



Australian Government
Australian Sports Commission

ANNUAL REPORT

2020-2021



Acknowledgement of Country

The Australian Sports Commission (ASC) recognises that we work and live on the lands of all First Nations People across Australia. The ASC acknowledges the Traditional Custodians of the lands where its offices are located, the Ngunnawal, Wurundjeri Woi-wurrung, Yugambah and the Gadigal people of the Eora Nation, and pays its respects to all Elders past, present and emerging.

The ASC also recognises the outstanding contribution that Aboriginal and Torres Strait Islander people make to society and sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.

Ngunnawal Language Acknowledgement of Country

Ngunnawal ngunna dhuawa

Bhuural ngalawirri ngunna dhaara

Dhunimanyin ngunna walwarii dhawurawarii

Nginggada mirrum bullun dindi Ngunnawal dhaara

Translation

This is Ngunnawal Country.

Today we are gathering on Ngunnawal Country.

We will always pay respects to Elders. Both Women and Men and Ngunnawal Country.



About our Annual Report

This report has been prepared in accordance with parliamentary reporting and legislative requirements and provides details of the ASC's performance and operations for the financial year ending 30 June 2021. The report details how effective the ASC has been at achieving its outcomes for the year as outlined in the ASC 2020–2024 Corporate Plan and the 2020–21 Portfolio Budget Statements.

Ownership of intellectual property rights in this publication

Unless otherwise noted, copyright (and any other intellectual property rights, if any) in this publication is owned by the ASC.

Creative Commons licence

With the exception of the Commonwealth Coat of Arms and photographic images, this publication is licenced under a Creative Commons Attribution 3.0 Australia Licence.

Creative Commons Attribution 3.0 Australia Licence is a standard form license agreement that allows you to copy, distribute, transmit and adapt this publication, provided you attribute the work.

A summary of the licence terms is available from:

<http://creativecommons.org/licenses/by/3.0/au/deed/en>

The full license terms are available from:

<https://creativecommons.org/licenses/by/3.0/au/legalcode>

The ASC's preference is that you attribute this publication (and any material sourced from it) using the following wording:

Source: Licensed from the Australian Sports Commission under a Creative Commons Attribution 3.0 Australia Licence.

For general enquiries:

Telephone: (02) 6214 1111

Email: communication@ausport.gov.au

Website: sportaus.gov.au



Australian Government
Australian Sports Commission

Senator the Hon. Richard Colbeck
Minister for Sport and Minister for Senior Australians and Aged Care Services
Parliament House
CANBERRA ACT 2600

Dear Minister,

On behalf of the Board of the Australian Sports Commission, I am pleased to submit our 37th Annual Report for the financial year ended 30 June 2021. This report has been prepared in accordance with Government legislative requirements including section 48 of the *Australian Sports Commission Act 1989*, sections 38, 39, 42 and 46 of the *Public Governance, Performance and Accountability Act 2013* and the *Public Governance, Performance and Accountability Rule 2014*.

The Australian Sports Commission is established in accordance with the *Australian Sports Commission Act 1989*. The Commissioners of the Board are responsible, as the accountable authority under section 46 of the *Public Governance, Performance and Accountability Act 2013*, for the preparation and content of the annual report, including both financial and performance reporting. This report provides a comprehensive review of the Australian Sports Commission's performance in relation to the accountability framework agreed with the Australian Government and highlights the success of its programmes.

This report has been approved for presentation to you by the Australian Sports Commission Board on 27 September 2021. I hereby submit this report to you as a true and accurate record of our compliance and achievements.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Sukkar', written in a cursive style.

Josephine Sukkar AM
Chair
Australian Sports Commission

27 September 2021



SPORTAUS



AIS





CONTENTS

CHAPTER 1: WHO WE ARE	9
Chair's report	10
Sport Australia executive report	14
AIS executive report	16
Tokyo 2020 Olympic Games summary	18
Tokyo 2020 Paralympic Games summary	19
About us	20
ASC staff and program locations	21
Our purpose	22
The Australian sporting environment	23
CHAPTER 2: ANNUAL PERFORMANCE STATEMENTS	25
Statement by the Commissioner	26
Our performance	27
CHAPTER 3: OUR ORGANISATION	49
Our organisational structure	50
Our people	51
Work health and safety	56
Reconciliation Action Plan	57
Corporate partners	58
Our operations	59
Authority and directions	65
Board and committees	67
Governance	85
External scrutiny	88
CHAPTER 4: FINANCIAL PERFORMANCE	91
Summary of financial outcomes	92
Independent Auditor's report	94
Statement from the Chair of the Board, Chief Executive Officer and Chief Financial Officer	96
Financial statements	97
AUSTRALIAN SPORTS FOUNDATION	129
APPENDIXES AND REFERENCES	131
Appendix 1: High Performance Results	132
Appendix 2: Tokyo 2020 Olympic and Paralympic Games Results	133
Appendix 3: ASC award recipients	142
Appendix 4: Funding to sports	143
Appendix 5: Contact officers	148
Appendix 6: Summary of Compliance	149
Shortened Forms	153
Index	154



