



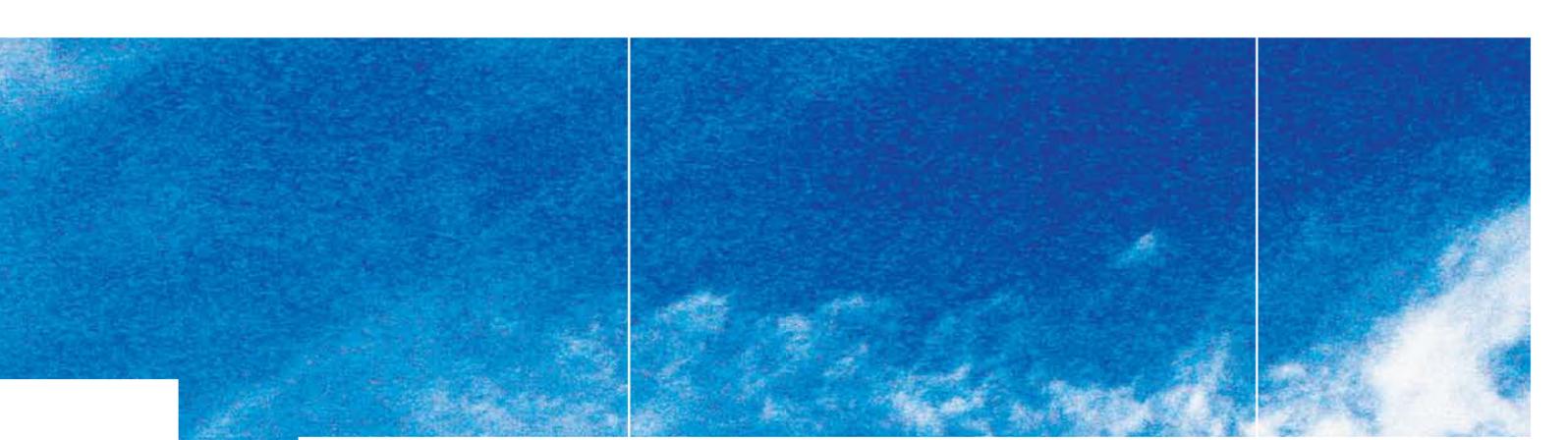
Australian Government
Australian Sports Commission

REPORT TO SPORT



REPORT TO SPORT





CEO'S MESSAGE

I am pleased to present an overview of the Australian Sports Commission's (ASC's) most significant achievements over the last 12 months. In doing so, I acknowledge the leadership and guidance provided by the ASC Chairman, Greg Hartung OAM, and the ASC Board.

Overall the ASC's performance was again strong in the past year, with our programs resulting in improved participation outcomes and contributing to Australia's continued success at the elite level. We have also delivered successful outcomes in a range of other program areas, including international sports outreach programs, health and wellbeing, social inclusion and support to Indigenous Australians.

However, Australian sport faces many challenges including funding, system fragmentation, infrastructure and facilities, market relevance and competition from other activities. The sustainability of Australian sports is probably the most significant issue we need to address.

In my view, a strategy of continuing to deliver more of the same is not an effective response. We need to embrace some fundamental reforms as well as build on the strengths that have taken us to where we are today.

At the ASC we recognise the important system leadership role we have to play in bringing sports and other system partners together to deliver reform.

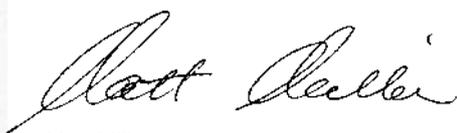
Over the last nine months we have championed key initiatives to:

- better align the high performance system
- build a more cohesive sports system
- increase Australia's involvement in sport
- rebuild the value proposition for sport.

These initiatives are driving ground-breaking reforms to address some of the most fundamental issues constraining the performance of the Australian sports system.

This report provides an overview of some of these significant initiatives and sets out the priorities for 2010 and beyond.

My sense is that as a sports system we have shifted significantly over the last 12 months as a result of the initiatives championed by the ASC and our system partners' willingness to embrace and be involved in reform. There is now reform momentum, and with continuing leadership from the ASC and system partner commitment, we will be successful in tackling the challenges ahead.



Matt Miller
October 2009



WORKING TOGETHER

WORKING TOGETHER FOR AUSTRALIAN SPORT — THE WAY TO GO!

The ASC sees the future of Australian sport built on an uncompromising commitment to cooperative collaboration. We must tackle the system fragmentation and pull together based on a shared vision and goals for Australian sport.

Rationalisation and consolidation of sport governance and program planning and delivery are central to success. Our structures and the federated system in which we operate give rise to significant potential for duplication, gaps and misalignment of effort. Working to address this fragmentation is perhaps the most fundamental challenge. It is important that our responses drive greater system cohesion by reducing fragmentation and clarifying the roles of all system partners.

Over the last three months the ASC has been reviewing its strategic positioning and direction within the context of a collaborative national sports system. It is clear that the ASC has a vital system leadership role to play — one that we are best positioned to do. We also recognise the importance of the support role we must play to assist our system partners deliver sport to Australians.

As a part of the ASC's review of where Australian sport, and therefore the Commission, should head, we have hosted a series of national and regional dialogues over the last two months to listen to sport and test support for a reform agenda built around the theme of 'Working together for Australian sport'.

