strategic plan 1994–1997
- We aim for excellence.

- We rely on cooperation and teamwork.

- We grasp opportunities to innovate and stay ahead.

- We communicate openly.

- We are accountable for our decisions and actions.

- We want our jobs to be challenging and fulfilling.
Chairman

The decisions by the International Olympic Committee and the International Paralympic Committee to award the 2000 Olympic and Paralympic Games to Sydney represent a major challenge for the Australian Sports Commission (ASC) and for Australian sport. The Games will not only focus international attention on Australia as a sporting nation, but will also provide a unique opportunity to demonstrate the economic benefits of sport to this country and the strength of the Australian sports industry.

The Olympic and Paralympic Games provide the strongest possible reinforcement of the need for all agencies in Australian sport to work cooperatively and with an agreed purpose. There is a need for a comprehensive and coordinated national program if Australia is to perform strongly in the Games, and enjoy the contribution that the Games can make to sport in this country. The Australian Sports Commission’s Strategic Plan 1994–1997 identifies strategies for a more cooperative approach and recognises the important role of other delivery agencies in the effective development of sport over the next four years.

The Games are a central element of the Commission’s activities during this planning period, but are not the sole emphasis of this Plan. The Commission assists a wide range of sports and the encouragement of Olympic sport needs to be part of the broader development of sport. The issue of participation programs and school and community sport for young Australians remains critical and is an area which will continue to be a major priority for the Commission.

The coordinated development of national networks is also a key issue for all aspects of sport. Australian sport operates within a complex environment under a traditional Federal structure. The Commission, as the Commonwealth Government’s primary funding and advisory body for sport, has an important role in continuing to coordinate the resources available to sport to ensure a national focus.

This Plan highlights the Commission’s vision for sport over the next four years and will be the basis of our decision-making and the development of strategies at the various levels within the organisation. It will be a living, dynamic document, taking into account broader changes in society which will impact on Australian sport in the future.

This Plan has been prepared following extensive consultation among Commission staff and with external agencies and reflects a shared goal to enrich the lives of all Australians through sport.

A.E. Harris, AC
Chairman
Executive Director

Sport is a significant industry in this country. It is a major employer and a contributor to Australia's GDP as an expenditure item in Australian households and through the tourism and other economic benefits of international sporting events. In recognising the traditional importance of sport to Australians and the valuable contribution it makes to our society, the Federal Government has given the Australian Sports Commission the responsibility of developing sport in Australia on its behalf.

To achieve this, the Commission has two overriding objectives — to increase participation in sport and sports activities by Australians and achieve excellence in sports performance. These objectives are interrelated, but they also represent opposite ends of the sporting spectrum. Finding the balance between them is complex, and there will always be debate about what is the right balance. I believe that the strategies in this Plan, however, address each area equally, to enable us to achieve both our objectives.

One of the most important characteristics of any successful organisation is its ability to deal with change. It is not enough for the Commission to simply be part of the changes that are occurring across our society. We must be proactive in order to direct the change process and to develop the type of skilled and flexible organisation necessary to achieve the directions outlined in this document.

Although Australian athletes and teams are achieving better international results across a broader range of sports than at any time in our history, we cannot afford to rest on our laurels. In fact, keeping our place at the forefront of world sport is one of our biggest challenges. The benchmark for international performance is constantly being raised, and we must strive for world’s best practice in coaching, sports science and medicine, management and information dissemination if we are to match the advances made by our international competitors. With the Olympic and Paralympic Games heading to Sydney in 2000, the development and support programs for our athletes will become even more critical.

I look forward to an exciting period in Australian sport, a period in which we will consolidate the tremendous gains we have made, but also take a major step towards even higher levels of performance, participation and professionalism.

J.A. Ferguson
Executive Director
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• Excellence in sports performance by Australians

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• Utilise as a catalyst the staging of the Sydney Olympics to encourage and take advantage of the development of a wide range of sport and sports-related opportunities for participation and enjoyment
• Develop and implement policies, programs and practices aimed at improving access and equity in all aspects of sport
• Foster and encourage education and training in all elements of sports development
• Encourage the provision of integrated, coordinated and quality support programs for athletes and sporting organisations, particularly in the lead-up to the Sydney Olympics and Paralympics
• Promote ethics and safety in sport
• Maximise the availability of resources for the development of Australian sport, particularly through opportunities generated by the Sydney Olympics
• Utilising the focus provided by the Sydney Olympics, raise the profile and increase the awareness of the benefits of sport and the ASC's programs
• Undertake and participate in international activities for the benefit of Australian sport, particularly in the lead-up to the Sydney Olympics
• Assist in staging the Sydney Olympics and Paralympics and ensure they make a long-term and broad contribution to Australian sport
The Australian Sports Commission was established by the Federal Government as the agency to provide advice on and implement its sports policy. While the primary responsibility for developing and directing sport lies with national sporting organisations, the Commission has important leadership, coordination and funding functions and a general advocacy role on issues relating to sport. In addition, the Commission is heavily involved in research, technology and generic product development which benefit athletes and organisations at all levels in Australia.

