



Australian Sports Commission

Annual Report

1998-99

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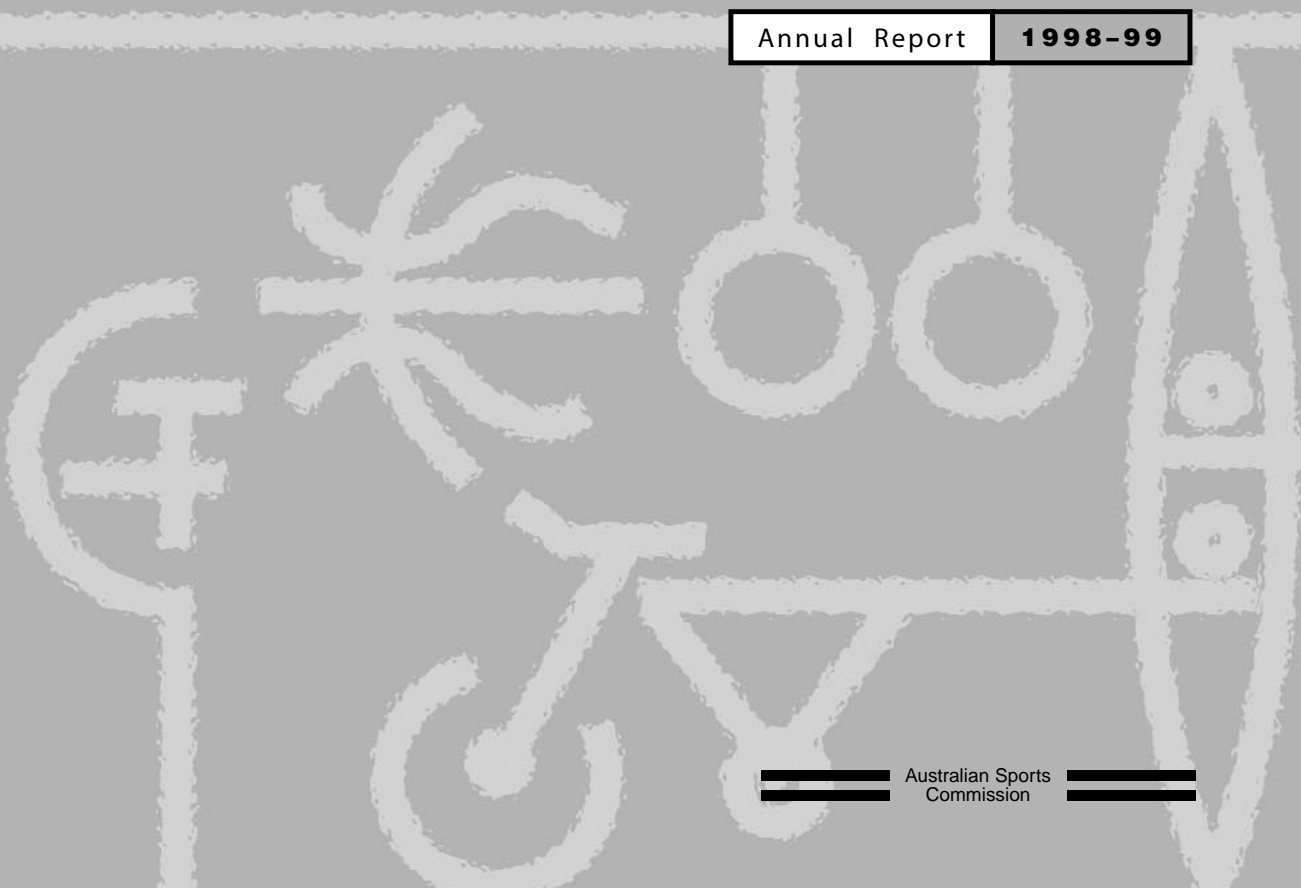
Australian Sports
Commission



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ISSN 0816-3448

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Designed by Di Walker Design, Canberra

Printed by Paragon Printers, Canberra

Letter of Transmittal

The Hon Jackie Kelly MP
Minister for Sport and Tourism
Parliament House
CANBERRA ACT 2601

I have pleasure in presenting to you the Annual Report for the Australian Sports Commission for 1998–99. The report has been prepared to conform with the requirements of the *Commonwealth Authorities and Companies Act 1997* (CAC Act) as required under section 48 of the *Australian Sports Commission Act 1989*. The Commissioners of the Board are responsible under section 9 of the CAC Act for the preparation and content of the Report of Operations in accordance with the Finance Minister's Orders. The Board resolved to adopt the Report of Operations at its meeting on 4 October 1999 as a true and concise portrayal of the year's activities.

In the past year Commissioners have worked hard to provide a vision for the future of sport in Australia and in determining the role that the ASC will have in guiding sporting organisations in the post-Olympics era. We can look forward to an industry built on a foundation of knowledge and support which will be self determining and professionally managed.

This report highlights the continuing success of the programs of the ASC, including the Australian Institute of Sport, and provides an assessment of performance against the criteria set for the ASC in its Annual Operational and Strategic Plans for the 1998–99 financial year. I commend this report to you as a record of our achievements.

Yours sincerely

A handwritten signature in black ink, appearing to read 'P. Bartels'.

Peter T Bartels
Chairman
Australian Sports Commission

4 October 1999

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Mission Statement

To enrich the lives of all Australians through sport

Objectives

The Strategic Plan for 1998–2001 sets out our primary objectives as:

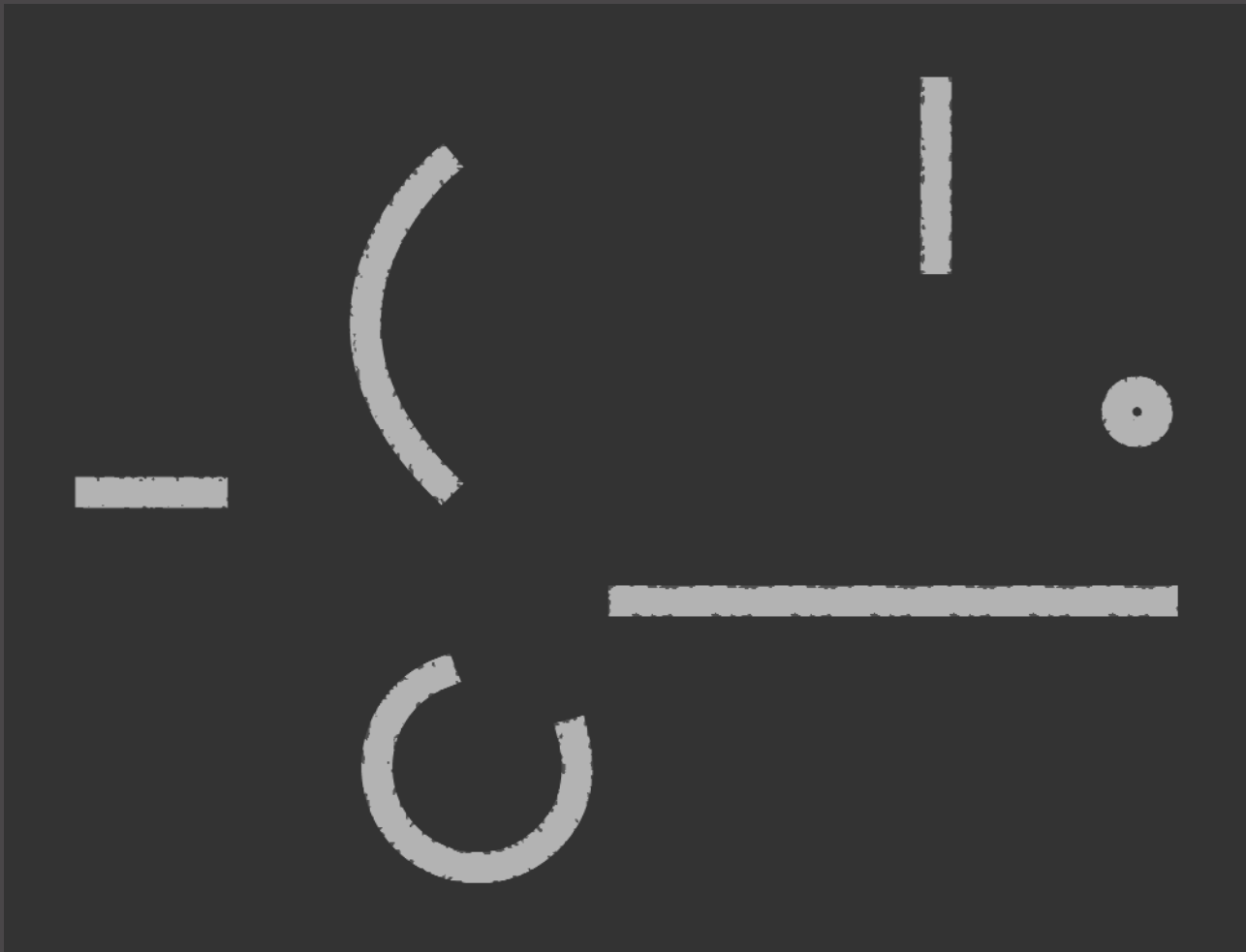
- **the development and maintenance of an effective national sports infrastructure**
- **improved participation in quality sports activities by Australians**
- **excellence in sports performance by Australians.**

These encapsulate the objects of the Australian Sports Commission (ASC) as stated in the *Australian Sports Commission Act 1989*.

Seven major strategies support the ASC's objectives and are outlined in the Strategic Plan:

- Provide national leadership and direction in enhancing the management capabilities of sports delivery agencies
- Provide high quality national integrated support programs for athletes and sporting organisations
- Promote ongoing improvement in international sporting performances
- Encourage more people to play sport through implementation of all the sports elements of Active Australia
- Examine avenues to diversify and increase the sport resource base
- Further develop our information, research and management capabilities to assist in meeting our responsibilities as national leaders in the development and support of sport
- Continue to improve the internal effectiveness and efficiency of the ASC, increasing its responsiveness to its stakeholders' requirements

Report of Operations



Chairman's Review

Last year I reported on a series of outstanding international performances by our elite athletes. The same trend continued for 1998–99 and these achievements are well documented in the pages of this *Annual Report*. There is no need for me to single out individual results. Our athletes performed exceptionally well across a broad range of sports, Olympic and non-Olympic.

It was a year in which we made final adjustments to the Olympic Athlete Program and the Sports Assistance Scheme. The Board took deliberate steps to ensure that our funding is now performance based. In respect of the OAP, it is directed toward the athletes and sports that are likely to be our best performers in the Sydney 2000 Olympics and Paralympics, while funding to sporting organisations is based on achieving agreed outcomes within each sport's management plan. In a sense the hard work is now behind us. Training, competition, coaching, sport science and support programs are now fully in place — the rest is up to the individual and the prevailing conditions on the day.

I know that our athletes will do us proud.

While our attention is still firmly on Sydney 2000, it is fair to say that we are also looking to the future. Funding for the Australian Sports Commission (ASC) is based on four-year cycles linked to the Olympics and there were genuine concerns about a post-Olympic hiatus. This would be totally counter-productive to the great achievements that have occurred in recent years in Australian sport. The Board has addressed this issue and I am pleased that the government responded by providing a substantial budget for the post-Olympic cycle. Much credit for this must go to the Minister, Jackie Kelly, whose enthusiasm and knowledge, coupled with her empathy with sport as a former elite rower and an active club hockey player, has been a valuable asset to Australian sport.

Nevertheless, ASC funding, post 2000 will be adversely affected by the termination of the OAP. The Board

accepts this reality. We are concerned, however, that our international competitors continue to be heavily funded by governments, often through sports lotteries and that this practice appears to be growing.

Australian sport, post 2000, needs to be more professional, outward-looking, client focused and self-sustaining. The Board spent a great deal of time during the year independently researching our past and future responsibilities and commitments. We have looked beyond the immediate future and determined our role in a post-Olympic era. Management undertook an environmental scan to evaluate the services and funding provided to elite athletes nationally and to identify areas of duplication between programs at the Australian Institute of Sport (AIS) and state institutes and academies. These issues are fundamental to our vision for post-2000 sport and the policy options that will lead to the vibrant, progressive sports industry that we all desire in the next decade. In June the Board published its findings under the title *The Australian Sports Commission — Beyond 2000*.

The Board strongly endorses the pivotal position of national sporting organisations in managing their sports and the role of the ASC in providing assistance to them. We seek a strategic approach by sporting organisations and we will provide greater flexibility to those who can demonstrate sustained improved performance. We also strongly endorse the contribution that is now being made by state institutes and academies and look forward to the eventual amalgamation of these bodies, with the AIS, into one national institute. The AIS, nevertheless, needs to maintain its place at the cutting edge of developments in world sport and will seek to enhance its capabilities, such as in the area of research and development in the sport sciences.

The Active Australia initiative continued to grow and consolidate. By providing a focus that brings together all existing participation programs of the ASC and works in partnerships with Commonwealth

departments, the states, local governments and NSOs, Active Australia is well placed to capture the euphoria and enthusiasm of the Sydney Olympics and to develop participation at grassroots levels as a direct by-product. The initiative also addresses the particular issues encountered by women, Indigenous Australians and people with disabilities who participate in sports programs, and considerable progress was made during the year in these areas. We are firmly of the view that the benefits of Active Australia, in terms of quality of life and reduction in the national health bill, would increase considerably from a greater commitment by the government.

A final thrust of our post-2000 paper covered enhancing the sports industry as a whole, which is a particular priority of the Minister. The ASC already contributes to this through its Management Improvement Program and the focus of Active Australia on efficient management of our 26 000 sports clubs. Active Australia's provider accreditation process rewards improvements in management and planning practices while the Volunteer Involvement Program provides invaluable assistance in training and keeping sporting clubs' most important asset — the volunteer. Our sports exports activity, both on a commercial basis and on behalf of the Department of Foreign Affairs and Trade and AusAID, is also contributing to the international reputation of Australian sport. The assistance provided by the ASC to help Melbourne secure the 2006 Commonwealth Games was also a beneficial exercise.

The Government's 'Action Agenda' for making Australian industry more efficient, focuses on a knowledge-based economy and the ASC is pleased to be making a contribution in an industry with close to 220 000 employees. In this regard, the Australian Coaching Council deserves special mention for its continuing role in training and accrediting coaches and officials and for its role in the comprehensive review of vocational and educational training standards.

Industry efficiency is also being greatly enhanced by the introduction of SportNet, the national online network that has the potential to revolutionise the way Australian sport does business. Information technology is a fundamental plank of industry

development and we are delighted to be making such a major contribution to sport. Mindful of the advantages SportNet will engender to sporting organisations, through benefits to membership, and to the ASC, through more efficient communication and reporting mechanisms, the Board agreed to provide additional funding to national sporting organisations to enable access to this tool at a basic level.

Finally, the Board is most conscious of the government's reform agenda. During the year it took the steps necessary to facilitate the introduction of accrual budgeting, reviewed many of its functions against the criteria of contestability and undertook a thorough review of its marketing and fundraising activities. We are acutely aware of our responsibility to minimise administrative overheads and ensure that the maximum percentage of our budget gets to the athlete.

The year saw the government's commitment to undertake a thorough review of Australian sport materialise through the establishment of the Sport 2000 Task Force chaired by Ross Oakley, and the Board enthusiastically supports this initiative. Members of the Executive and support staff met with the Task Force on several occasions to enhance and clarify our vision for the future. We keenly await the outcome of the Task Force review.

I would like to take this opportunity to extend my gratitude to my fellow Board members and to the Executive and staff of the ASC. The immense knowledge and experience conferred by the appointment in November of two new Board members, Mr Alan Jones and Ms Margot Foster has been a welcome addition. The year was certainly one of great progress and satisfaction, but nothing compared to the challenges that confront us in the Olympic year and beyond.



Peter Bartels
Chairman

Report on the 1998 Comm

Australia's tally of 80 gold medals at the 1998 Commonwealth Games in Kuala Lumpur confirmed its position as the leading Commonwealth Games nation in terms of gold medals won (a total of 564 compared with England's 476). The total number of medals won at Kuala Lumpur (198 – which includes 60 silver and 58 bronze) compared favourably with the total of 182 won at Victoria, Canada, in 1994. These results demonstrate the major part that federal government funding continues to play in elevating Australia's standing in the international sporting arena.

New sports on the program for Kuala Lumpur were cricket, hockey, netball, rugby, squash and tenpin bowling.

Australia sent a team of 324 athletes (187 males and 137 females) to the Games. Of these, 74 were current Australian Institute of Sport (AIS) scholarship holders and 62 were former scholarship holders. An additional 163 competitors were in receipt of AIS Direct Athlete Support (DAS) payments. AIS scholarship holders won a total of 33 gold, 22 silver and 15 bronze medals.

Of the 18 sports contested, there are AIS scholarship programs for 11 — athletics, cricket, cycling, diving, gymnastics, hockey (men's and women's), netball, rugby, squash and swimming.

Some of the notable achievements by Australian athletes were:

- Australia won medals in every sport and gold medals in 13 of those sports.
- Australian swimmer Susie O'Neill became the highest gold medal winner for Australia at Commonwealth Games when she won her tenth gold (and sixth at Kuala Lumpur), surpassing Michael Wenden's previous record of 9 gold medals.
- Both the men's and women's hockey teams won gold. All women players were AIS scholarship holders, while the men's team comprised current and former AIS scholarship holders.
- AIS gymnast Andrei Kravtsov won 4 gold medals, while the Australian men's team, all AIS athletes, won silver in the team competition. The women's team excelled in winning the team gold medal.
- The netball team, which included eight former AIS scholarship holders, was victorious.
- The Australian cricket team won the silver medal. Eight members of the team were former AIS scholarship holders.
- All ten members of the Australian squash team were current or former AIS scholarship holders. Michelle Martin won gold medals in both the singles and mixed doubles.

Commonwealth Games

Gold
Gold
Gold



Photos: Duane Hart/sportingimages.com.au

Executive Director's Report

The Australian Sports Commission (ASC) Strategic Plan 1998–2001 identifies three primary objectives for the Commission which give effect to the objects of the ASC as contained in the Australian Sports Commission Act 1989. These are improving participation, achieving excellence in sport, and improving the efficiency and effectiveness of the sports delivery system throughout Australia. The ASC achieves these objectives through seven strategies in order to fulfil its mission of enriching the lives of all Australians through sport.

This report outlines ASC activities over the past year relevant to the strategies identified below.

Provide national leadership and direction to enhance the management capabilities of sports delivery agencies

The past year has seen a significant improvement in the information available about Australian sport. The ASC, along with others, has been making a financial contribution to the Australian Bureau of Statistics Population Survey Monitor as we endeavour to obtain essential lineal information which will in turn allow us to better assess programs in terms of improving efficiency and effectiveness. Through our own collections we know that there are 130 national sporting organisations (NSOs) with about 1000 state affiliates and with some 6.5 million registered members. Through the ABS we now know that there are approximately 26 000 sports clubs with annual subscriptions of \$400 million, 217 000 employees within the industry and a total household expenditure on sport of \$6 billion per year.

During 1998–99 we enhanced several existing tools for improving the efficiency and effectiveness of both the ASC itself and our clients. Annual reviews were completed for all funded NSOs. Through the Management Improvement Program, 15 NSOs were

helped with reviews of their governance and management structure and 14 with preparing or updating their strategic plans. Eight NSOs were helped with amalgamations to achieve savings where two or more organisations have administered separate disciplines or gender specific aspects within the one sport. Organisations eligible for management support were reassessed during the year. Of the 58 eligible, 38 were deemed to have maintained and 14 to have improved their standard of management. A publication to help sporting organisations with staff selection, *Getting it Right the First Time*, was released.

A *Leaders in Australian Sport* conference was held in June 1999 under the auspices of the Standing Committee on Recreation and Sport and was attended by over 320 board members and senior executives of national and state sporting organisations. The conference was found most worthwhile, meeting an important need and covering relevant and topical issues.

Under the Active Australia initiative a checklist was developed whereby sports clubs and other outlets for sport are able to self-assess their current practices against a set of criteria to gain accreditation as Active Australia Providers. The checklist includes data on key success factors such as planning, information, human resource management and client focus. Training packages, delivered through state and local government agencies (LGAs), are made available to clubs to improve their performance in areas assessed as deficient. By June 1999 there were 142 recognised Active Australia Providers, a further 560 were undertaking the accreditation process and 80 LGAs had joined the Active Australia Local Government Network.

Provide high quality national integrated support programs for athletes and sporting organisations

One of the major factors in Australia's sporting success in recent years has been the coordination of a national approach to the delivery of athlete services. During the

year the ASC worked closely with NSOs to ensure that resources were delivered to athletes wherever and whenever they were needed so that all athletes had the opportunity to maximise their potential. Over 2000 athletes in Olympic and non-Olympic sports have been able to access integrated ASC programs, delivered primarily through NSOs, for international competition, top quality coaching, sport science and sports medicine research. Specialised equipment, individual athlete support and access to the highest quality training camps have also been provided. All NSOs have participated in this approach based on the specific needs they expressed through their strategic plans.

Under the government's reform agenda the ASC is conscious of the need to keep direct program delivery to a minimum. As the largest multi-disciplinary organisation within Australian sport it is also conscious that it has the ability to lead Australian sport in developing new and innovative approaches. The ASC philosophy is therefore one of 'develop and devolve'.

During 1998–99, in conjunction with NSOs, the ASC, through the Australian Coaching Council (ACC), reviewed the operation of the National Coaching Accreditation Scheme (NCAS) with a view to making the package more flexible and providing NSOs with a range of options for its use. Almost 25 000 coaches were accredited or re-accredited during the year. This program is delivered by NSOs with the ACC's role being confined to quality control, technical advice and database management. The National Officiating Program was extended following the successful model for the NCAS, with 35 sports now participating in the program and 3500 officials achieving accreditation.

