clinics throughout the country
Pistol Shooting the accreditation of referees at the national championships.

National Sports Research Program

The National Sports Research Program endeavours to bridge the gap between sports scientists, athletes and sports coaches.

The Australian Sports 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.

This program has two separate budgets, one for the ASRP and the other for the employment and services of the NSRC. These budgets can be illustrated by the following diagram:

<table>
<thead>
<tr>
<th>National Sports Research Program</th>
<th>Employment of NSRC</th>
</tr>
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The National Sport Research Program provides a structure through which sports organisations and research organisations can make use of available funding to answer ongoing problems.

Sports Science Management Committee

The National Sports Research Program is overseen by the Sports Science Management Committee.

The Committee's terms of reference are as follows:

(i) To recommend to the Australian Sports Commission's Athlete and Coaching Development Committee
(a) policies/programs that will assist in the performance of Australian sport through sports science
(b) guideline changes for the Applied Sports Research Program
(c) those proposals from individuals or groups under the Applied Sports Research Program for funding
(ii)  
(a) oversee the performance of the National Sports Research Coordinator (NSRC)

(b) oversee the budget of the NSRC

1986-87 members of the Sports Science Management Committee were:

- Mr Pat Clohessy (Chairman), Australian Sports Commission
- Dr Richard Telford, Australian Institute of Sport
- Dr Tony Parker, Australian Sports Science Council
- Mr Peter Corcoran, Australian Coaching Council
- Mr Brian Cook, National Sports Research Co-ordinator (until 8 January 1987)
- Ms Julie Draper, National Sports Research Co-ordinator (commenced 11 May 1987)
- Mr Ken Norris, Australian Sports Commission

The Commission provides secretariat services to the Committee.

**Applied Sports Research Program**

Established in 1983, the Applied Sports Research Program has provided $470,000 over the four years for forty-three different projects in twenty-three different sports and eight general areas. The topics studied can be broadly categorised into:

- Biomechanical evaluation of various techniques and equipment
- Energy and nutritional requirements in different sports
- The importance of psychomotor factors in certain activities
- Program evaluation
- Injury surveys
- Development of biofeedback systems
- Socio-historical studies
- Junior sport

The purpose of the Applied Sports Research Program is to assist sport in finding the solutions to problems that are considered relevant and of immediate or long-term value.

The objectives of the program are to:

- improve safety in sport
- fund research which will improve athletic and coaching performance
- improve coaching methodology through the direct application of the results of the research program
- improve the appreciation of coaches and administrators of the value and potential contribution of sport science research
- improve liaison among national sporting bodies, sport scientists and tertiary institutions.

Applications for funding under the ASRP in 1986-87 were received from fifty-one researchers or research institutions. Forty-six of these were considered to be within the guidelines of the program and were subsequently sent out for review by two independent researchers.
The Sports Science Management Committee subsequently recommended six projects for funding including one which had been approved in 1985-86 and required additional funding. This project was the 'Development of a behavioural evaluation instrument to measure the effectiveness of the National Coaching Accreditation Scheme'. The other projects funded involved studies of:

- forehand and backhand groundstrokes, mid-court and net volleys in tennis
- the inter-relationships between fast bowling techniques, physical characteristics and physiological capacities of junior fast bowlers in cricket
- drug use and physical activity in secondary school
- the application of a computer system for the real time recording and analysis of water polo
- a comparison of physiological and thermoregulatory exercise responses of children and adults in hot/wet and hot/dry climatic conditions.

A detailed list of 1986-87 projects is at Appendix 6.

During 1986-87 a number of ASRP projects which had been funded in previous years were completed. These included:

- Cricket - review of literature
- Table Tennis - assessment of energy system demands
- Gymnastics - evaluation of gymnastic take-off/landing surfaces
- Roller Skating - determination of segmented foot forces during various phases of competitive roller skating
- Baseball - competitive analysis of the Asian Baseball Series
- Hockey - the development of talent applicable to men's and women's hockey
- Touch - assessment of the energy requirements and the physiological attributes of elite performers
- Water Polo - an examination of the energy requirements in water polo to facilitate optimal training programs.

Dissemination of information

The outcomes of the projects have provided many sports and coaches with valuable information in terms of coaching methodology, training principles, safety requirements, equipment design and the effectiveness of programs.

The technical and 'lay' reports which are produced under the ASRP are distributed to the relevant national sporting organisations. The information contained in these reports has been widely circulated in a variety of forms including sport specific journals and newsletters, Sports Coach, the Report on the National Sports Research Program, the Australian Journal of Science and Medicine in Sport and other scientific journals. Material from the program has been presented at scientific conferences and coaching seminars in Australia and overseas, and videos relating to coaching and training principles have been produced. Most importantly, the findings of some projects have been, or are currently being, written into the NCAS Level 1 and 3 courses.
Summaries of the coaches (non-technical) reports from some of these projects are available for a small fee. These include:

- Biomechanical analysis of the spiking skills in elite volleyball players
- An analysis of Netball landing techniques: implication for injury prevention and shoe design - Stage 1
- Energy requirements and physiological attributes of elite performers in touch
- Analysis of the hiking action in sailing and implications for training
- The development of psychomotor talent identification procedures applicable to field hockey
- Board Paddling - why should we paddle on our knees and how do we do it?
- Injuries and Surf Life Savers
- The Biomechanical analysis of skilled Australian Baseball pitchers
- Roller Skating sprint technique.

**ASRP evaluation**

An evaluation of the Applied Sports Research Program was carried out in 1986-87. The evaluation was based on an analysis of the twelve projects which had been completed at the time the evaluation was conducted. The evaluation consisted of an internal review carried out by Commission officers and an external review conducted by the then National Sports Research Co-ordinator, Brian Cook.

The major conclusions from the evaluation were:

- the majority of projects met their original outcomes, although some only partially
- the majority of projects ran over time
- the majority of projects had delivered outcomes that were being implemented by the appropriate national sporting organisation
- liaison between researchers and the appropriate national sporting organisation ranged from 'excellent' to 'almost none'
- there was some evidence that the program acted as a catalyst and generated additional support from within research institutions for sports science and research
- the internal administration of the program was too cumbersome.

As a result of the evaluation, certain recommendations were made to the ASC and are under consideration with a view to implementation in 1987-88. These recommendations included:

- that the objectives of the program be reviewed
- that consideration be given to moving all aspects of the program's administration to the National Sports Research Co-ordinator
- that funding for the ASRP in 1987-88 be increased
- that national sporting organisations become more closely involved in the development and implementation of research projects from the earliest stage
- that the process of disseminating the results of the program through regular publication of major project outcomes be continued and expanded.
National Sports Research Co-ordinator

Mr Brian Cook resigned as National Sports Research Co-ordinator (NSRC) on 8 January 1987. The Commission would like to take this opportunity to acknowledge Mr Cook’s contribution to the NSRP during his time in the position.

Ms Julie Draper was appointed to the position and commenced duty on 11 May 1987. She has an extensive background in sports science and administration and held an academic post in Sports Studies at the Canberra College of Advanced Education before this appointment.

In addition to providing technical advice and liaison in the administration of the ASRP, the NSRC administers a number of associated programs. These are aimed at assisting sports scientists, athletes, coaches and administrators apply sports science principles to sports participation and performance. These programs include:

Australian Sports Science Directory

The Australian Sports Science Directory was published in November 1986. Copies have been distributed to national sporting organisations, tertiary institutions and appropriate State Government Departments.

This book will help sports to identify those scientists who may be able to assist them with research in their sport or make some other contribution towards improving performances within their sport. It is also seen as a useful tool for sports scientists for communication with one another.

The Directory contains details of sports scientists by discipline, by State and their specific sport interest areas.

Sportscan

Sportscan is an information retrieval and dissemination service for nationally accredited coaches and members of the Australian Council for Health, Physical Education and Recreation and the Australian Sports Medicine Federation. Sportscan provides these people 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.

In 1986-87 201 requests were processed. As an additional service, the NSRC, where possible, includes a review article on the area requested. A fee of $5 per request was introduced in July 1986. Previously there had been no charge for this service.

The ASC appreciates the assistance of the Australian Institute of Sport in enabling Sportscan to utilise the services of its library.
State of the Art reviews

Literature reviews on the most popular Sportscan requests are being written or being obtained from sports scientists and other reputable sports science journals. The 'State of the Art Reviews' currently available are:

Item 1  Helmet equipment in sports
Item 2  Exercising effectively and safely in the heat
Item 3  Exercise and the asthmatic
Item 4  Nutrition for the athlete
Item 5  Warming up and stretching for improved physical performance and the prevention of sports related injuries
Item 6  The regular menstrual cycle and athletic performance
Item 7  Applied physiology of soccer
Item 8  Iron - are you getting enough?
Item 9  Anaerobic threshold and endurance performance
Item 10  Protein and the athlete
Item 11  Applied physiology of marathon running
Item 12  Applied physiology of rowing
Item 13  Sleep, biorhythms and human performance
Item 14  Applied physiology of cycling
Item 15  What research tells the cricket coach  - Part 1
       - Part 2
Item 16  Tibial pain or shin soreness (shin splints)
Item 17  Weight training for sport.

During 1986-87 over 600 requests for State of the Art reviews were serviced.
Each review could be purchased for $2. However in 1987-88 the price will vary according to the size of the reviews.

Journal Documentation Service

The Journal Documentation Service (JDS) in Sports Coach is a listing of sport oriented articles which have been selected and indexed from Australian and overseas periodicals. Upon receipt of a completed request form a photocopy of the relevant article is sent. For Vol. 10 No 4 (April-June 1987) of Sports Coach over 170 requests were received and serviced. This service will be provided in each edition of Sports Coach and is prepared with the assistance of the Australian Institute of Sport.