The Commission’s mission is:

To enrich the lives of all Australians through sport.

Underlying all the Commission’s objectives and programs are the principles of access and equity. While specific strategies in this document identify particular groups within the Australian community, it is important to note that all the Commission’s activities operate within the context of the Government’s social justice objectives.

The Commission’s Strategic Plan 1994–1997 provides a framework for the Commission’s role in the development of sport in Australia over the next four years, setting our direction and identifying our main strategies during this period. While this Plan is our own, we acknowledge that we cannot be successful without the cooperation of other Australian sporting agencies.

It is also important that this document be seen as just one part of the Commission’s total planning process. It provides a strategic basis for long-term planning and management, and a framework from which short-term actions and schedules can be developed and implemented. It provides a guide to Commission staff and a broad indication of our directions to our stakeholders. Annual operational and business plans will include more specific information on performance indicators, roles and responsibilities, standards and work schedules.

In order to achieve our objectives of increased participation and sporting excellence, we need to ensure that the support systems underpinning these outcomes are strong and dynamic. These systems — athlete support, coaching, sport information, sports research and sports policy, sports science and sports medicine, management and administration, marketing and public relations, sports facilities, opportunities for competition, and lifskilling — are the foundations for our entire infrastructure. The ASC’s strategies will contribute to strengthening these systems for the benefit of all Australians.
Our sporting achievements have long been recognised as a source of national pride and as an important means through which to promote a national identity. In more recent times, however, the role of sport in other sectors of the community has received increased attention:

- the important contribution the Australian sports and fitness industries make to the economy across a range of areas such as employment, tourism and consumer expenditure. The sports and fitness industries make a sizeable but often understated contribution to Australia's GDP, a point highlighted by the expected economic benefits of the 2000 Olympic Games;
- the role that sport plays in developing a fitter, healthier nation, and the resultant improved productivity, health and social benefits; and
- the recognition of Australia as a world leader in sporting expertise, which has led to greater opportunities to enter international agreements and promote the benefits of Australian programs to other countries.

The last four years have been a time of dramatic change for the Australian Sports Commission and Australian sport generally. This period coincided with historic increases in government funding under the 'Next Step' program, a comprehensive package designed to enhance the infrastructure of Australian sport.

The success of the expansion which took place under 'Next Step' is documented in a major evaluation of the Commission conducted in conjunction with the Department of Finance, which established an overwhelming link between the Government's funding, increased sports participation and improved international performances by Australians.

In September 1992, the Government renewed its commitment to Australian sport with the 'Maintain the Momentum' four-year funding program. 'Maintain the Momentum' signalled another phase in the development of Australian sport by capitalising on the achievements of 'Next Step' and identifying new directions for the Commission in the areas of:

- recognising the role of physical education and sport in the schools system;
- recognising the need to train and give greater recognition to volunteers in sport;
- developing a national approach to elite athlete development;
- promoting a more strategic approach to the development of sport at all levels;
- promoting 'cutting edge' developments in sports science and medicine, education, information and research;
- developing umpires, coaches and administrators at all levels; and
- reducing the harm associated with the use of drugs in sport.

The announcements in September 1993 that Sydney will stage the 2000 Olympics and Paralympics have provided a major focus for elite sport and will provide a wide range of opportunities for the sports industry.