The ACC undertook its largest ever conference in November 1998 which was attended by over 800 delegates and presenters, including 80 foreign delegates. The Council was also heavily involved, with the Confederation of Australian Sport and Sport and Recreation Training Australia, in developing training packages for vocational qualifications under the national training reform agenda.

The Athlete Career and Education (ACE) program was upgraded during the year with the inclusion of an Athlete in Transition program and a Professional Sports Project. The UK Sports Institute and Scottish Sports Council both purchased the program, further evidence of its international reputation. During 1998–99, ACE services were provided to over 1000 AIS athletes and recipients of Olympic Athlete Program (OAP) assistance.

The ASC reiterated its intention to work toward a nationally integrated sports system at both the elite and participation levels. In particular, the formation of the Active Australia Alliance as a subcommittee of the ASC Board formalises the operational aspects of Active Australia as a brand for a national framework aimed at increasing community participation in sport. It also made clear that the role of this management committee was to establish and coordinate a national direction, with delivery undertaken at the state and local level. In a publication released in June 1999, *The Australian Sports Commission — Beyond 2000*, the ASC expounded its belief that state institutes and academies of sport have an important role in delivering national elite programs where this accords with a national approach based on the needs of individual sports. It proposed that steps be put in train to bring all institutes together into the one national body.

Promote ongoing improvement in international sporting performances

The year was one of outstanding results for Australian athletes in international sport. Our athletes topped the medal tally at the Commonwealth Games for a third successive Games with a record 198 medals. Details of international results for Australian athletes are listed in Appendixes 5 and 6. Notable performances from AIS or former AIS athletes included the men's and women's Champions Trophy in hockey; 5 gold medals at the World Short Course Swimming Championships; 2 gold medals at the World Track Cycling Championships; the incredible success of Stuart O'Grady in the Tour de France and Cadel Evans in the mountain bike World Cup; 2 gold medals at the World Rowing Championships; and the cricket World Cup.

The year was also notable for the emergence of exciting new talents such as Jelena Dokic (tennis) and Lauren Jackson (basketball), and for continuing outstanding results from our athletes with disabilities such as Louise Sauvage and Priya Cooper. Our search for new talent continued and 23 sports implemented the ASC's Talent Search program during 1998–99. In stage I of the program, 25 000 athletes were tested, with 250 going on to participate in NSO development programs.

A key feature of 1998–99 was a thorough review of all Olympic sports to ensure they are on track for Sydney 2000. These reviews were undertaken in consultation with the relevant NSO, the Australian Olympic Committee and the state/territory institutes through the National Elite Sports Council. As a result, and consistent with the performance based philosophy of the OAP, support now focuses more specifically on athletes and teams whose performances point to possible success in Sydney.

Funding for the Paralympic Preparation Program was also reviewed and 145 athletes identified for support in 1998–99. Funds for our Paralympic athletes increased from \$750 000 in 1997–98 to \$1.85 million in 1998–99, an increase of 147%. The OAP delivered, and will continue to deliver, support in Olympic and Paralympic sports for international competition and training camps, coaching, sport science and medicine, high performance management and technology support.

All AIS sports either achieved or are on target to achieve the outcomes identified in their annual plans. The AIS Performance Unit identified new approaches to improved video analysis techniques, improved strength and conditioning programs and individualised athlete case management. In June 1999 the AIS conducted a series of drugs in sport awareness workshops and helped 26 sports to revise their anti-doping policies as part of the government's Tough on Drugs in Sport strategy.

Encourage more people to play sport through implementation of all the sports elements of Active Australia

Active Australia is a framework for an integrated national approach to sport and organised physical activity at community level. It encompasses all of the existing sports participation programs of the Commission, such as AUSSIE SPORT and the Volunteer Involvement Program. It works both on the demand side (through public promotion of the benefits of physical activity) and on the supply side (by providing tools to sports clubs to improve service to their clients). The ASC's role is to coordinate this national approach to sports participation which involves other federal agencies (eg Department of Health and Department of Community Services), state and local governments, and NSOs and their state and local affiliates. The objective of Active Australia is to see a 10% increase in sports participation by 2004, which is estimated would lead to close to a \$600 million per year saving on the national health bill.

In its second year of operation, Active Australia gathered momentum. The Active Australia Schools project commenced and within the first three months of operation 520 schools from all states and territories were registered. Fifteen local councils were funded for pilot projects to encourage increased participation within the community, and over 1000 people in 28 sports took part in the inaugural Active Australia Games in Canberra in November 1998.

Active Australia seems set for exponential growth in 1999–2000 and is perfectly placed to capture the role model effect that will be generated by our athletes' performances at the Sydney 2000 Olympic Games. It is an excellent example of the synergy between sports participation and sports excellence, which is energised by the co-location of these government initiatives within the ASC.

A further feature of Active Australia is its emphasis on improving access to sports participation in targeted populations. During 1998–99 some of the highlights included:

- the issue of an updated national policy on women's participation, *Active Women: National Policy on Women and Girls in Sport, Recreation and Physical Activity 1999–2002*
- collaboration with the Department of Veterans' Affairs and Department of Health during the International Year of Older Persons leading to the release and widespread distribution of *Actively Ageing*
- participation of over 2500 people in the Disability Education Program courses, and
- provision of over 500 scholarships and mentoring programs for 100 junior athletes under the Indigenous Sport Program.
- \$5.302 million in revenue from commercial activities such as AIS tours, hire of facilities and commercial use of the AIS accommodation.
- Contributions from government agencies toward the Active Australia initiative included \$50 000 from the Department of Veterans' Affairs, \$50 000 from the Department of Health for the Sport Safety Program and \$500 000 from the Department of Health and Aged Care for the International Year of Older Persons project. ATSI contributed \$2 million toward the Indigenous Sport Program.
- \$1.5 million in contributions from the Department of Foreign Affairs and Trade and AusAID for the ASC's international programs, which in 1998–99 were undertaken in 45 countries on four continents.
- \$1.2 million in revenue from international sports consultancies which the ASC undertook in Brunei, India, Malaysia and Thailand.

Examine avenues to diversify and increase the sport resource base

The ASC's budget has been provided over a four-year cycle linked to the Olympics. A highlight of the year was the announcement by the government in the 1999 budget of a forward estimate of \$95.8 million (in accrual terms) for the year 2000–01. This increases the ASC's base and institutes an annual rolling approach to funding. The import of this is that Australian sport no longer has the threat of budgetary cuts at the end of each four-year cycle. The OAP was also extended to December 2000 and will terminate at that time. The Board, and particularly its Chairman, Mr Peter Bartels, worked hard to assist in securing this ongoing government funding commitment.

There is nevertheless, a need to secure additional resources if Australian sport is to continue on its remarkable progress of recent years. During 1998–99 the ASC accessed the following sources of revenue over its level of government appropriation:

- \$2.318 million in sponsorship of the ASC, AIS and individual AIS programs. The ASC is very grateful to its ongoing principal sponsors, Ansett Australia and James Hardie Industries. One of the major additions to the sponsorship family during the year was Nestlé. A full listing of our sponsors is included at Appendix 9.

Further develop our information, research and management capabilities to assist in meeting our responsibilities as national leaders in the development and support of sport

A highlight of the year was the research undertaken within the Sports Sciences Division, in conjunction with the Australian Sports Drug Testing Laboratory, which identified blood markers which could lead to a test to detect artificially administered erythropoietin (EPO). This world-leading research could help to eradicate the use of EPO for enhancing athlete performances at the Sydney 2000 Olympics. The Sport Science and Sports Medicine Centre also continued its work with the BOC Altitude House under which athletes 'sleep at altitude (artificial) and train at sea level'. Training under these conditions produced impressive performances in the sports of cycling, triathlon, swimming and rowing. Some 30 other research projects were undertaken including a study of spinal injuries of fast bowlers, mountain bike heart rate variability in racing, and measurement of leg muscle power in high jumping.

Quality sport science and medicine services were delivered to 1385 elite athletes around Australia, a decrease on the previous year as, consistent with OAP strategies, services became more focused on athletes/teams with the best prospects for Sydney 2000.

Developing the national computerised sport information system, SportNet, was a major priority in 1998–99. After an extensive trial involving 70 sporting organisations, Telstra agreed to the commercial development of SportNet in partnership with the ASC. It is expected that the system will lead to substantial cost savings and efficiency improvements in Australian sport over the coming years. This has been confirmed by a business case analysis conducted by Ernst and Young.

Continue to improve the internal effectiveness and efficiency of the Commission, increasing its responsiveness to its stakeholders' requirements

During the year the ASC established itself as a leader in compliance with the government's reform agenda. A new outputs and outcomes framework, for 1999–2000, was developed together with a model for attributing costs to defined outcomes. Next year will see the ASC's first accrual based budget implemented with complementary new reporting requirements. A new computerised Financial Management Information System was introduced to further refine our accounting practices and the ASC's *Customer Service Charter* was published outlining our responsibilities to the full range of our clients.

The ASC Enterprise Agreement continued our endeavours to make the ASC a more streamlined and less rule-bound organisation, better able to react to developments within the sports industry. During the year administration overheads as a proportion of the total budget were confined to 5.2%, well below levels of most public sector organisations. Significant productivity savings were achieved, particularly in energy management and through the development of a comprehensive facilities management strategy. Most ASC programs met their off-budget revenue targets and recent successes in occupational health and safety performances were maintained.

Conclusion

Next year the ASC will report against its new outputs and outcomes framework. We have now completed all the current requirements for the introduction of accrual accounting and it is indeed reassuring to see such progress against the agenda that the government has set. I believe that our greatest successes have been in fully utilising the OAP which is now showing dividends through Australia's outstanding sports performances around the world.

All being well, this will be reflected in the Olympic and Paralympic Games next year. I am also greatly reassured by the momentum that the Active Australia initiative is now gathering and the widespread support that it has within Australian sporting circles.

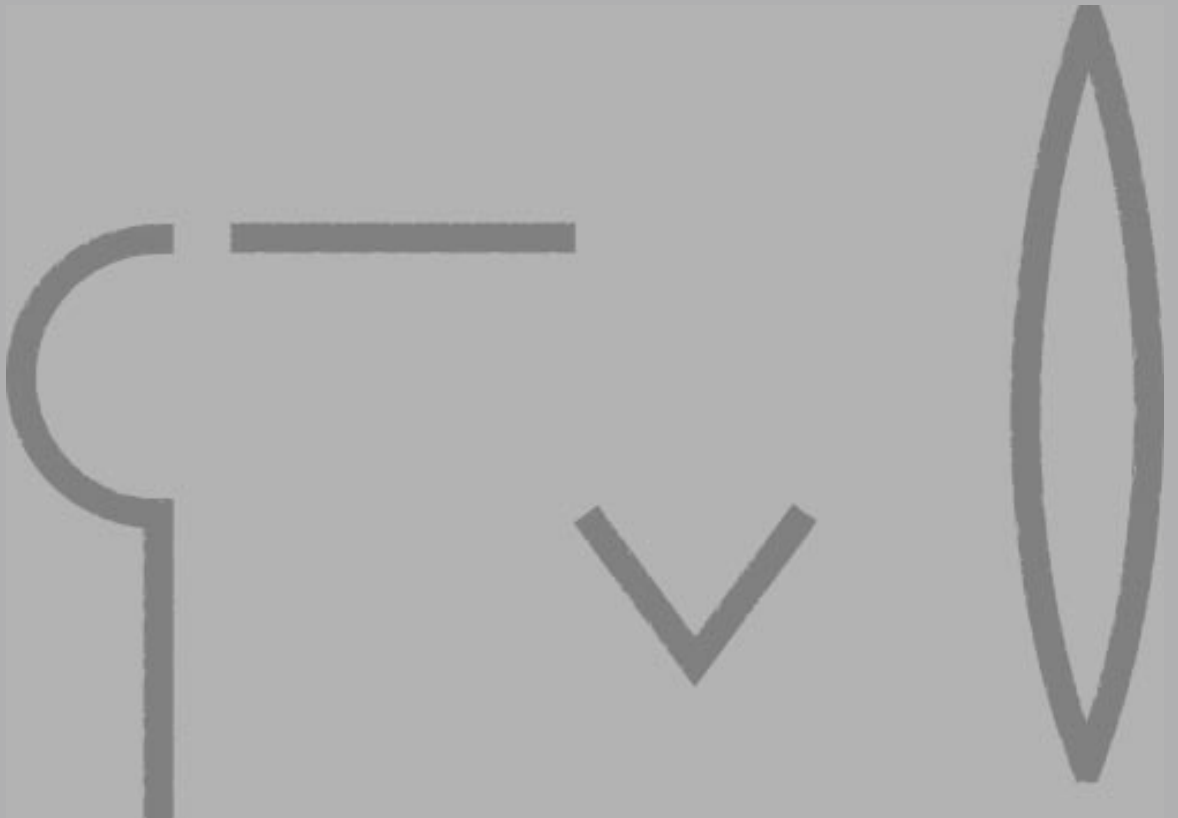
The Chairman's review has dealt extensively with the development of *The Australian Sports Commission — Beyond 2000*. I am sure this blueprint for the ASC's future will be of great value to the Task Force established by the government to consider future directions as it endeavours to capitalise on the Sydney 2000 Olympic and Paralympic Games and to build a secure future for Australian sport into the next decade.

I extend my appreciation to the staff of the ASC for their hard work, professionalism and dedication during 1998–99.



JA Ferguson
Executive Director

Overview



The Australian Sports Commission is the body of the Commonwealth government responsible for funding and developing sport. It is part of the Industry, Science and Resources portfolio and is responsible and reports to the federal Minister for Sport and Tourism. Following the federal election in October 1998, the Hon Jackie Kelly MP replaced the Hon Andrew Thomson MP as the Minister for Sport and Tourism. The senior portfolio minister is the Minister for Industry, Science and Resources, Senator the Hon Nick Minchin.

The ASC supports a wide range of programs designed to develop sporting excellence and increase participation in sports activities by all Australians. The ASC was established by and operates under the *Australian Sports Commission Act 1989*. It is governed by a Board of Commissioners appointed by the responsible minister.

The Board

The terms of appointment of Mr Peter Bartels (Chair), Mr Ian Fullagar, Ms Karin Puels, Ms Yvonne Rate and Mr Malcolm Speed are current while Mr Roy Masters was reappointed from 25 November 1998 until October 2000. Two new appointments were made during the year: Ms Margot Foster as a member until October 2000 and Mr Alan Jones as the Deputy Chair for the same period.

During 1998–99 the Board met on six occasions, mainly in Canberra but one meeting was held in Sydney in conjunction with a function for personnel from national sporting organisations (NSOs) and other national leaders in sport. In addition, in January an informal meeting was held in Melbourne when Commissioners met jointly with Board members of the ASC's New Zealand counterpart, the Hillary Commission. It is hoped to repeat this exercise every two years to encourage cooperation and an exchange of ideas between the two organisations.

The Remuneration Tribunal determines remuneration for members of the ASC Board and a review in February 1999 granted an average 5.5% increase in remuneration.

Subcommittees

An Audit Committee functioned throughout the year and a report on its activities is at page 17. A Strategic Planning Subcommittee, comprising Commissioners Bartels, Fullagar, Rate and Speed met separately on two occasions. The subcommittee focused on developing a plan for the operation of the ASC beyond 2000 and the Sydney Olympics. The subcommittee relinquished responsibility for further development of the paper to the full Board in November 1998. An Emoluments Subcommittee met on two occasions during the year to review staffing matters and remuneration. Commissioners Speed (Chair), Puels and Clark (until the completion of her term of appointment in October 1998) were members of the subcommittee and the Board Chairman attended subcommittee meetings in an ex-officio capacity. Commissioner Foster has since been appointed to fill the vacancy created when Ms Clark's term expired. A Budget Subcommittee, comprising members of the Audit Committee plus the Chairman, met in May to help prepare the ASC's draft budget. At the June 1999 meeting the Board agreed to rename the Active Australia Management Committee to the Active Australia Alliance and reposition it as a subcommittee of the Board. Commissioner Rate was appointed to Chair the subcommittee, which has met twice during the reporting period.

Members of the Board at 30 June 1999 were:

Mr Peter Bartels (Chairman) FAISM, FRS

Former Commonwealth Games cycling gold medallist, Director of the Sport Australia Hall of Fame, Vice President of the Australian Cycling Federation, Director of the Melbourne Business School and former chief executive officer and managing director of a number of leading public companies. He was Chairman of the Strategic Planning Subcommittee and attended meetings of the Budget and Emoluments subcommittees in an ex-officio capacity. He attended five of the six formal meetings of the Board during 1998–99.

Appointed to 31 October 1999

Ms Jennifer Clark

Served on the Board from December 1995 until her term of appointment expired on 31 October 1998. She was Chair of the Audit Committee and a member of the Emoluments Subcommittee. She attended both Board meetings held in 1998 prior to her completion date.

Ms Margot Foster BA, LLB

Appointed to the Board in November 1998 and attended the three meetings since that time. A lawyer with her own practice in Melbourne, she has wide-ranging experience in sports law and administration and was a former Commonwealth and Olympic medallist in rowing. She replaced Jennifer Clark on the Emoluments Subcommittee.

Appointed to 31 October 2000

Mr Ian Fullagar LLB, LLM

Partner in a Melbourne law firm. He practices exclusively in sports law and advises a large number of national and state sporting organisations. He attended all of the Board meetings during the year and served as a member of the Audit Committee and the Strategic Planning Subcommittee.

Appointed to 31 October 2000

Mr Alan Jones AM (Deputy Chairman)

BA, AEd (Qld), SDES (Oxon)

Appointed to the Board in November 1998 and attended all three meetings since that time. He has a long association with sport as a former Australian rugby coach and rugby league coach of Balmain and South Sydney. He is an acclaimed public speaker and hosts a national breakfast program. He also hosts a syndicated radio program across Australia and is a current affairs commentator.

Appointed to 31 October 2000

Mr Russell Higgins (ex-officio) BEc (Hons)

Occupies a Board position ex-officio as Secretary, Department of Industry, Science and Resources. He was either in attendance or represented by a departmental officer for all scheduled meetings during the year.

Mr Roy Masters BA, MLitt, DipEd

Journalist with a major national newspaper and a media personality. He was previously a leading rugby league coach and a schoolteacher. He was re-appointed to the Board on 25 November 1998 for a two-year period and served on the Audit Committee and Budget Subcommittee. He attended four of the scheduled six meetings of the Board.

Appointed to 31 October 2000

Ms Karin Puels LLB, BCom

Chief Executive Officer of the Adelaide Entertainment Centre and a lawyer by profession. She assumed the responsibilities of Chair of the Audit Committee in November and was a member of the Emoluments Subcommittee. She attended five of the six Board meetings.

Appointed to 31 October 2000

Ms Yvonne Rate MEd, MPhil

Head of College at St Catherine's College, University of Western Australia. She was a former Australian netball captain, is a former director of All-Australia Netball and is Chairperson of the WA Sport & Recreation Council. She attended all Board meetings during 1998–99 and was a member of the Strategic Planning Subcommittee. In May she was appointed Chairperson to the Active Australia subcommittee.

Appointed to 31 October 2000

Mr Malcolm Speed LLB

Chief Executive Officer of the Australian Cricket Board and a lawyer. He was a member of the Strategic Planning Subcommittee and Chairman of the Emoluments Subcommittee. He attended all 1998–99 Board meetings.

Appointed to 31 October 2000

Organisation Structure

The ASC's programs are structured under three primary groups:

The Australian Institute of Sport

The AIS is responsible for developing elite sport on a national basis. For the purposes of elite sports development, it integrates sport science and medical services, sports management activities and funding for elite activities as well as athlete welfare and implementation of the technical requirements for sporting success. The Group administers the Olympic Athlete Program (OAP) and the Sports Assistance Scheme (SAS), and is responsible for managing 32 AIS scholarship sports programs. A Performance Unit ensures that the AIS works closely with sports to maintain and improve the technical requirements for the performance of national teams and AIS programs. The AIS works cooperatively with the state and territory institutes/academies of sport (SIS/SAS) through a network which constitutes the National Elite Sports Council (NESC). The AIS carries out its activities principally at its Bruce campus in Canberra, but also through its units in Brisbane, the Gold Coast, Sydney, Melbourne, Mt Buller, Adelaide and Perth.

Sports Development and Policy

This Group is responsible for developing a national approach to community sporting activities under the Active Australia banner, including grassroots participation and sports programs for special interest groups. It is also responsible for developing broad policy advice for the ASC and for the government directly, for providing secretariat services to the Board and for coordinating activities with the Minister's office. The International program operates within the Group, managing projects to develop sport in neighbouring countries with funding from external sources such as AusAID and the Department of Foreign Affairs and Trade. The ASC's international visitors program complements this function. The ASC's major sports education function is undertaken through the Australian Coaching Council (ACC) which also reports to the Group Director.