These dialogues have confirmed strong support for this theme and the ASC's system leadership and partner support roles. It is apparent that all major system partners recognise the value in tackling the inefficiencies inherent in our existing system. It is tremendously encouraging that there is a genuine spirit of cooperation and commitment to collaboration.

The ASC recognises the importance of our leadership style being congruent with our aspirations and stated commitment to collaboration and cooperation, if together we are to build a truly cohesive and collaborative sports system. We understand and commit to being affiliative in our leadership approach and respect the contributions and perspectives of our system partners. We will be seeking similar reciprocity in our relationships with our system partners, with the bottom line being: 'Is this action in the best interests of the sport system?'.





GREEN & GOLD

ALIGNING HIGH PERFORMANCE — FOCUSING ON THE 'GREEN AND GOLD'

Australia has a proud and enviable record of international success in sport. Few, if any, would argue with the proposition that we out-perform our international competitors when account is taken of our relative population size.

Our international successes have been built on world-leading innovative strategies for sports performance, development and administration. However, we are losing the competitive advantage we once had as our international competitors learn from our approaches and increase their investment in sport. This loss of competitive advantage has put the spotlight on the impediments constraining our high performance system and challenges us to further reform.

The effectiveness of Australia's high performance system is being hampered by a lack of alignment of system partners involved in the planning and delivery of high performance programs. We believe that through improved alignment of objectives, and a commitment to truly collaborative program planning and delivery that is focused on the 'green and gold', Australia's high performance system can deliver improved outcomes.

To that end, the ASC is leading reforms to the high performance system in collaboration with national sporting organisations (NSOs); peak bodies such as the Australian Olympic Committee, Australian Paralympic Committee and Australian Commonwealth Games Association; and state and territory institutes and academies of sport (SIS/SAS). The key planks of reform are:

- a new Collaborative Partnership Agreement with SIS/SAS and peak bodies
- a new national elite athlete support scheme
- an enhanced high performance program planning model
- an enhanced National Talent Identification and Development (NTID) program
- an improved Australian Institute of Sport (AIS) service delivery model
- an improved National Athlete Career and Education program.

HIGH PERFORMANCE

Collaborative Partnership Agreement

The Collaborative Partnership Agreement is a commitment by system partners to act collaboratively in accordance with national pathway plans and the related high performance programs developed in conjunction with each NSO. It aims to minimise the inefficiencies from duplication and misalignment of effort between the AIS and SIS/SAS network by involving all key partners in the development of high performance programs.

The ASC is leading this work in conjunction with the National Elite Sports Council.

We believe this is the most practicable approach to achieving alignment within the federated structure of Australian sport.

National Elite Athlete Support Scheme

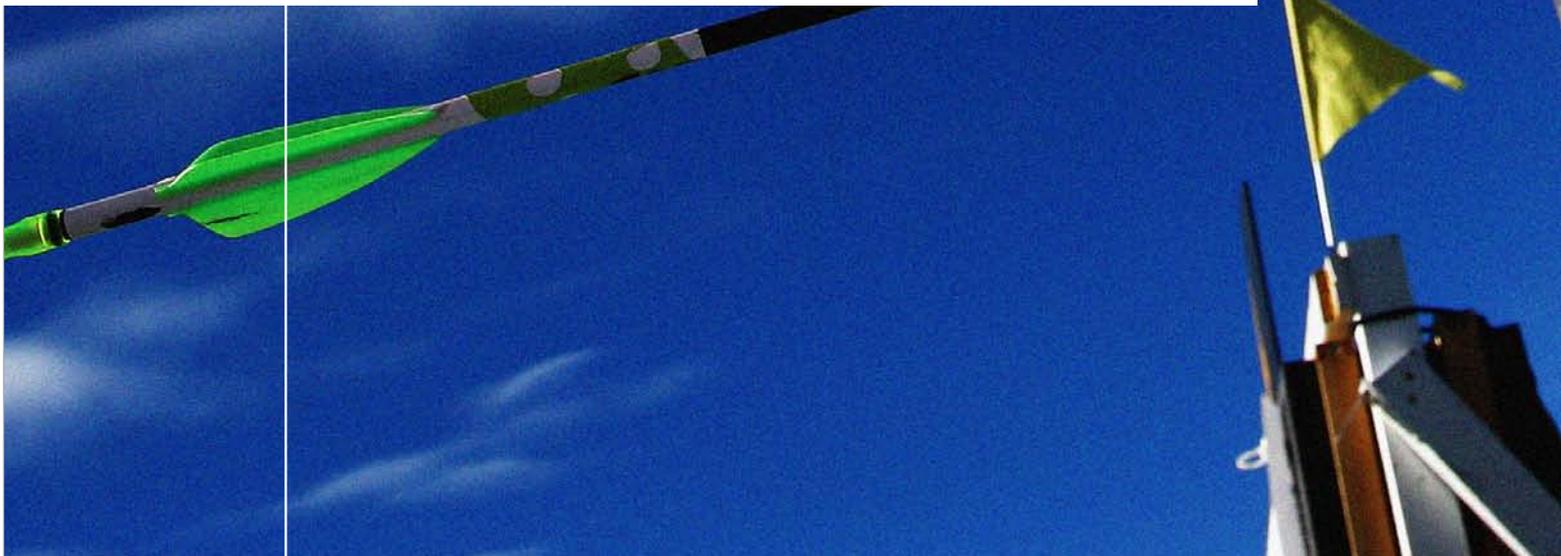
The National Elite Athlete Support Scheme will provide high quality, nationally consistent services and support to Australia's elite athletes regardless of where they are based.