Sportscan, State of the Art Reviews and the Journal Documentation Service are complementary programs and provide a comprehensive sports information service to coaches, athletes and administrators.
Sports Research Needs Update

Because of financial constraints and other reasons, not all the necessary sports research can be undertaken within the Applied Sports Research Program. To complement this program, the booklet *Sports Research Needs Update* was published. A categorised listing of more than 165 research projects, designated by national sporting bodies, has been compiled and distributed to tertiary institutions throughout the country. The aim is to encourage advanced students in physical education and human movement studies to undertake research projects nominated by national sporting bodies and liaise with the National Sports Research Co-ordinator and the national sporting organisations.

This publication is available from the Commission or the National Sports Research Co-ordinator.

National Program on Drugs in Sport

The National Program on Drugs in Sport, which was established by the Commission in 1985, has been extremely successful over the last twelve months, both in Australia and overseas.

The Program Committee is chaired by Dr Brian Corrigan, Dr Brian Sando, Vice President of the ASMF, Deputy Chairman of the AOF Medical Committee, and team doctor for the Commonwealth Games Association, has recently been appointed to the Committee. Other members are:

- Dr Ken Fitch, Deputy Chairman (IOC Medical Commission)
- Mr Dene Moore (Australian Sports Commission)
- Mr Stephen Greenwood (Drug Offensive)
- Dr Bill Webb (Foundation Fellow, ASMF)
- Mr Pat Clohessy (Australian Sports Commission)
- Mr Paul Brettell (Deputy Director, AIS)
- Dr Graeme Blackman (Institute of Drug Technology)
- Dr Les Johnson (Royal Brisbane Hospital)
- Mr Steve Haynes (Co-ordinator)
- Miss Fran Allan (Secretary).

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 $110 000 in 1986-87 allowing for the administration of the Program, including the employment of a full-time co-ordinator. Twenty-five per cent of this budget is used to implement drug testing during training and at sporting events.

The Program has also attracted funding from the Commonwealth Department of Health's Drugs of Dependence Branch and the Drug Offensive. This funding supported the distribution of over 600 drug education resource kits to client groups. The kits have also attracted great interest from overseas and have been distributed to over forty countries.

Other projects supported include the production of 10 000 role model posters using elite Australian sporting teams and individuals, including Robert de Castella, Glynis Nunn, Guy Leech, the Davis Cup team, and the Rowing Eight; a resource for school-children looking specifically at the effects of smoking on exercise performance; an inter-
active video on drugs in sport. A number of workshops for physical educators will take place in late 1987.

A policy, prepared by the Committee, on "The Use of Drugs in Sport" has been endorsed as the Australian Sports Commission's policy. Within this policy the Commission's position concerning the use of drugs in sport is clearly stated:

'The Australian Sports Commission, through its National Program on Drugs in Sport, unequivocally condemns the use by athletes, in an attempt to modify performance, of substances and techniques prescribed by the International Olympic Committee and other international sporting organisations. The use of such substances and techniques contravenes the rules of sport, can compromise the health of competitors and in certain situations transgresses Australian and international criminal statutes.

'The Australian Sports Commission equally condemns those who facilitate, advocate or encourage such practices.'

'Sports Against Drugs' Register

Following last year's successful launch by the Minister for Sport, Mr John Brown, and the Minister for Health, Dr Neal Blewett, the 'Sports Against Drugs' Register attracted the one thousandth signature in Sydney recently when Jeff Fenech added his name. The use of our sporting stars as role models for younger Australians is having a significant impact on anti-drug campaigns.

First world symposium on drugs in sport

The Program Co-ordinator was invited to present a paper at the inaugural world symposium on drugs in sport. In addition the Commission presented details of the National Program on Drugs in Sport. The symposium was well attended with representatives from over thirty countries. As a result of this symposium many of these countries are using the Commission's National Program as a model for their anti-drug initiatives.

Drugs testing of government-funded athletes

A strategy for testing government-funded athletes who are recipients of STEP grants has been developed. Drug testing should commence in August 1987. The procedures have been assessed by legal representatives, particularly to ensure that athletes' rights are not compromised.

National drugs testing laboratory

Following the loss of IOC accreditation by the Royal Brisbane Hospital, the Committee prepared a report into the requirements for sports drug testing in Australia. It is anticipated that a decision concerning future drug testing facilities will be made during August 1987. This should ensure that Australia is able to ensure effective drug testing at national and international events.

The National Program on Drugs in Sport maintains close links with the Australian Sports Medicine Federation, and four members of the Committee, including the Chairman and Deputy Chairman, are Foundation Fellows of the ASMF. In addition three other members of the Committee are members of the ASMF.

Program evaluation

Over the next twelve months the National Program on Drugs in Sport will undergo evaluation to ensure its objectives are being met. This evaluation will provide the basis for a five-year strategic plan.
2.2.7. Children’s sport

The objectives of the Commission's 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.

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

Assistance to children and junior sports development is provided in two ways:

* junior development grants to national sporting bodies
* the AUSSIE SPORTS Children in Sport 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 funding has been provided for projects emphasising children in sport.

In 1986-87 approximately $420 000 was spent on developmental projects to promote sport for children.

The introduction of the AUSSIE SPORTS program has clearly helped sports by providing opportunities for children to take up sport and through the production of resource materials.

Some of the programs and projects supported were:

* 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 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 to enable them to employ specialist development officers. These include Athletics, Cricket, Hockey, Netball, Rugby League, Aussie Footy, and Rugby Union

* 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

AUSSIE SPORTS is Australia’s first national program of sports education. It was 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.

The objectives of AUSSIE SPORTS 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) encourage participation and skill development in a variety of sports;
(iv) reduce the emphasis on ‘win at all costs’ and promote enjoyment and good competition through participation in sport;
(v) promote the principles of good sporting behaviour;
(vi) improve the quality of sports instruction available to Australian children.

Budget

Spending in 1986-87 was $517,631. This comprised:

* grants to State and Territory Education authorities towards employment of AUSSIE SPORTS co-ordinators ($296,000) (a list of co-ordinators is at Appendix 8)
* production and distribution of education resource materials ($58,770)
* public education and promotional material ($17,556)
* contract staff to develop resource materials ($79,409)
* other purposes, including workshops and evaluation ($20,753)
* in addition, $100,000 of sponsorship from Nabisco Brands Pty Ltd was made available to the Australian Council for Health, Physical Education and Recreation (ACHPER) for the development of the AUSSIE SPORTS Coaching Program.

Evaluation study

During the year, an independent evaluation was commissioned to investigate progress of the program, to pinpoint weak areas, and to establish a framework for ongoing evaluation.

The evaluation was conducted by two lecturers from the School of Education at the Canberra College of Advanced Education - Dr Ron Traill and Dr Neil Russell.

The study indicated that AUSSIE SPORTS is making a substantial impact on the school sport scene. Among major findings were:

* very high acceptance rate by teachers and children
* the need for additional resource material (such as instructional videos)
* the increasing need to involve parents through out-of-school expos, public education etc
the need to target country schools
the need for additional personnel, especially in the larger States.

Perhaps the most satisfactory finding was the high levels of satisfaction recorded equally by girls and boys - AUSSIE SPORTS is clearly working towards equality of opportunity within participating schools.

As of 30 June 1987, 1191 schools had formally registered as AUSSIE SPORTS schools by purchasing an AUSSIE SPORTS Resource Kit, and implementing the Awards Scheme for children.

In addition, 508 manuals had been purchased by primary schools, high schools, sporting bodies and tertiary institutions.

The evaluation described the take-up rate as "significantly high .... compared with other Australian curriculum program innovations".

The evaluation also concluded that the program is having a more widespread impact than mere user rates imply. "There is ample evidence that the principles exemplified in AUSSIE SPORTS materials are, in fact, often known and adopted in those schools which are not actually using the AUSSIE SPORTS materials".

**Coaching**

Quality of coaching leads to quality of experience. Ultimately, only a heightened quality of experience in sport will sustain an increase in participation.

The great challenge facing clubs, schools and parents is to improve the quality of coaching available to young children.

The AUSSIE SPORTS program places great emphasis on the development and conduct of Level 0 coaching courses.

The Australian Council for Physical Education, acting as the Commission's agent, in cooperation with national sporting organisations and the Australian Coaching Council, has developed and promoted Level 0 coaching courses. These are endorsed by the Australian Coaching Council as a non-accredited part of the National Coaching Accreditation Scheme. These four-to-six hour courses are designed to give a basic insight into various aspects of coaching.

Sports which have already developed Level 0, non-accredited coaching courses include:

- Australian Football
- Baseball
- Cricket
- Golf
- Korfball
- Netball
- Softball
- Squash
- Table Tennis
- Touch
- Soccer
- Tennis.

We are encouraged by the determination of the sports community to ensure that no child should undergo instruction that is incompetent, dangerous or uncaring.

**Bicentennial awards scheme**

During the year, the Awards Scheme was officially adopted by the Australian Bicentennial Authority as a Bicentennial project.
A hockey 'expo' in Melbourne's City Square

A special medallion design has been developed by the ABA. Up to 70 000 children registered with the Scheme will on completion of 100 sessions in at least four sports, receive a unique AUSSIE SPORTS Bicentennial medallion during 1988.

AUSSIE SPORTS expos

State co-ordinators have found that AUSSIE SPORTS expos are an effective way to promote the concepts of AUSSIE SPORTS throughout the community.

The expos originated in Victoria under the name 'Victorian Sports Experience', as a joint project of VICSPORT, a number of State Sports Associations and AUSSIE SPORTS and have since spread around Australia.

The expos provide an excellent forum to show children, teachers, parents and sports clubs the range of modified sport and modern techniques of coaching.

The size and format of the expos vary greatly from State to State. In all cases, the response has been enthusiastic with about forty-five expos conducted nationally to 30 June 1987. This enabled about 17 000 to have 'hands on' experience and another 13 000 to observe the expo activities.

A minimum of eighty-five expos, affecting 1020 schools and at least 45 000 children, are planned for the latter half of 1987. In a full twelve month period, this would give a significant 25 per cent penetration of all primary schools in the country.