Sport and Business Services

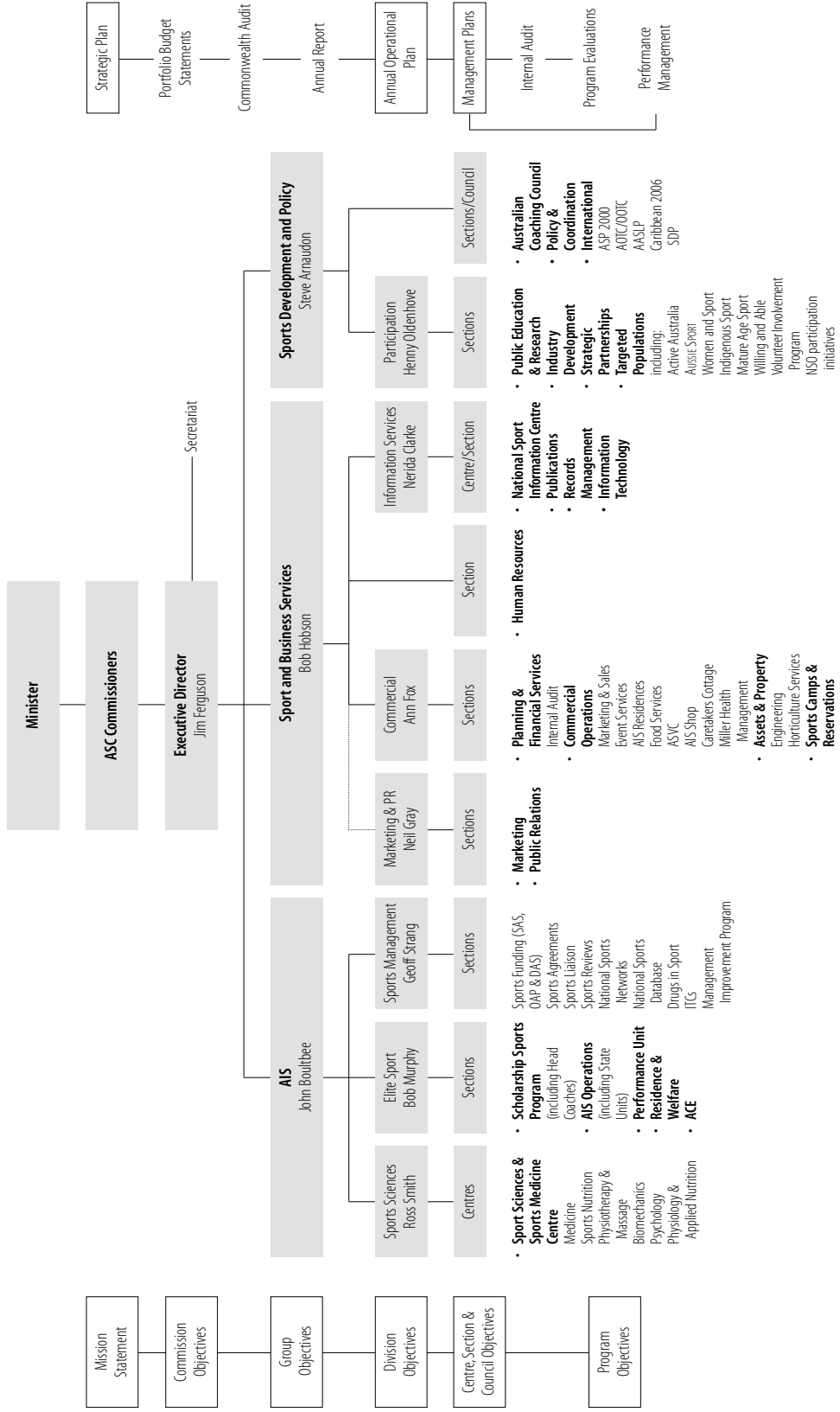
This Group is responsible for corporate integration of the ASC's complex operations as well as providing general services to sports, enhancing a national sports information network, marketing and public relations, and managing the growing commercial operations of the ASC.

The ASC has developed an organisational and evaluation design based on a hierarchy of interdependent outcomes. The overarching goal (articulated as the mission statement) is dependent on achieving the three major objectives drawn from the Australian Sports Commission Act which in turn rely on successful implementation of the seven major strategies contained within the Strategic Plan.

The organisational chart shows that the ASC's structure is aligned with a hierarchy of reporting (accountability) mechanisms which link internal processes with external legislative and parliamentary requirements. This enables the ASC to achieve best practice in its planning, management and administrative framework. Senior staff placements within the organisational structure are incorporated in the chart at Figure 1.

During the year under review, the ASC developed a new outcomes based reporting system consistent with the needs of the accrual budgeting system which was introduced for the 1999–2000 year.

FIGURE 1: ASC objectives hierarchy, organisation design, performance assessment and reporting (accountability framework)



Budget

The ASC has, since 1989–90, received funding allocations from the government on the basis of four-year programs tied to the Olympic Games cycle. The 1998–99 year was the third of a four-year cycle. The funding covers all aspects of the ASC's activities.

Overall funding includes a special allocation up to the year 2000 to assist with preparing Australian Olympic athletes for the Sydney 2000 Games. OAP funding

complements base funding for Olympic preparation. Through its sports grants program the ASC provides financial assistance to some 90 sporting organisations.

The government appropriation to the ASC for the 1998–99 financial year was \$89 284 000. In addition, the ASC generated in the order of \$16.947m in revenue from corporate sources such as sponsorship, hire of facilities and interest, as well as from external sources such as government departments and agencies and from some NSOs.

FIGURE 2: Disbursement of the budget across the ASC

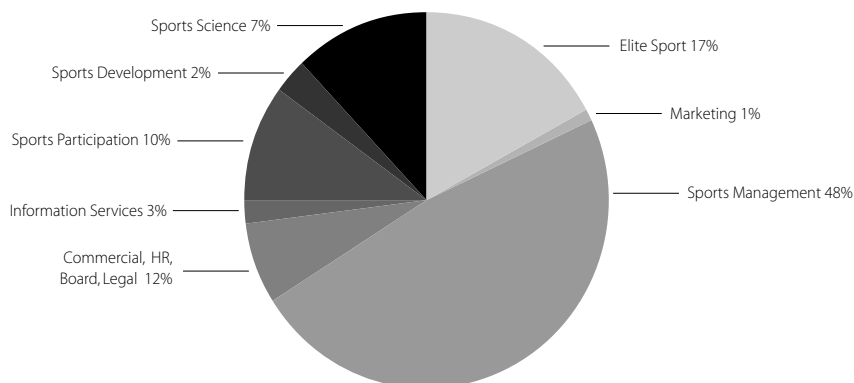
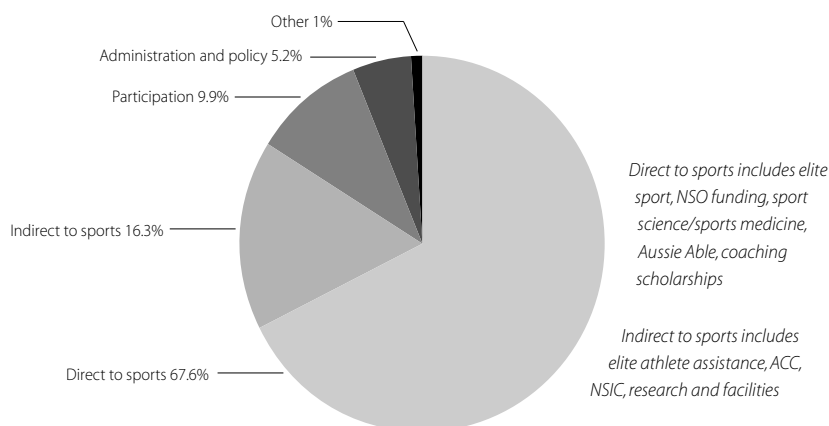


FIGURE 3: Disbursement of funds by activity



Planning and Accountability Framework

The Strategic Plan is the ASC's main planning document. The 1998–99 year has been the first full year of operation of the Strategic Plan covering the period 1998–2001. The Strategic Plan, which was implemented following approval by the Minister on 26 November 1997, outlines the ASC's three overarching objectives, performance indicators and the seven broad strategies to achieve these objectives. These objectives and strategies encapsulate and give effect to the objects contained in the Australian Sports Commission Act.

At the beginning of each financial year, an Annual Operational Plan is prepared in accordance with the ASC's legislation. The operational plan, which is consistent with the objectives and strategies identified in the Strategic Plan, sets out the programs the ASC proposes to carry out and the resources it proposes to allocate to each program during the year.

The Board, Executive and program managers develop business plans for the year setting out strategies to achieve outcomes identified in the operational plan. These documents reflect the *Portfolio Budget Statements* and complement the Annual Operational Plan.

The ASC has, over time, forged a clear link between its legislative objectives, Strategic Plan, Annual Operational Plan and its reporting documents such as the *Annual Report* and *Portfolio Budget Statements*. This alignment was strengthened during the year with the formation of an internal task force to implement the Whole of Government reform agenda. The new ASC outcomes and output framework, which was developed as part of the implementation of accrual budgeting, received ministerial approval on 9 February 1999.

The framework identifies outcome specifications and relevant effectiveness indicators, together with output specifications covering attributes of quantity, quality and timeliness. Each of the outputs relates directly to an outcome.

The framework, which comes into operation in 1999–2000, is designed to provide a consistent and complementary flow of information across the ASC's planning and reporting documents, provide links with the long-term objectives in the Strategic Plan and be consistent with the legislative objects of the ASC's Act. It has also been designed to provide transparency for ASC clients as well as enhance internal decision-making processes.

Legislative Reporting Requirements

Under section 48 of the *Australian Sports Commission Act 1989*, the ASC is required to report on the following activities with regard to the 1998–99 financial year:

- no written directions were received by the ASC from the Minister with respect to the policies to be followed in the performance of its functions and the exercise of its powers
- no variations were proposed to the Strategic or Annual Operational Plans
- there were no significant capital works programs undertaken
- no significant acquisitions or dispositions of real property occurred, and
- the functions and performance forecasts contained within the Annual Operational Plan are mirrored through its *Portfolio Budget Statements*. An assessment of the level of achievement for each forecast is addressed within the Group Performance Reports of this *Annual Report*.

Internal and External Scrutiny

The Audit Committee develops and delivers the ASC's financial management and accountability framework. It helps the ASC to fulfil its accountability responsibilities by overseeing audits conducted by the Australian National Audit Office (ANAO) and the internal auditors (PricewaterhouseCoopers), and by monitoring the adequacy of the ASC's administrative, operational and accounting controls.

There were five Audit Committee meetings in 1998–99. Members of the Audit Committee were:

| Name | Position | Meetings attended |
|----------------|-----------------------------------|-------------------|
| Jennifer Clark | Chair (until her term expired) | 3 |
| Karin Puels | Chair (from 24 November 1998) | 2 |
| Roy Masters | Member | 3 |
| Ian Fullagar | Member | 4 |

During 1998–99 the Committee considered the following reports from the ANAO:

- financial statements audit for 1997–98 (for which an unqualified appraisal was obtained)
- interim financial statement audit for 1998–99
- Performance Audit of accountability and performance information of the ASC.

The Performance Audit focused on the effectiveness of the ASC's planning framework and related performance information and reporting. The report was broadly supportive of the accountability framework and provided advice on improvements. Its nine recommendations, with which the ASC agreed, were already being addressed in the context of the ASC's implementation of the Whole of Government reforms.

With the change in chairmanship during the year, the Audit Committee reviewed and endorsed its existing terms of reference.

The Committee approved an internal audit strategy for 1998–99 to 2000–2001 with particular focus on the plan for 1998–99 and preliminary consideration for audits to be conducted during 1999–2000. During the reporting period, the Committee contributed independent views on many issues associated with the following internal audit reports:

- Review of the Trilogy Reservation Booking System
- Sports Management
- Participation Division
- ASC Travel Policy and procedures

- Commercial Operations — Venue Bookings System
- Commercial Operations — Caretakers Cottage Child Care Centre
- Review of Direct Athlete Support
- Post-implementation review of the Mainpac Asset Management System
- Post-implementation review of the Sunsystems Financial Management Information System
- Personnel operations.

The Committee also endorsed the work being undertaken by the ASC in ensuring that its financial practices and operations remain at or move to best practice in the following areas:

- ensuring that the ASC meets all its requirements in accordance with the Whole of Government reform agenda, with particular reference to the move to outcomes and outputs and accrual budgeting
- implementing the FMIS to ensure financial processing, reporting and decision making are enhanced
- updating the asset policy in relation to portable and attractive items
- implementing the Mainpac Asset Management System
- finalising the Fraud Control Plan which the Commonwealth Law Enforcement Board has approved.

Indemnities and Insurance for Officers

The ASC improved its cover against insurable risk through the government's managed insurance fund, Comcover. In keeping with government policy, the ASC has shifted from a position of self-insurance to one of comprehensive coverage across various classes of business risk.

Formal reporting requirements

The ASC has provided limited indemnity to a coach in the execution of duties required under their employment contract. No other indemnities were offered to current or former officers against any liability or relevant agreement. The full cost of directors and officers insurance cover has been met through government supplementation.

The Australian Sports Foundation

The ASF now operates independently from the ASC, although formal links through the ASC legislation remain. An independent Board of Directors was appointed and the Foundation has moved its operation to Sydney. The ASC will continue to provide substantial seed funding for three years and, as is required through legislation, the ASF's Annual Financial Statements and related Audit opinion for the 1998–99 year are reproduced in Appendix 1.

Customer Service Charter

The ASC Customer Service Charter was finalised in June 1998 and distributed to customers and staff shortly thereafter. The ASC is currently evaluating its performance under the Charter's 46 individual service standards. The ASC has received no formal complaints under the Charter during its first year of operation.

The Charter is due to be reviewed by the end of the 1999 calendar year. A working group has been established to ensure this review is completed in a timely manner and that it involves proper consultation with the ASC's customers.

Year 2000 Problem Report

The ASC engaged PricewaterhouseCoopers to conduct a Year 2000 Health Check and Risk Assessment in June 1998. The assessment identified all business critical systems which were not Year 2000 compliant.

Between July 1998 and June 1999 all ASC systems and software were tested for Year 2000 compliance. Those which were not compliant were either remediated or replaced. The Office of Government Online provided the ASC with a grant of \$134 000 in seed funding to carry out this process. The ASC is now in a position to report its satisfaction with the level of compliance of ASC owned and operated date dependent software, equipment and systems. Progress on compliance has been reported to the Office of Government Online and to the Department of Industry, Science and Resources Year 2000 Taskforce.

The ASC is reporting its Year 2000 compliance status to the public in accordance with the *Year 2000 Information Disclosure Act 1999*.

Third party suppliers of essential goods and services to the ASC have been contacted to assess their level of compliance. The responses received from suppliers are being factored into the ASC Year 2000 Contingency Plan which is due for completion in July 1999.

Freedom of Information

The ASC received three requests under the *Freedom of Information Act 1982* during 1998–99. All replies complied with the requirements of the Act.

Privacy

The Policy Unit coordinated the ASC's submission to the Privacy Commissioner for the *Personal Information Digest*, as required under the *Privacy Act 1988*. No other specific privacy issues were raised during the year.

Group Performance Reports



Australian Institute of Sport

Group objectives:

Enhanced sporting performances of Australia's elite and potential elite athletes and teams

Enhanced personal, educational and vocational development opportunities for elite athletes

Improved efficiency and effectiveness of national level sporting agencies

Director's Report

The performance of Australia's elite athletes at international level continues to improve, as demonstrated by results at the Commonwealth Games in Kuala Lumpur in 1998 and at various world championships throughout the year. This performance is largely due to the implementation of successful training, coaching and support structures. Assistance provided through the OAP, introduced five years ago to encourage improved performances at Sydney 2000, has been instrumental in achieving these levels of success.

Sporting highlights for AIS programs are contained in this report and in Appendix 4, while Australian athlete performances at the Commonwealth Games have been highlighted earlier. Appendixes 5 and 6 provide details of international successes for Australian athletes and a summary of performances of summer Olympic sports for 1998–99 respectively.

A major breakthrough in the fight against drug-assisted performances was achieved through research undertaken by the Sports Sciences Division which has identified blood markers which could lead to a test to detect artificial use of erythropoietin (EPO). The research has the potential to lead to a satisfactory testing regime, which would be a world first and a major deterrent to drug cheating.

This report addresses the five functions identified within the Annual Operational Plan for the AIS to achieve its objectives in 1998–99. The performance outcomes addressed later in this chapter are specific to the forecasts contained in the *Portfolio Budget Statements* for the AIS.

Sporting performances of Australia's elite and potential elite athletes and teams were enhanced through:

Developing and implementing programs to recognise and develop persons who excel, or who have the potential to excel, in sport

A major focus in 1998–99 was the review of all Olympic sports. The review provided the opportunity for a mid-term appraisal of Olympic sports programs between Atlanta and Sydney. The Australian Olympic Committee (AOC), the National Elite Sports Council and NSOs contributed to the review.

An important outcome of the review was to change the focus of support from a generic sport basis to specific support for athletes and teams whose performances point to potential success in Sydney. This is consistent with the performance-based philosophy of the OAP. With all of the major review activity completed, the emphasis moves to continuous monitoring of high performance programs to ensure they deliver the best possible Olympic preparation for the Australian team.

Also as part of the review, Australian athlete/team performances were monitored at key events to determine the rate of improvement since Atlanta and the likelihood of each sport achieving agreed performance targets in 2000. The programs were also analysed to see if any enhancements or adjustments were needed to improve performance levels.

A report on the progress of the OAP is included in the performance outcomes.

Within the Elite Sport Division, the Performance Unit provided integrated planning assistance to AIS and national programs. It facilitated athlete and team debriefings after major international events and held workshops to improve aspects of Australia's approach to elite athlete development. Workshops conducted during 1998–99 focused on strength and conditioning, athlete monitoring and on issues specific to team, combat and cyclical sports.

Undertaking research and development in relation to sport science and sport medicine

The AIS has continued to undertake applied research across a broad range of sports issues. During the year, a total of 20 applied research projects were completed and another 12 commenced. One of the more notable of those completed was the delineation of a test to detect artificial EPO. This research was conducted in consultation with the Australian Sports Drug Testing Laboratory.

Another project of particular interest was the development and commissioning of the BOC Altitude House, through which athletes 'train low and live high', to investigate the effect of altitude on performance at sea level. Use of the Altitude House was extended to athletes in cycling, triathlon, swimming and rowing, and has been successful in preparing athletes for overseas competitions.

The remainder of the research projects are listed under the performance outcomes.

Providing sports medicine services and sport science services to persons participating in programs of the ASC

Sports Science and Sports Medicine (SS&SM) services were provided to elite athletes around Australia through the AIS and through federal funding provided to the national network of state and territory institutes and academies of sport (SIS/SAS). Services are provided to levels agreed by the NSO and in locations convenient to the athlete or as determined by their sport. The AIS Canberra campus provides services for resident AIS sports as well as national teams through national training camps, and offers the convenience of centralised services in all disciplines. The number of athletes serviced through the SS&SM Centre fell slightly compared to the previous year as a result of the decision taken following the OAP review to refocus resources on a narrower group of athletes most likely to succeed at the Sydney Olympics.

In 1990 the ASC initiated a national Laboratory Standards Assistance Scheme (LSAS) to standardise and improve the procedures used to test athletes. During the year, the Exercise Physiology Laboratory, Southern Cross University (in Lismore) became the first university laboratory in Australia to be accredited under the LSAS. Additionally, the *Test Methods Manual*, a publication from the LSAS, was accepted for worldwide publication by a leading scientific publisher, Human Kinetics. Limited copies of the manual were distributed to the SIS/SAS laboratories.

Enhanced personal, educational and vocational development opportunities for elite athletes were achieved through:

Coordinating activities in Australia to develop sport; and developing and implementing programs to recognise and develop persons who excel, or who have the potential to excel in sport

In general, activity has increased in all areas of the Athlete Career and Education (ACE) program. A coordinated Athlete in Transition program has been established through which the AIS provides ongoing support as necessary to enable athletes to make an appropriate transition after their scholarships into general life. It involves ACE, sport psychology and sports medicine staff, coaches and house parents.

For the first time, the ACE program convened a stream in the Sportscoach '98 conference. With a focus on reaching coaches and administrators from all sports, this conference provided an excellent platform to launch the ACE program through the wider sporting context at both amateur and professional levels.

The expansion of the program to include the ACE Professional Sports Project has gained momentum after pilot projects were completed with all major professional codes this year. One sport has already signed an initial contract with the national ACE program to provide services for its athletes, while negotiations are continuing with two other major professional sports.

The program continues to gain recognition internationally with its sale to the Scottish Sports Council and the United Kingdom Sports Institute during the year. National ACE staff have been involved in helping these two organisations develop and implement the program.

The efficiency and effectiveness of national level sporting agencies was improved through:

Coordinating activities in Australia to develop sport; and developing and implementing programs to recognise and develop persons who excel, or who have the potential to excel in sport

Consistent with the federal government's new approach on reporting against outcomes and outputs, the Sports Management Division reviewed and modified annual reporting requirements of NSOs. This approach places greater emphasis on performance by examining achievements against key result areas identified in strategic plans.

In keeping with the ASC philosophy of continuous improvement, representatives from the Sports Management Division and state and territory departments of sport and recreation met on three occasions to share information and develop a consistent approach to delivering management improvement to NSOs. Additionally, the Sports Management Advisory Group, which comprises national executive directors from seven NSOs, met twice and continues to provide expert industry advice on the development of ASC services to NSOs. In cooperation with states and territories, a research proposal has been developed to benchmark best practice for the governance and structure of national and state sporting organisations.

A *Leaders in Australian Sport* conference was held in June 1999 under the auspices of the Standing Committee on Recreation and Sport (SCORS). The conference was attended by over 320 board members and senior executives of national and state sporting organisations, of which 150 were representing NSOs. The ASC was represented on the conference organising committee.

All divisions of the AIS consulting and cooperating with appropriate authorities of the Commonwealth, state and territories, and with other persons, associations and organisations, on matters related to the activities of the ASC

In early 1998 the ASC developed a model anti-doping policy to help NSOs revise their anti-doping policies. At the same time the AOC developed an anti-doping policy template for its member organisations. Following lengthy negotiation, the ASC and AOC agreed on a unified approach in accordance with which the ASC will approve the anti-doping policies of individual sports. These policies must provide a sanction of two years, then life for the use of the more serious performance-enhancing drugs. The single template helps NSOs by removing duplicate and confusing requirements relating to drug policies.

An amendment this year to the ASC's enabling legislation was introduced which will enable it to receive and act on information from the Australian Customs Service about the importation or attempted importation into Australia of performance-enhancing drugs. This is consistent with the ASC's intention to provide a drug-free environment for Australian athletes and to take all possible action to ensure that visiting athletes to the Sydney 2000 Olympics are not using illegal drugs to enhance their performance.