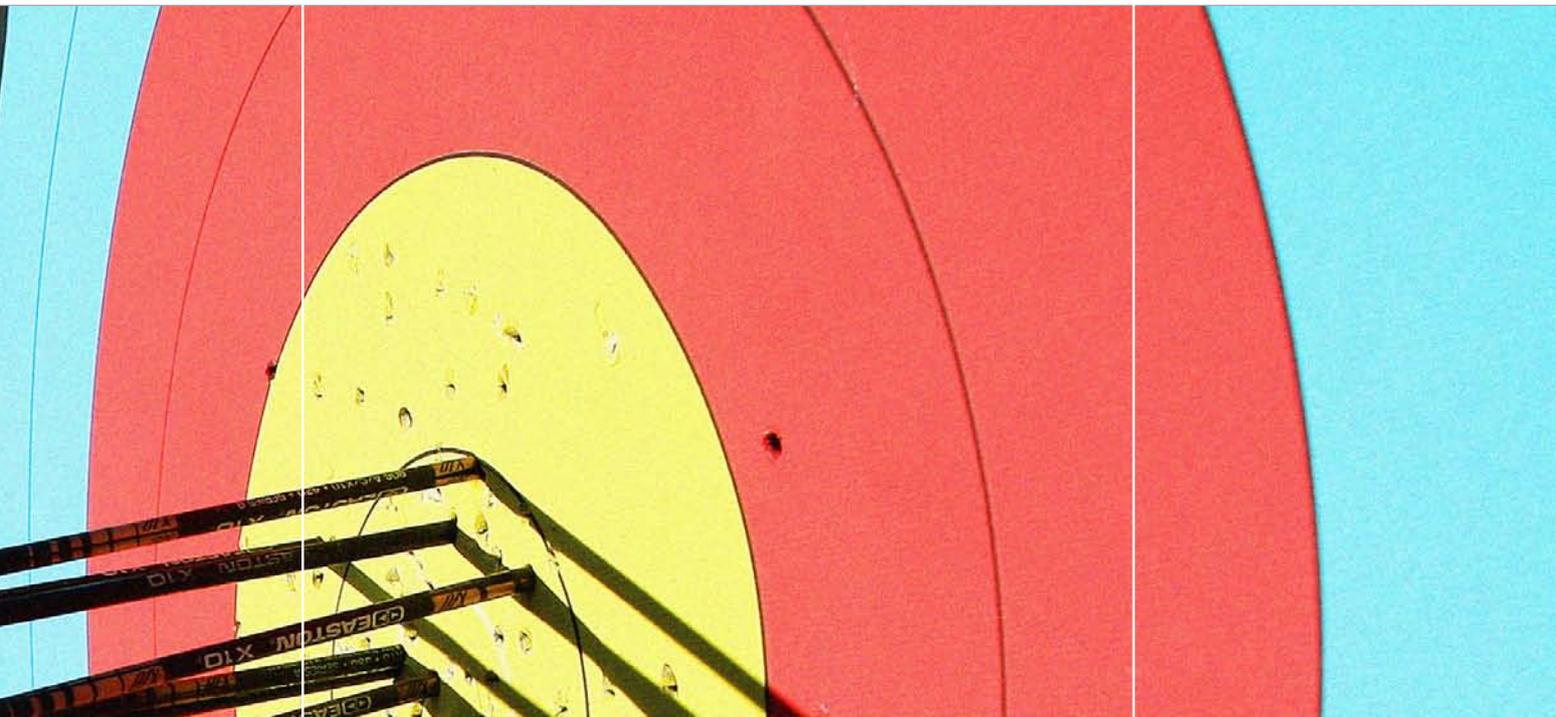
Australia's elite athletes currently receive significantly different levels of support and services depending on which high performance program they are located in. Furthermore, when travelling to other national high performance centres there are limitations on the service and support provided.

Providing equitable services and support for Australia's elite athletes will also reinforce the importance of focusing on the 'green and gold' rather than any individual institute or academy.

High Performance Program Planning Model (Pathway to Podium)

Post the 2008 Olympics and Paralympics, the ASC has enhanced the high performance program management framework that provides for relevant system partners to come together to agree on strategies, share information and good practice, and monitor performance. The framework aims to inform investments into high performance programs based on delivering the best international success.





National Talent Identification and Development

The ASC-led review of the NTID program has, among other things, resulted in reforms that will see the program embedded in NSO high performance plans and with greater emphasis placed on a national system for pre-elite athlete development.

Improved Australian Institute of Sport service delivery model

The AIS review initiated in February 2009 highlighted the need for the AIS to be more attuned to the needs of NSOs and not be solely concerned with AIS athlete and program successes.

Implementation of the review recommendations is well advanced and has resulted in better-coordinated services and support to NSOs and coaches. It has also ensured that AIS plans are closely aligned with each NSO's high performance plans.

These are important outcomes given the centrality of the AIS to the delivery of Australia's high performance programs.