We will keep our commitment to the challenges of 'Maintain the Momentum' and the Sydney Olympics, and go further to respond to the changes taking place within our operating environment.
Managing Change

The Australian Sports Commission has been instrumental in establishing a sound national infrastructure for sport in Australia. In order to continue our role in assisting to develop excellence in performance and increasing participation, the Commission will provide both leadership and direction and create an environment that is responsive to change. Where possible, we will anticipate changes that will influence the way we operate to take advantage of opportunities. Broader changes within society which are likely to impact on the way the Commission operates include:

- an ageing and increasingly multicultural population;
- reforms in the Australian industrial relations system such as enterprise bargaining;
- increasingly diverse lifestyle and leisure patterns for Australians in an environment of high unemployment levels, resulting in different demands for sport and physical recreation opportunities;
- rapid technological developments;
- greater emphasis on access and equity principles in all areas;
- greater awareness of the need for physical education and sport in the education system;
- continued growth and recognition of the sports industry's economic significance;
- the introduction of pay television, and increasing media coverage of a wider range of sports; and
- the impact of government legislation such as the elimination of sports sponsorship by tobacco companies.

Other changes more specific to sport include:

- the enormous impact the Sydney 2000 Olympic Games will have;
- competition among sports for corporate sponsorship;
- increasing markets for Australia to promote its sports expertise;
- partnerships and agreements through sport between Federal and State agencies and between Australia and other countries;
- changes in the community's sporting preferences and expectations of governments;
- sport continuing to become more businesslike and professional in all aspects;
- the integration of people with disabilities into mainstream sport;
- more thorough talent identification programs to attract the most talented athletes to the sports which best suit them;
- increasing awareness of the importance of health and fitness;
- the continuing need for volunteers in sport at a time when it is difficult to attract and retain them;
- changes in the presentation and packaging of sport as entertainment;
- increasing awareness of and concern about issues such as litigation and individual rights for athletes;
- increasing involvement by the States and regions in athlete development at all levels;
- increasing importance of sports science and sports medicine; and
- the continuing increase in the standard of international competition and training-related demands on athletes if they are to be competitive.

By consulting widely with external sporting agencies and using our own monitoring processes, we will constantly scan our environment and be well-positioned to respond to changes to the wider community.
Sydney 2000

The selection of Sydney as the venue for the 2000 Olympic and Paralympic Games represents a unique occasion for Australian sport and will have substantial and immediate implications for the Commission and other sports agencies. The Games provide tremendous opportunities for the Commission to make a long-term contribution to Australian sport and provide a challenge to assist Sydney in conducting successful events, to maximise Australia’s performance levels at the Games, and to ensure all sport benefits from the events. While the Games will impact on many of our operations, they are not an end point for our programs but will be a catalyst for a thriving, comprehensive national sports system for the 21st century.

The Commission will capitalise on the impetus and opportunities created by the Games to further develop Australia’s sporting programs and expertise and ensure that the infrastructure is in place to support an expanded level of activity. It will be important to continue to encourage a broad participation base where school children and other participants in sport and sports activities are given opportunities to develop skills. Specific revenue-raising schemes will also be examined to offset the cost of Government support for staging the Games and to assist sports over the next seven years.

The Commission will assist sports to implement or strengthen talent identification programs and to take advantage of the expected increase in overseas teams and athletes who will want to come to Australia for training and competition. By adopting a coordinated approach in close consultation with the Australian Olympic Committee (AOC) and other agencies, we will develop strategies to ensure that Australian Olympians and Paralympians receive the best possible preparation to perform at their peak levels. At the same time, we need to ensure that non-Olympic sports and activities also share in the benefits.

The International Olympic and Paralympic Committees’ decision to award the 2000 Games to Sydney will be viewed by the rest of the world as another example of Australia’s status as a nation with a long history of sporting excellence and achievement. The Commission is well placed to ensure this recognition provides greater international exposure to some of our more marketable initiatives such as the AUSSIE SPORT program, the Australian College of Sports Education and our developments in sports technology.
A Coordinated Approach

The ultimate success of this Plan in developing a more productive sports system will be determined by the degree to which all our efforts can be channelled along the one path. The Olympic and Paralympic Games in Sydney in 2000 only heighten the need for a cooperative approach to all aspects of sports development. As part of this approach a strong commitment will be required from national sporting organisations to take greater responsibility and accountability for the direction of their sport through a comprehensive national plan leading up to the Games.

The emergence of State Institutes and Academies of Sport has created opportunities for a more national and comprehensive approach to athlete development and set a challenge for all parties to work to an integrated strategy. National networks exist in athlete support, coaching, sport information and the sport sciences, and a range of programs to encourage participation of all sectors of the community are getting results thanks to the joint efforts of the Commission, State Governments and State and regional Institutes/Academies, sporting organisations and community groups. Volunteers remain the backbone of the sports system in Australia, and local governments continue to be a major provider of sports services to the community.