During the year, the AIS strengthened its alliances with state and territory institutes and academies through its association with the NESAC.

Sports performance highlights

AIS athletes again had a very successful year. Some of the most outstanding results are documented.

- The Australian men's archery team, all AIS scholarship holders, won the 1999 World Indoor Archery Championships in Cuba as well as the 1998 European Grand Prix in the Czech Republic. At the 1998 Sydney Cup international the AIS men's team won the gold and the AIS women's team the bronze medal. AIS archer Matt Gray defeated the world number 1 ranked archer to win the individual competition.
- Australia won both the men's and women's 1999 Champions Trophy in hockey. All members of the women's team were AIS scholarship holders, while of the 18 men there were 11 on scholarship and six were former scholarship athletes.
- AIS swimmers won 3 individual gold medals, 5 silver and 1 bronze at the 1999 World Short Course Swimming Championships. They also contributed to 2 gold, 1 silver and 2 bronze medals in relays, including the 4 x 100m medley relay for men won in world record time. Matt Dunn was named Swimmer of the Meet, winning the 200m and 400m individual medleys as well as a silver medal in the 100m individual medley. Phil Rogers won the 200m breaststroke.
- In 1999 AIS tennis player Jelena Dokic, still a junior, teamed with former AIS scholarship holder Mark Philippoussis to win the Hopman Cup international tournament for mixed teams. She also reached the Wimbledon women's singles quarter-finals and the third round of the 1999 Australian Open singles. As Australia's number 1 player (women), she won both her singles matches in the 1998 Fed Cup tie against Argentina. She was a semi-finalist in the 1998 Wimbledon junior singles.
- Australia won 2 gold, 2 silver and 1 bronze medal at the 1998 World Track Cycling Championships.
- AIS cyclist Stuart O'Grady was the 1998 Tour de France race leader for three days, won one stage and was third in two stages. He finished second overall in the tour points competition. Stuart won the Tour of the United Kingdom general classification, as well as the sprint and points competitions and two stages.

- AIS mountain bike rider Cadel Evans became the youngest-ever winner when he won the senior 1998 World Cup. He won three events and also recorded a second and third placing. He was ranked world number 1 at the end of 1998. Cadel also finished fourth in the Under 23 world championships.
- At the 1998 World Rowing Championships, crews which included AIS scholarship holders won 2 gold and 1 bronze medal. AIS athlete Brett Hayman coxed two world champion crews.
- Australia won the silver medal at the ISF Ninth World Softball Championships in Japan in July 1998. All members of the team were AIS scholarship holders.
- The AIS team won the Women's National Basketball League (WNBL) championship in 1998–99 for the first time. Scholarship holders Lauren Jackson, Penny Taylor, Kristen Veal and Suzy Batkovic played in the Australian Opals senior team.
- Lauren Jackson was named the WNBL Most Valuable Player and also won three other league awards. She was named in the league's All Star Top Five as were former AIS athletes Kristi Harrower, Gina Stevens and Shelley Sandie. AIS senior women's coach Phil Brown was named WNBL Coach of the Year.
- AIS squash player Michelle Martin won 11 of the 14 tournaments she contested and at the end of 1998 had regained the world number 1 ranking. She was a member of the Australian women's team which won the World Teams Championships for the fourth consecutive time. The team members were all current or former scholarship holders.
- Wheelchair track and road athlete Louise Sauvage won both the 5000m wheelchair track event at the 1998 IPC World Track and Field Championships and also won the 1999 Boston Marathon.
- All Athletes with Disabilities track and field athletes were selected in the Australian team for the 1998 IPC World Track and Field Championships. They made up 26% of the team and won 40% of the medals, and six achieved world records or world-best performances.
- Swimmer Priya Cooper won 3 gold and 2 silver medals, and set two world records at the 1998 IPC World Swimming Championships.
- Other scholarship holders in the Athletes with Disabilities program who won gold medals in their respective world championships were Anthony Clarke, who won a gold medal in judo and Kingsley Bugarin, 2 gold medals in swimming, at the World Championships for the blind. Kieran Modra won a gold medal in cycling.
- The AIS men's soccer team successfully defended its National Youth League title in 1999, defeating Adelaide City 8–1 in the final.
- AIS /AFL Academy scholarship holder Des Headland was the number 1 selection in the 1998 AFL player draft. Of the fifteen 17-year-olds drafted, eight were Academy scholarship holders.
- AIS gymnast Andrei Kravtsov won 2 gold medals, including the all-around competition, and 3 silver medals at the 1998 Senior Pacific Alliance competition.

These results, together with outstanding Australian performances at the Commonwealth Games and other major international competitions during the year clearly illustrate that the programs and services provided to elite athletes through the AIS are producing enhanced sporting performances.

The personal, educational and vocational development of AIS elite athletes continues to be a major priority to ensure they can live fulfilling and successful lives when their sporting aspirations have been achieved. New initiatives to this end have been introduced this year. NSOs are now better prepared to face the challenge of the post-2000 environment as a result of the advice and assistance provided to improve their efficiency and effectiveness. Elite sport in Australia is in good shape, with more effective sporting organisations and, as a result, sound performances which place us well for the coming Sydney Olympics.

John Boulton
 Director
 Australian Institute of Sport

Performance Outcomes

The Group's objectives were achieved through the following outcomes, prepared in accord with the Performance Forecasts outlined in the *Portfolio Budget Statements*.

Improve sporting performances of Australia's elite and potential elite athletes and teams particularly in the AIS scholarship programs

- All AIS sports either achieved or are on target to achieve the outcomes identified in their annual plans.
- Australian athletes and teams continued to rank highly in international competitions during 1998–99.
- All AIS scholarship programs have: clearly defined training and competition programs; comprehensive leading edge sport science and medicine programs; adherence to pastoral, welfare, education and vocational aspects of athlete's lives; and a system of tracking improvements in athlete performances. These aspects are monitored through coach appraisal processes and bi-annual reporting linked to AIS subcommittee meetings involving the respective NSO.
- In addition, each program has specific performance indicators based on expected athlete performances at national and international level. Notable individual AIS athlete performances are highlighted in the AIS Director's report. Appendix 4 provides a summary of each program's performances and shows that 1998–99 was a very successful year for AIS scholarship programs which underpin Australia's international sporting achievements.
- The Performance Unit used expert consultants in video analysis techniques, strength and conditioning, and planning and preparation with Australia's national coaches to prepare for the 2000 Olympics.
- The Performance Unit developed and helped sports to implement an individualised athlete case management approach in diving, judo and taekwondo.

In June 1999 the AIS conducted drugs in sport awareness workshops in Canberra, Sydney and Melbourne as part of the federal government's Tough on Drugs in Sport strategy.

- The AIS helped NSOs to review their anti-doping policies and approved 26 revised policies in 1998–99.
- The AIS is helping the Australian Paralympic Committee to develop a new anti-doping policy that will be the basis for the anti-doping policies of several NSOs for the disabled.

Provide more personal, educational and vocational development opportunities for elite athletes through the Athlete Career and Education national network

- In 1998–99, ACE provided services from induction through to exit transition for more than 1000 OAP and AIS athletes throughout Australia.
- Thirty-nine athletes in 18 sports received needs-based DAS.
- The Australian Rugby Union signed an initial contract with the national ACE program to provide services under the ACE Professional Sports Project. Negotiations continued with Australian Soccer and the Australian Cricket Board.
- The Elite Sport Division coordinated a formal drug education program, which was delivered by ASDA staff and AIS medical practitioners to 1999 scholarship athletes in all AIS sports, as well as a major seminar on the issue of social drugs.
- Preliminary work has been completed to enable establishment of an association of former AIS scholarship holders to ensure they continue to benefit from their time at the Institute.

Continue funding and assistance under the Sports Assistance Scheme (SAS) over the next two years to achieve sound performances by NSOs in the key result areas outlined in their strategic plans

- Organisations eligible for management support were reassessed against funding guidelines to determine the level of AIS support to be provided in 1998–99 and 1999–2000.

- Of the 58 organisations eligible for management support, 38 were deemed to have maintained and 14 to have improved their standard of management, while six were considered to have declined in management performance.
- Ninety-two NSOs received financial assistance in 1998–99 under the SAS and OAP.
- Under the DAS program, 974 athletes received financial assistance ranging from \$1500 to \$12 000.

Refine performance-based funding under the Olympic Athlete Program following a further review of the high performance programs of summer Olympic sports conducted during 1998. The aim of this review is to target OAP funding to those athletes/teams which have the best prospects for success at the Sydney 2000 Olympics

- At the completion of the review in November 1998, Olympic NSOs were advised of their funding allocations for the period 1 January 1999 to 30 June 2000.
- The OAP continued to deliver financial support to summer Olympic and Paralympic sports for
 - international competition and training camps
 - quality coaching
 - athlete support services, including sport science/sports medicine, research, education and career planning and DAS
 - high performance management, and
 - technology support.

OAP funding for 1998–99 totalled \$26 883 201 and was allocated as follows:

| | |
|---------------------------------------|-------------|
| Elite coaching | \$2 666 935 |
| International competition | \$6 685 773 |
| National training camps | \$1 559 799 |
| Intensive training centres | \$2 142 620 |
| Sport science/sports medicine support | \$2 469 577 |
| Direct athlete support | \$1 417 732 |

| | |
|--|-------------|
| High performance management | \$1 694 732 |
| Equipment | \$347 500 |
| Athlete development including AIS scholarship program support and national program coaches | \$2 932 507 |
| Other OAP support activities, including education and career planning, sports research, and information services | \$3 266 026 |
| Paralympic team preparation | \$1 700 000 |

- Results in 1998–99 maintained Australia's outstanding record across a broad range of summer Olympic sports (see Appendix 6).
- Funding for the Paralympic Preparation Program was reviewed and a funding level of \$1.85 million established for 1998–99 and 1999–2000. In 1998–99, 145 athletes were identified for support.

Improve the quality and accessibility of services in the sport sciences to elite athletes around Australia delivered through the national network of state and territory institutes and academies of sport

- In 1998–99, 1385 elite athletes around Australia received quality services in the sport sciences. This represents a decline on 1997–98 due to the refocus following the OAP review.
- Basic and specialised services to athletes and coaches, including competition support, have increased — highlighted by a 24% increase in physiotherapy services, 21% in massage services, and 32% and 50% increases in competition support from physiology and sports medicine respectively.
- A series of workshops for coaches and scientists was conducted on body image and weight control, monitoring athletes overseas, and strength and conditioning.

Improve applied research and technological development and its application to achieve elite performances

- All research projects undertaken in 1998–99 were designed to improve elite athlete performances.
 - Use of the BOC Altitude House at the AIS was extended with a 40% increase in the bed nights for athletes in the sports of cycling, triathlon, swimming and rowing.
 - Blood markers were identified which could be instrumental in developing a test to detect artificial EPO.
 - Telemetry technology in Biomechanics was developed to provide immediate feedback on performance to athletes and coaches in rowing and canoeing.
 - The following projects were completed in 1998–99:
 - investigation of the nutritional status of elite equine athletes
 - development of a portable force platform for shooting
 - development of a system to record timing, pattern and fall of shot (shooting)
 - measurement of leg muscle power in high jumping
 - assessment of the physiological responses to stage racing in the Commonwealth Bank Cycle Classic
 - assessment of the psychological effects of rule change in slalom canoeing
 - assessment of heart rate variability during mountain bike racing
 - development of specific strength assessment protocols for Olympic kayaking
 - modifications to the BOC Altitude House
 - measurement of the effects of simulated altitude on muscle buffering and performance
 - measurement of the effects of intermittent altitude exposure on rowing performance
 - measurement of the effects of sleeping at altitude on ergometer performance of elite kayakers
 - assessment of the effect of pulsed exposure to simulated altitude in runners
 - identification and measurement of precursors of spinal injuries in junior fast bowlers (cricket)
 - development of acceleration sensors for rowing
 - development of a new paddle for kayaking
 - development of an electronic training net for water polo
 - assessment of the effects of sleeping at altitude on women's cycling performance.
- Projects that were commenced during 1998–99 included:
 - measurement of blood (including EPO) in Cycle Tour Down Under
 - development of a prototype altitude tent
 - assessment of the effects of creatine loading on the performance of female soccer players
 - development of a biomechanics feedback system for rowers
 - investigation of acute phase response to injury with court and team sports
 - measurement of the effects of 'regular' simulated altitude exposure on swimming performance
 - development of rowing telemetry systems
 - determination of optimal cycle training routines
 - evaluation of sailing performance
 - assessment of seasonal training responses in rowers
 - assessment of the effects of altitude training for kayakers.

Increase the numbers of talented individuals identified through a national talent identification program implemented in collaboration with state and territory institutes and academies of sport, education departments and national sporting organisations

- Twenty-three sports implemented Talent Search in 1998–99.
- There was a 95% increase in the national championships won by athletes (82 compared with 42 in 1997–98) identified through the national Talent Search program. Sixteen of these athletes (compared with 21 in 1997–98) went on to represent Australia at junior world championships.
- Thirty-seven Talent Search athletes were selected to represent Australia at world championships compared to 22 in 1997–98.
- In stage I of Talent Search, 25 000 athletes were tested, with 250 going on to participate in NSO development programs.
- Two applied research projects were completed to develop talent identification parameters for team sports and hockey goalkeepers.
- Across Australia, 274 athletes were involved in Talent Search research on team sports.

Improve the capacity and capability of the national sports delivery system to produce quality sports programs through: a management improvement program for NSOs, provision of support and assistance for strategic planning and structural change, and programs to improve skill and educational levels especially in the areas of management and administration

- Annual reviews were completed or were close to completion for all funded NSOs.
- The Sports Management Division is progressively reviewing the existing strategic plans of NSOs and, where required, working with them to ensure they are effective management tools for their organisation.

- The AIS through the Sports Management Division provided assistance to NSOs in addressing management improvement issues. Fifteen NSOs were helped with reviews of their governance and management structure, 14 with preparing or updating strategic plans. Eight were helped with implementing a process to amalgamate two or more NSOs into a single entity responsible for the overall management and development of their sport.
- A publication on the selection of new staff, *Getting It Right the First Time*, was released.
- Sixty executive directors of NSOs attended the ASC's National Executive Directors Workshop in November 1998. The workshop addressed a range of subjects covering governance, marketing, legal issues and information technology.
- Preparations commenced, in consultation with the Australian Institute of Company Directors, to conduct a series of workshops for directors of NSOs to improve their awareness of governance issues.
- Preparations are well advanced on publications addressing good governance and management of sporting organisations and on guidelines for organising and staging international and major sporting events in Australia. These publications will be released in 1999–2000.
- Funding for the Paralympic Preparation Program was reviewed and a funding level of \$1.85 million established for 1998–99 and 1999–2000. In 1998–99, 145 athletes were identified for support.

Continue active alliances with federal and state governments, industry groups and the private sector to maximise commercial and other opportunities in the areas of technology, facilities development and sponsorships

- The AOC, the NESC and NSOs contributed to the review of Olympic sports conducted through the OAP in 1998–99.
- The alliance with Telstra to develop SportNet as a commercial product to enhance the administration of sporting organisations is documented in the Sport and Business Services Report.
- Sponsorship alliances are detailed in Appendix 9.

Sports Development and Policy

Group objectives:

To provide leadership and support which enables all Australians to participate in quality sporting experiences

To provide the Board and the Minister with advice on policy options for the future development of Australian sport

To foster cooperation in sport between Australia and other countries

Director's Report

The activities of the Policy and Coordination and International sections continued to expand due to a combination of the increased workload of the International Section as the Sydney Olympics approaches and the increasing importance of the Policy and Coordination Section in servicing the Board and Minister and in preparing the ASC's approach to the future of sport beyond 2000. The ACC continued to take the lead in coach and official education and training, and the Participation Division expanded its activities under the flagship Active Australia.

The Group provided leadership and support to encourage quality sporting experiences through:

Coordinating activities in Australia for the development of sport

The ASC coordinates Active Australia, a national approach to sport and physical activity at community level. Active Australia is a brand under which individual programs (such as AUSSIE SPORT, Willing and Able, club development and the Volunteer Involvement Program) deliver specific outcomes. It provides a synergy between these programs, promoting them nationally as an integrated whole while also creating an enhanced program by integrating funding and activities from the health portfolio, local government and the states. Active Australia works on the demand side (by encouraging the desire to be active) and on the supply side (by working with the industry to provide the means to fulfil that desire).

Active Australia is in its second year of operation. It is an umbrella marketing concept which links a branding strategy to a network of partnerships between governments, schools and peak sporting entities. Through its stakeholders, Active Australia is encouraging more Australians to be involved in quality

This report addresses the seven functions identified within the Annual Operational Plan to achieve the Sports Development and Policy Group's objectives in 1998-99.

The performance outcomes addressed later in this chapter are specific to the forecasts contained in the *Portfolio Budget Statements* for the Group.

physical activities, providing the base to the sports pyramid and with a flow on in terms of social and health benefits. The ASC has become the lynchpin in this developing strategy.

Active Australia includes a process whereby sport and physical activity providers assess their practices against a set of criteria in order to gain accreditation as an Active Australia Provider. Accreditation entitles them to use the Active Australia logo. During the year an independent research agency, Simpson Norris International, completed an evaluation of the Active Australia Provider model; the evaluation indicated a high level of satisfaction by those organisations going through the accreditation process.

The inaugural Active Australia Awards, recognising best practice by agencies, clubs, organisations, local governments and schools, were presented at Parliament House, Canberra, on 3 December. The Minister for Sport, the Hon Jackie Kelly, presented the awards. There were 141 submissions for awards across eight categories.

Active Australia embraces all the programs of the Participation Division with particular emphasis on targeting special populations. Significant projects were:

- a Harassment-free Sport Strategy was issued to protect all athletes, particularly females; the strategy was supported by awareness raising seminars and skills training courses
- special emphasis was given to participation by mature Australians in the International Year of Older Persons through joint projects with the Department of Veterans' Affairs and the Department of Health and Aged Care
- the National Junior Sports Policy was independently reviewed after five years of operation; the results reinforced the approach being taken by Active Australia in relation to young people participating in physical activities.

The Active Australia Disability Education Program, which incorporates Willing and Able and Coaching Athletes with Disabilities, was implemented in all states and territories. The ACC's Coaching Athletes with Disabilities Program helped conduct Vista Downunder '98 — International Conference on Athletes with Disabilities. Over 90 delegates from 19 countries attended the conference.

The Indigenous Sport Program (ISP) was further developed. The ISP is a combination of Aboriginal and Torres Strait Islander Commission (ATSIC) and ASC funded initiatives with two areas of focus, namely community sport development and athlete development. The foundation stone of community sport development initiatives is a national network of 35 Indigenous sport and recreation officers who focus on facilitation to ensure community ownership and empowerment in Indigenous sports activities.

A number of high profile Indigenous sportspeople supported the ISP during the year including Sharon Finnan, Evonne Cawley, Kyle Vander-Kuyp, Patrick Johnson, Cathy Freeman and Brendan Williams, who all joined Minister Kelly on a keynote panel at the National ISP conference held in Canberra in December. Charles Perkins, Tony Mundine, Evonne Cawley, Gary Ella and ATSIC Commissioner for Sport, Jim Wright, attended the Uluru Active Australia – Respect Yourself and Your Culture sport mentor camp.

In the athlete development area three scholarship programs help with access to competitions, skill development or participation opportunities at all levels of sport:

- The Olympic Training Centre for Aborigines and Torres Strait Islanders assists elite athletes with potential to represent Australia at the Olympics. During the year, 21 Indigenous athletes and one coach received new scholarships and five others were awarded supplementary grants.
- Indigenous Sport Scholarships (ISS) assist at the sub-elite level to link Indigenous sportspeople with mainstream sport development systems. Approximately 100 athletes and coaches were awarded an ISS.

- Regional Sport Scholarships (RSS) help Indigenous athletes continuing from regional to state level sport. Approximately 500 RSS have been allocated around Australia.

Developing and implementing programs to recognise and develop sports coaches, umpires, referees or officials essential to the conduct of sport

In conjunction with the Confederation of Australian Sport (CAS) and Sport and Recreation Training Australia (SRTA), the ACC completed its work on the Sports Industry Training Package. National vocational qualifications at certificates III and IV and diploma level were developed in coaching and officiating across 15 sports. A curriculum to support the certificate level courses was also developed in partnership with CAS and the Outdoor Recreation Council of Australia. During the year, four nationally accredited assessor training programs were conducted for assessors in the sport sector of the industry.

In response to requests for greater flexibility in the coach accreditation process, the National Coaching Accreditation Scheme (NCAS) was reviewed in consultation with NSOs. Three models of operation are now available to NSOs involved in the scheme. Individualised service agreements are being developed for each sport, with eight agreements put in place during the year.

The National Coaching Scholarship Program was operational again with 15 participants. The ACC held its most successful conference to date when Sports Coach '98, held in Melbourne in November, attracted 743 delegates and 124 presenters. A media campaign, Thanks Coach, which is designed to increase community awareness of coaches and coach education, was successfully launched in the ACT. It is intended to extend this campaign nationally.

The National Officiating Program was extended by continued development of a national framework for accrediting sports officials and implementing state officiating programs. Sports Official '98 was held in conjunction with Sports Coach '98, with 102 officiating delegates attending.

Initiating, encouraging and facilitating research and development in relation to sport

An independent consultant was commissioned to review existing reports and studies into the economic, health and social benefits of sport and physical activity, and to prepare a paper highlighting the benefits of sport to Australia. The findings of this review were included in material submitted by the ASC to the Sport 2000 Task Force examining Australian sport post 2000, as well as other strategic planning forums.

The ASC also funded a range of sport and physical activity questions in the Population Survey Monitor (PSM), a user-funded household survey conducted by the Australian Bureau of Statistics. The ABS interviews about 12,000 people aged 18 years and over, each year, and the PSM provides excellent insight into the participation of Australians in a wide variety of sports. This is beginning to provide trend data and other valuable information which will help the industry to identify, understand and cater for its market.