National Athlete Career and Education

The National Athlete Career and Education review completed last December has also led to better aligned servicing for athletes through the AIS and SIS/SAS network.

CASE STUDY: Tennis Australia

In an effort to eliminate ongoing duplication in management and resources and to increase cost effectiveness, Tennis Australia recently entered into a partnership with the AIS for the Institute to provide high performance international training to emerging young elite tennis players. The move solidifies Tennis Australia's delivery pathway, with the AIS offering a Pro Tour Program for players over the age of 16. The program is designed to help players make the transition from junior to senior tour. AIS touring pros gain the full benefits of coaching; full access to AIS facilities and support staff, including sports science and strength and conditioning; accommodation; and access to the AIS international tennis base in Barcelona, Spain. Under the arrangement, national academies will take responsibility for the training and support of players involved in Australian tournaments, national open tournaments and junior tournaments.



GETTING AUSTRALIANS INVOLVED IN SPORT

The ASC is committed to fostering, supporting and encouraging participation in sport across the whole pathway — from grassroots community sport to elite sport. We work with NSOs and other system partners to enable their participation programs to be inclusive of all Australians.

Our investment in participation programs is based not only on the importance of developing a feeder group for high performance programs, but also on the indisputable and diverse array of benefits which flow from Australians being involved in sport.

Active After-school Communities program — a winner!

Through its Active After-school Communities (AASC) program, the ASC plays a contributory role and complements other state and territory participation programs in getting Australia's children active and involved in sport. The program targets children not involved in mainstream sport and aims to inspire a love of physical activity that leads to involvement in local sporting clubs.

The AASC program has delivered strong results again this year, with 150 000 children in 3250 sites across Australia taking part each school term. The program reached all regions and populations including Indigenous Australians (14 per cent of sites), remote or rural sites (48 per cent of sites), children with special needs (14 per cent of sites) and schools of the air. A number of initiatives were implemented to support the transition of children into sporting clubs, including a campaign promoting club growth and the benefits of being a member.

A recently completed evaluation of the program's performance provides powerful evidence of just how significant this program impact has been. Participation in the program increased children's physical activity levels from 1.5 hours per week to 2.9 hours. Eighty-five per cent of children participating in the program reported having fun and 75 per cent believed they were better at physical activity since starting the program. However, most significant is the fact that 63 per cent of parents surveyed agreed that their child would like to join a sporting club or organisation after their involvement in the program.

The program is also helping build capacity to deliver sport in local communities.

During 2008–09, more than 1200 Community Coach Training Program courses were conducted, with some 6700 individuals completing training to deliver the AASC program. \$20 million in grants was also allocated to assist with the delivery of the program and there was a significant increase in special initiative grants provided to not-for-profit organisations.

Aussie kids walk to Beijing to get fit

To celebrate the Beijing 2008 Olympics and Paralympics, children from the ASC's Active After-school Communities program donned pedometers and recorded their jumps, skips, hops and steps during a theoretical 'journey to Beijing'. More than 100 000 kids from 2000 schools and after-school care centres throughout the country took part in the initiative, which was designed to motivate children watching the Games at home to think and talk about sport and how they could get out there and be active.





GET INVOLVED

The ASC is committed to partnering with NSOs to expand delivery of the AASC program, and discussions have been held with individual sports to identify how the program could support participation growth. Netball Australia has been a leader in linking the AASC Community Coach Training Program with their coach accreditation under the ASC's National Coaching Accreditation Scheme.

Other participation programs

The ASC is continuing to work closely with NSOs to provide participation opportunities for juniors, women, Indigenous Australians, people with disability and people from culturally and linguistically diverse backgrounds.

Indigenous sport development officers funded under the ASC's Indigenous Sport program coordinated or delivered sport and structured physical activities to 80 000 Indigenous Australians in 2008–09. As well, 604 Indigenous Australians were supported through the funding of \$650 000 from the Elite Indigenous Travel and Accommodation program.

Through its Sports CONNECT and Sports Ability programs the ASC, in collaboration with state departments of sport and recreation (SDSRs) and sporting organisations, provided increased opportunities for people with disability to participate in sport. A total of 630 sites were providing the Sports Ability program as at 30 June 2009.

The ASC worked with a number of NSOs in developing junior sport-specific policies designed to promote increased participation by juniors in their sports. The ASC's Local Sporting Champions program also provided funding assistance for young Australians to compete in NSO-endorsed national competitions that required travel greater than 250 kilometres. In 2008–09, \$600 000 in assistance was provided.