As the sporting environment has changed, the Commission is also changing its relationship with its clients. Through the introduction of Co-operative Arrangements, more emphasis will be placed on national sporting organisations for the effective delivery of programs. The Commission will further refine its current system so that national sporting organisations are better able to manage their sport aided by more streamlined government processes. We will also ensure that improved and relevant advice and support services are available, drawing on the expertise continually being developed within the Commission.

We also recognise that in this changed environment the Commission will need to show leadership in many areas. While responsibility and accountability for the delivery of some programs has shifted, the Commission still has an important niche in the sporting community and will continue to facilitate synergistic outcomes in all areas of sport. In the areas of sports science and sports medicine, non sport-specific program development, resource development, initiatives in technology, sport information, athlete support and personal development, education and research, the Commission will utilise its resources and expertise to help advance Australian sport to even higher levels.
Managing our Resources

For the development of Australian sport and in preparation for Sydney 2000 we have a responsibility to create an organisational climate and structure which is client-focused and allows us to provide better quality service. In addition, the Commission will take advantage of changes and improvements to both the public and private sector (such as enterprise bargaining) to develop the best type of organisation and the committed and skilled staff we need.

As the baseline for performance is constantly being raised by our international competitors, the Australian Institute of Sport (AIS) will continue to be innovative and address issues relevant to high performance sport. The AIS will devote itself to being a national centre of excellence, providing specialised resources and expertise for all aspects of athlete development.

The contribution of technology will also become increasingly important, and Australia needs to be a world leader in the sport sciences and sports research. The Commission has an important leadership role in world-class technology and research and development and will actively promote achievements in this area. Funds will be targeted at projects with a direct application to Australia’s athletes, and results which can benefit the community will be widely disseminated.

While we will continue to develop support programs for athletes to achieve higher levels of performance, the distribution of our resources must be balanced to ensure appropriate opportunities are provided for participation in sport by all areas of the community. The Commission will build on the successes of its AUSSIE SPORT program and continue to develop a national framework for sports participation in cooperation with State agencies. We will also encourage and advise sporting organisations in their development and implementation of participation programs and act as an advocate on issues such as sport and physical education in schools.

The Commission will continue to search for greater efficiency and productivity in its operations, and examine opportunities across the whole organisation where a more commercial approach will generate greater revenue both for the organisation and for the benefit of Australian sport. We will promote an image for the Commission which will ensure that its role and programs are clear to our clients and the sporting community.
our objectives

- Increased participation in sport and sports activities by Australians
- Excellence in sports performance by Australians

Our strategies

Consistent with our legislative charter, we have identified the major strategies for achieving these objectives, as well as the more specific strategies to be implemented over the next four years. These strategies will address all the vital and interrelated aspects of sports participation and development for Australians. The staging of the Sydney Olympics will clearly impact on most of them, either directly or indirectly, and this should be recognised throughout. Specific strategies related to the event have also been formed.

As this Strategic Plan is updated in the period leading up to the Games it is expected that the strategies will also progressively focus more closely on the Games. Strategies will also need to be put in place to ensure that the benefits from staging and participating in the Games are sustained after the event.

- Utilise as a catalyst the staging of the Sydney Olympics to encourage and take advantage of the development of a wide range of sport and sports-related opportunities for participation and enjoyment.

- Consultatively develop a framework for sports participation for all Australians.

- Promote sport and physical education within the core curriculum of all Departments of Education and encourage State Governments to review their policy and practice in relation to physical education and sport in schools.

- Continue to develop resources and programs for use within comprehensive physical education and sport programs in schools.

- Encourage and facilitate key sports delivery agencies to identify opportunities and implement programs aimed at increasing participation by the general community.

- Assist sports and other agencies to provide sporting opportunities for young people that are enjoyable and appropriate to their level of development.
- Assist young people to identify the sports to which they are most suited.
- Encourage the provision of resources and strategies for sport/recreation officers working in local government to provide a link between school and community sport.
- Encourage the important role of local governments as potential program deliverers and providers of facilities.
- Encourage greater participation in sporting and fitness activities in the workplace.
- Develop and implement a comprehensive range of programs and resources for volunteers.
- Raise the profile of the large voluntary sector in sport.
- Expand the club development program to improve management and planning for sport at the club level.

- Develop and implement policies, programs and practices aimed at improving access and equity in all aspects of sport.

