



Australian Government
Australian Sports Commission

2015-19 Corporate Plan



The Australian Sports Commission (ASC) Board is pleased to present the ASC's 2015-19 Corporate plan developed as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and paragraphs 23 and 25 of the *Australian Sports Commission Act 1989*.

This corporate plan, in combination with the ASC 2015-16 (and subsequent) Annual Operational Plan, has been developed in accordance with the government's corporate plan requirements as outlined within the *Public Governance, Performance and Accountability Rule 2014*.

from our chair

There can be little doubt of the impact and importance of sport in this nation. With its ability to reach into our lives in so many ways, the Australian Sports Commission (ASC), as Australia's lead sports agency, is particularly focused on outcomes that make Australian sport stronger. Our key priorities over the duration of this corporate plan are to get more people playing sport and to help athletes pursue their dreams on the world stage.

The ASC has come a long way since its previous plan; embarking on a journey that has seen the organisation become more focussed, more agile and more accountable. We have also released two key strategic documents - *Australia's Winning Edge 2012-2022* and *Play.Sport.Australia.*, which clearly articulate our vision for sport in both high performance and participation, and which will guide our activities in the years ahead.

Central to our future success and delivering on the initiatives in our strategic documents are four strategic pillars: Win, Play, Thrive and Perform. These pillars clearly outline our priorities while highlighting the way we'll go about our business, what success will look like and the potential challenges we may encounter.

Importantly, our work will be supported by the ASC's values of Respect, Integrity, Teamwork and Excellence. Our values exemplify who we are and how we work, and they are integral to our practices and interactions with our colleagues and partners. We will also embrace the AIS brand attributes of being Relentless, Daring, Exceptional and Ingenious to ensure we are well placed to deliver on our goals.

We have set ourselves some tough challenges but I am confident that collectively, the ASC has the expertise, drive and commitment to meet these head on to ensure Australian sport remains relevant and continues to grow.



John Wylie AM
Chair
Australian Sports Commission





about us

Who we are

The Australian Sports Commission (ASC) is the Australian Government's leading sport agency that develops, supports and invests in sport at all levels. It was established in 1985 and operates under the *Australian Sports Commission Act 1989*.

What we do

The ASC works to make Australian sport stronger – to get more people playing sport and to help athletes pursue their dreams.

How we operate

The ASC works directly with sporting organisations, peak bodies, state and territory departments, institutes and academies of sport, and the business sector.

The ASC works to inform, support and create alignment through the Australian sport sector to drive the collective goal of participation growth.

The Australian Institute of Sport (AIS), a division of the ASC, is Australia's strategic high performance sport agency, responsible for leading the delivery of Australia's international sporting success.

Two broad strategic documents provide the framework for our operations. *Australia's Winning Edge 2012-2022* is the national high performance strategy which provides the blueprint for Australia's high performance success. *Play.Sport.Australia* outlines how the ASC will focus its efforts to contribute to participation outcomes.

As individuals and as an organisation we are committed to operating with **respect** and **integrity**, valuing **teamwork** and contributing to a high-functioning team to deliver **excellence** in whatever we do.

ASC partners





The Australian
sporting environment

Australians love sport. It is a defining characteristic of our national culture – one that is recognised across the world. In sport, Australia's diverse population discovers a shared identity. We build confidence and teamwork in our children. We come together to play at local ovals, fields, courts, parks and beaches. We flock to great stadiums around the country to watch the contest. We celebrate and exude national pride when our athletes represent us on the world stage.

But Australia's sporting context is changing.

On the international stage, international competition is intensifying and improving all the time. Many other nations have now replicated our innovations, tapped into our expertise and made strategic investments, and as a result have become strong competitors in international sport.

To retain our pre-eminent position in world sport, the Australian high performance system needs to do things smarter and better. We need to be:



RELENTLESS

Pursuing the big goals with an unquenchable desire for success.



DARING

Gutsy enough to achieve the results everyone else said were too hard.



EXCEPTIONAL

Developing and delivering world's best performances in everything we do.



INGENIOUS

Using our smarts to develop solutions that makes the world take notice.

On the participation front, research into the sports market tells us Australians are increasingly time poor, have limited budgets and are being inundated by new forms of entertainment. With these changes, new preferences are emerging; Australians want greater flexibility, more tailored products and sport that works for them.