WHO WE ARE

CHAIR'S REPORT	10
SPORT AUSTRALIA EXECUTIVE REPORT	14
AIS EXECUTIVE REPORT	16
TOKYO 2020 OLYMPIC GAMES SUMMARY	18
TOKYO 2020 PARALYMPIC GAMES SUMMARY	19
ABOUT US	20
ASC STAFF AND PROGRAM LOCATIONS	21
OUR PURPOSE	22
THE AUSTRALIAN SPORTING ENVIRONMENT	23

Josephine Sukkar AM

Chair

Australian Sports Commission



Chair's report

As a proud sporting nation, Australia is strengthened, united, and inspired by the opportunities that sport presents. Australian sport is currently entering an exciting phase with the recent announcement that Brisbane will host the 2032 Olympic and Paralympic Games. Hosting the Games is something that all Australians can look forward to and presents a wonderful opportunity to drive sport at all levels.

As we continue to navigate the global pandemic, it is vital that Australian sport supports and provides for our diverse community. Sport Australia and the Australian Institute of Sport (AIS) are committed to advancing a strong and robust sector by growing all levels of sport and establishing sustainable winning systems. Driving participation and engagement is key in maintaining a healthy sport sector and ensures that we continue to build on our rich sporting history.

By engaging the youth of today in sport, we are introducing healthy practices to upcoming generations as well as fostering the high performance athletes of tomorrow. Research shows that quality sport and physical activity in schools has a positive influence on children's confidence, competence and motivation to be active at school and throughout their life. For many children, Sport Australia's Sporting Schools program is their gateway to organised sport and an active lifestyle. The program reached a milestone this year, having provided 10 million opportunities for students to try new sports and build their confidence and capability over the life of the program. Sport Australia has also provided 4,660 Local Sporting Champions grants to Australians aged 12–18 across 61 sports, giving them financial support to enable them to attend local, national or international sporting competitions.

It is important that leadership positions within the Australian sport sector reflect the diversity within our community. Programs such as Women Leaders in Sport (WLIS), managed by Sport Australia in partnership with the Office for Women, champion a stronger and more inclusive sport industry. This year, more than 900 women across 50 sports will benefit from the WLIS Development Grants and Leadership Workshops, providing them with development opportunities to reach their leadership potential within the sport industry.

The Tokyo Olympics and Paralympics are shining examples of the hope and inspiration sport can provide to our elite athletes, but also the communities they represent. Postponed a year, it was wonderful to see our Australian athletes respond to this adversity with the equal-best gold medal haul in our Olympic history, 17 gold and a total of 46 medals across a myriad of sports. Australia's Paralympic team finished with 80 medals, including 21 gold. More so, it was inspiring to see how these Australian teams represented us at these events so proudly with humility and respect, reinforcing their status as important role models.

This is important, because we need Australian sport to carry forward a legacy from one generation to the next. It is about building sustainable improvement and success across everything we do.

We aim to give our elite athletes the very best chance to succeed in sport and life beyond.

In May 2021 the ASC Board offered an apology and ongoing support to former AIS athletes treated inappropriately in the past.

The National Institute Network (NIN) has worked closer with us than ever before to deliver high quality, consistent services to the network and we thank all of our partners for their support and collaboration throughout this period. The success of our Olympic and Paralympic teams in Tokyo, and how they were able to invoke such pride in Australians during such a difficult time highlights just how much we have achieved together.

The ongoing uncertainty associated with the postponement of the Tokyo 2020 Olympic and Paralympic Games highlighted the importance of the AIS's focus on athlete wellbeing and mental health. Demand for the AIS Mental Health Referral Network (MHRN) continued to grow during 2020–21. From January to June 2021, 206 referrals had been made into the network, compared with 264 referrals for the whole of 2020.

Showing that the AIS campus remains a valuable hub for sports, the AIS Operations team has worked extremely hard to create a safe environment for athletes and teams. In the first half of 2021, there were more than 120 camps from 26 sports which have accessed high performance facilities and services in Canberra.

We know this collaboration within the high performance network, and the continuing support for our athletes will be invaluable as we now focus our attention on next year's Beijing 2022 Winter Olympic and Paralympic Games, and the 2022 Commonwealth Games in Birmingham.

The next decade presents an incredible opportunity to foster our future athletes and grow community involvement in sport, uniting towards the Brisbane 2032 Olympic and Paralympics Games.