The International Section is also making a unique contribution in measuring the community benefits of sports development assistance and assessing their relevance against the international criteria used for Official Development Assistance. Often anecdotal evidence has been used in building a case for sports programs from the various international and national development assistance agencies, but little scientific research has been undertaken to measure the community impact of programs. With the help of AusAID, the ASC has commissioned the development and trial of a research tool to measure the impact of programs at individual, family and community level. The Rand Afrikaans University in South Africa is presently testing and modifying the tool for use, initially, in the African sports development projects being undertaken by the ASC.

The Policy and Coordination Section provided the Board and the Minister with advice on policy options for the future development of Australian sport by:

Advising the Minister in relation to the development of sport

The Section has provided the Minister and the Board with advice on a wide range of issues affecting sport over the past year. Basic information on the proposed goods and services tax was prepared for Ministerial approval and for dispatch to NSOs. The ASC made detailed submissions to the Australian Taxation Office in a bid to retain the current non-taxable status of payments made to athletes through the ASC's DAS program and the AOC's Medal Incentive Scheme. The Policy Unit coordinated a major internal review, on behalf of the Board, of possible approaches to sports development and the ASC's role in the post-2000 environment. The Chairman passed this review to the Minister in June. The review was published as *The Australian Sports Commission — Beyond 2000*.

The ASC has supported the government in the national audit of facilities being undertaken under the auspices of the Sport and Recreation Ministers' Council (SRMC). Advice has been provided to the Minister in relation to specific requests for assistance to provide community, regional and national standard sports facilities, and implementation of the government's policy on this issue. The ASC managed the establishment of an Internet site providing information on sports facilities issues.

The Policy and Coordination Section manages the flow and quality of correspondence, question time and other briefing submissions prepared by the ASC for the Minister. In 1998–99 there were 793 replies to ministerial correspondence (compared to 476 in 1997–98), 221 briefing submissions (212 last year) and 137 question time briefs.

Consulting and cooperating with appropriate authorities of the Commonwealth, state and territories, and with other persons, associations and organisations on matters related to the activities of the ASC

The Policy and Coordination Section prepared papers and briefings for SCORS Committee meetings. Material was also prepared for the Minister's participation in the SRMC. The Section was represented on several working groups of these bodies, including in the areas of sports facilities, child protection, junior boxing and combat sport.

Arising from the SRMC meeting in November 1998, the ASC chaired a Working Group charged with examining existing relevant legislation and the overall regulation of boxing and other combat sports in Australia. The Working Group is developing national principles and codes of conduct to help manage and control these sports. The Group's final report will be presented to SRMC in late 1999.

In consultation with a number of NSOs, government agencies and state/territory government agencies, the ASC has been leading the development of child protection guidelines for sporting organisations. The guidelines will complement and extend the Harassment-free Sport guidelines and material previously published. The Policy and Coordination Section is in the final drafting stages of the guidelines, which will be issued in 1999–2000.

The Section has also liaised closely with the Department of Immigration and Multicultural Affairs on proposed changes to the administration of sports visas.

Providing advice on matters related to sport to the AOC or other persons, bodies or associations

The ASC provided advice to the AOC on the possible operation of IOC funded, pre-Sydney Olympic Games athlete and coach scholarships for overseas athletes at the AIS and state institutes. It also helped the AOC arrange pre-Olympic training and acclimatisation for African athletes in Adelaide under the African Olympic Training Centre (AOTC) program.

The International Section assisted the Melbourne 2006 Commonwealth Games Bid Committee with advice on sports development issues in the Commonwealth and provided advice to the Commonwealth Heads of Government Meeting (CHOGM) Committee on Cooperation Through Sport on the range of sports development programs that it is delivering in Commonwealth countries.

The third objective is achieved through the International Section:

Fostering cooperation in sport between Australia and other countries

There has been a significant increase in international activities throughout 1998–99 as countries relate the international sporting success of Australia to the successful sport development system Australia has in place. During the last 12 months our major focus has been on helping other countries develop integrated sports systems, rather than facilitating ad hoc exchanges and workshops. This approach has been praised by the International Olympic Committee (IOC) which, at the International Olympic Forum for Development in Kuala Lumpur, publicly described the Australia South Pacific 2000 sports program (ASP 2000) as the best international model of sports development assistance.

Agencies such as the Department of Foreign Affairs and Trade (DFAT) have seen the value in using sport programs to raise the profile and opportunities for Australia in the Asia–Pacific region. Under the Australia–Asia Sport Linkages Program (AASLP) funded by DFAT, a total of 35 activities (courses, workshops and exchanges) occurred across 14 sports and involved 13 countries. The ASP 2000 program, managed by the ASC, continued its close involvement with sports development in Oceania. Activities over the past year focused on human resource development and relationships between sporting authorities. These programs are paying dividends for the participating countries, with the prospects of more athletes qualifying on merit for Sydney 2000 than for any previous Olympics.

Memorandums of Understanding (MOUs) were signed with two additional countries and seven others were renewed, bringing the current number of MOUs on Cooperation through Sport to 14. Seven of these countries were active with programs in this financial year. An indication of the worth of MOUs in the international strategy is illustrated by the Australia India Council allocating \$40 000 for sport development projects for the 1998–99 financial year following the signing of an MOU with India.

With the Sydney Olympic Games approaching, the number of visitors to the ASC and interest in short-term placements of athletes, coaches and sport scientists within the AIS has increased. The International Visitor Program has received delegations from:

- national Olympic committees from Brazil, Armenia, Nigeria and the Netherlands
- the Executive of the Commonwealth Games Federation
- representatives from sports institutes/commissions of Japan, Finland, Israel, the Caribbean, Oceania, India, Indonesia, Austria, the Philippines, Poland and the Slovak Republic
- delegations of government committees on sport from Fiji, Spain, the Seychelles, South Africa, Greece, Brazil, China, Barbados and Ireland, and
- media representatives from a number of countries and visiting sporting teams including Japan, the Philippines, India, China, Malaysia and Germany.

The Sports Development and Policy Group can claim major successes with the achievement of its objectives for 1998–99. Its activities during the year have ensured that the ASC is well placed to face the new millennium with the knowledge that community participation will increase, that sport post 2000 will continue to grow and prosper and that our neighbouring countries have benefited greatly through our efforts to improve their sporting prowess and infrastructures.

Steve Arnaudon
Director
Sports Development and Policy

Performance Outcomes

The Group's objectives were achieved through the following outcomes, prepared in accord with the Performance Forecasts outlined in the *Portfolio Budget Statements*.

Through the Active Australia framework, achieve a higher level of community participation in sporting activities through sporting associations, clubs, local governments and schools

- At the end of June, 142 Active Australia Providers had achieved recognition and a further 560 providers were undertaking the Active Australia process.
- Eighty councils have joined the Active Australia Local Government Network.
- Fifteen councils throughout Australia have been funded to conduct Active Australia pilot projects in a joint initiative with the ASC and the National Office of Local Government.
- The ASC, through Active Australia, sponsored the Leisure and Community Services category of the National Awards for Innovation in Local Government. Over 79 nominations were received.
- A national schools reference group formulated a project brief, under which the Australian Council for Health, Physical Education and Recreation was contracted to implement the Active Australia Schools Network.
- Within the first three months of operation, 520 schools from all states and territories registered with the schools network.
- North Ainslie Primary School (ACT) was the first recognised member of the Active Australia Schools Network.

Improve accessibility for all Australians to sports participation programs by implementing target population programs, namely for Indigenous people, women, people with disabilities, mature age and youth

- The national Harassment-free Sport Strategy was developed and implemented. Guidelines for sport and recreation organisations, administrators, coaches and athletes were published, 15 awareness-raising seminars were held and 81 people attended skills training courses.
- The Mentor as Anything! program was initiated for women in the sport and recreation industry.
- A cross-Commission Women and Sport Working Group was established at the ASC.
- A new national policy, *Active Women: National Policy on Women and Girls in Sport, Recreation and Physical Activity, 1999–2002*, and companion good practice guide, *How to Include Women and Girls in Sport, Recreation and Physical Activity*, were published.
- Active Australia collaborated with the Department of Veterans' Affairs and the Office for Older Australians and Population Health Division of the Department of Health and Aged Care in the International Year of Older Persons. This involved developing a television advertisement, poster and brochure, a national PR campaign and a small scale community grants scheme implemented at state level.
- The first issue of *Actively Ageing* magazine was released as part of the International Year of Older Persons campaign. *Actively Ageing* is a publication to help sport and recreation organisations, local councils and seniors groups offer quality physical activity options for older Australians.
- A new resource called *Your Kids, Their Game* was developed and promoted. This is an educational package for clubs and schools showing how parents and caregivers can be positive role models in junior sport and physical activity.
- Partnerships were developed with peak bodies in the early childhood sector to position sport and physical activity within their industry.
- Over 2500 people participated in Disability Education Program courses during 1998.

- The Indigenous Mentoring Scheme linked Indigenous role models with 100 junior athletes.
- The Goolagong Sports Trust used existing funds to establish 35 sport equipment libraries. Through their local development officer, Indigenous communities can borrow equipment from the library. The Trust operates in conjunction with the Australian Sports Foundation to raise individual and corporate funds to support Indigenous initiatives.
- The AIS Boxing program, with the support of the ISP, conducted a National Indigenous Boxing Development Camp. The camp was very successful with numerous other NSOs planning similar programs.

Achieve a higher level of awareness of the benefits of participation in sport and physical activity by promoting Active Australia

- Active Australia was a partner in a national PR campaign in television and print media to promote the International Year of Older Persons.
- The Active Australia Games were held in Canberra from 21 to 28 November. More than 1000 people took part in 28 sport and recreation activities. Around 80% of participants came from the ACT.
- The Participation Division and Active Australia web sites were launched on 30 October. The sites provide an opportunity for people, clubs, organisations, schools and councils to keep up to date with Active Australia information and activities.

Develop a plan on the nature and scope of policies and programs to be implemented in the post-2000 Olympic environment to ensure the long-term sustainability of sports development in Australia. The plan will be developed following wide consultation with the sports industry

- The government's sports policy *A Winning Advantage* includes a commitment to commission a White Paper on sport and recreation post 2000. On 1 June 1999 the Minister for Sport and Tourism announced the appointment of a review committee, the Sport 2000 Task Force, to undertake this task. The committee,

comprising Mr Ross Oakley (Chair), Ms Pam Tye OAM, Dr Adrian Hurley OAM and Mr Dick Marks, is to report to the Minister in October 1999. This report will be taken into account in the government's formulation of its future sports policy and programs.

- The Sports Development Group, with assistance from all areas of the ASC, prepared a number of internal working documents on the present status of Australian sport and its desirable future directions. In particular, the papers considered the future of the ASC and its role within Australian sport.
- The papers formed the basis of the Board's extensive consideration of the future structure, functions and programs of the ASC. The resulting publication, *The Australian Sports Commission — Beyond 2000*, was endorsed by the Board in June 1999, circulated for discussion and fed into the Task Force review process.

Improve the capacity and capability of the national sports delivery system to produce quality sports programs through programs to improve skill and educational levels, especially in the areas of volunteer training and coach and officials accreditation

- Under the NCAS, 17 972 new coaches were accredited, 1072 coaches upgraded to the next level and 5369 coaches updated their qualifications re-accrediting at the same level.
- Fifteen scholarships were provided under the National Coaching Scholarship Program including five that were extended to include a second year. Eighteen coaches undertook the Graduate Diploma of Sports Coaching.
- A National Coaching Directors Workshop was successfully conducted with 71 participants from national and state level. Topics at the workshop included codes of ethics, assessor training and future directions in coach education. Forty-six delegates also attended the National Officiating Directors Workshop which dealt with similar topics.

- The ACC's national coaching conference, Sports Coach '98, was held in Melbourne with 743 delegates and 124 presenters attending. This was by far the most successful conference to date. The conference attracted approximately 80 international delegates and also involved meetings of the Board of the International Council for Coach Education.
- Nine issue-based seminars were conducted for NSOs in Canberra, Sydney, Melbourne and Brisbane. The seminars covered issues such as harassment-free sport, marketing to the mature age participant, participation research and evaluation, and Indigenous sport cross-cultural awareness.
- An Active Australia National Development Conference was held in October 1998. Up to 80 people attended throughout the three-day conference which focused on Making Better Places for Sport. A combination of national development directors, national executive directors and state/territory department of sport and recreation personnel attended.
- Ongoing support and advice was provided to NSOs to help with their planning for participation, developing and providing access and equity opportunities, developing harassment-free sport strategies, developing resources, managing volunteers and general club development.
- The Participation Division published two issues of its flagship publication *Activate*, which focuses on good practice models, hints for coaches and practical advice for administrators.
- The ASC developed and distributed a Volunteer Involvement Program (VIP) Information Kit to all states to help organisations with implementing the VIP program. The Kit also contains guidelines for organising VIP courses.
- The VIP CD-ROM, *Valuing Volunteers*, was developed. It is designed for any organisation at a local, state or national level that is committed to developing and recognising its volunteers and administrators.
- The ISP developed a Cross-Cultural Awareness package to ensure appropriate approaches when working with Indigenous people or communities. In 1999, workshops will be organised for mainstream sports providers such as NSOs, state departments of

sport and recreation and regional sporting groups to foster a broader understanding of Indigenous culture.

Continue active alliances with federal and state governments, industry groups and the private sector to maximise commercial and other opportunities in health, education and Indigenous affairs

- The ACC continued its work with the SRTA and CAS to develop nationally recognised vocational qualifications for coaches and officials as part of the Sport Industry Training Package.
- A network of state coaching centres was maintained and the state officiating network was expanded to include representation from all states.
- Through the support of the ASC, all state and territory departments of sport and recreation have established stronger alliances with their local government networks.
- All state and territory departments of sport and recreation have agreed to targets for recognising Active Australia Providers and for membership of the Active Australia Schools and Local Government networks.
- Two national workshops were conducted for participation managers from state and territory departments of sport and recreation at which strategies and issues for implementing Active Australia were discussed.
- The ISP is coordinated by a joint ATSIC/ASC Management Committee. During 1998–99 the ISP administered the National Sport and Recreation Program on behalf of ATSIC. Approximately 500 individuals received financial assistance to attend national or international competitions.

Foster closer sports linkages, particularly in the Asia–Pacific region to help the government achieve its international objectives

The following projects were developed and/or managed by the ASC during 1998–99:

- Community development programs using sport as a vehicle were delivered in the Caribbean and southern African regions. The programs were funded by AusAID.
- Sport development programs in the Asia–Pacific region were introduced with funding from DFAT, under the AASLP and ASP 2000 program. Of the 12 countries involved in the AASLP, nine diplomatic missions have obtained profile and publicity for Australia through the 1998–99 sports program.
- Thirty-five scholarships were completed under the OOTC Program in nine sports from 11 Oceania island countries with recognised Olympic Committees. An additional four athletes from Niue, Palau, Kiribati and the Marshall Islands received ASP 2000 scholarships.
- Seven African countries sent elite athletes and coaches to the AIS on AOTC scholarships. The group consisted of six coaches and 11 athletes participating in eight Olympic sports.
- Sport development programs in Indonesia, funded by the Australia Indonesia Institute, included talent identification, coaching in athletics, continuation of help to establish a Centre of Excellence in Sport, and commencement of a sport education system designed and implemented by Indonesians with the assistance of Australian specialists.
- The ASC provided the sport component of the All the Best from Australia promotion in the Philippines (funded by DFAT) which marked the 100th anniversary of Philippine independence.
- The ASC continues to support Australia Sport International Pty Ltd and the international exhibit, *Australia: Our Sporting Life*, which travelled to six countries (Malaysia, Thailand, the Philippines, Singapore, the USA and Korea) in 1998–99.

- The Brunei Elite Athlete Team program, to prepare Brunei athletes for the South East Asian (SEA) Games in August 1999 and beyond, was initiated. The program is a \$1.1 million commercial venture negotiated by the ASC which includes placing a project manager, sport scientist, sport psychologist and strength and conditioning coach in Brunei for eight months, and training two athletes full time at the AIS.

The International Section's programs have provided opportunities for Australian sports to link with their counterparts in other countries under athlete, team or coach exchanges:

- Australian coaches employed under the AASLP provided support and advice for elite Thai athletes in their preparation for the 1998 Asian Games. Thailand won eight medals (4 gold, 2 silver and 2 bronze) across three sports (cycling, equestrian and swimming) where ASC assistance was provided.
- The Australian hockey, netball and swimming teams used Singapore as a base for pre-Commonwealth Games acclimatisation and helped with coaching clinics for Singapore coaches.
- a Bhutanese archer trained with the AIS Archery program for three months (funded under the AASLP).
- Thai cyclists (funded under the AASLP) prepared for the 1998 Asian Games and 1999 SEA Games in Adelaide and Brisbane respectively.
- Vietnamese swimmers began a long-term elite training program in Brisbane, aiming at the 2003 SEA Games in Vietnam.
- Two regional meetings of senior government sports administrators were held in Bangkok and Darwin to identify regional approaches to sport development.
- Under a commercial arrangement, a junior sport program commenced in India.
- A commercial arrangement was agreed with the Johor Sports Council (Malaysia) to deliver a number of sport education courses.

All of these activities are building the momentum toward developing a reliable sports export business for Australia, and complementing the work of Australia Sport International, the group marketing company of Australian sports exports.

Sport and Business Services

Group objectives:

To provide quality services and resources adding value to sport

Director's Report

The year under review has seen major change to the ASC's accounting processes with implementation of the government's reform agenda. Through the dedication of the management and staff within the Commercial Division, the ASC established itself as a leader in compliance with the government's objectives. Recognising that the current philosophy underlying the servicing of elite sport within Australia is moving toward one of devolved responsibility, the Group has positioned itself to offer the best possible services in the new environment.

This report addresses the five functions identified within the Annual Operational Plan to achieve the Sport and Business Services Group's objectives. The performance outcomes addressed later in this chapter are specific to the forecasts contained in the *Portfolio Budget Statements* for the Group.

The Group provided quality services and resources adding value to sport through:

Establishing, managing, developing and maintaining facilities for the purposes of the ASC

The ASC continued to provide and maintain facilities of the highest standard to support AIS scholarship and national sports programs. A considerable amount of work was undertaken towards developing a facilities management strategy for the AIS site, including a condition appraisal and a long-term maintenance program for the AIS facilities. This strategy will provide a clear and detailed picture of the short and longer-term maintenance needs of the AIS campus. Development of the maintenance program has also enabled a complex costing model to be developed for all facilities and property operations which in turn has been used in managing various ASC business units.

Energy management activities during the year centred on the continuing development of the relationship with the ASC's prime energy supplier, AGL, and installation of gas heating in the AIS Arena and the Biomechanics laboratory. A decision was taken to broaden energy management into an environmental program. This will involve accepting the greenhouse challenge with the ASC aiming to become an industry sector leader.

Negotiations with the ACT government about the long-term future of Bruce Stadium continued. In April 1999, the Prime Minister approved the extension of the

current stadium sub-lease, on a commercial basis, from 31 December 2010 to 31 December 2024. Negotiations continue on the long-term future of the stadium.

Collecting and distributing information and providing advice on matters related to the activities of the ASC

The Information Services Division has continued to develop strategies and services to ensure that sport information is delivered to internal and external clients in an efficient and timely manner. The Division recognises that technology is increasingly being used as a business tool, not just to manage large volumes of information but as a way of managing the knowledge base of an organisation. To this end the ASC has reviewed its data reporting requirements from NSOs in the context of the electronic environment, SportNet. It has also started developing an ASC Skills Database to capture and retrieve the knowledge and skills held by particular individuals, and has established a cross-program working group to analyse the ASC's future needs in terms of an electronic document management system.

The Internet and Intranet continue to be key tools for delivering information to a wider and more dispersed client group. In 1998–99 over 1000 new pages were added to the ASC Internet site, including the Australian Sports Science Directory and a Human Resources site which helps increase administrative efficiency in processing job applications. The ASC continues to help NSOs develop their web presence.

The ASC Intranet is now a vital internal information resource and business tool, evidenced by the fact that it receives over 7000 hits per day. Customised current awareness services have been set up for staff and each month the latest literature published in specific areas of research is emailed to relevant staff members.

Developing SportNet continued to be a key focus for the Division in 1998–99 because of the potential that this national online network has to revolutionise the way that sport does business and the way the ASC interacts with its key clients. After an extensive trial involving 70 sporting organisations, Telstra agreed to

form an alliance with the ASC to develop SportNet into a commercial product, launched in May 1999. A business case analysis conducted during the trial by Ernst and Young confirmed that sporting organisations at all levels could make significant savings in money and effort if they were to use SportNet. With its launch, the ASC has developed a strategy to help NSOs join SportNet and is working with state governments to help state sporting organisations join the network.

The ASC completed the remediation or replacement of all Year 2000 non-compliant systems and has signed off on the compliance of all ASC owned and operated date dependent software, systems and equipment. A Y2K contingency plan will be completed by July 1999.

The Media and Public Relations Section attended to more than 5000 media queries throughout the year focusing on the preparation of athletes for the Sydney 2000 Olympics. The Section also helped organise and coordinate more than 30 launches or special events, and entered into a number of partnerships with national organisations such as the Australian Quarantine and Inspection Service, the National Farmers' Federation and ABC Radio Triple J. Consequently, a strong profile for the ASC and AIS athletes at regional, state, national and international media levels has been developed. A new corporate video was produced to allow AIS sports to promote their programs.

Links were consolidated between the ASC and the University of Canberra by providing opportunities for 26 communication students to work with the ASC. This internship program also operates between universities and AIS programs in states outside the ACT.

During 1998–99 the Publication Services Unit continued to produce and distribute publications for ASC programs and clients. The Unit provided advice to internal clients and external business partners on publication matters, including technical and design issues, corporate guidelines and copyright matters. A comprehensive style guide for using ASC logos was published.