Sport in Australian society materials

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.
To this end, a range of resource materials, *Sport in Australian Society*, has been developed, for distribution in late 1987.

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, health, and social studies.

There are thirty-seven activity cards in the series, in three parts;

- Aboriginal and Islander activities (traditional and contemporary)
- Colonial (lifestyle and sport)
- Twentieth Century (issues and personalities).

**Public education**

No systematic public education program was undertaken during the year. However, the many community activities generated quite a degree of localised press and television publicity.

A number of children's television programs saw the potential of AUSSIE SPORTS and provided regular exposure. The two most prominent were:

- The Channel 10 'Early Birds' programs (Melbourne and Sydney)
- The Channel 7 'Wombat' program (national).

The AUSSIE SPORTS Codes of Behaviour were circulated to schools in an effort to establish a basis for appropriate sporting behaviour by participants, coaches, parents and others involved in children's sport. Through the SCORS mechanism, the Commission was delighted that a number of States and Territories adopted or adapted the Codes for local use and circulated them to clubs and associations as part of overall strategies to reduce violence and inappropriate behaviour in sport.

**Newsletter**

Five issues of the newsletter were published during the year, with the generous assistance of Puma Australia. The final circulation reached 13,000 per issue.

The newsletter is targetted especially at teachers and officers of State and national sports organisations. It aims to inform about developments and happenings in the various schools and sporting organisations throughout Australia. It also attempts to raise and discuss issues facing schools in their implementation of sports policies.

With the recent appointment of a full-time public relations consultant, a much more vigorous public education program will be developed and maintained. Community service messages on radio and television and promotional 'packages' for community activities, such as the expo program will be developed.

Sport and recreation clubs will be invited to become AUSSIE SPORTS clubs.

A direct order mail catalogue will allow school and clubs to purchase AUSSIE SPORTS leisure wear.

A marketing program is planned to further promote aspects of AUSSIE SPORTS and generate development funds.

The evaluation report clearly indicates that further progress will depend on additional State co-ordination, resource material and, above all, the development of coaching expertise among teachers and junior club coaches.
This will depend very much on the degree of community awareness generated, and the determination of the sports community and education authorities to insist on higher standards of instruction.

2.2.8. 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.

The Australian Sports Commission aims to improve access to sporting opportunities at all levels for disadvantaged groups, for example women, the disabled, the elderly and Aboriginals. In doing so it will aim to ensure equity of opportunity in sport for all Australians.

The first specific target in achieving these aims has been to develop and publish policy statements on equity of access to sporting opportunity.

Issues examined in the area of equity and access relate to the needs of individuals and specific groups both inside and outside the 'mainstream' of sport. The aim is to promote an equitable sporting environment, where individuals can participate in activities of their choice which are administered in a fair and unbiased way.

The ASC's Disadvantaged Groups Committee (DGS) was established to identify specific disadvantaged groups and to recommend ways to provide those who are disadvantaged with equitable opportunities and access to sporting activities.

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.

Women have been the ASC's priority target group during 1986-87. Veterans' sport has also had attention, for example, through funding being provided for the VII World Games to be held in Melbourne in November 1987. The ASC is also supporting an international conference on veterans' sport to be held in conjunction with the Games, titled 'Greypower in Sport'.

The report 'Sport to the Year 2000', produced for the ASC by Social Impacts Pty Ltd during 1985-86, provided some useful research in the area of equity and access. The report highlighted those socioeconomic factors and constraints which affect opportunity, access and choice to participate in sport. This and other research activity during the year have provided a firm basis for the ASC to develop a general policy on equity and access. The purpose of this would be to:
The South Australian women’s hockey team, Sydney, 1928

• address through the equity and access sub-program, the ASC objective of encouraging increased participation in sport throughout the Australian community; and

• ensure that equity considerations are being taken into account in the development and review of all ASC policies and the delivery of other ASC programs.

Women in sport

The Task Force for Women’s Sport was established on 2 November 1986. Its terms of reference are provided at Appendix 9. Membership of the Task Force was as follows:

• Ms Margaret Pewtress (Commissioner and Chairperson)

• Mrs Vicki Cardwell (Commissioner)

• Mr Jim Yates (Commissioner)

• Mrs Wendy Ey (Co-opted member - team manager for athletics at the 1984 Olympics and a long involvement with athletics administration in Australia).

The Task Force was a sub-committee of the DGC with a charter to co-ordinate, develop, implement and evaluate appropriate strategies and projects to promote women’s sport.

It was able to make a start on the important work of the proposed Women’s Sport Promotion Unit (WSPU), a central recommendation in the report, 'Women, Sport and the Media'. The WSPU was not established because additional funds were not provided to the Commission during this financial year.

The Commission allocated $16,000 to the Task Force so that it could undertake several projects to promote women’s sport in 1986-87. The projects were:
(i) development of a national policy on women in sport to provide a rationale and framework for action to achieve the goal of equity for women in sport. The draft policy was released for community consultation on 21 June 1987

(ii) a series of workshops to increase skills of those working with women’s sport in areas identified in 'Women, Sport and the Media', such as seeking sponsorship and dealing with the media. The workshops were held in most States and Territories during June and July 1987

(iii) a pilot program to assist sports administrators from three sports to increase their skills in public relations. The sports involved were Judo, Athletics and Softball

(iv) an information service to collect, disseminate and exchange information on women’s sport issues

The Task Force had a sunset clause of 30 June 1987. Hopefully, funds will be forthcoming in 1987-88 to establish a full Women’s Sport Promotion Unit or its equivalent.

Veterans’ sport

In July 1986 a discussion paper on veterans’ sport was circulated, chiefly to national sporting organisations. A 1987 paper by the Department of Sport, Recreation and Tourism has followed and was reviewed in mid 1987. The continued growth in this area, is reflected by Commission support for the World Veterans’ Games in 1987 and of the associated conference. Nevertheless further monitoring - and appropriate support - is needed in veterans’ sport.

Other projects

The research by the Commission into participation involves the assessment of the age makeup of sports participants. Such analysis will be of importance to an evaluation of sport for women, veterans and other groups within the community.

Co-operation, such as that with Vicsport on veterans’ sport, has continued in other areas, in particular with sport for the disabled. The arrangement continues whereby the Chairman of the Disadvantaged Groups Committee is an ex-officio member of the National Committee on Sport and Recreation for the Disabled.

Policy statements are either in preparation or in draft for the equity and access sub-program, women’s and veterans’ sport. Analysis of participation rates, development of policy statements, formulation of strategies and project developments will take place over the next year.

2.3. Australian Sports Aid Foundation

The objectives of the Australian Sports Aid Foundation (ASAF) 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 co-operate with appropriate authorities of the Commonwealth, States and Territories and with other organisations and individuals in relation to its activities.
The Commission’s corporate objective for the ASAF is to raise funds from the private sector for sports development by the establishment of the ASAF and to inform all sports of the opportunities that the ASAF presents for fund raising. The Foundation received donations totalling $2.4 million in 1986-87. All funds donated to the Foundation are transferred to the Commission with a recommendation from the Foundation for their use. A total of $2.4 million was paid to the Commission by the Foundation in 1986-87. Details of the expenditure of these funds by the Commission are included in the Commission's financial statements.

ASAF communicates with sporting organisations through ASAF and ASC publications and correspondence and personal contact. ASAF personnel addressed a national seminar for sports administrators and spoke by invitation at a number of meetings conducted by sporting organisations. All State and Territory Departments responsible for sport were advised of the ASAF activities.

**Board of Directors**

The Foundation has an eight-member Board of Directors which is appointed by the Minister for Sport, Recreation and Tourism. The Board met twice in 1986-87. As well, the Annual General Meeting was held in December. Members of the Board are as follows:

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

Mr Barry was a new appointment to the Board in 1986-87.

**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 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 ASAF 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 ASAF before the appeal commences.

Of the sixty-one organisations listed on the approved organisations register, fifty-four were approved during 1986-87. Of these, seventeen have used the Foundation for fund raising activities during the year.

**Procedures for donations**

The Board has developed procedures for the receipt of donations by the Foundation. Preferred donations are those for which the donor indicates a preference as to the recipient organisation. It is expected that the majority of 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.
General or non-preferred donations received by the Foundation, that is, any donations which will have no preference attached, will be transferred to the Commission for distribution with a recommendation on their allocation from the ASAF.

Administration

Administration of the Foundation is provided by the Commission’s Assistant General Manager (acting as the Foundation’s Secretary), and one officer on secondment from the Department of Sport, Recreation and Tourism. The Foundation receives an administrative allocation from the ASC. In 1986-87 the Foundation was allocated $45 000 for administration, covering major items such as accounting fees, a typist’s salary, travel and printing.

Summary and assessment

The Foundation’s tax advantages provide incentive for sporting organisations to seek assistance from the public and the business sector. Preferred donations made to the Foundation during 1986-87 indicate the potential that the Foundation has to significantly increase the funds received by sporting bodies. The Foundation’s Board of Directors is satisfied with the level of preferred donations received during the year considering that 1986-87 was the ASAF’s first full year of operations and the lead time required by many sporting organisations to develop and implement fund raising proposals. As the Foundation’s activities become more widely publicised, it is anticipated that the level of donation will increase.

It is the Board of Directors’ view that in order to attract general donations, the level of tax deductibility provided by ASAF will need to increase from 100 per cent to 125 per cent. Such an increase could be used to 'market' the ASAF. The Board of Directors will address these matters in 1987-88.

2.4. Corporate services

The Corporate Services Program provides support services to other program areas in the Commission.

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 1986-87 had an operational budget of $9.3 million comprising a payment from consolidated revenue of $9.2 million, cash on hand at the beginning of the financial year and revenue from other sources. A total of nine staff positions were involved in managing various aspects of the corporate services program. This includes the General Manager, the Assistant General Manager and the three keyboard positions.

The Commission’s Executive Committee is 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.