The ASC must be at the forefront of helping sports to thrive in a changing environment. The challenge is to ensure that sporting organisations and clubs remain relevant, grow and prosper.

At a time when expectations of the ASC are high, opportunities are great and our resources are finite, we need to focus on what is important and have the courage to stop doing what adds less value. In order to succeed, we need to strive for excellence and be agile enough to take advantage of opportunities and address deficiencies.





Our priorities



WIN:

INTERNATIONAL SUCCESS

We aim to deliver consistent and sustainable success for Australian athletes and teams on the world stage.

To achieve this, we will target our investment and support to those sports and athletes that stand the greatest chance of international success, now and into the future, and support and develop the high performance coaches and leaders who underpin our system.



PLAY:

MORE PARTICIPATION

We want to see more Australians – particularly young Australians – participating in sport more often.

To achieve this, we will work to better understand what is happening in sport, support the network that supplies sport – our sporting organisations and help drive demand for lifelong participation in sport with a focus on our high quality national participation programme – Sporting Schools.





THRIVE: SUSTAINABLE SPORTS

We want to see more sports with the structure, workforce and leadership capacity to develop and run successful sport programmes.

To achieve this, we will provide targeted support and advice in the areas of governance, product development and commercial sustainability, workforce development, coaching and officiating, facilities and infrastructure, digital capability, and integrity in sport.



PERFORM: ORGANISATIONAL EXCELLENCE

We aim to be a high performing organisation that is recognised for strong leadership and culture, attracting and retaining top talent, and for achieving our corporate objectives. We will ensure that the ASC has the resources, facilities and capability to support the sector to win, play and thrive.

To achieve this, we need to want more from ourselves. We need to be clear in our purpose. We need to think and work better than we have before. We need to make good decisions based on evidence. We need to innovate and take risks, backing ourselves as we do our athletes.







WIN:

INTERNATIONAL SUCCESS



What will success in 2019 look like?

- Achieved or progressing to top 5 at the Olympic and Paralympic Games.
- Top 15 at the Pyeongchang 2018 Olympic and Paralympic Winter Games.
- Number one at the 2018 Gold Coast Commonwealth Games.
- More than 20 world champions annually.
- The AIS is a world leader in sports insights, services and facilities.

We will know we are on track if:

- national sporting organisations are meeting their *Australia's Winning Edge* targets
- more athletes are in talent pathways
- Australia's top athletes are getting better, more targeted and timely support
- Australia's high performance system is more aligned.

To achieve this we will:

- provide targeted investment to national sporting organisations and athletes to enable them to deliver high performance programmes that achieve international success
- provide high performance advice and guidance that assist sports with strategy, high performance planning and programme delivery
- develop and deliver customised athlete, coach and leader talent initiatives to optimise high performance outcomes
- plan, coordinate and deliver sport science and sports medicine expertise to ensure Australia's athletes get the right support at the right time
- support innovative solutions for prioritised sports and promote the growth of new knowledge and expertise for high performance sport
- facilitate a more aligned and streamlined performance network that supports *Australia's Winning Edge*-identified athletes and teams across jurisdictions.

We will monitor our progress through:

- Australia's performance at benchmark sporting events
- national sporting organisations achieving their performance targets
- athletes progressing through the *Australia's Winning Edge* athlete categories
- the degree of alignment of investment and resourcing across the high performance network.

We will actively manage these potential challenges

- Ever-improving international competition.
- Finite resources and increasing costs of delivering high performance programmes.
- Development and retention of Australia's best coaches, high performance leaders and performance support staff.
- Differences in the high performance capacity and capability of sports.





PLAY:

**MORE
PARTICIPATION**



What will success in 2019 look like?

- More Australians, particularly young Australians, participating in sport more often.
- Sports achieving year-on-year membership and participation growth.
- Sporting Schools is a core feature of Australian junior sport.

We will know we are on track if:

- the ASC and sport sector partners are developing, using and sharing industry knowledge and evidence to address participation challenges
- there is more sport in schools
- national sporting organisations are better able to deliver participation programmes.





To achieve this we will:

- provide targeted investment to national sporting organisations to enable them to grow their participation base
- provide services and support that assists national sporting organisations with participation strategy, planning and operations
- develop and share high-quality information, research and data to better understand what is happening in sport
- drive demand for lifelong participation in sport by focusing on younger Australians through the Sporting Schools programme.