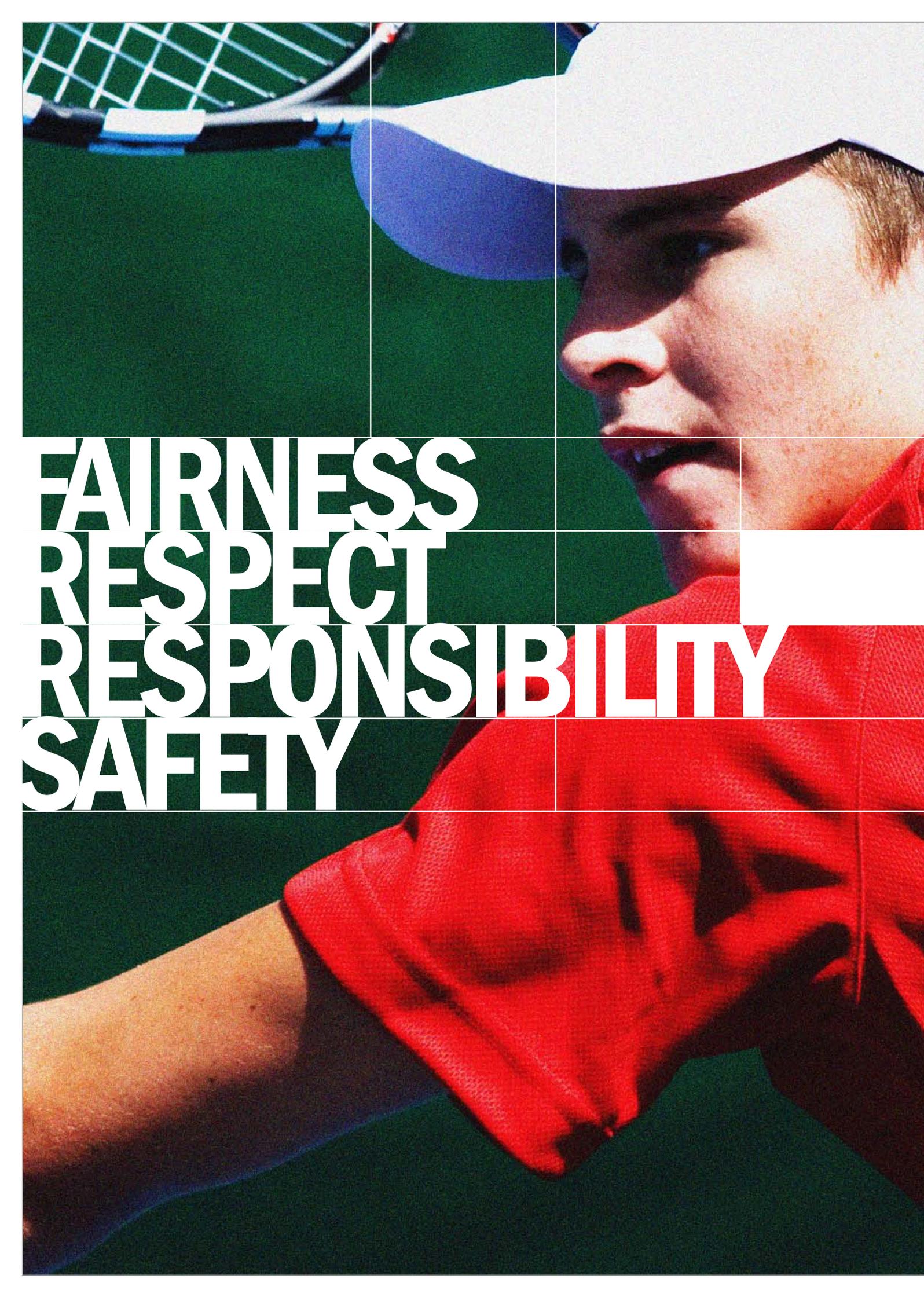
Sport Leadership and Scholarship Grants for Women provided financial assistance to support leadership development and education for women in sport. In conjunction with the Australian Government Office for Women, the ASC provided 144 grants in 2008–09 totalling \$400 000.

Going forward, the ASC sees merit in reviewing its approach to inclusive sport with a view to better targeting investments and developing stronger partnerships with providers.

We have also reviewed our coaching and officiating strategy to help NSOs develop a 'coaching pathway' focused on awareness, information, training, education and continuous learning to advance participants' experiences. The ASC Board also established the National Coaching Advisory Panel to help lead, inform strategy, and raise the profile and visibility of coaching in sport in Australia, and nurture and support the delivery of coaching initiatives by NSOs and other bodies.

Turning to Sport for Good Health

In 2009 the ASC partnered with Diabetes Australia to encourage children to 'Turn to Sport for Good Health'. Over 88 500 children from more than 2000 schools and after-school care centres completed the challenge to make 1.5 million sporting passes for every Australian with diabetes. A song and video 'Turn to sport and play for life', was produced, which aimed to reinforce the importance of sport in leading a healthy lifestyle.



FAIRNESS
RESPECT
RESPONSIBILITY
SAFETY



REBUILDING THE VALUE PROPOSITION OF SPORT

The substantial contribution of sport to the community is well recognised by those involved in sport, from athletes competing at the highest level to those involved in weekend club competition and social play, as well as parents and volunteers.