Sub-programs

The following sub-programs are components of the Corporate Services Program:

(i) information and publicity
(ii) planning and evaluation
(iii) operations

2.4.1. 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 1986-87, the Commission sustained 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 in the Australian community
- 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 effect 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 value of information and publicity activities is a direct consequence of the extent to which they support and extend the ASC's corporate objectives and directions defined in the strategic plan.

**Publishing program**

During the past year, the Commission has produced a total of thirty-five publications. These ranged from internal 'factsheets' providing information about ASC programs to major documents dealing with a variety of issues - sport and taxation, preparing and implementing development plans and sport and travel - which affect directly the operations of national sporting bodies. The publications program represents an important element of the ASC's work and provides a valuable and practical service to the sporting and wider Australian community.

Actual expenditure on publishing during the year was $37,655. A full list of ASC publications produced during 1986-87 is at Appendix 15.

**Information distribution**

An information and publicity program is only effective if information gets to the people who need it. The Commission has 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.

National and State sporting bodies remain the primary target for ASC information. During the year, the Commission provided material to national associations on seventeen occasions and to State associations on ten. Material was also circulated to other groups on the ASC's mailing lists. Total mail and courier costs for the year reached $33,000.

**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, senior staff 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 discussed on several occasions the need to develop an explicit strategy through which to obtain increased media coverage and so raise its profile in the wider community.
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.

2.4.2. 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.

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 involved all sections and all levels of the organisation.

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) was presented to the Minister on 24 June 1986. The Minister approved the plan on 23 September and it was released on 3 November 1986.

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 to 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.

The strategic plan is being reviewed after its first year of operation. The major conclusions emerging from the review will be reflected in a revised edition of the plan.

A summary of the corporate objectives and strategic priorities outlined in the plan are set out in Appendix 13.
Operational Plan

As an internal management process, the General Manager developed an Operational Plan to identify specific tasks and projects to be undertaken during the year.

The plan is based on, and reflects, the priorities defined in the strategic plan and helps in the process of allocating resources across programs and sub-programs.

The Operational Plan has also been subject to a full review prior to the preparation of a plan for 1988.

Evaluation

The strategic plan reflects the Commission's commitment to the interdependent management disciplines of planning and evaluation. An evaluation program has been developed to 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.

As an integral element of the day to day management of ASC 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.

In 1986-87 three evaluations were undertaken. The Applied Sports Research Program was reviewed by an internal team, which included the National Sports Research Coordinator. The AUSSIE SPORTS program was the subject of a major external review. Both evaluations, which have been described in more detail earlier in this report, provided valuable results and insights for the relevant program managers. The third review - of the 1986 STEP program - also provided some challenging suggestions to be taken into account in future program planning.

Corporate planning and program management

The Commission has now developed a number of elements in its corporate planning and program management system. These are:

- the strategic plan
- the annual operational plan
- its program statement and structure, as the basis for program budgeting which will be introduced for the Commission in 1987-88.

Ideally, an organisation's corporate or strategic plan, its program structure and its organisational structure would flow one from the other in a logical and congruent sequence.

In the real world, however, such neatness is often elusive. Certainly the Commission's experience has been that, while the various elements fit together well, changes will be necessary to achieve full compatibility one with the other.

However, the Commission does have in place a corporate planning and management process which involves definition of strategic aims and objectives, identification of specific operational objectives, and regular review and evaluation of progress and performance as well as financial planning on a program-by-program basis. The task now remains to work with, and gradually adjust, those elements to achieve the most effective and efficient management system capable of delivering the outcomes which the Commission has identified.
2.4.3. 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 (for example, approval for travel, authorising expenditure on administrative items) to be carried out smoothly at the executive office level. Some delegations were also 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. At its last meeting of the year, the Commission approved a new set of delegations which reflect the new accounts management system to be introduced for 1987-88 (see section below for details).

Financial management

Up until the end of this financial year, the Commission did not have its own accounting section or ‘cell’. For all these tasks - purchasing, accounts, records of expenditure etc - the Commission was serviced by the relevant sections within the Department of Sport, Recreation and Tourism.

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 ASC contracted Coopers and Lybrand, a firm of professional accountants, to act as the ASC’s accountants.

Under the new accounts management system to be implemented from 1 July 1987, they will be responsible for all routine aspects of the Commission’s financial management. The Commission remains responsible for all decisions and authorisations in all areas of financial management. One additional staff position was transferred from the Department to assist the Finance and Administration Officer with the additional processing and management tasks associated with the new system.

Under this arrangement the ASC will be effectively independent in these important areas of its operations. The new system will be regularly reviewed to ensure that it provides the most effective possible service to all areas of the ASC.

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 important responsibilities ensure the smooth operation of the Commission, and represent one of the key points at which the Commission and its executive office come into close and regular contact.

**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 couriers
* general services such as photocopying, running messages etc.

During the past twelve months, the Commission handled a total of 600 Ministerials, briefings and speeches, which is a monthly average of fifty. In some cases, material has to be produced, presented and returned within twenty-four 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 also respond to ‘ad hoc’ requests and problems - servicing office machinery, arranging publishing and printing, purchasing office furniture.

**Management information systems**

During the year, the Commission continued to develop a comprehensive system to provide accurate and timely information to management covering all aspects of its programs and operations.

At an operational level, a monthly Management Information Report provides basic information about the Commission’s internal management and administration including a full financial statement. A summary of the financial statement is provided to the Commission’s Executive Committee.

The other key element in the ASC’s management information system is the production of an ‘outcomes’ report. This report collects information from each program and sub-program and ‘activates’ the various performance indicators developed for each project. The Commission intends to publish the results of the outcomes review as a separate document.

**Keyboard operations**

The Commission remains significantly under-resourced in the keyboard area.

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). The system now in place was designed by the keyboard staff themselves who continue to handle a considerable typing load most 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)
- the Commission contracted out typing to meet specific deadlines or on tasks with which the Commission’s own system cannot easily cope.

Such an arrangement often places unreasonable pressures on the keyboard staff, and therefore increases the risk of reactions such as Repetitive Strain Injury. Because we are unable to appoint additional full-time staff, the Commission cannot establish a system to handle effectively the level of work that is being generated.

**ADP Issues**

During the year, and in accordance with public service requirements, the Commission developed 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.

Contribute to and comment on, the developing strategy. The final plan has been sent to the relevant unions and other key co-ordinating and monitoring agencies.

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. Within the framework established by Computer Power, some additional equipment has been added to the ASC’s existing resource base.

All Commission staff had the opportunity to contribute to and comment on, the developing strategy. The final plan has been sent to the relevant unions and other key co-ordinating and monitoring agencies.

The Commission has established an ADP Management Committee, comprising all Sections within the Executive Office and the Sports Aid Foundation. The Committee, which reports to the General Manager, is responsible for recommendations on all aspects of ADP development within the Commission, including particularly equipment purchase and rationalisation, systems maintenance and staff training.

**Personnel and staff development**

The Commission during 1986-87 had an initial average staffing level (ASL) of twenty-two positions. The effect of the ASL transfer from the Department increased that to twenty-three in a full year and 22.3 in 1986-87.

Administrative aspects of the Commission’s personnel management are 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.

**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 plan came into effect on 10 April 1987.

The plan's objectives include:

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

The plan focuses on three 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 discuss issues covering a number of areas, including industrial democracy, equal employment, occupational health and safety and personnel policies and practices. All staff will be invited 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.

**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.

As in other key personnel management areas (such as sexual harassment, non-smoking, occupational health and safety) the Commission will generally rely on, and adopt, policies developed by, the Department of Sport, Recreation and Tourism. Given our size and limited expertise in these areas, it appears sensible to subscribe to work being developed across the Department. This approach, and the individual policies themselves, will however be subject to approval by the Commission's own Consultative Council.

**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, difficult to effectively resolve.
Legal advisors

In 1985-86, the Commission appointed the firm of Mallesons, Stephen Jaques (then Stephen Jaques Stone James) as its legal advisors. This year the arrangement was reviewed and found to be satisfactory.

Mallesons have been reappointed for a further twelve months and will continue to assist the Commission with legal advice on those issues and in those circumstances when advice from other sources (that is, primarily the Attorney General's Department) is either not available or appropriate. The Commission does not use its legal advisors when drawing up legal agreements. These are subject to the approval of the Attorney General's Department. Most standard ASC contracts and agreements have now been cleared by Attorney General's Department.

Another dramatic start to an Australian sporting classic - the Sydney to Hobart yacht race.
3.1. Introduction

This section of the report highlights key initiatives and projects to be undertaken over the next twelve months. It also examines some of the emerging issues and challenges which define, at least in large measure, the environment within which we shall be operating.

A similar review last year highlighted several key initiatives for 1986-87. These included publication of the strategic plan, increased publications output, a workshop for national executive directors and the first elite coaches seminar. All of these targets have been achieved during the year, and are described earlier in this report.

Last year’s review also focussed on several key issues and emerging challenges which we felt at that time would have an impact on Commission activities. They included:

- 'servicing' role: as predicted, the ASC has increasingly played a support and servicing role to national sporting associations, providing advice and assistance on a number of specific projects mentioned earlier in this report

- sports data base: a start has been made on what will be a slow and complicated task in the area of taxation and government spending on sport, for example, the Commission has undertaken initial research and either has, or will be, producing specific publications; however, progress will continue to be slow particularly given the limited resources available

- marketing the sports option: this challenge remains as pertinent as it was last year; plans by the Commission for a sports seminar program, concentrating on issues such as planning, promotion and communication, and publications on such issues as development planning are good examples of Commission contributions in this vital area

- economic circumstances: most sporting associations continue to find themselves facing extremely tough economic and budgetary circumstances

- drugs in sport: this area has been the subject of concerted activity over the past twelve months, particularly focussing on developing effective education strategies and materials and addressing the need to develop an Australian accredited drug testing facility; also, the Commission took an important decision when it agreed that STEP athletes should be subject to random testing during the year.
3.2. Major projects and initiatives

Over the next twelve months, there are several initiatives already planned which will consolidate and extend the Commission's contribution to key areas of sports development. For example:

- **publications**: the Commission intends to extend its publications program to cover areas such as taxation and the law; it will update its 'sport and travel' folder; it will be producing manuals on various aspects of sports administration in consultation with sports administrators themselves.