The storage and order fulfilment functions that had been outsourced in the previous year were monitored for efficiency and effectiveness. In January 1999 the order function was brought back to the ASC to maintain service delivery standards at an acceptable level to clients.

Opportunities were pursued to promote ASC products and services more widely through producing *Centreline*, a corporate level magazine targeting our business partners, managing the use of ASC material by outside organisations, and producing and distributing the *ASC Catalogue of Resources 1999–2000* both in print form and on the Internet.

Products that promote Australian sport and the work of the ASC were developed in partnership with other organisations. *Play the Game*, a CD-ROM on Australian sport produced in conjunction with the National Museum of Australia and Gyro Interactive (under the federal government's Australia on CD initiative), was largely completed. The ASC entered a contract with US sports publisher, Human Kinetics, for the international edition of the *Test Methods Manual* (a world model for sport science testing protocols developed by the ASC).

Publications produced throughout the year included *Centreline*; the *Test Methods Manual* (a limited edition for Australian testing laboratories); *Getting it Right the First Time: A Guide to Good Recruitment for Sporting Organisations*; *Actively Ageing*, an ASC initiative for the International Year of Older Persons; *Vista Downunder '98: Proceedings of the International Conference on Athletes with Disabilities*; Indigenous Sport Program promotional resources; sport science research reports; materials for coaches and officials; and numerous Active Australia resources.

Developing and implementing the human resource and information services activities of the ASC

The ASC Enterprise Agreement 1998 moved the ASC even closer to a position of employment leadership for the rapidly developing sport industry. This involved a move to a more business-like approach to staffing

issues. A flexible salary structure which dispensed with incremental increases and introduced procedures to simplify leave arrangements was introduced. The athlete employment program was integrated with the ACE program and scaled athlete employment rates were introduced. Shift penalties were streamlined, overtime principles restructured and a determination made that there would be no higher duties payments for terms of less than two weeks.

The Enterprise Agreement has supported innovative, flexible employment arrangements such as salary packaging and the introduction of a Corporate Health Insurance Plan. As a result, the ASC has one of the highest proportional levels of salary packaging in the Australian Public Sector.

The ASC has emerged as one of the leading government agencies in the use of electronic communications to make human resources information and forms available on the Intranet. Using electronic media for recruitment advertising has widened the recruitment pool for ASC positions while the imminent introduction of a HR system allowing employees to 'self serve' for leave and payroll transactions will provide further workplace efficiencies.

Raising money for the benefit of the ASC

The ASC generates revenue from a wide range of activities. Sponsorships, in the form of cash or in-kind support, are negotiated through the ASC's marketing program. An investment strategy provides interest income to supplement government appropriations and income is also derived from commercial use of AIS facilities, including the swimming pools and athlete residences in Canberra and Adelaide. The facilities can be used by the general public when not required by the sports programs.

The International Section develops and implements programs on behalf of other government and non-government agencies. Some of the projects are developed on a commercial basis and provide a financial return to the ASC. Details of these activities can be found in the Sports Development and Policy report.

In total, off-budget revenue generated by the above activities in 1998–99 was \$16.947m.

Administering and expending moneys appropriated by the Parliament, or raised by other means, for the purposes of the ASC

The ASC continued to meet all its financial management and accountability requirements. The major focus for the year was implementing the Whole of Government reform agenda, most notably accrual budgeting in accordance with principles laid down by the Department of Finance and Administration.

A model for attributing costs to outputs and outcomes and a revised internal charging policy were near finalisation at the end of the year. These will help with full and accurate identification of the costs of programs (including AIS sport programs) in the new accrual environment, thereby enhancing decision making. Other key policy documents completed were the Fraud Control Plan, a Site Security Policy and an Asset Management Strategy.

Social Justice and Equity

Following implementation of an industry-wide Harassment-free Sport Strategy during 1998, ASC employees holding public contact and advisory positions took part in training sessions aimed at ensuring the ASC was a role model in the provision of sound advice to its clients.

Employees from non-English speaking backgrounds were provided with regular English classes conducted at the ASC throughout the year. The CIT multicultural unit conducted cultural assimilation assistance courses for ASC employees, and resources such as the ASC Enterprise Agreement and Harassment-free Sport Guidelines were translated into several languages.

Occupational Health and Safety

The ASC continued its successes in Occupational Health and Safety (OH&S) performance with another reduction to its annual workers' compensation premium from 1997–98. In keeping with the 1998–99 OH&S strategy, line managers and supervisors demonstrated an increased level of responsibility for safety hazards in their immediate work areas. This resulted in an increase in the number of hazards reported, but a decrease in the frequency and severity of work related injury.

An OH&S productivity pool was established from savings achieved from the workers' compensation premium, and used to fund high priority OH&S issues across the ASC. In-house training was conducted in OH&S responsibilities, fire evacuations, and staff health and fitness.

The Employee Assistance Program continued to provide free and confidential counselling services to ASC employees and their immediate families.

Formal Reporting Requirements under the OH&S Act

| | |
|---------------------|--|
| Section 30 | nil requests from Health and Safety Representatives |
| Section 45, 46 & 47 | nil notices of safety breaches from Comcare |
| Section 68 | nil incidents reported to Comcare under the category of dangerous occurrence |

I am confident that through the activities of the Group during 1998–99, the ASC has achieved its objective of ensuring that quality services are provided for Australia's elite athletes, that we have pursued with vigour our aim of securing additional resources for the betterment of Australian sport and that we have successfully implemented all aspects required at this stage of the government's reform agenda. I would like to thank the ASC's Audit Committee for its advice and help in achieving these outcomes.

Bob Hobson
Director
Sport and Business Services

Performance Outcomes

The Group's objectives were achieved through the following outcomes, prepared in accord with the Performance Forecasts outlined in the *Portfolio Budget Statements*.

Achieve corporate revenue targets established for the various commercial aspects of the organisation, which includes implementing the endorsed recommendations of a review of marketing activities with a view to increasing the capacity of the ASC to generate additional off-budget revenue

- All corporate revenue targets for facilities and residence management were achieved with the exception of the Del Monte residence in Adelaide where occupancy levels were lower than anticipated.
- The facilities revenue target was achieved despite reduced commercial facility availability due to increased AIS sports use.
- Revenue generated by or in association with the Marketing and Public Relations Division from marketing and sponsorship activities exceeded \$3.5 million. The cash and value-in-kind sponsorship contributions established a record for the ASC.
- Implementation of several recommendations from a review of marketing activities permitted the ASC to extend ASC properties for sponsorship purposes.
- New sponsors to join the ASC and the AIS were Anti Bio Technology, Adidas, Berri, Comfortech, Nestlé (Milo), BOC Gases and the Penrith Panthers.
- A new Marketing Strategy emanating from the review of marketing activities was prepared for the Board.

Continue active alliances with federal and state governments, industry groups and the private sector to maximise commercial and other opportunities in technology, facilities development and sponsorships

- An alliance agreement was struck between the ASC and Telstra for the future development of SportNet. This agreement will see SportNet develop into a self-sustaining commercial network which will provide administrative efficiencies for sporting organisations and new revenue streams for sport and recreation organisations in all parts of Australia.
- The National Sport Information Centre (NSIC) conducted an Olympic Information Seminar (OIS) at the ASC in October 1998 which attracted over 70 delegates and included speakers from the key organisations involved in Olympic sport information in Australia.
- At the National Sport Information Workshop held in conjunction with the OIS, the Australian Sport Information Network (AUSPIN) was formed. AUSPIN is a network for sport information providers in Australia and in the Oceania region which will facilitate communication and cooperative strategies between them.
- A facilities web site was developed in conjunction with the Australasian Facilities Committee (AUSFAC) to disseminate information relating to the management, planning and development of sporting facilities. Information provided includes sporting facility dimensions, examples of best practice case studies and information on obtaining sports funding.
- The Marketing and Public Relations Division established alliances with several companies, providing advice on sponsorship opportunities and targeting marketing proposals at specific sports.

Improve the capacity and capability of the national sports delivery system to produce quality sports programs through enhanced technology and telecommunications services and infrastructure, and improved information dissemination

- The following computer applications were developed or enhanced to contribute to athletic performance and to achieve greater efficiency in the administration of sport:
 - ACE system for recording work by ACE coordinators with individual athletes
 - sports science/sports medicine booking system
 - water polo coaching system
 - hockey coaching database
 - venue booking system, and
 - data acquisition systems for swimming and canoeing.
- In May, SportNet was made available to sporting organisations Australia-wide. An extensive trial of SportNet between September 1998 and February 1999 concluded that significant savings could be made at all levels of sport with the introduction of SportNet.
- In April the Board agreed to a number of recommendations which will require NSOs to report to the ASC electronically in the future and to show evidence that they have incorporated information technology (IT) plans and strategies within their development and strategic plans.
- An increase in the availability of pay TV and satellite TV in Canberra has allowed a wider range of televised sport to be broadcast around the AIS Canberra campus. Upgrading the MATV system enabled 15 channels of information to be transmitted. The increase in television coverage has ensured greater access to content which can be used with the game analysis systems.
- Significant changes have been made to the ASC's IT and telecommunications infrastructure over the past 12 months with the transfer of many IT applications and functions from VMS to the Microsoft NT platform. The ASC network moved from Teamlinks to Microsoft Exchange for email. An extensive training program has been put in place to support this change.
- Interviews were held with 37 Sport Science & Sports Medicine staff to obtain feedback on services provided by the NSIC: 97% of the staff rated the NSIC as very good to excellent, with 94% rating the NSIC staff as very good to excellent.
- As a result of the interview process, a customised current awareness service has been implemented for staff whereby the latest literature published in specific areas of research is emailed regularly to the relevant staff member.
- Over the past 12 months there has been a marked increase in clients of the NSIC preferring to receive and request information via email. In 1997–98 10% of clients preferred electronic services compared to 33% in 1998–99. This has resulted in savings in printing and mailing costs for current awareness services and provides clients with a faster service.
- Indexing for the international bibliographic database SPORT Discus now includes indexing full text material placed on the Internet by the NSIC. This allows a link from the premier international sporting database to the full text stored on the ASC web site, providing greater access internationally to Australian sports information.
- The ASC Internet site continues to flourish with an increase in weekly hits from 50 000 to 75 000 in the past year.
- The ASC provided help with the development of web sites for the Matildas (Australian women's soccer team), water skiing, cycling, gridiron and judo.

Properly identify and discharge the ASC's responsibilities for planning the staging of Olympic soccer matches at Bruce Stadium

- The ASC, through its representation on the Olympic Football Task Force, the Security Working Group and the Traffic Working Group, identified the likely impacts of the Olympic soccer matches on the AIS site. Car parking requirements, access to AIS facilities which fall within the security bubble around the Bruce Stadium and athletics track and access to the remainder of the AIS site for ASC/AIS programs, site visitors, international visiting teams and staff were the major issues considered. During 1999, the specific impacts will be identified and incorporated into the ASC's site security plan.
- The ASC continued negotiations with a number of countries which propose hiring AIS accommodation, facilities and services for their Olympic teams/sports in the lead-up to the Olympic Games and Paralympics. They include Brazil (across all sports), France (weightlifting), USA (boxing, wrestling and weightlifting), Finland (various sports), Netherlands (160 members of the Paralympic team) and the Australian Paralympic team (120 athletes).
- The Olympic and Paralympic Games have already generated increased use of the AIS site by Australian teams, with 13 national teams planning to hold camps in the pre-Olympic period.

Prepare a long-term site development plan to take account of the long-term requirements of the AIS, necessary life cycle asset management and commercial use of facilities

- A facilities management strategy for the AIS is being prepared and will be finalised by the end of 1999 as required by the government. The strategy includes a long-term maintenance program for the site and the first condition appraisal of AIS facilities.
- The maintenance program has also enabled a complex costing model to be developed for all facilities and property operations.

- Three energy management projects were completed during the year: gas heating was successfully commissioned for the AIS Arena and will provide a return period on the investment of around three years; a modified heat pump was installed in the hydrotherapy facility which has been very successful; and gas heating was installed in the Biomechanics laboratory.

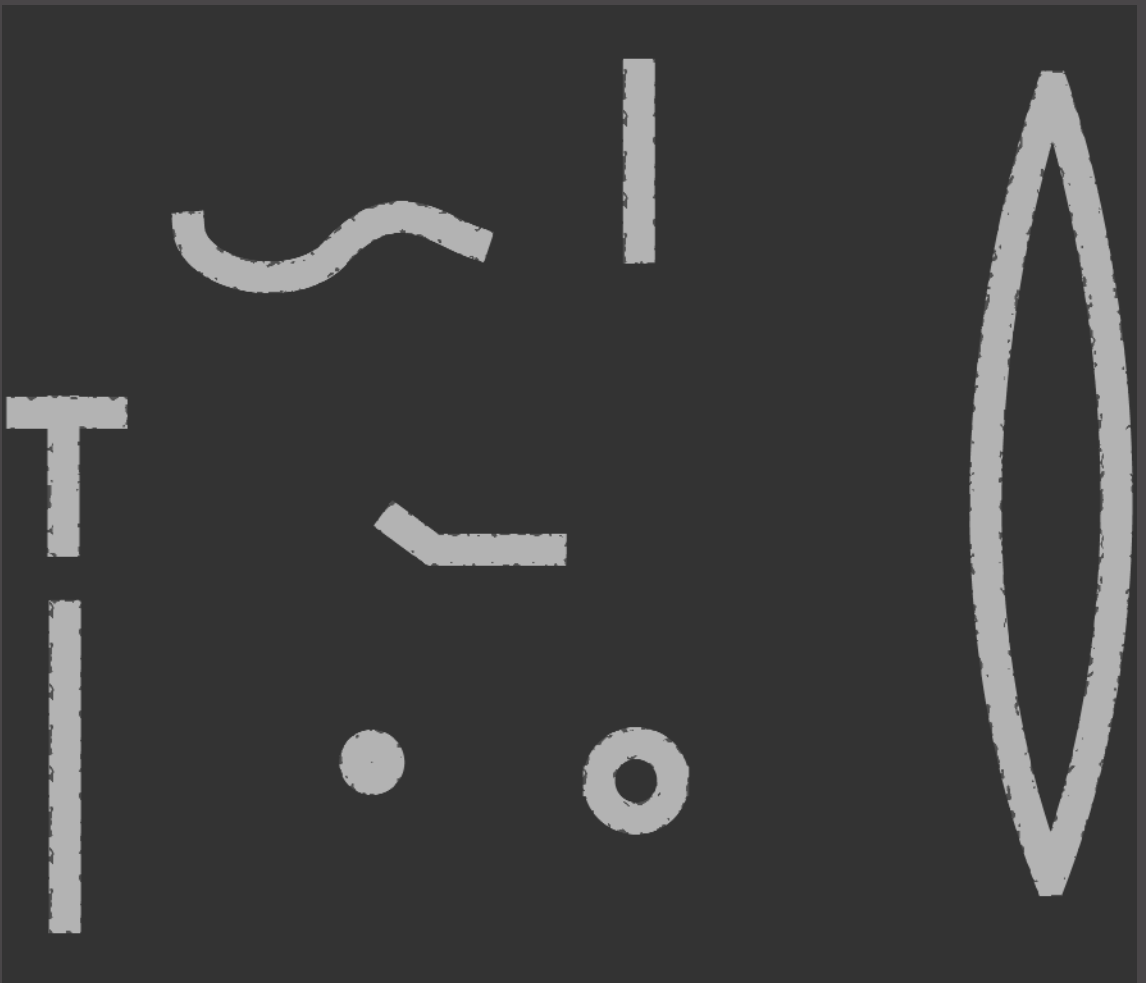
Implement the Commonwealth reform agenda encompassing accrual budgeting and accounting, output costing, activity based costing, a Customer Service Charter and support systems such as a new financial management information system and computerised asset management system

- The ASC's first accrual budget (for 1999–2000) was prepared, as well as the Portfolio Budget Statements (incorporating the Statement of Assets and Liabilities, Operating Statement, and outcomes and outputs information).
- A new outcomes and outputs framework was developed and approved. The outcomes and outputs reflect the ASC's three objectives in its Strategic Plan.
- A model for attributing costs to outcomes and outputs, and a revised internal charging policy were near finalisation at the end of the year. These will help in fully and accurately identifying costs of programs, including sports, in the new accrual environment, thereby enhancing decision making.
- A new computerised FMIS was implemented. Work began on developing and introducing a computerised asset management system.
- The ASC's *Customer Service Charter* was released in July 1998. A working group has been formed to evaluate the ASC's performance against the service standards set out in the Charter. A review of the Charter as a whole is due to be completed by the end of the 1999 calendar year.
- New versions of the Chris Payroll System, which enables employees to access their own entitlement information electronically, were put in place.

Implement the ASC's three-year Enterprise Agreement which commenced in May 1998

- The ASC's Enterprise Agreement implemented:
 - a formal performance management and development system for all levels of staff
 - a new salary review process
 - a streamlined classification structure where all employees were translated from existing salary points
 - a process of continual review of employment structures
 - a separate athlete employment structure
 - a leave purchase arrangement and a broadened salary packaging scheme.
- Following certification of the Agreement, steps to ensure its smooth implementation included:
 - producing and distributing a guide to implementation for current employees
 - enhancing the Working at the ASC pages on the ASC Intranet, providing current information on all issues relating to the ASC's framework of employment
 - providing organisational support for the Enterprise Development Council (EDC); the EDC continues to provide a robust consultative and representative forum through which corporate and employment issues can be addressed and discussed by ASC employees
 - involving management in the consultative process through the EDC Management Committee and Program Managers Forum.

Appendixes



Appendix 1: Financial Statements

Appendix 2: Staffing Overview

The ASC employs people in a wide range of fields including elite coaching, sport science and sports medicine, sports participation, sports education, sports facility management, production of sports resource materials, commercial programs including on-site child care, site maintenance and delivery of funding programs to sporting organisations.

Employees and consultants are engaged under the *Australian Sports Commission Act 1989*. Most staff are employed in the streamlined Sports Officer structure introduced in the 1998 ASC Enterprise Agreement. The staffing flexibility allowed by the EA continues to improve the ASC's organisational effectiveness as we move toward 2000.

In 1998–99 the ASC engaged 410.7 full-time equivalent (FTE) staff and contractors, excluding the special categories of Athlete Trainee and Tour Guide. All figures are expressed as FTE.

Staff by funding source

| Funding source | 1996 –97 | 1997 –98 | 1998 –99 | %diff |
|-------------------|-------------|-------------|-------------|-------|
| Base funding | 350.0 | 350.7 | 339.0 | –3.3% |
| Externally funded | 14.7 | 10.3 | 11.6 | 12.6% |
| OAP funded | 19.2 | 22.0 | 22.6 | 2.7% |
| Revenue funded | 40.2 | 39.9 | 37.5 | –6.1% |
| Total | 424.1 | 422.9 | 410.7 | –2.9% |

Staff by location

| Location | Total |
|--------------|-------|
| ACT | 376.7 |
| Adelaide | 10.3 |
| Brisbane | 12.0 |
| Melbourne | 4.3 |
| Perth | 4.0 |
| Sydney | 3.4 |
| Total | 410.7 |

Staff by function

| Job family | 1996–97 | 1997–98 | 1998–99 | %diff |
|--|--------------|--------------|--------------|--------------|
| Business services | 38.3 | 38.7 | 40.1 | 3.6% |
| Coaches | 65.9 | 67.8 | 67.9 | 0.2% |
| Direct services to athletes and coaches | 58.6 | 57.9 | 57.5 | -0.7% |
| Marketing and public relations | 7.6 | 6.8 | 5.4 | -20.6% |
| Office of the executive director | 2.0 | 2.0 | 2.0 | 0.0% |
| Operation and maintenance of AIS facilities and residences | 93.4 | 90.7 | 84.0 | -7.4% |
| Participation, policy and education | 55.6 | 58.6 | 52.2 | -10.9% |
| Sports funding delivery | 20.5 | 20.8 | 18.7 | -10.1% |
| Sports information services | 18.0 | 17.9 | 19.0 | 6.1% |
| Sport science/sports medicine | 64.2 | 61.7 | 63.9 | 3.6% |
| Total | 424.1 | 422.9 | 410.7 | -2.9% |

Staff by engagement type

| Sum of FTE | Type | | |
|--------------|-------------|--------------|--------------|
| | Consultant | Employee | Total |
| Casual | 0.4 | 31.8 | 32.2 |
| Full time | 15.6 | 337.4 | 353.0 |
| Part time | 1.5 | 24.0 | 25.5 |
| Total | 17.5 | 393.2 | 410.7 |

Staff by gender and sports officer level

| Sum of FTE | Sex | | Total |
|---------------------------|--------------|--------------|--------------|
| | Female | Male | |
| Executive | 3.0 | 7.0 | 10.0 |
| Sports officer grades 1–3 | 148.5 | 122.6 | 271.1 |
| Sports officer grade 4 | 27.0 | 102.6 | 129.6 |
| Total | 178.5 | 232.2 | 410.7 |

Staff turnover

The ASC had a staff turnover of 5.8% in 1998–99.