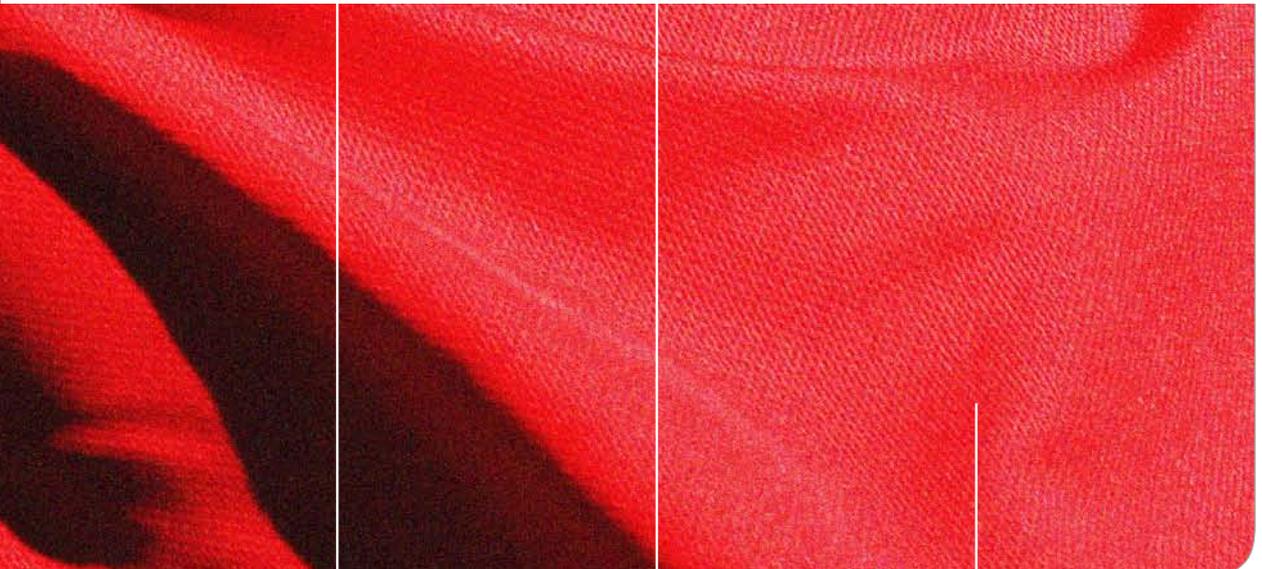
Our Prime Minister has spoken about the important role sport plays in shaping our national identity and promoting Australia's international reputation. We hear almost daily of the potential for sport to contribute to improving the health and wellbeing of Australians, and how it is contributing to other important objectives such as social inclusion and cohesion and addressing Indigenous disadvantage.

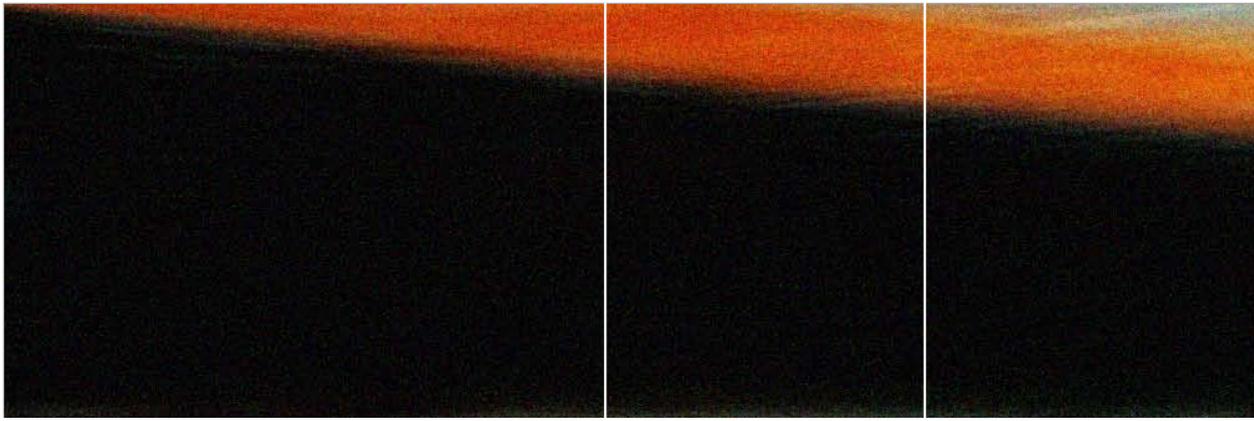
There are, however, challenges emerging to the centrality of sport to Australians and our way of life. Demographic shifts, sport integrity issues and competition from other activities are challenging the market relevance and value of sport to many Australians.

The ASC believes it is important to act now to tackle these challenges and help rebuild the value proposition of sport in Australia.

We have commissioned research to provide an evidenced-based argument for the value of sport and we are partnering to better address sports integrity issues such as binge drinking, off-field behaviour by parents and athletes, and sports betting. We are also initiating action to build greater community engagement and ownership of sport's values, reflected in the industry-generated and ASC-driven 'The Essence of Australian Sport' which espouses the principles of:

- fairness
- respect
- responsibility
- safety.