- **sports seminars**: seminars will be held during the year in Sydney and Melbourne for sports administrators, focussing on issues such as corporate management, promotions and communication, and professional areas such as sport and the law; the seminars will be in addition to a further workshop for national executive directors to be held during 1988 in Canberra.

- **AUSSIE SPORTS**: a more extensive promotion and marketing campaign is being planned during the year, including community service advertising throughout Australia.

- **women in sport**: after extensive consultation, the Commission will release its policy statement on women in sport.

- **1988 celebrations**: there will be a major ASC contribution to the 1988 sports activities; indeed, to the extent that so much activity is planned, the ASC's budget in certain key areas (for example, assistance for hosting major sporting events in Australia) will be severely stretched.

- **strategic plan**: after its first twelve months of operation, the Commission's strategic plan will be thoroughly reviewed and progress evaluated. The Commission will also develop an Operational Plan for 1988 to guide the priorities for the coming year.

Finally, in September 1987, all appointments to the Commission itself, except for the Chairman and Deputy Chairman, will expire and a new Commission will be appointed. These are just some of the landmarks in the year ahead. They represent only some aspects of the Commission's work, which will be closely involved as always with continuing support and financial assistance to national sporting bodies and to other major assistance and development programs.
3.3. Emerging issues and challenges

There is no doubt that the environment within which we shall be addressing those tasks will be as difficult and challenging as ever.

The Commission, for example, will be increasingly hard pressed to ensure that, in determining its overall priorities, it manifests a fair and equitable approach to ensure that all groups get an opportunity to grow and develop.

We shall need to continue the process of properly defining the scope and nature of the sports industry, a task quite fundamental to the Commission’s longer term objective of sustaining claims by the sporting community to a fair share of the community’s resources.

The debate that developed leading up to the Federal election in July demonstrated clearly that sport has not yet secured its place in the minds of some as a legitimate object of public investment. Now more than ever there is a need for the sporting community to explain to the Australian community, and its political representatives, the value that sport returns to that community and therefore why it is appropriate to provide financial support. To do that, we need information, we need hard facts and figures, we need co-operation and we need, above all, an understanding of the growing professionalism with which we must persuade and instruct.

We still face significant problems simply maintaining the value and impact of our existing programs and initiatives. The danger we face is that, expecting more and more from those actively involved in sports administration, the resources which support their work will continue to dwindle thus making it harder and harder to attract the necessary skills and experience. That means in turn that the quality of sports administration is threatened, its output potentially diminished and the task still left undone significantly more arduous. In other areas too, achieving and sustaining valuable outcomes - more children playing sport, assistance to coaching, the fight against drugs in sport for example - will remain vulnerable to effective reductions in funding.

The need for Government involvement in sport at all will, if anything, become even more urgent as pressures in the corporate and business world see a reduction in the flow of private sector funds to sport. Those resources that are available, both from Government and the private sector, must be used wisely to maximise their impact and benefit.

There remain significant gaps in the development of an effective coaching infrastructure in Australia, perhaps still the single most important element in the equation which produces sporting success. We also need to continue to develop and experiment with alternative models for elite athlete assistance so that different sports in different circumstances can more effectively harness their existing resources and expertise.

These are just some of the challenges which will have an impact on what we do and how we do it. The tasks they imply will only make it harder for the Commission to continue to fulfil its primary function - to help more Australians to play and enjoy sport and to see Australian sporting performances steadily improve.

The Federal Government has recently announced its intention to amalgamate the Commission and the Australian Institute of Sport. This move, to take effect during 1987-88, with new legislation to be introduced to create one organisation, will obviously have a major input on the activities and operations of the ASC.
IV: Annual financial statements

4.1 Certificate

AUSTRALIAN SPORTS COMMISSION

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE, 1987

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, 1987;
(ii) Show fairly the state of affairs of the Commission at 30 June, 1987.

Chairman

Canberra, 19 October 1987

General Manager
4.2 Financial statements

AUSTRALIAN SPORTS COMMISSION

STATEMENT OF ACTIVITY
FOR THE YEAR ENDED 30 JUNE, 1987

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<th>1986 $</th>
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<td>- Programs and administration</td>
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<td>Transfer to Statement of Capital Accumulation for purchase of Capital items</td>
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<td>(96 843)</td>
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<td>Australian Sports Aid Foundation</td>
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<td>Interest on deposits</td>
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<td>Total income</td>
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**EXPENDITURE**

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<tr>
<td>Total expenditure</td>
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<td>8 680 625</td>
</tr>
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</table>

Surplus/(Deficiency) of income over funded expenditure | 211 700 | 112 708 |

Profit/(Loss) on disposal of non-current assets | (7 242) | - |

Provisions and other unfunded charges:
- Annual leave | 64 182 | 20 433 |
- Long service leave | 16 719 | 19 235 |
- Depreciation | 33 531 | 17 079 |

| | 114 432 | 56 747 |

Surplus before abnormal items | 90 026 | 55 961 |

Abnormal items:
- Annual leave | - | 62 355 |
- Long service leave | - | 78 520 |

| | - | 140 875 |

Surplus/(deficiency) transferred to statement of capital accumulation | $90 026 | $(84 914) |

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

## STATEMENT OF CAPITAL ACCUMULATION

**FOR THE YEAR ENDED 30 JUNE, 1987**

<table>
<thead>
<tr>
<th>NOTES</th>
<th>1987 $</th>
<th>1986 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 July, 1986</td>
<td>61,701</td>
<td>-</td>
</tr>
<tr>
<td>Funds transferred from Statement of Activity:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Acquisition of capital items</td>
<td>31,645</td>
<td>96,843</td>
</tr>
<tr>
<td>Assets transferred from the Department of Sport, Recreation and Tourism</td>
<td>-</td>
<td>49,772</td>
</tr>
<tr>
<td>Surplus/(deficiency) transferred from Statement of Activity</td>
<td>90,026</td>
<td>(84,914)</td>
</tr>
<tr>
<td>Balance at 30 June, 1987 transferred to Statement of Assets and Liabilities</td>
<td>$183,372</td>
<td>$61,701</td>
</tr>
</tbody>
</table>

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

STATEMENT OF ASSETS AND LIABILITIES
AT 30 JUNE, 1987

<table>
<thead>
<tr>
<th>NOTES</th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
<td></td>
</tr>
</tbody>
</table>

ACCUMULATED FUNDS
Balance transferred from Statement of Capital Accumulation $183,372 $61,701

Represented by:

CURRENT ASSETS
Cash at bank, on hand and on deposit 7 301,530 173,391
Debtors 8 5,239 172
Prepayments 9 25,156 920

331,925 174,483

NON CURRENT ASSETS
Office furniture and equipment 10 120,386 129,536
Total assets 452,311 304,019

CURRENT LIABILITIES
Creditors and accrued expenses 11 61,478 61,775
Provision for annual leave 95,335 82,788
Provision for long service leave 103,606 84,326

260,419 228,889

NON CURRENT LIABILITIES
Provision for long service leave 8,520 13,429
Total liabilities 268,939 242,318

NET ASSETS $183,372 $61,701

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, 1987

<table>
<thead>
<tr>
<th></th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SOURCES OF FUNDS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds from Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inflows of funds from operations</td>
<td>11,632,644</td>
<td>8,890,176</td>
</tr>
<tr>
<td>Less: Outflows of funds from operations</td>
<td>11,389,278</td>
<td>8,680,625</td>
</tr>
<tr>
<td></td>
<td>243,366</td>
<td>209,551</td>
</tr>
<tr>
<td><strong>Increase in Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors and accrued expenses</td>
<td></td>
<td>61,775</td>
</tr>
<tr>
<td><strong>APPLICATION OF FUNDS</strong></td>
<td>$243,366</td>
<td>$271,326</td>
</tr>
<tr>
<td><strong>Increase in Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash at bank, on hand and on deposit</td>
<td>128,139</td>
<td>173,391</td>
</tr>
<tr>
<td>Debtors</td>
<td>5,067</td>
<td>172</td>
</tr>
<tr>
<td>Prepayments</td>
<td>24,236</td>
<td>920</td>
</tr>
<tr>
<td></td>
<td>157,442</td>
<td>174,483</td>
</tr>
<tr>
<td>Non-Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office furniture and equipment</td>
<td>31,645</td>
<td>96,843</td>
</tr>
<tr>
<td><strong>Reduction in Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors and accrued expenses</td>
<td>297</td>
<td></td>
</tr>
<tr>
<td>Long service leave paid</td>
<td>2,347</td>
<td></td>
</tr>
<tr>
<td>Annual leave paid</td>
<td>51,635</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$243,366</td>
<td>$271,326</td>
</tr>
</tbody>
</table>

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

NOTES TO AND FORMING PART
OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE, 1987

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 under arrangements between the Department and the Commission. In 1986-87 the cost of such services provided by the Department were approximately $41 221. In 1985-86 the costs of similar services provided by the Department and the Department of Local Government and Administrative Services were approximately $192 500.

The costs of similar services provided by the above Departments and the Department of Finance to the Australian Sports Aid Foundation were approximately $37 200 in 1985-86. In 1986-87 the cost of services provided by the Departments of Sport, Recreation and Tourism and Finance were approximately $69 409.

The cost of audit services provided by the Australian Audit Office, which are not reflected in the financial statements, were approximately $33 250.

(b) **Depreciation**

Assets are depreciated over their anticipated useful lives 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.

(c) **Annual and long service leave.**

The amounts expected to be paid to employees for their pro-rata entitlements 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.