Appendix 3: Grant Allocations to Sports (\$'000)

| Sport | Management | High Performance Management | Coaching/Officiating | Participation | Hosting Events | International Competition | Elite Coaching | Athlete Development | Sport Science & Sports Medicine | Total |
|---------------------|------------|-----------------------------|----------------------|---------------|----------------|---------------------------|----------------|---------------------|---------------------------------|--------|
| ARCHERY | 25.0 | 47.5 | 10.0 | 110.0 | | 119.7 | 80.0 | 314.3 | 26.0 | 622.5 |
| ATHLETICS | 115.0 | 70.0 | 80.0 | 110.0 | | 545.2 | 864.2 | 1217.0 | 273.4 | 3274.8 |
| AUSTRALIAN FOOTBALL | | | 125.0 | 65.0 | | | | 260.5 | | 450.5 |
| BADMINTON | 50.0 | 15.0 | 15.0 | 15.0 | 25.0 | 69.2 | 70.0 | 45.6 | 9.0 | 313.8 |
| BALLOONING | | | | | 3.0 | | | | | 3.0 |
| BASEBALL | 117.5 | 70.0 | 85.0 | 40.0 | 50.0 | 247.1 | 415.0 | 233.8 | 36.0 | 1294.4 |
| BASKETBALL | 95.0 | 70.0 | 125.0 | 115.0 | | 558.7 | 838.0 | 1027.5 | 139.0 | 2968.2 |
| BIATHLON | | | | | | | | 4.0 | | 4.0 |
| BMX | 30.0 | | 20.0 | | 100 | | | 6.5 | | 66.5 |
| BOCCE | 12.5 | | 7.5 | 43.8 | | 11.0 | | 2.5 | | 77.3 |
| BOWLS (F) | 22.5 | | | | 50.0 | | | 34.0 | | 106.5 |
| BOWLS (M) | 62.5 | | 30.0 | | | | | 29.0 | | 121.5 |
| BOXING | 10.0 | 20.0 | | | | 71.4 | 83.8 | 123.2 | 9.0 | 317.4 |
| CALISTHENICS | 10.0 | | 15.0 | | | | | | | 25.0 |
| CANOEING | 65.0 | 70.0 | 60.0 | 10.0 | | 571.3 | 400.5 | 623.2 | 120.0 | 1920.0 |
| CRICKET (M) | | | 95.0 | 70.0 | | | 25.0 | 384.7 | | 574.7 |
| CRICKET (F) | 47.5 | | 20.0 | 35.0 | 7.0 | 24.0 | 43.8 | | | 177.3 |
| CROQUET | 20.0 | | | | | 3.0 | 3.0 | | | 26.0 |
| CYCLING | 94.1 | 70.0 | 50.0 | 30.0 | 50.0 | 501.1 | 584.0 | 1905.5 | 187.0 | 3471.7 |
| DIVING | 60.0 | 50.0 | 45.0 | | 25.0 | 93.1 | | 319.2 | 28.0 | 620.3 |
| EQUESTRIAN | 65.0 | 70.0 | 70.0 | | | 327.7 | 149.6 | 574.3 | 47.0 | 1303.6 |
| FENCING | | 15.0 | | | 10.0 | 46.7 | 33.8 | 6.0 | 2.0 | 113.5 |
| FIELD ARCHERY | | | | | | | | 12.5 | | 12.5 |
| FUTSAL | 50.0 | | 55.0 | 40.0 | | 67.0 | | 27.6 | | 239.6 |
| GOLF (M) | 75.0 | | 50.0 | 30.0 | | 16.3 | | 168.9 | | 340.2 |
| GOLF (F) | 72.0 | | 5.0 | | | 7.0 | | 150.9 | | 234.9 |

| Sport | Management | High Performance Management | Coaching/Officiating | Participation | Hosting Events | International Competition | Elite Coaching | Athlete Development | Sport Science & Sports Medicine | Total |
|----------------------------|------------|-----------------------------|----------------------|---------------|----------------|---------------------------|----------------|---------------------|---------------------------------|--------|
| GOLF — PROFESSIONAL | | | 35.0 | | | | | | | 35.0 |
| GYMNASTICS | 95.0 | 18.9 | 110.0 | 80.0 | 25.0 | 238.8 | 130.0 | 1118.2 | 28.5 | 1844.4 |
| HANDBALL | | | | | | 5.0 | 60.0 | 42.1 | 3.0 | 110.1 |
| HOCKEY (M) | 75.0 | 7.0 | 60.0 | 20.0 | | 512.2 | 487.5 | 599.7 | 106.0 | 1930.4 |
| HOCKEY (F) | 75.0 | 7.0 | 60.0 | 45.0 | 150.0 | 536.3 | 630.0 | 532.4 | 106.0 | 2204.7 |
| ICE RACING | 5.0 | | | | | 60.0 | | 6.1 | | 71.1 |
| ICE SKATING | 30.0 | | 15.0 | | 50.0 | 17.0 | | 12.0 | | 124.0 |
| INDOOR CRICKET | 50.0 | | 5.0 | | 50.0 | | | 12.0 | | 117.0 |
| JUDO | 35.0 | 35.0 | 20.0 | | | 114.7 | 65.0 | 57.4 | 17.5 | 344.6 |
| KARATE | 20.0 | | 15.0 | | | 55.0 | | 11.2 | | 101.2 |
| LACROSSE (M) | 27.5 | | 15.0 | 12.5 | 10.0 | | | 13.0 | | 78.0 |
| LACROSSE (F) | 12.5 | | 5.0 | 12.5 | 10.0 | 10.0 | | 8.0 | | 58.0 |
| MODERN PENTATHLON | | 7.5 | | | | 24.9 | 10.0 | 3.6 | 3.0 | 49.0 |
| MOTOR SPORT | | | 25.0 | | 20.0 | 26.3 | | 11.4 | | 82.7 |
| MOTORCYCLING | | | 15.0 | 5.0 | | 16.5 | | 6.9 | | 43.4 |
| NETBALL | 92.0 | | 130.0 | 45.0 | | 10.0 | 105.0 | 608.9 | | 990.9 |
| ORIENTEERING | 25.0 | | 20.0 | 35.0 | | 27.3 | | 7.5 | | 114.8 |
| PARACHUTING | | | | | 30.0 | | | | | 30.0 |
| POLOCROSSE | 15.0 | | 20.0 | | 8.0 | | | 7.0 | | 50.0 |
| PONY CLUBS | 25.0 | | 15.0 | | 10.0 | 7.0 | | | | 57.0 |
| POWERLIFTING | 20.0 | | 10.0 | | | 36.0 | | | | 66.0 |
| ROLLER SPORT | 70.0 | | 20.0 | 15.0 | 25.0 | 70.0 | | 15.3 | | 215.3 |
| ROWING | 75.0 | 84.9 | 45.0 | 10.0 | | 1282.4 | 806.0 | 1565.7 | 269.5 | 4138.5 |
| RUGBY LEAGUE | | | 110.0 | 65.0 | | | | 11.0 | | 186.0 |
| RUGBY UNION | | | 110.0 | 45.0 | | 10.0 | 6.3 | 311.1 | | 482.4 |
| SAILING | 95.0 | 70.0 | 45.0 | 50.0 | 162.0 | 541.6 | 448.5 | 708.6 | 148.5 | 2269.2 |

| Sport | Management | High Performance Management | Coaching/Officiating | Participation | Hosting Events | International Competition | Elite Coaching | Athlete Development | Sport Science & Sports Medicine | Total |
|------------------------------------|------------|-----------------------------|----------------------|---------------|----------------|---------------------------|----------------|---------------------|---------------------------------|---------|
| SHOOTING | 50.0 | 70.0 | | | | 304.8 | 165.0 | 546.2 | 65.5 | 1 201.5 |
| SHOOTING (clay target) | 50.0 | | 10.0 | | | | | | | 60.0 |
| SHOOTING (full bore) | 25.0 | | 10.0 | | | 45.0 | | 3.9 | | 83.9 |
| SHOOTING (pistol) | 50.0 | | 15.0 | | | 7.0 | | | | 72.0 |
| SHOOTING (sporting clays) | 10.0 | | | | | 11.5 | | 8.0 | | 29.5 |
| SHOOTING (target rifle-small bore) | 15.0 | | 10.0 | | | | | | | 25.0 |
| SKIING | 86.0 | | 25.0 | 30.0 | | 86.0 | | 286.5 | | 513.5 |
| SOCCER (F) | 55.0 | 70.0 | | | 25.0 | 253.0 | 257.0 | 399.6 | 71.3 | 1 130.9 |
| SOCCER (M) | | 70.0 | 105.0 | 65.0 | 15.0 | 201.7 | 320.0 | 760.3 | 78.0 | 1 615.0 |
| SOFTBALL | 84.0 | 70.0 | 80.0 | 50.0 | 5.0 | 314.2 | 230.0 | 726.0 | 66.5 | 1 625.7 |
| SQUASH | 70.0 | | 65.0 | 25.0 | | 15.0 | 35.0 | 416.8 | | 626.8 |
| SURF LIFE SAVING | | | 75.0 | | 50.0 | | | 12.5 | | 137.5 |
| SURF RIDING | 65.0 | | 25.0 | 35.0 | | 46.5 | | 23.7 | | 195.2 |
| SWIMMING | 90.0 | 70.0 | 105.0 | 50.0 | 50.0 | 1351.8 | 890.0 | 1344.9 | 256.5 | 4 208.2 |
| SYNCHRONISED SWIMMING | | 15.0 | | | | 70.0 | 50.0 | 42.3 | 6.5 | 183.8 |
| TABLE TENNIS | 88.0 | 35.0 | 35.0 | 35.0 | 20.0 | 81.7 | 95.0 | 18.5 | 11.5 | 419.7 |
| TAEKWONDO | 45.5 | 65.0 | 40.0 | | 20.0 | 193.6 | 105.0 | 111.2 | 42.0 | 622.3 |
| TENNIS | | 30.0 | 70.0 | 1 350 | | 34.8 | 137.1 | 629.4 | 11.0 | 1 047.3 |
| TENPIN BOWLING | 95.0 | | 40.0 | | | 31.0 | | 10.5 | | 176.5 |
| TOUCH | 70.0 | | 55.0 | 40.0 | 60.0 | | | 77.0 | | 302.0 |
| TRAMPOLINE | | 6.1 | | | | | 70.0 | 47.9 | 11.0 | 188.5 |
| TRIATHLON | 70.0 | 95.0 | 20.0 | 15.0 | 30.0 | 212.2 | 155.0 | 131.4 | 36.5 | 765.1 |
| VOLLEYBALL | 70.0 | 70.0 | 75.0 | 70.0 | 100.0 | 329.9 | 170.0 | 1065.1 | 90.0 | 2 040.0 |
| WATER POLO | 70.0 | 70.0 | 40.0 | | | 414.2 | 326.3 | 999.9 | 148.5 | 2 068.9 |
| WATER SKIING | 70.0 | | 10.0 | 25.0 | | 45.8 | | 54.5 | | 205.3 |
| WEIGHTLIFTING | 58.0 | 16.1 | 20.0 | | 10.0 | 122.7 | 94.0 | 67.9 | 11.5 | 400.2 |

| Sport | Management | High Performance Management | Coaching/Officiating | Participation | Hosting Events | International Competition | Elite Coaching | Athlete Development | Sport Science & Sports Medicine | Total |
|---------------------------------------|---------------|-----------------------------|----------------------|---------------|----------------|---------------------------|----------------|---------------------|---------------------------------|----------------|
| WRESTLING | | 18.8 | | | 10.0 | 7.5 | | 322.8 | 5.0 | 364.0 |
| Organisations for the Disabled | | | | | | | | | | |
| AMPUTEE | 48.0 | | | | | 11.4 | | | | 59.4 |
| CEREBRAL PALSY | 50.0 | | | | | | | | | 50.0 |
| DEAF | 49.5 | | | 5.0 | | 35.9 | | 8.5 | | 98.9 |
| EQUESTRIAN — DISABLED | 53.0 | | | 2.0 | | 7.8 | | 7.5 | | 53.0 |
| INTELLECTUAL DISABILITY | 50.0 | | | | | 25.0 | 40.0 | 1715.0 | | 67.3 |
| PARALYMPICS | 195.0 | | | | | 15.0 | | 10.0 | | 1975.0 |
| SPECIAL OLYMPICS | 49.5 | | | 5.0 | | | | | | 79.5 |
| TRANSPLANT | 10.0 | | | | | | | | | 10.0 |
| VISION IMPAIRED | 48.0 | | | | | 12.6 | | | | 60.6 |
| WHEELCHAIR | 47.0 | | | 10.0 | | 6.4 | | 5.8 | | 69.2 |
| WINTERSPORT — DISABLED | 45.0 | | | | | | | | | 45.0 |
| Other Agencies | | | | | | | | | | |
| GOVT DEPTS/AGENCIES | | | | 8.0 | | | | | | 8.0 |
| UNIVERSITIES | | | | | | 21.5 | | | | 21.5 |
| Total Funding by Category | 3872.1 | 1694.8 | 2797.5 | 1618.8 | 1277.0 | 11249.5 | 9431.6 | 23040.2 | 2469.7 | 57451.2 |

Appendix 4: AIS Scholarship Program Performances 1998–99

This appendix details the contribution that AIS scholarship programs have made to the improved sporting performances of Australia's elite and potential elite athletes and teams.

| Sport | Performance indicator | 1998-1999 results |
|--|--|--|
| Archery | Achieve medals in major international competitions | <ul style="list-style-type: none"> the Australian men's team, all AIS athletes, won the 1999 World Indoor Archery Championships the men's team also won the 1998 European Grand Prix |
| Athletes with disabilities | Medal winning performances of former and current AIS scholarship holders at world championships and Paralympic Games | <ul style="list-style-type: none"> all AIS track and field athletes were selected for the 1998 IPC World Track and Field Championships: <ul style="list-style-type: none"> AIS athletes made up 26% of the team and won 40% of the medals six achieved world records or world-best performances wheelchair track and road athlete Louise Sauvage won the 5000m wheelchair track event at the 1998 IPC World Track and Field Championships and also won the 1999 Boston Marathon swimmer Priya Cooper won 3 gold and 2 silver medals, and set two world records at the 1998 IPC World Swimming Championships scholarship holders who won gold medals in their respective world championships were Anthony Clarke (judo), Kingsley Bugarin (2 gold medals in swimming) and Kieran Modra (cycling) David Hall successfully defended his US Open Wheelchair Tennis title and regained his number 1 ranking |
| Athletics | <ul style="list-style-type: none"> 70% of scholarship holders to be selected in a national team on at least one occasion each year 50% of AIS athletes (excluding juniors) to be selected in national teams for 'big 3' meets — Olympic Games, world championships, Commonwealth Games Medal results at 'big 3' meets World rankings | <ul style="list-style-type: none"> in 1998, 14 (70%) scholarship holders were selected in national teams in 1999, 20 (91%) have been selected for national teams 12 AIS athletes (60%) were selected for the 1998 Commonwealth Games 12 AIS athletes (57%) have been selected for the 1999 IAAF World Championships AIS track and field athletes won 2 gold, 4 silver and 2 bronze medals at the 1998 Commonwealth Games three AIS athletes were ranked in the world top 10 at the end of 1998 |
| Australian football (AIS/AFL Academy) | <ul style="list-style-type: none"> Level of performance in international competition Number of players drafted to AFL clubs | <ul style="list-style-type: none"> in 1998, Australia defeated Ireland in the annual International Rules Youth Series; won 4 games, lost 1 on tour in 1999, Australia defeated Ireland 3 matches to 0 in Australia eight of the fifteen 17-year-olds in the 1998 AFL draft were AIS scholarship holders (four scholarship holders were drafted in the first round); Academy player Des Headland was the number 1 draft selection |

| Sport | Performance indicator | 1998-1999 results |
|--------------------------------|---|--|
| Basketball (men) | <ul style="list-style-type: none"> Achieve 85% selection of past and present scholarship holders in the Australian U20 squad | <ul style="list-style-type: none"> 11 of the 12 players (92%) in the 1999 world junior championships team are current or former AIS players |
| Basketball (women) | <ul style="list-style-type: none"> Performance of the AIS team in the WNBL 75% of Olympic squad members have been AIS scholarship holders | <ul style="list-style-type: none"> the AIS finished 3rd in 1998, and won the WNBL title in 1999 for the first time 14 of 19 (74%) in the 1999 Opals squad are current or former AIS scholarship holders |
| Canoeing | <ul style="list-style-type: none"> Number of athletes who are members of the national team National team results at international regattas/ championships | <ul style="list-style-type: none"> 11 of 13 (85%) selected in the 1998 national team were current or former scholarship holders 12 of 16 (75%) selected in the 1999 national team are current or former scholarship holders former scholarship holders were part of all Australian medal wins (2 gold, 1 silver and 1 bronze) at the 1998 World Championships |
| Cricket | Performance of past and present scholarship holders in competition | <ul style="list-style-type: none"> eight members of the Australian cricket team which won silver at the 1998 Commonwealth Games were former scholarship holders eight former scholarship holders toured the West Indies in 1998 nine former scholarship holders played in the winning 1999 Ashes series against England eight of the winning 1999 World Cup squad (53%) were former AIS scholarship holders |
| Cycling – Mountain bike | Performances in significant international events | <ul style="list-style-type: none"> AIS rider Cadel Evans <ul style="list-style-type: none"> — became the youngest-ever winner when he won the senior 1998 World Cup — he won three events and also recorded a 2nd and 3rd placing — was ranked world number 1 at the end of 1998 — finished 4th in the Under 23 world championships |
| Cycling – Road | Performances in significant international events | <ul style="list-style-type: none"> at the 1998 Commonwealth Games (all team members were AIS scholarship holders): <ul style="list-style-type: none"> — Australia won the women's Individual Time Trial and men's road race AIS cyclist Stuart O'Grady <ul style="list-style-type: none"> — led the 1998 Tour de France for three days; he won one stage and was third in two stages, and finished second overall in the points competition — won the Tour of the United Kingdom general classification, as well as the sprint and points competitions and two stages the Australian women's team improved their world ranking from 9th in 1996–97 to 6th at the end of 1998 |
| Cycling – Track | Performances in significant international events | <ul style="list-style-type: none"> at the 1998 Commonwealth Games (all team members were AIS scholarship holders): <ul style="list-style-type: none"> — Australia won six of the nine track events at the 1998 World Track Cycling Championships Australia won 2 gold, 2 silver and 1 bronze medal |

| Sport | Performance indicator | 1998-1999 results |
|-------------------|---|--|
| Diving | Performance at world championships, World Cup, Olympic and Commonwealth Games | <ul style="list-style-type: none"> • at the 1998 World Championships, Chantelle Michell was 3rd on the three metre board — Australia's first ever world championships medal; Dean Pullar was 3rd in the three metre synchronised diving • at the 1999 FINA Diving World Cup Australia placed 2nd overall — the highest ever ranking for Australian diving; Australia won 3 silver and 1 bronze medal; six of the team (55%) were current or former AIS divers |
| Golf | <ul style="list-style-type: none"> • Performance of current and former scholarship holders at national level • Australian representation at senior international level, and results of national team | <ul style="list-style-type: none"> • AIS scholarship holders won 12 of 15 major amateur events in Australia • two of the three members of the Australian side in the 1998 Espirito Santo Trophy World Amateur Golf Team Championships for women were former AIS scholarship holders; the team placed 4th • two of four members of the Australian side in the 1998 Eisenhower Trophy World Amateur Golf Team Championships for men were former AIS scholarship holders; the team placed 2nd |
| Gymnastics | <ul style="list-style-type: none"> • 1998 Commonwealth Games, MAG <ul style="list-style-type: none"> — contribute four to five gymnasts to the team — rank two gymnasts in top 5 all-around — place two to three gymnasts in finals for medals • 1998 Commonwealth Games, WAG <ul style="list-style-type: none"> — contribute one to two gymnasts to the team and place in two to three finals • 1998 Pacific Alliance, MAG <ul style="list-style-type: none"> — contribute four to five gymnasts to the team — rank two gymnasts in top 10 all-around — place two to three gymnasts in finals for medals • 1998 Pacific Alliance, WAG <ul style="list-style-type: none"> — contribute one to two gymnasts to the team and place in two to three finals | <ul style="list-style-type: none"> • at the 1998 Commonwealth Games <ul style="list-style-type: none"> — all six team members were from the AIS — ranked 2 in top 5 all-around, for 1st and 3rd place — four gymnasts reached the apparatus finals, for 4 gold, 3 bronze medals; won team silver medal — one AIS gymnast was selected; won team gold medal • at the 1998 Senior Pacific Alliance <ul style="list-style-type: none"> — four team members were from the AIS — three were ranked in the top 10 all-around, including 1st place (Andrei Kravtsov) — three gymnasts reached the apparatus finals for 2 gold, 4 silver medals; won team silver medal — one AIS gymnast was selected; won team bronze medal |

| Sport | Performance indicator | 1998-1999 results |
|----------------------------------|--|--|
| Gymnastics (continued) | <ul style="list-style-type: none"> Significant international results | <ul style="list-style-type: none"> Andrei Kravtsov won <ul style="list-style-type: none"> — 4 Commonwealth Games gold medals — 2 gold medals, including the all-around competition, and 3 silver medals at the 1998 Senior Pacific Alliance competition — 2 gold medals including the all-around, and 1 silver at the 1999 Hungarian International Championships Philippe Rizzo reached four finals at the 1999 Hungarian International Championships. |
| Hockey (men) | National team ranked in the top 4 nations in the world, and finish in top 4 in World Cup, Champions Trophy, Junior World Cup, Olympic Games | <ul style="list-style-type: none"> Australia won the 1999 Champions Trophy, after being 3rd in the 1998 Champions Trophy; of the 18 players there were 11 AIS and 6 former AIS athletes Australia placed 4th in the 1998 World Championships Australia won the 1998 Commonwealth Games gold medal |
| Hockey (women) | National team will finish in top 4 in World Cup, Champions Trophy, Junior World Cup, Olympic Games | <ul style="list-style-type: none"> Australia was ranked world number 1 in 1998, winning the 9th World Cup; the team had also won the previous World Cup in 1994 Australia won the 1999 Champions Trophy; all players are AIS scholarship holders Australia won the 1998 Commonwealth Games gold medal |
| Netball | <ul style="list-style-type: none"> 75% of the 21 and under squad to be current or former AIS players 75% of senior team to be former AIS players | <ul style="list-style-type: none"> in 1998, 78% of the squad and 9 out of 12 (75%) of the team were current or former scholarship holders 8 out of 12 (66%) athletes selected for the 1998 Commonwealth Games were former AIS scholarship holders; Australia won the gold medal |
| Rowing | <ul style="list-style-type: none"> 85% of scholarship holders selected to a national team Number of top 6 placings in Olympic Games, world championships, Nations Cup (Under 23) | <ul style="list-style-type: none"> 82% of scholarship holders were selected to national teams, compared with 80% in 1997 at the 1998 World Rowing Championships AIS scholarship holders rowed in eight crews achieving top 6 placings; AIS athletes were part of crews which won 2 gold and a bronze medal |
| Rugby union | <ul style="list-style-type: none"> 60% of Australian Wallabies to have been AIS scholarship holders 75% of AIS scholarship holders to gain selection in Australian U21 team | <ul style="list-style-type: none"> 78% of the 1998 run-on Wallaby team were former AIS scholarship holders Australia won the Southern Hemisphere U21 Championships (versus NZ, SA, Argentina) for the third year in a row; 58% of AIS scholarship holders were chosen in the team |
| Shooting | New program; performance to be evaluated by results obtained in significant international events | <ul style="list-style-type: none"> AIS rifle shooter Tim Lowndes has made four World Cup finals in 1999; Australia had never had a finalist in the 3 position rifle event, and only two in prone in the last 15 years, in World Cup or world championships AIS shooters won 3 gold, 4 silver and 1 bronze medal at the 1998 Commonwealth Games AIS shooters won 2 silver and 1 bronze medal and had five finalists in World Cups in 1998 |