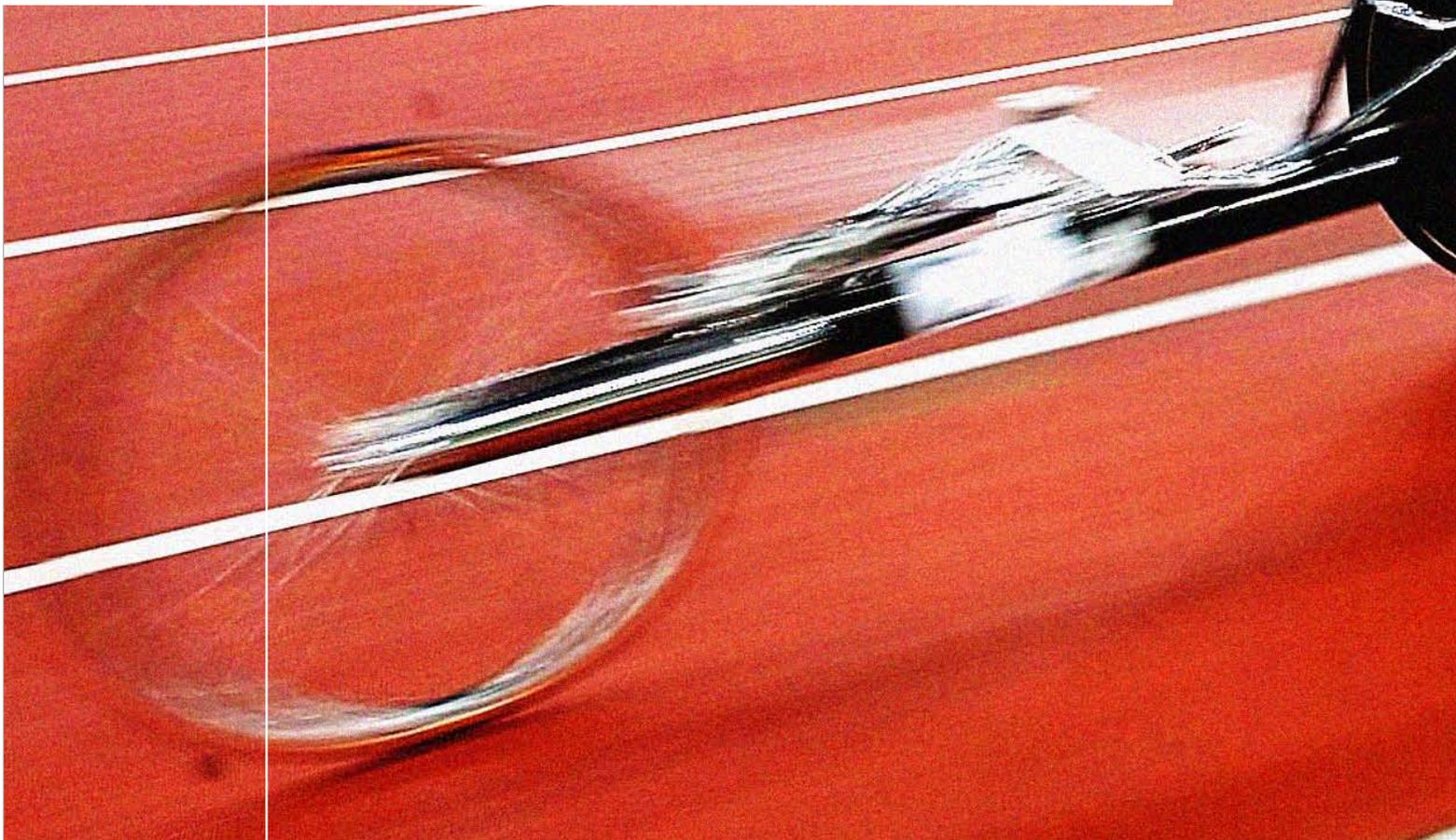


FUTURE PRIORITIES

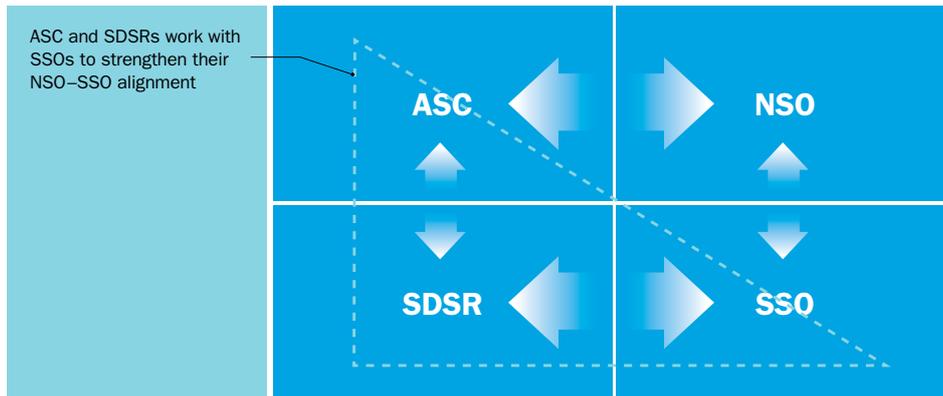
Our central focus moving forward will be on building a more cohesive and collaborative Australian sports system through the initiatives outlined in this report, and implementing the Government's response to the Independent Sport Panel recommendations. There will be substantial work involved in completing the initiatives outlined earlier in this report and implementing reforms following the review.

We will also be looking to build stronger relationships with all our system partners, but particularly the SDSRs.

Generally the Australian sports system has solid and mature 'horizontal' relationships and somewhat tenuous 'vertical' relationships. Strengthening the ASC/SDSR relationships will provide the ASC with improved connectivity to state and territory sporting organisations and help drive stronger alignment with their respective NSOs. Strengthening the SDSR relationships will also provide the ASC with a vital link to what is happening on the ground. SDSRs are more closely connected to local government and community clubs and thereby are integral players in the government sector's responses to many of the challenges facing sport.



UNIVERSITY



Growing participation in sport is vital. We are committed to better connecting with our state and territory partners to improve coordination of program planning and delivery in a similar way to that we have used to improve high performance programs. This initiative will give life to the principle of whole-of-pathway planning and result in improved cost-effectiveness.