63
AUT e o体育委员会

财务报表

2. 建立澳大利亚体育委员会

从1984年9月13日至1985年6月30日，澳大利亚体育委员会作为体育、娱乐和旅游部的部门

被建立为法定机构。委员会在1985年7月1日建立。

为员工设立的年度和长期服务假在1986年财务年度设立，

并相对于其他政府组织的特殊年份，部分作为异常项目在活动声明中。

3. 澳大利亚体育援助基金会

澳大利亚体育援助基金会于1986年2月18日成立，是一家以保证形式由委员会设立

的基金会，旨在为体育发展募集资金。所有基金会筹集的资金都将交给委员会。

<table>
<thead>
<tr>
<th></th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>收入基金会</td>
<td></td>
<td></td>
</tr>
<tr>
<td>捐赠</td>
<td>2385202</td>
<td>174299</td>
</tr>
<tr>
<td>利息</td>
<td>17363</td>
<td>667</td>
</tr>
<tr>
<td>赞助</td>
<td>10200</td>
<td></td>
</tr>
<tr>
<td>总计</td>
<td>2412765</td>
<td>174966</td>
</tr>
</tbody>
</table>

财务报表不反映管理层、技术、专业服务和资源由澳大利亚体育委员会提供。

成本为大约28,591。

1985-86年委员会代表基金会支出总额$26,952。基金会支出$4,584（总额$31,536）。

支出基金会1986-87年度：

<table>
<thead>
<tr>
<th></th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>费用</td>
<td></td>
<td></td>
</tr>
<tr>
<td>会计费</td>
<td>17094</td>
<td>4102</td>
</tr>
<tr>
<td>银行费用</td>
<td>232</td>
<td>41</td>
</tr>
<tr>
<td>用具</td>
<td>6874</td>
<td>4245</td>
</tr>
<tr>
<td>办公用品</td>
<td>215</td>
<td>1245</td>
</tr>
<tr>
<td>人工和相关费用</td>
<td>12493</td>
<td>16000</td>
</tr>
<tr>
<td>旅行和生活费</td>
<td>7557</td>
<td>5903</td>
</tr>
<tr>
<td>总计</td>
<td>44465</td>
<td>31536</td>
</tr>
</tbody>
</table>

澳大利亚体育援助基金会的累计基金：

<table>
<thead>
<tr>
<th></th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>运营账户</td>
<td>1132</td>
<td>455</td>
</tr>
<tr>
<td>捐款账户</td>
<td>162400</td>
<td>113927</td>
</tr>
<tr>
<td>总计</td>
<td>163532</td>
<td>114382</td>
</tr>
</tbody>
</table>
NOTES TO AND FORMING PART
OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE, 1987

4. ADMINISTRATION EXPENSES
Administration expenses comprise:

<table>
<thead>
<tr>
<th></th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accountancy</td>
<td>7 100</td>
<td>11 850</td>
</tr>
<tr>
<td>Compensation</td>
<td>(245)</td>
<td>6 449</td>
</tr>
<tr>
<td>Computer services</td>
<td>9 087</td>
<td>3 437</td>
</tr>
<tr>
<td>Consultants</td>
<td>19 665</td>
<td>53 075</td>
</tr>
<tr>
<td>Incidental expenses</td>
<td>60 170</td>
<td>35 178</td>
</tr>
<tr>
<td>Office requisites, printing and stationery</td>
<td>78 599</td>
<td>52 587</td>
</tr>
<tr>
<td>Postage and communications</td>
<td>71 692</td>
<td>50 741</td>
</tr>
<tr>
<td>Property, maintenance and services</td>
<td>175 366</td>
<td>1 170</td>
</tr>
<tr>
<td>Salaries and related expenses</td>
<td>658 075</td>
<td>690 307</td>
</tr>
<tr>
<td>Superannuation</td>
<td>5 841</td>
<td>8 081</td>
</tr>
<tr>
<td>Travel and subsistence</td>
<td>134 613</td>
<td>134 611</td>
</tr>
</tbody>
</table>

$1 219 963  $1 047 486

Included in the 1986 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>
<thead>
<tr>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Drugs in sport</td>
<td>110 000</td>
</tr>
<tr>
<td>Australian Coaching Council</td>
<td>140 000</td>
</tr>
<tr>
<td>Research co-ordinator</td>
<td>110 000</td>
</tr>
<tr>
<td>Administrative expenses for drugs in sports, research co-ordinator and Australian Coaching Council</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>360 000</strong></td>
</tr>
</tbody>
</table>

Less: amount applied towards purchase of fixed assets

<table>
<thead>
<tr>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>360 000</td>
<td>24 440</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Assistance to National Organisations</td>
<td>5 707 149</td>
</tr>
<tr>
<td>Assistance to National Organisations ex Australian Sports Aid Foundation</td>
<td>2 353 950</td>
</tr>
<tr>
<td>Sport Talent Encouragement Plan</td>
<td>707 624</td>
</tr>
<tr>
<td>Children in Sport</td>
<td>520 901</td>
</tr>
<tr>
<td>Sports Science Research</td>
<td>58 632</td>
</tr>
<tr>
<td>Commonwealth Games Assistance</td>
<td>-</td>
</tr>
<tr>
<td>Commonwealth Games Assistance ex Australian Sports Aid Foundation</td>
<td>-</td>
</tr>
<tr>
<td>Olympic Games Assistance</td>
<td>300 000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$10 008 256</strong></td>
</tr>
</tbody>
</table>

Expenditure on programs does not include payments of $417 025 made in the 1985 financial year, before the Commission was established, which related to the 1986 financial years' programs.

### 7. CASH AT BANK, ON HAND AND ON DEPOSIT

<table>
<thead>
<tr>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Australian Sports Commission</td>
<td>133 830</td>
</tr>
<tr>
<td>Australian Sports Aid Foundation</td>
<td>167 700</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$301 530</strong></td>
</tr>
</tbody>
</table>

### 8. DEBTORS

<table>
<thead>
<tr>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Semi-official telephone</td>
<td>207</td>
</tr>
<tr>
<td>Interest receivable</td>
<td>4 080</td>
</tr>
<tr>
<td>Australian Sports Aid Foundation</td>
<td>102</td>
</tr>
<tr>
<td>Other</td>
<td>850</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$5 729</strong></td>
</tr>
</tbody>
</table>
9. PREPAYMENTS

<table>
<thead>
<tr>
<th>Item</th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy costs</td>
<td>15,323</td>
<td>-</td>
</tr>
<tr>
<td>Subscriptions</td>
<td>1,447</td>
<td>91</td>
</tr>
<tr>
<td>Maintenance agreements</td>
<td>1,230</td>
<td>798</td>
</tr>
<tr>
<td>Telephone rental</td>
<td>1,099</td>
<td>31</td>
</tr>
<tr>
<td>Superannuation</td>
<td>4,570</td>
<td>-</td>
</tr>
<tr>
<td>Australian Sports Aid Foundation</td>
<td>760</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>727</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$25,156</strong></td>
<td><strong>$920</strong></td>
</tr>
</tbody>
</table>

10. NON-CURRENT ASSETS

(a) Non-current assets are included in the financial statements on the following basis.

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

<table>
<thead>
<tr>
<th>Item</th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office furniture and equipment</td>
<td>43,037</td>
<td>49,772</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>20,453</td>
<td>11,540</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>22,584</strong></td>
<td><strong>38,232</strong></td>
</tr>
</tbody>
</table>

Assets at cost

<table>
<thead>
<tr>
<th>Item</th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture and equipment</td>
<td>125,465</td>
<td>96,843</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>27,811</td>
<td>5,539</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>97,654</strong></td>
<td><strong>91,304</strong></td>
</tr>
</tbody>
</table>

Australian Sports Aid Foundation

<table>
<thead>
<tr>
<th>Item</th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office furniture and equipment</td>
<td>170</td>
<td>-</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>22</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>148</strong></td>
<td>-</td>
</tr>
</tbody>
</table>

Total non-current assets at written down value

<table>
<thead>
<tr>
<th>Item</th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>$120,386</strong></td>
<td><strong>$129,536</strong></td>
</tr>
</tbody>
</table>

(b) On 1 July, 1985 the Department of Sport, Recreation and Tourism transferred to the Commission assets totalling $49,772.

11. CREDITORS AND ACCRUED EXPENSES

<table>
<thead>
<tr>
<th>Item</th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Sports Commissions</td>
<td>56,300</td>
<td>57,673</td>
</tr>
<tr>
<td>Australian Sports Aid Foundation</td>
<td>5,178</td>
<td>4,102</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$61,478</strong></td>
<td><strong>$61,775</strong></td>
</tr>
</tbody>
</table>

12. ACQUISITION OF CAPITAL ITEMS

<table>
<thead>
<tr>
<th>Item</th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office furniture and equipment</td>
<td>31,645</td>
<td>96,843</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$31,645</strong></td>
<td><strong>$96,843</strong></td>
</tr>
</tbody>
</table>
13. CAPITAL COMMITMENTS

<table>
<thead>
<tr>
<th></th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital commitments in respect of office rental, at 30 June, 1987 were:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>payable not later than one year</td>
<td>168,553</td>
<td>168,553</td>
</tr>
<tr>
<td>payable later than one year and not later than two years</td>
<td>183,876</td>
<td>183,876</td>
</tr>
<tr>
<td>payable later than two years and not later than five years</td>
<td>390,737</td>
<td>551,628</td>
</tr>
<tr>
<td>payable later than five years</td>
<td></td>
<td>22,985</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$743,166</strong></td>
<td><strong>$927,042</strong></td>
</tr>
</tbody>
</table>

14. SUPERANNUATION

Superannuation payments comprise employer contributions paid to a private superannuation fund under employer arrangements between the Commission and an employee. Under terms of the Superannuation Act, 1976, the Commission is not required to make, and does not make employer superannuation contributions for any other employees.