  - Encourage sports to provide a full range of support services for mature-age athletes.
  - Promote participation and provide opportunities for females in sport in schools, community groups and sporting organisations.
  - Encourage participation in sport and provide increased sporting opportunities for people from a non-English speaking background, people with disabilities, disadvantaged social groups, Aboriginal and Torres Strait Islanders, and people in rural areas.
  - Ensure athletes with disabilities are fully recognised and facilitate the integration of disabled sport with mainstream sport.
  - Work with national sporting organisations to ensure equity principles are being implemented.
  - Encourage incorporation of access and equity principles into training courses.

- Foster and encourage education and training in all elements of sports development.

  - Ensure a national coordinated approach for the development of coaching, officiating and administration.
  - Develop practical and professional/theoretical courses throughout Australia in a wide range of sports-related activities.
  - Encourage the targeting of education courses to meet the needs of sport.
  - Attract the best experts to meet the needs of Australian sport and effectively harness their expertise for the benefit of athletes, the community and others in the field.
• Develop training programs to ensure ASC staff are appropriately skilled to implement the change process taking place generally in the relationship with sporting organisations, and with planning for the Sydney Olympics and Paralympics.

• Ensure national standards in coaching are maintained and enhanced by continuing to educate coaches.

• Develop career paths and training and development opportunities for elite coaches and officials, and have coaching and officiating recognised as a profession which attracts and develops high-calibre personnel.

• Provide opportunities for emerging coaches and officials to benefit from the experiences of Australia's best coaches and officials.

• Provide advice in key management areas and professional development opportunities for sports administrators, particularly to enable them to capitalise on opportunities created by Australia hosting the 2000 Olympics.

• Assist in providing more opportunities for young people to gain leadership experience and training in sports coaching, administration and officiating.

• Provide resources and advice in the areas of course design, course presentation and resource development for umpires and officials.

• Raise the profile of education in the sport sciences.

• Encourage the provision of integrated, coordinated and quality support programs for athletes and sporting organisations, particularly in the lead-up to the Sydney Olympics and Paralympics.

• Encourage world's best practice across the whole sports delivery system, with an emphasis on client focus and with greater responsibility and accountability placed with national sporting organisations.

• Pursue the establishment of a national network for elite athlete development involving close integration with State Institutes and Academies.

• Develop new practices and programs to improve international competitiveness.

• Implement and enhance athlete programs supported by the best in coaching and the sport sciences.

• Maximise the resources available to, and utilised for, elite athletes through the various assistance programs operating at national, State and local level.

• Enhance the services provided to elite athletes through the AIS Scholarship Program and the Intensive Training Centres Program.

• Expand access to AIS facilities and services through the National Sports Program.

• Enable elite athletes to pursue their educational, vocational and personal development in a manner compatible with their sporting commitments.
- Establish a national computing network which includes an information database with access to and by national sporting organisations and State and regional Institutes and Academies of Sport.
- Expand and improve current databases to assist in the review and monitoring of national sporting organisations and to provide data to them to help in their planning and management.
- Facilitate the widest possible dissemination of timely and relevant sport information.
- Establish and maintain a network of coaching centres across Australia.
- Ensure that appropriate research and development in the sport sciences are emphasised and that Australia’s sports scientists demonstrate world’s best practice.
- Research methods to improve talent identification programs and encourage their implementation throughout Australia.
- Coordinate a national approach to the delivery of sport sciences to high performance athletes and coaches.
- Standardise procedures for testing protocols, the calibration of equipment and accreditation of laboratories around Australia.
- Assist athletes and their coaches to have access to the latest and most relevant training techniques and technology.
- Analyse the effects of altitude and acclimatisation training and consider the establishment of altitude and acclimatisation training centres in appropriate locations.
- Develop and enhance ways of assisting athlete recovery.
- Enhance existing opportunities for athletes, coaches and specialist personnel to gain international experience and competition.

### Promote ethics and safety in sport

- Ensure that applied sports research addresses injury prevention and rehabilitation, with results disseminated to the community.
- Develop and promulgate codes of conduct through resources for officials, coaches and teachers, elite athletes, sporting organisations and other appropriate groups.
- Encourage opportunities for training in sports injury prevention and sports first aid.
- Continue to ensure national sporting organisations adopt doping policies consistent with the Commission.
- Continue to ensure appropriate sanctions on athletes who test positive, or fail to provide a sample for testing.
- Work with the Australian Sports Drug Agency in promoting harm reduction associated with the use of drugs in sport domestically and internationally.
- Encourage the development of guidelines and advice on safety in sports.
- Continue efforts towards securing a rolling program of government funding for sport, particularly to provide continuity of funding to the 2000 Olympics.