| Sport | Performance indicator | 1998-1999 results |
|---|---|--|
| Skiing (Australian Institute of Winter Sports) | Produce medal performances at the highest level of world class competitions | <p>AIWS athletes won:</p> <ul style="list-style-type: none"> two world championships <ul style="list-style-type: none"> Zali Steggall, 1999 women's slalom Jacqui Cooper, 1999 freestyle aerials six World Cup events <ul style="list-style-type: none"> Jacqui Cooper won three events and the overall freestyle aerials World Cup title five World Cup silver medals |
| Soccer (men) | <ul style="list-style-type: none"> AIS will finish in top 3 in National Youth League 50% of the Australian U21 and Olympic teams, and 40% of the Socceroos national team will have been AIS scholarship holders | <ul style="list-style-type: none"> the AIS won both the 1998 and 1999 National Youth League titles — the first for the AIS since 1986 current or former AIS players were selected in: <ul style="list-style-type: none"> 1999 World Youth Cup team — 10 (56%) Olympic squad — 11 (61%) 1998 Socceroos World Cup squad — 11 (61%) |
| Soccer (women) | Success in international competition, especially World Cup and Olympic Games | Australia qualified for the 1999 World Cup; all team members are AIS scholarship holders |
| Softball | Achieve medal in 1998 world championships and at 2000 Olympics | <ul style="list-style-type: none"> the silver medal at the 1998 ISF Ninth World Softball Championships improved Australia's world ranking from number 3 to number 2; all team members are AIS scholarship holders |
| Squash | The performance of current and former AIS players in international squash and in the Australian team at world championships, British Open and Commonwealth Games | <ul style="list-style-type: none"> 1998 British Open <ul style="list-style-type: none"> scholarship holder Michelle Martin defeated former AIS scholarship holder Sarah Fitz-Gerald in the final scholarship holder Dan Jenson reached the semi-final the Australian women's team won the World Teams Championships for a record fourth time; the team included two AIS and two former AIS players in the 1998 World Championships women's individual final, Sarah Fitz-Gerald defeated Michelle Martin all 1998 Commonwealth Games team members were AIS or former AIS players; the team won 2 gold (won by current AIS scholarship holders), 3 silver and 1 bronze medal Michelle Martin finished 1998 ranked world number 1 |
| Swimming | <ul style="list-style-type: none"> 50% of the AIS squad to be selected in national teams for 'big 5' meets Medal results of AIS swimmers at 'big 5' meets | <ul style="list-style-type: none"> % of squad chosen for: <ul style="list-style-type: none"> 1998 World Championships — 56% 1998 Commonwealth Games — 65% 1999 World Short Course Championships — 66% 1999 Pan Pacific Championships — 70% at the 1998 World Championships the AIS squad represented 28% of the team, won 50% of individual medals and were part of all six relay medals at the 1998 Commonwealth Games the AIS squad represented 37% of the team, won 43% of individual medals and were part of all six relay medals at the 1999 World Short Course Swimming Championships the AIS squad represented 36% of the team, and won 55% of individual and relay gold medals |

| Sport | Performance indicator | 1998-1999 results |
|---------------------------|---|--|
| Tennis | <ul style="list-style-type: none"> Improvement in ITF world junior rankings Improvement in ATP/WTA world senior rankings Performances in international competition | <ul style="list-style-type: none"> from 1998 to 1999, all six junior female players improved their ITF ranking, including <ul style="list-style-type: none"> Jelena Dokic, number 108 to number 1 Evie Dominikovic, number 14 to number 6 from 1998 to 1999, five of six female players improved their WTA ranking, including <ul style="list-style-type: none"> Alicia Molik, number 661 to number 101 (Apr '99) Jelena Dokic, number 572 to number 199 (Mar '99) from 1998 to 1999, five of six male players improved their ATP ranking junior Jelena Dokic <ul style="list-style-type: none"> teamed with former AIS scholarship holder Mark Philippoussis to win the 1999 Hopman Cup international tournament for mixed teams reached the quarter-finals of the 1999 Wimbledon singles reached the third round of the 1999 Australian Open singles as number 1 player, won both matches, Australia v Argentina, in the 1998 Fed Cup was a semi-finalist in the 1998 Wimbledon junior singles Alicia Molik won five events in six weeks late in 1998 and defeated top 20 player Natalia Zareva in the Sydney International |
| Volleyball | <ul style="list-style-type: none"> Performance in annual competition program World ranking | <ul style="list-style-type: none"> the Australian men's team qualified for the 1998 Volleyball World Championships — the first time since 1982; all team members were AIS scholarship holders the Australian men's team qualified for the World Volleyball League in 1999 for the first time the Australian men's team improved their world ranking from 21 in 1997 to 17 in 1999 the Australian women's team improved their world ranking from 41 in 1997 to 30 in 1999 |
| Water polo (men) | <ul style="list-style-type: none"> To maintain and improve world ranking of national team To achieve a top 8 finish at senior world championships | Australia finished 4th at the 1998 World Championships after entering the tournament ranked 12th |
| Water polo (women) | <ul style="list-style-type: none"> To maintain and improve world ranking of national team To achieve a top 8 finish at senior world championships | Australia finished 2nd at the 1999 World Cup, after being 3rd in the 1998 World Championships |
| Wrestling | Scholarship holders demonstrate real improvement in performances, based on continued improvement in competition and depth of results | <ul style="list-style-type: none"> at the 1999 Rocky Mountain Championships, Colorado USA <ul style="list-style-type: none"> 58kg: Brett Cash, 1st 85kg: Gabriel Szerda, 2nd 1999 USA University Freestyle National Championships, Chicago USA <ul style="list-style-type: none"> 85kg: Gabriel Szerda, 6th (six wins, two losses) 58kg: Brett Cash, won his first two matches, retired injured |

Appendix 5: Recent International Successes for Australian Sports

| Sport | Current world ranking* | Recent international success (1998–99) |
|--------------------|---|---|
| Archery | | 1999 World Indoor Archery Championships — 1st men's team |
| Athletics | 1 women's pole vault 3 men's pole vault 3 women's hammer 4 women's javelin | 1998–99 individual rankings |
| Badminton | | no significant success |
| Baseball | 7 | 1998 World Championships |
| Basketball (M) | 9 | 1998 World Championships |
| Basketball (W) | 3 | 1998 World Championships |
| Bowls (M) | 3 | 1998 Commonwealth Games — singles gold medal, fours silver medal |
| Bowls (W) | 1 | 1998 Commonwealth Games — fours silver medal, pairs bronze medal |
| Boxing | | 1999 Liverpool International and 1999 Junior World Championships |
| Canoeing | | 1998 World Sprint Canoe Championships — 1st LK2 500 sprint & LK2 1000, 2nd LK1 500 sprint, 3rd LK1 1000 |
| Cricket (M) | 1 | Test cricket |
| Cricket (W) | 1 | 1998 one day Test series |
| Cycling — Road (M) | 12 | |
| Cycling — Road (W) | 4 | |
| Cycling — Track | 3 | 1998 World Championships |
| Diving | 2 | 1999 World Cup 1998 Commonwealth Games — 3 gold, 4 silver and 1 bronze medal |
| Equestrian | | World Equestrian Games — Three Day Event 8th 1999 Badminton Four Star Event — Three Day Event 7th |
| Fencing | | no significant success |
| Futsal (M) | 15 | |
| Golf (M) | 2 | 1998 Eisenhower Trophy (world team championships) |
| Golf (W) | 4 | 1998 Espirito Santo Trophy (world team championships) |
| Gymnastics (W) | 11 | 1998 Commonwealth Games — gold medal women's team, individual 3 gold and 2 silver medals |
| Gymnastics (M) | 16 | 1998 Commonwealth Games — silver medal men's team, individual 6 gold medals 1st — 1999 Hungarian International Championships |
| Handball | | no significant success |
| Hockey (M) | 3 | 1999 Champions Trophy |
| Hockey (W) | 1 | 1998 World Cup and 1999 Champions Trophy |

| Sport | Current world ranking* | Recent international success (1998–99) |
|-----------------------|-------------------------------|--|
| Ice racing | 7 | 1998 World Championships |
| Ice skating (F) | 13 (individual) | |
| Indoor cricket | 1 | 1998 World Championships – men and women gold medals |
| Judo | | 2nd 1999 Fukuoka Championships |
| Lacrosse (M) | 3 | 1998 World Championships |
| Lacrosse (W) | 2 | 1997 World Championships |
| Modern pentathlon | | no significant success |
| Motor cycling | | no significant success |
| Motor sport | | 1st Karting |
| Netball | 1 | Commonwealth Games gold; won series against England 3–0 |
| Pony club | | 1st International Mounted Games |
| Powerlifting | | no significant success |
| Roller sports | | 1999 World Speed Skating Championships – 1 silver and 2 bronze medals |
| Rowing | 5 | 1998 World Championships — 1st lightweight coxed pair & coxed four; 2nd men's pair, 3rd men's coxless four, 3rd women's quad scull |
| Rugby union | 3 | Commonwealth Games – 1 bronze medal |
| Sailing | | 1998 & 1999 World Championships — 1st 49er, 1st Star, 1st Tornado, 2nd Europe, 4th Laser |
| Shooting | | 1998 World Championships — 1st Double Trap, 2nd Double Trap |
| Skiing | | 1999 World Championships — 1st Alpine women, 1st freestyle women |
| Soccer (M) | 54 | |
| Soccer (W) | n/a | Ranking consequent on 1999 World Cup |
| Softball (W) | 2 | 1998 World Championships |
| Squash (M) | 3 | 1998 Commonwealth Games 2 gold, 3 silver and 1 bronze medal; two in top 10 |
| Squash (W) | 1 | 1998 World Teams Championships, 1 & 2 rankings |
| Surf life saving | 1 | 1998 World Championships |
| Surfing | 1 | 1998 World Surfing Games |
| Swimming (individual) | 1 (8) 2 (5) 3 (6) | 1998 Commonwealth Games — 23 gold, 14 silver, 11 bronze medals Australia has broken 5 of the 10 world records broken in 1999 |
| Table tennis | | no significant success |
| Taekwondo | 3 (2) | 1999 US Open – Australia 1st overall, 4 gold and 1 silver medal 1999 World Championships — 2 bronze medals |
| Tennis | 2 | men's singles 1998 US Open |
| Tenpin bowling | | Commonwealth Games – 3 gold, 1 silver, 1 bronze medal 1998 World Championships — 1 gold and 1 silver medal |

| Sport | Current world ranking* | Recent international success (1998–99) |
|-------------------------|-------------------------------|---|
| Touch (M) | 1 | 1999 World Cup — gold medal |
| Touch (W) | 1 | 1999 World Cup — gold medal |
| Triathlon | 1 | 1998 World Championships |
| Volleyball (M) | 17 | qualified for 1998 World Championships |
| Volleyball (W) | 30 | |
| Volleyball — Beach) (W) | 4 | |
| Volleyball — Beach (M) | 13 | |
| Water polo (W) | 2 | 1999 World Cup |
| Water polo (M) | 4 | |
| Water skiing | | 1998 World Championships — top 3 tournament, 1st racing, top 3 barefoot |
| Weightlifting | | no significant success |
| Wrestling | | no significant success |

* No entry in this column means that either the sport does not have an international ranking list (or Australia has not made the ranking list), or there is no generic sport ranking because individual athletes are ranked by event.

| Sport (Disabled) | Current world ranking | Recent international success (1998–99) |
|-------------------------|------------------------------|--|
| Athletics | 1 | 1998 World Athletics Championships — 30 gold, 18 silver and 16 bronze medals; first ranked nation |
| Basketball | 3 (w) 4 (m) | 1998 World Wheelchair Basketball Championships — women bronze; men 4th place |
| Cycling | 1 | 1998 World Championships — 12 gold, 6 silver and 9 bronze medals; first ranked nation |
| Judo | 1 | 1998 ISBA (blind) World Championships — 1 gold medal |
| Lawn bowls | 2 | 1998 IPC World Championships — 1 silver medal |
| Powerlifting | 2 | 1998 World Championships — 1 silver medal |
| Shooting | | 1999 Korean Open Shooting Championships — Elizabeth Kosmala equalled the world record perfect score of 600 in winning gold in the Mixed Air Rifle Prone division |
| Swimming | 3 | 1998 World Championships — 13 gold, 16 silver and 18 bronze medals; third ranked nation 1998 ISBA (blind) World Championships — 4 gold medals |
| Tennis | 1 | 1998 US Open Wheelchair Tennis Championships — David Hall successfully defended his title and regained number 1 ranking |
| Wheelchair road | 1 | 1999 Boston Marathon — Louise Sauvage won her 3rd Boston Marathon |
| Sailing | 2 | 1998 2.4mR World Championships — 1 silver medal |

Appendix 6: Olympic Athlete Program Performances of Summer Olympic Sports 1998–99

This appendix presents details of results achieved by Australian teams and athletes in summer Olympic sports.

Archery

Australia achieved a best-ever result when the men's team won the 1999 World Indoor Championships gold medal in Cuba, defeating the top seed, Korea, in the process.

Athletics

At the Commonwealth Games Australian athletes won 13 gold, 9 silver and 12 bronze for a total of 34 medals, 10 more than at the previous Games in 1994.

Baseball

The Australian team finished seventh at the 1998 World Championships in Italy and won the Tri-Nation Spring Invitational in Taiwan in March 1999.

Basketball

The Australian men's team won a silver medal at the 1998 Goodwill Games, a best-ever performance in senior international competition. The women's team continued preparations for the 2000 Olympic Games with a number of Test series, the highlight being a 3–2 home series win over the United States in 1998.

Boxing

Paul Miller won gold in the 75kg division of the 1999 Liverpool International and at the Junior World Championships, Chris Hamilton won a silver medal in the 71kg weight division.

Canoeing

The sprint team continued its recent success, winning a gold medal in the women's K2 500 and K2 1000m (Katrin Borchert and Anna Wood) and a silver medal in the women's K1 500 (Borchert) at the 1998 World Sprint Canoe Championships.

Cycling

In track cycling Australia won 1 gold, 3 silver and 1 bronze medal at the World Championships in France. The gold medal to Lucy Tyler-Sharman in the individual pursuit was the first won by an Australian woman at a world track championship. Australia also maintained its position as the world's leading junior track cycling nation at the world junior championships in Colombia. In mountain biking, Cadel Evans won the 1998 World Cup series. In road cycling the achievements of Stuart O'Grady, who wore the leader's yellow jersey for three days in the 1998 Tour de France and recorded a stage win, were a standout.

Diving

The diving team finished first overall at the 1998 Commonwealth Games, winning 3 gold, 4 silver and 1 bronze medal. At the 1999 World Cup, the team placed second with 2 silver and 1 bronze medal.

Gymnastics

The Australian Women's Artistic team finished first overall at the 1998 Commonwealth Games. Female gymnasts also won 3 gold and 2 silver medals in individual events. The Australian Men's Artistic team won the team silver medal with Andrei Kravtsov winning gold in the individual all-around, the floor exercise, parallel bars and pommel horse.

Hockey

Both the Australian men's and women's teams ended the year on top of the world following victories in the 1999 Champions Trophy tournament in Brisbane. The Hockeyroos' triumph continued the team's extraordinary run and gave them a fifth consecutive Champions Trophy.

Judo

Cathy Arlove won a silver medal in the 70kg category at the Fukuoka Championships held in Japan in January 1999.

Paralympics

Australian athletes continued to produce outstanding performances in Paralympic sports at world championships and international events. These athletes include Siobhan Patton, Kingsley Bugarin, Priya Cooper and Gemma Dashwood in swimming; David Hall and Daniella Di Toro in tennis; the Australian women's wheelchair basketball team; Greg Smith, Lisa Llorens, Neil Fuller and Louise Sauvage in athletics; Peter Homann and Paul Clohessy in cycling; Julie Russell in powerlifting; Anthony Clarke in judo; and Peter Thompson in sailing.

Rowing

Australian rowers maintained their strong international record, winning five medals (2 gold, 1 silver and 2 bronze) at the 1998 World Championships, as well as 3 gold medals at the Nations Cup (Under 23).

Sailing

After impressive performances at the world championships and international regattas, Australian sailers are currently world champions in three Olympic classes — Tornado, 49er and Star — and ranked number 2 in the world in the Europe class.

Shooting

Atlanta gold medallists Michael Diamond and Russell Mark reconfirmed their international standing with a one–two finish in the Double Trap at the World Shooting Championships in Spain. Annemarie Forder also won a silver medal at the World Junior Championships in Air Pistol, Australia's first ever pistol medal at this level.

Softball

In controversial circumstances, Australia's women's team won the silver medal at the 1998 World Championships, losing the final (1-0) to the world number 1 USA team.

Swimming

Australian swimmers were ranked number 1 in the world in eight Olympic events at the end of December 1998. Australian swimmers broke eight world records during the 1998–99 year (short and long course) and held a total of nine short course and seven long course world records at 30 June 1999. At the 1998 Commonwealth Games the team finished first overall and won 48 medals (23 gold, 14 silver, 11 bronze).

Taekwondo

Australia won 2 bronze medals at the 1999 World Championships. In the 1999 US Open the Australian team were first overall and won five individual medals — 4 gold and 1 silver.

Tennis

An exciting 1998 US Open saw two Australians compete in the men's singles final, with Pat Rafter beating Mark Philippoussis. Philippoussis later teamed with Jelena Dokic to win the 1999 Hopman Cup in Perth.

Triathlon

Australia's triathletes continue to dominate world competition, with four women in the top 10 at the world championships (first, second, fourth and sixth), and a bronze medal in the men's division. The 1998 official world rankings showed five Australian men and six women in the top ten.

Volleyball

The indoor men's team qualified for the 1998 World Championships and competed in the 1999 World Volleyball League for the first time. The team's world ranking improved from 24 to 17.

Water polo

Backing up from their bronze medal at the 1998 World Championships, the Australian women's water polo team won the silver medal at the 1999 World Cup. In June 1999 the men's water polo team won the Danube Cup and were second in the Dutch Cup.

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Appendix 9: Sponsors

The Australian Sports Commission and Australian Institute of Sport wish to recognise and thank the following 1998–99 sponsors and contributors:

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Appendix 10: Acronyms

The following acronyms are used throughout this report:

| | | | |
|----------|--|---------|---|
| AASLP | Australia–Asia Sport Linkages Program | ISP | Indigenous Sport Program |
| ABS | Australian Bureau of Statistics | ISS | Indigenous Sports Scholarship |
| ACC | Australian Coaching Council | IT | Information Technology |
| ACE | Athlete Career and Education program | ITF | International Tennis Federation |
| AIS | Australian Institute of Sport | LSAS | Laboratory Standards Assistance Scheme |
| ANAO | Australian National Audit Office | MAG | Men's Artistic Gymnastics |
| AOC | Australian Olympic Committee | MOU | Memorandum of Understanding |
| AOTC | African Olympic Training Centre | NCAS | National Coaching Accreditation Scheme |
| ASC | Australian Sports Commission | NESC | National Elite Sports Council |
| ASDA | Australian Sports Drug Agency | NSIC | National Sport Information Centre |
| ASF | Australian Sports Foundation | NSO | national sporting organisation |
| ASP 2000 | Australia South Pacific 2000 sports program | OAP | Olympic Athlete Program |
| ATSIC | Aboriginal and Torres Strait Islander Commission | OH&S | Occupational Health and Safety |
| AusAID | Australian Agency for International Development | OIS | Olympic Information Seminar |
| AUSFAC | Australasian Facilities Committee | OOTC | Oceania Olympic Training Centre |
| AUSPIN | Australian Sport Information Network | PSM | Population Survey Monitor |
| CAS | Confederation of Australian Sport | RSS | Regional Sport Scholarships |
| CHOGM | Commonwealth Heads of Government Meeting | SAS | Sports Assistance Scheme |
| DAS | Direct Athlete Support | SCORS | Standing Committee on Recreation and Sport |
| DFAT | Department of Foreign Affairs and Trade | SEA | South East Asian |
| EDC | Enterprise Development Council | SIS/SAS | state and territory institutes and academies of sport |
| EPO | erythropoietin | SRMC | Sport and Recreation Ministers' Council |
| FMIS | Financial Management Information System | SRTA | Sport and Recreation Training Authority |
| IAAF | International Amateur Athletic Federation | VIP | Volunteer Involvement Program |
| IOC | International Olympic Committee | WAG | Women's Artistic Gymnastics |
| IPC | International Paralympic Committee | WNBL | Women's National Basketball League |

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