15. BREACHES OF THE AUSTRALIAN SPORTS COMMISSION ACT 1985

The following breaches have occurred:

(a) **Quorum**

Section 19(1) of the Australian Sports Commission Act 1985 enables the Commission to establish such committees of its members as it thinks fit, and Section 19(4) states that the number of members of a committee required to constitute a quorum at a meeting of that committee shall be as specified by the Commission. Pursuant to Section 11(1) the Commission delegated this authority to specify the number of members of a committee required to constitute a quorum to the Chairperson of each committee. However, the Chairpersons of three committees have not specified the number of members of a committee that will constitute a quorum.

(b) **Ministerial approval of estimates**

Under Section 31(2) of the Australian Sports Commission Act 1985, the Commission is required to expend monies in accordance with estimates of expenditure approved by the Minister for Sport, Recreation and Tourism. During 1986-87, the Commission breached this Section in that monies ($2,323,611) received from the Australian Sports Aid Foundation were expended without the Minister's approval for increases to the estimates of expenditure. The Commission has amended it's procedures to ensure than in future the required approval is received for amendments to the estimates of expenditure.

All donation monies received by the Commission from the Foundation were however, paid out in accordance with Section 7(1)(d) of the Australian Sports Commission Act 1985 which requires that all grants receive Ministerial approval.
4.3 Auditor General’s certificate

AUSTRALIAN AUDIT OFFICE
Cnr Moore and Rudd Streets, Canberra, A.C.T. 2601

Address correspondence to:
Auditor-General
G.P.O. Box 707, Canberra 2601
Telephone: 48 4711
Telegrams: 'Comaudit'
Telex: 81653 Comaudit
Vocalfax: 476537

Please quote

The Honourable the Minister for the
Arts, Sport, the Environment,
Tourism and Territories,
Parliament House,
CANBERRA ACT 2600

4 November 1987

Dear Minister

AUSTRALIAN SPORTS COMMISSION

AUDIT REPORT ON FINANCIAL STATEMENTS

Sub-section 35(1) 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 (section 63J to 63M) prescribes certain matters relating to the accounts and financial statements of the Commission and their audit.

Pursuant to section 63M(2) of the Audit Act, the Commission has submitted for my report its financial statements for the year ended 30 June, 1987. These comprise:

* Statement of Activity
* Statement of Capital Accumulation
* Statement of Assets and Liabilities
* Statement of Sources and Applications of Funds, and
* 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 Australia Audit Office Auditing Standards.

In accordance with sub-section 63M(2) of the Audit Act, I now report that the statements are in agreement with the accounts and record 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 Australian Sports Commission Act except to the extent indicated in Note 15 to the statements.

No investments were made during the year.

Yours sincerely

[Signature]

M.J. Jacobs
Acting First Assistant Auditor-General
Appendix 1

Organisational structure

MINISTER

AUSTRALIAN SPORTS COMMISSION

GENERAL MANAGER

ASSISTANT GENERAL MANAGER

AUSTRALIAN SPORTS AID FOUNDATION
- Administration
- Policy development
- Marketing / fund raising

SPECIAL PROJECTS
- AUSSIE SPORTS
- Research & projects
- Database & statistics
- Taxation & finance issues
- Equity & access programs

SPORTS DEVELOPMENT
- Liaison with NSOs
- Program management
  - Grants to NSOs
  - STEP
  - Research program
  - Drugs in Sport
  - Coaching Council

MANAGEMENT AND PLANNING
- Planning
- Evaluation
- Information & Publications
- Internal management & operations
Appendix 2

Membership of the Australian Sports Commission
(as at 30 June 1987)

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 an ex-teacher and now a journalist. He 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. Member of NSW Parliament; Chairman, Fairfield City Games and Member, NSW Sports House Committee. Member of the National Committee for Sport and Recreation for the Disabled. Previously Mayor of the City of Fairfield.

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.

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, Grant 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 seven countries. She won four consecutive British Opens (1980-83), the world open in 1983 and the Australian title on six 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.

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  

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.  
He is also Chairman of the Australian-Hungarian  
Promotion Committee.

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  

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 Select- 
or in netball.

Ray Beattie  
As the Marketing Director of ATN Channel 7,  
Mr 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.
Appendix 3

Membership of ASC Committees (as at 30 June 1986)

All ASC Committees are appointed under the provisions of section 19 of the Australian Sports Commission Act 1985. 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
Ray Beattie

Strategic Planning

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

Task Force on Women’s Sport

Margaret Pewtress (Chairperson)
Vicki Cardwell
Jim Yates
Wendy Ey (co-opted member)

The terms of reference for the Task Force on Women’s Sport were approved by the Executive Committee on 16 December 1986.
## Grants to national sporting organisations

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| JACK NEWTON FOUNDATION |               |         |                   |         |                     |         | 65000          |       |      |        |       |         |
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| HISTORY OF SPORT     |               |         |                   |         |                     |         | 20000          |       |      |        |       |         |
| CENTRE OF EXCELLENCE |               |         |                   |         |                     |         | 20000          |       |      |        |       |         |
| VICTENNIS            |               |         |                   |         |                     |         | 20000          |       |      |        |       |         |
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| SPORT RESEARCH PROGRAM|               |         |                   |         |                     |         | 59000          |       |      |        |       |         |
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# Appendix 5

## 1987 Sports Talent Encouragement Plan: Grant Recipients

### A: World Ranked Category

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<td>173. Stuart Wallace</td>
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**TOTAL** | **348 100**

**World Ranked Teams**

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<th>Amount $</th>
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<td>1. Athletics - Men’s 4x400m Relay</td>
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<td>2. Basketball - Women</td>
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<td>3. Canoeing - K4</td>
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<td>4. Cricket - Women</td>
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<td>5. Cycling - Pursuit Team</td>
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<td>6. Equestrian - 3 Day Event Team</td>
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<td>7. Hockey - Men</td>
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<td>8. Hockey - Women</td>
<td>32 000</td>
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<td>9. Netball</td>
<td>25 000</td>
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<tr>
<td>10. Rowing - Women’s Lightweight 4</td>
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<td>11. Rowing - Men’s Lightweight 4</td>
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<td>12. Rowing - Women’s 8</td>
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<td>13. Rowing - Men’s 8</td>
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<td>14. Rugby Union</td>
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<td>15. Swimming - Men’s 4x200m F/S</td>
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<td>16. Swimming - Women’s 4x200m F/S</td>
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<td>17. Water Polo - Men</td>
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<td>18. Water Polo - Women</td>
<td>26 000</td>
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**TOTAL** | **264 500**
Appendix 6

Applied sports research program projects 1986-87

<table>
<thead>
<tr>
<th>SPORT</th>
<th>RESEARCH ORGANISATION</th>
<th>RECOMMENDED GRANT</th>
<th>PROJECT TITLE</th>
<th>DESIRED OUTCOMES</th>
</tr>
</thead>
</table>
| General| Ballarat College of Advanced Education - Dr Phillip Davis | $6400 (Note: $5000 allocated in 1985-86) | Development of a Behavioural Evaluation Instrument to measure the Effectiveness of the National Coaching Accreditation Scheme | . Development of a reliable, valid and sensitive instrument for the evaluation of coaching.  
. This is the first phase of the project. |
| General| Footscray Institute of Technology Dr John Carlson          | $14 000           | A comparison of Physiological and Thermoregulatory Exercise Responses of children and adults in hot/wet and hot/dry climatic conditions | . Identify how children differ from adults in their thermoregulatory mechanisms.  
. Identify physiological limitations of children exercising in the heat.  
. Identify if specific climatic conditions present a potential for heat.  
. To determine procedures as to how to avoid heat stress in children exercising in competitive sport.  
Recommendations of what are desirable or non-desirable climatic conditions for sporting competition for children. |
### Applied sports research program projects 1986-87

<table>
<thead>
<tr>
<th>SPORT</th>
<th>RESEARCH ORGANISATION</th>
<th>RECOMMENDED GRANT</th>
<th>PROJECT TITLE</th>
<th>DESIRED OUTCOMES</th>
</tr>
</thead>
</table>
| Cricket    | University of Western Australia | $15 000           | The Interrelationships between Fast Bowling Techniques, Physical Characteristics and Physiological Capacities of Junior Fast Bowlers to Injuries in Cricket | . To compile an injury register which details the type and severity of the injury sustained. It is intended to follow the subjects for a period of two seasons.  
. To assess the technique used by each young fast bowler and compare to models established from previous research studies.  
. To assess the physical capacities and physiological characteristics of each individual within the sample.  
. To monitor the workload each subject undertakes during the cricket season so that the 'overuse' syndrome can be investigated.  
. To statistically analyse any links between techniques, injuries, and causes.  
. To develop appropriate information pertaining to technique, workload, and the necessary physical and physiological requirements to assist in the coaching and development of junior fast bowlers.  
. To develop preventive guidelines which will lessen the incidence of injury in fast bowling (particularly to the lower back area). |
### Applied sports research program projects 1986-87

<table>
<thead>
<tr>
<th>SPORT</th>
<th>RESEARCH ORGANISATION</th>
<th>RECOMMENDED GRANT</th>
<th>PROJECT TITLE</th>
<th>DESIRED OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tennis</td>
<td>University of Western Australia Dr Bruce Elliott</td>
<td>$19,900</td>
<td>3-D Cinematographic Analysis of the Forehand and Backhand Ground-stroke and Mid-Court and Net Volleys in tennis</td>
<td>To identify the mechanical basis of good ground strokes and volleys for coaches and teachers so that these principles can be integrated with past experience to enhance coaching skills.</td>
</tr>
<tr>
<td>General</td>
<td>Wells Educational Research Centre Dr Stephen Thompson</td>
<td>$34,000</td>
<td>Drug Use and Physical Activity in Secondary Schools - A Pilot Study</td>
<td>The most desired outcome is an indication that a negative relationship exists between drug use and higher levels of organised sport. From this, the health benefits of sport could be further promoted as a practical means of reducing drug use by adolescents.</td>
</tr>
<tr>
<td>Water Polo</td>
<td>Deakin University Dr John Patrick</td>
<td>$9,000</td>
<td>Application of a Computer System for the Real Time recording and analysis of Water Polo</td>
<td>To have an operational system suitable for the real time capture and analysis of water polo. To have facilities to playback video segments of any desired set of player actions or games characteristics.</td>
</tr>
</tbody>
</table>
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 8