We will monitor our progress through:

- trends in sport participation data collected via the national sport participation survey
- national sporting organisations growing their participation base
- schools delivering practical activity sessions.

We will actively manage the following potential challenges

- Lack of consistent reliable participation data for adults and children.
- Changes in the way people want to engage with sport – Australians are increasingly time-poor, have limited budgets and are being inundated by new forms of entertainment.
- Differences in the participation capacity and capability of sports.
- Finite resources available to influence and effect change in community sport.







THRIVE:

SUSTAINABLE SPORTS

What will success in 2019 look like?

- Sports are strategic, well-governed and financially sound.
- Sports are receptive to commercial opportunities, adopting new technologies and delivering user-friendly sports opportunities that Australians want.
- There are more quality coaches, officials and leaders across the sector.

We will know we are on track if:

- national sporting organisations have the right people, structure and systems in place
- sports are less reliant on government funding as a proportion of their total revenue
- sports are willing and able to adapt their products to meet the needs and expectations of new and existing members.





To achieve this we will:

- continue to support sports in improving their governance and driving alignment through the national, state and territory levels
- develop and deliver sector initiatives to optimise coach, official and leader talent and support sports to develop workforce strategies
- assist sports to develop relevant products and identify commercial opportunities to enable them to be more financially sustainable
- encourage national sporting organisations to conduct their own facilities audits and plans to ensure that facilities meet the current and future needs of the sport
- support sports to develop their digital capability to ensure they are connecting with their customers effectively and utilising technology to support growth and innovation
- support and evolve the Play by the Rules resources to help deliver safe, fair and inclusive sporting environments.

We will monitor our progress through:

- improvements in the organisational capability of national sporting organisations
- assessment of the impact of sector coaching, officiating and leadership capability-building initiatives
- increases in the number of national sporting organisations meeting the mandatory governance principles
- decreases in the reliance of national sporting organisations on government funding.

We will actively manage the following potential challenges

- Differences in the organisational capacity and capability of sports.
- An evolving sporting context which requires sports to adapt to remain viable.
- Increased expectations on a reduced number of volunteers running grassroots sport.
- Limitations to the sport sector's ability to continue to attract the best talent to run sporting organisations.





PERFORM:

ORGANISATIONAL EXCELLENCE



What will success in 2019 look like?

The ASC:

- attracts, develops and retains the best people
- is recognised for its leadership, innovative culture and best practice operations across government and sport
- is operating effectively and delivering results for the government and the Australian sport sector
- follows strategy while continuing to evolve in a changing environment.

We will know we are on track if we:

- are delivering outcomes that make a difference for Australian sport
- are recognised as the leading voice for sport in Australia
- are consciously looking to build and support an innovative, high-achieving culture throughout the organisation
- have the resources we need to achieve our strategic priorities
- have a satisfied and engaged workforce.

To achieve this we will:

- communicate the priorities, goals and successes of the ASC and Australian sport clearly and often
- manage our resources effectively to meet our outcomes and position us for the future
- focus our efforts on revenue generation opportunities that present the greatest value
- establish AIS facilities as world-recognised Centres of Excellence
- streamline our technology to focus on strategic priorities and operational effectiveness.

We will monitor our progress through:

- our media profile and engagement
- increased proportion of ASC funding from non-government revenue
- AIS facility usage statistics
- improvements in staff satisfaction and culture ratings
- satisfaction with delivery of key technology services
- stakeholder satisfaction with our leadership of the sector.

We will actively manage the following potential challenges

- Balancing the ASC's identified attributes and aspirations with the requirements of the Commission as a Commonwealth entity.
- Aging facilities.
- Highly competitive environment for public funds.







Monitoring

our progress



The ASC's enabling legislation requires us to develop a corporate plan and an annual operational plan. Underpinning these plans is a suite of business plans, including division, branch and section plans.

These plans define what particular parts of the organisation are doing to deliver on the strategies within the higher level plans, how we will measure our progress during the year and what resources have been allocated for particular projects or areas of work. Section plans also provide the basis from which individual performance development plans can be developed.

> CORPORATE PLANNING

- Corporate Plan 2015-19
 - what we are going to achieve and how
- Annual Operational Plan
 - what are we going to focus on that year and how we will measure our results.

> BUSINESS PLANNING

- Division plans
- Branch plans
- Section plans

> INDIVIDUAL PLANS

- Performance development plans



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