- Assist sports to develop comprehensive national plans for the full period leading up to the Sydney Olympics which have input and acceptance from State bodies.

- Provide funding to national sporting organisations for the development of all aspects of their sport.

- Work cooperatively with the AOC to ensure all available funding for Olympic sports is utilised efficiently and effectively.

- Encourage national sporting organisations to develop a broader funding base for their sport and, where needed, assist sports in dealing with sponsors.

- Actively promote consultation and communication with clients, including State bodies, on a regular and consistent basis on general issues facing sport.

- Develop mechanisms to work with local government through a mutual recognition of roles and the potential for local governments to deliver programs.

- Develop a longer term national sports strategy through wide consultation which ensures that benefits for sport continue after the Sydney Olympics.

- In cooperation with national sporting organisations, expand the commercial effectiveness and value of Commission products in the marketplace.

- Maximise revenue by all possible means, especially increasing income from off-budget sources and cash conservation, in order to support programs.

- Actively pursue private sector donations to sport through the Australian Sports Foundation.

- Ensure an efficient system for assisting sport and monitoring sports development.

- Examine the potential for greater utilisation of existing facilities and coordinate a national framework for the development of facilities.

- Continue to provide a coordinated advisory service on national sports facilities.

- Further develop the ASC Canberra site to include a training/education centre and a tourist and business centre.

- Further develop cooperation between universities and the Commission in the area of research.

- Increase applied medical research through the involvement of other health-related agencies.
Maintain an advocacy role for critical issues in Australian sport.

Work closely with sport to attract international sporting events which will maximise developmental and economic benefits for Australia.

Promote the value of physical education and sport to school Principals, Education Departments, parent bodies and the wider community.

Implement a promotional campaign to market ASC programs and services both nationally and internationally.

Continue to develop and promote the AIS’s reputation for excellence and achievement in high performance sport.

Develop a broader and more proactive approach to research.

Increase the promotion given to research outcomes presented in a practical way.

Target research that generates income and emphasises the social, health, economic and cultural benefits of sport.

Consider case studies and special-awareness programs to promote the wider benefits and values of sport.

Improve the coordination, production and distribution of ASC publications.

Continue to encourage AIS athletes to act as role models in both participation and excellence in sport.

Maximise opportunities in the overseas market for the export of ASC and Australian sporting programs and expertise.

Expand opportunities for exchange programs and other links with overseas countries.

Strengthen Australia’s position as the leader in programs for children in sport, sports safety, sports education and technology, particularly for our region.

Establish a group to coordinate Australia’s international sports activities.

Strengthen links with international agencies, including government and non-government, as well as sporting and non-sporting agencies.
- Through the Olympics and Paralympics, provide opportunities to strengthen Australia's international sporting success and reputation.
- Develop national programs using the Olympics and Paralympics as a focus to increase public awareness and stimulate greater involvement in sport in schools and the wider community.
- Investigate new opportunities to raise off-budget revenue.
- Coordinate assistance to Olympic and Paralympic sports and athletes.
- Facilitate an effective and comprehensive athlete development program in the lead-up to 2000 in consultation with State Governments and Institutes/Academies of Sport, the AOC, and sporting organisations to best prepare Australia's team.
- Encourage the hosting of major international sporting events in Australia in the lead-up to the Games.
- Strive to maintain a balance between the development of Olympic and non-Olympic sports, and elite and participation elements of sport.
- Strengthen links with the business sector to maximise potential in areas such as tourism and technology.
- Refine the existing structure for elite sport to improve performances at the Olympics and in the longer term.
- Maximise opportunities to expand international programs.
- Improve sport services and facilities in Australia.

While these strategies have been identified for the Commission, it will be the concerted and cooperative efforts of all sporting agencies which will lead to the successful development of Australian sport and a maximising of opportunities provided by the Sydney Olympics and Paralympics.
Photographs

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Blue sky   ALLAN FOX/TQI
Red earth   ALLAN FOX/TQI
Athlete     AUSTRALIAN SPORTS COMMISSION

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Blue Mountains  PETER FOX/TQI

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Snowy Mountains  BRYAN PURKISS

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Sunset       ALLAN FOX/TQI

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Carter Reef   GREAT BARRIER REEF MARINE PARK AUTHORITY

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Red Lechenaultia  COLIN TOTTERDELL/TQI

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The Great Barrier Reef  ALLAN FOX/TQI

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Bark       ALLAN FOX/TQI