State and Territory Co-ordinators for AUSSIE SPORTS

New South Wales
Mr Noel Fitzgerald
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

Victoria
Mr Ross Monaghan
6th Floor
Tower "A",
Rialto Building
525 Collins Street
MELBOURNE VIC 3000
Phone (03) 628 2344 Facs (03) 626 049
Telex AA 152 337

Queensland
Mr Bob McVey
Department of Education
Kenny House
Car George & Charlotte Streets
GPO Box 33
NORTH QUAY QLD 4000
Phone (07) 237 0442

South Australia
Mr Jeff Dry
c/- The Orphanage
181 Goodwood Road
MILLSWOOD SA 5034
Phone (08) 274 0261 Telex 2320315 Facs Department contact: Dianne Cuthbert
Western Australia
Mr John Dimmer
Education Department
151 Royal Street
EAST PERTH WA 6000
Phone (09) 420 4892 Facs (09) 420 5005 Telex EDHO
WA 94166

Tasmania
Mr Gary Davidson
212 Collins Street
HOBART TAS 7000
Phone (002) 30 6372

Northern Territory
Mr Peter Markey
Department of Education
Crisp Street
RAPID CREEK NT 5782
Phone (089) 85 0314 Facs (089) 85 6505

A.C.T
Miss Deidre Greig
ACT Schools Authority
Macarthur House
LYNEHAM ACT 2602
Phone (062) 46 9557 Facs (062) 47 9713 Telex 62 600

Coaching Program
Mr Phil Riggs
Director, Programs and Resources
c/- ACHPER
128 Glen Osmond Road
PARKSIDE SA 5063
Phone (08) 271 3888
Appendix 9

Terms of Reference for the Task Force on Women’s Sport

The Task Force on Women’s Sport has as its charter the co-ordination, development, implementation and evaluation of appropriate strategies, programs and projects to promote women’s sport.

The Task Force aims to:

1. Prepare a policy statement on women’s sport for endorsement by the Australian Sports Commission
2. Initiate, monitor and review research on women in sport
3. Co-ordinate Australian Sports Commission activity on issues in women’s sport
4. Consider and make recommendations on the action plan on women’s sport as approved by the Australian Sports Commission in October 1985
5. Advise the Australian Sports Commission on matters of funding for women’s sport
6. Identify other potential funding sources for women’s sport
7. Provide regular reports to the General Manager of the Australian Sports Commission and the Executive Committee on the progress of projects and programs.
Appendix 10

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.
## Appendix 11

### Australian Coaching Council
Approved Coaching Courses as at 30 June 1987

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TOTALS 7512 932 48 38615 5788 898 45301
National Coaching Accreditation Scheme
Accredited Coaches

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Total number of sports in NCAS = 71
### ASC Strategic Plan - Summary of Corporate Objectives and Strategic Priorities

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<th>CORPORATE OBJECTIVE</th>
<th>STRATEGIC PRIORITIES</th>
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| 1. To ensure that taxpayers funds are used efficiently and effectively for the support of sports development at all levels in Australia |  - long term development plans  
   - improved evaluation of outcomes  
   - standardise accounting procedures |
| 2. To provide leadership in the the development of Australia's sporting performance at both the 'elite' level and at the community participation level |  - provision of marketing/management assistance and professional development  
   - develop a 'model' of sports administration  
   - increased assistance for development projects  
   - coaching assistance and development, including specifically  
     - increased coaching director positions  
     - support for ACC and coach accreditation program  
     - development of coaching resources and coach education including, through the AUSSIE SPORTS program  
   - implement AUSSIE SPORTS program  
   - increased emphasis on events assistance and development, including regional games (ie major events held in Australia)  
   - establishment and operation of the Sports Aid Foundation  
   - expansion of STEP program for high performance athlete assistance  
   - focus on travel costs issue as it affects sports development  
   - implementation of tax averaging scheme for sports people  
   - implementation of national research program, including specifically:  
     - assistance under the applied sports research program |
CORPORATE OBJECTIVE

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

4. To increase awareness of and knowledge about sport in the wider Australian community

5. To increase the level and effectiveness of co-ordination and consultation in the community of sport

6. Improve and sustain the efficiency and effectiveness of ASC internal operations and management

STRATEGIC PRIORITIES

- support for National Sports Research Co-ordinator position
- focus on sports research foundation
- expansion of SPORTSCAN information dissemination service
- sports medicine
- increased attention to education about drugs in sport
- increased emphasis on sport and disadvantaged groups.

- establish and operate the Australian Sports Aid Foundation
- increase flow of information between ASC and private sector

- develop a comprehensive sports data base
- information and publicity strategy
  - disseminate information widely through the community on all aspects of sport in Australia
- publish basic statement on value of sport to Australian community.

- major sports conference to discuss trends, problems, etc.
- seminars, workshops to address specific issues and challenges
- increase flow of information to and from sport
- increase direct input by sport to ASC deliberations
- develop strategic planning and development plans by sports as a basis of information exchange

- computerisation of internal management systems
- improved financial management systems
- evaluation program for all ASC programs and overall performance
- development of industrial democracy plan
- staff development program
- sustain effective secretariat support to ASC
- develop internal systems handbook

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Appendix 14

Australian Sports Commission: Consultancies 1986-87

Ms Judith Evans
Writing and editing of sports education materials for the AUSSIE SPORTS Program.
16.7.86 - 8.12.86
$13,520

Computer Power
To examine the Commission's ADP requirements
$12,145

David Hogg Pty Ltd
To produce a manual on development plans for national sporting bodies
$2000

Dr Heather MacGowan
Technical assistance to the AUSSIE SPORTS program.
1.7.86 - 10.10.86
$11,824

Ms Yvonne Williams
Completion and further development of sports education materials for AUSSIE SPORTS.
16.2.87 - 30.6.87
$16,530
Appendix 15

1986-87 Publications

July 1986
Veterans' Sport discussion paper
Sports Directory (update)
Drugs in Sport policy statement

August 1986
Pamphlet on Sports Aid Foundation
Regional Games Newsletter
Factsheet 9 (ASC publications index)
AUSSIE SPORTS newsletter
AUSSIE SPORTS Codes of Behaviour

September 1986
Factsheet 10 (Coaching Resource Centre)

October 1986
Strategic Plan
Pamphlet summarising strategic plan

November 1986
AUSSIE SPORTS newsletter
Sport and Taxation
Factsheets 11-16 (updates of previous year's material on assistance to national sporting
organisations, coaching and children's sport etc)
Annual Report 1985-86

December 1986
Factsheet 17 (High Performance Athlete Assistance in Australia)
Applied Sports Research Program outcomes
Sports Science Directory
Regional Games Newsletter
1987 Australian Sports Directory
January 1987
Pamphlet on AUSSIE SPORTS coaching program

February 1987
Sport Towards 2000
AUSSIE SPORTS newsletter
Factsheet 18 (Updated publications index)
Factsheet 19 (Task Force on Women in Sport)

March 1987
Factsheet 20 (Sports Talent Encouragement Plan)

April 1987
Regional Games Newsletter
Sport and Travel
Factsheet 21 (International sporting events)

May 1987
Factsheet 22 (upcoming seminars and workshops)

June 1987
Review brochures on ASC and ASAP
Preparing and Implementing Development Plans
### Commission and Committee Meetings 1/7/86 to 30/6/87

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<td>Athlete Development &amp; Coaching</td>
<td>$6,335</td>
</tr>
<tr>
<td>Sports Development Program</td>
<td>$3,936</td>
</tr>
<tr>
<td>Task Force on Women in Sport</td>
<td>$2,031</td>
</tr>
</tbody>
</table>

**TOTAL** $36,816

Sitting fees (now paid as an annual 'salary') for the year ended 30/6/87 $114,830.46

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Appendix 17

ASC Executive Staff (as at 30 June 1987)

- Greg Hartung (General Manager)
  - Louise Allen (Steno-Secretary)
- Perry Crosswhite (Assistant General Manager)
  - Glenice Castles (Steno-Secretary; temporary pending permanent filling)
- Sports Development
  - Dene Moore (Director)
  - John Windsor
  - Ken Norris
  - David Weir
  - Neil Richardson
  - Phil Trenorden
  - David McAllister
  - Sarah Trotman
- Special Projects
  - Chris Aulich (Director)
  - Brian Brown
  - Mike D'Arcy
  - Meredith Gilmore
  - Leonie Stewart
  - Sandy Hanlin (Schools Sports Council Staff)
- Management and Planning
  - Martin Weeks (Director)
  - Leigh Incher
  - Jan Shipton
  - Kim Clark
  - Bassam Sanjakdar
  - Kerry McGlinn
- Australian Sports Aid Foundation
  - Perry Crosswhite (Secretary)
  - Warwick Smith (on secondment from Department of Sport, Recreation and Tourism)
  - Ruth Craig
Appendix 18

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 is 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)
  (062) 68 9566

- **Perry Crosswhite** (Assistant General Manager): information on Sports Aid Foundation
  (062) 68 9578

- **Dene Moore** (Director, Sports Development and Liaison): information on grants to national sporting bodies, STEP, Coaching, Research, Drugs in Sport
  (062) 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
  (062) 68 9562

- **Martin Weeks** (Director, Management and Planning): information on planning and evaluation, information and publicity and internal management
  (062) 68 9564

*Please note*
As part of the proposed amalgamation between the ASC and the Australian Institute of Sport, the ASC’s offices will be relocated to the AIS site at Bruce, in Canberra. Until more detailed information can be provided, contact with ASC staff can be made (probably after December 1987) through the AIS. The Institute’s address and telephone number are: PO Box 176 Belconnen ACT 2616. Phone: (062) 52 1111.