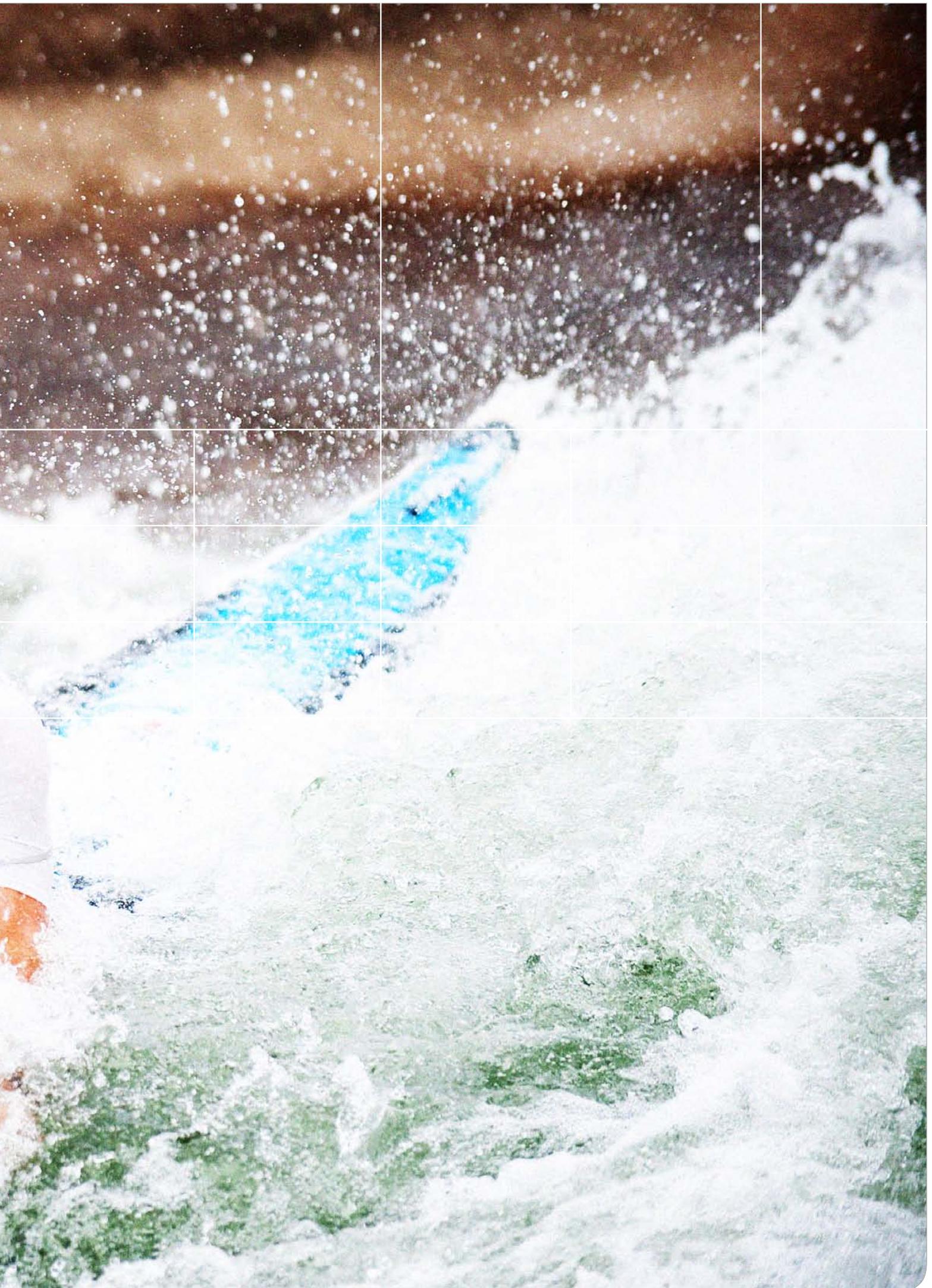
Another key new area of focus for the ASC going forward will be developing connections with other portfolios within the Australian Government, so as to improve coordination with sports and provide whole-of-sport views on strategic issues and Government objectives. Issues such as physical education and sport in schools, improved coordination of Indigenous sport programs, and better understanding the dimensions of the facilities and sporting infrastructure needs-gap, will be areas for joint work with our system partners.

Given the diverse outcomes that sport contributes to, it will be highly beneficial to both sport and government for there to be improved coordination and access to whole-of-sport information.

Finally, we will continue to work with NSOs and other system partners on sports sustainability. We have had a number of successful partnerships with NSOs over the last year to improve governance effectiveness and in some cases explore commercialisation opportunities. It will be vital that this work continues and expands so we can reduce sports dependency on government funding and foster longer term market relevance.

The ASC's Commissioners and staff look forward to working more cohesively and collaboratively with you and all of our systems partners as we move forward in our shared vision. We will be working together for Australian sport while focusing on the 'green and gold' and fostering and encouraging participation by Australians within the whole sports pathway.







For more information

Australian Sports Commission
Leverrier Street
Bruce ACT 2617

PO Box 176
Belconnen ACT 2616

ausport.gov.au
asc@ausport.gov.au

+61 2 6214 1111
+61 2 6251 2680

ABN: 67 374 695 240