Josephine Sukkar AM
Chair
Australian Sports Commission

High performance sport



55

HIGH PERFORMANCE PROGRAMS
supported by the AIS

56,465

COMMUNITY MEMBERS involved in
AIS athlete engagement programs

**INCREASED INVESTMENT
IN ATHLETE PATHWAYS
AND WELLBEING**



\$82.2m

OVER 3 YEARS
announced in
May 2021

746 ATHLETES

received dAIS athlete
grants in 2020-21



2,431 ATHLETES

across 26 sports attended
high performance camps
at the AIS campus



Sport participation

\$83,258,055



SPORT AUSTRALIA INVESTED INTO
GRANT PROGRAMS AND FUNDING



SPORTING Schools

\$40,187,213

INVESTED IN 2021

Delivered over **2.5 million** participation opportunities to more than **1.7 million** school students in **6,609 schools** across Australia



10 MILLION participant opportunities since the program commenced



WOMEN LEADERS IN SPORT PROGRAM

\$532,036 invested into over **900** Development Grant Recipients and Leadership Workshop attendees



LOCAL SPORTING CHAMPIONS

\$2,758,400 invested into **4,660** Local Sporting Champions Grants



CLEARINGHOUSE

27,437 members performed **1,095,582** downloads through the information sharing portal

Rob Dalton

Acting Chief Executive Officer

Sport Australia



Sport Australia executive report

Sport is an essential element of a cohesive and thriving national community and is unrivalled in its ability to connect us and inspire communities. The disruption of sport through the pandemic has impacted the psyche of the nation and reminded us of the importance and true value that sport has in our society.

Through these unprecedented challenges, Australian sport came together to confront its toughest challenge in a collaborative and innovative way and has continued to work with an optimistic outlook. We have been inspired to work even harder and closer with sports to enable them to return to full health and plan for a better future.

Sport Australia's two national surveys, *AusPlay* and the *Community Perceptions Monitor*, tracked the impact of COVID-19 on participation in sport and physical activity at various stages of the pandemic. While our core focus remains on driving sport participation and capability across the industry, the prevailing circumstances required us to pivot slightly from our original goals to provide additional support for sports during the pandemic.

A key part of this support was providing sports with added flexibility for the use of their participation funding to fill critical shortages due to their enforced hibernation. We also know sporting clubs have had to adapt to a 'new normal' so that where possible sport can return, and with that comes significant challenges. To assist our club administrators and volunteers, a new online tool *Game Plan* was launched to provide easy access to information and resources, supporting more efficient and effective operation.

These resources are only useful if we have the volunteer base to support them. By March 2021, our research revealed that only 53 per cent of adults who volunteered before COVID-19 were back volunteering. Sport Australia has taken steps to address this critical issue by partnering with Volunteering Australia. By aligning the peak bodies across the sport and volunteering industries to develop plans to build a more cohesive, collaborative approach to volunteering across the sector we hope to improve the volunteer experience in sport. Coinciding with National Volunteer Week in May, Sport Australia and the AIS delivered a marketing campaign that ran across social media, traditional media and leveraged National and State Sporting Organisation networks, reaching 9.7 million Australians. The promotional material from this campaign encouraged people to find a club via the Find a Club tool on the Sporting Schools website, resulting in an 88 per cent increase in visits to this page during that week.

Our 2020 research also revealed that children's sport has been hit the hardest by the pandemic. We already knew that only one in four children consider sport their main interest or hobby and more than half of children surveyed indicated sport needed to fit in with other things they do. This highlighted the importance of accessibility, the quality of the participation experience and the link between schools and community sporting clubs. Our successful Sporting Schools program continues to be focused on these outcomes, encouraging more students to become active participants by working with our sport partners to connect them with opportunities at local clubs.

I would like to thank the ASC Board for their support and recognise the enormous contribution from outgoing Chair, John Wylie over the best part of a decade. I also welcome new Chair, Josephine Sukkar, and look forward to engaging together with the Board to deliver on their ambitions for Australian sport. My special thanks also to Steve Moneghetti who capably fulfilled the role of interim Chair in between John's departure in November and Josephine's appointment in February.

Most importantly, thanks to all of you who contribute to Australian sport. It is your unwavering drive and passion to see sport succeed that inspires us to strive for new heights in what we deliver each and every day.

A handwritten signature in black ink, appearing to read 'Rob Dalton', with a stylized, cursive script.

Rob Dalton

Acting Chief Executive Officer
Sport Australia



Peter Conde

Chief Executive Officer

Australian Institute of Sport



AIS executive report

An Olympic and Paralympic year provides a great reference point for the progress of Australian sport. On that measure, this year's result has been extremely encouraging and there is a lot to celebrate.

The AIS remains firmly focused on our long-term vision: to build sustainable winning systems for Australian athletes. The announcement of the Brisbane 2032 Games gives that vision even greater clarity and focus.

We and our system partners aim to build national pride and inspiration through international sporting success as articulated in the National High Performance Sport Strategy. The Tokyo Olympics and Paralympics did this at a challenging time when Australians needed the uplifting stories sport provides.

Despite the turbulent build-up, our Australian athletes excelled. Our Olympic team not only reversed the decline in medals since 2004, they equalled our greatest gold medal haul with 17 in Tokyo. The Paralympic team collected 80 medals, 21 of them gold.

The AIS contribution to these Games campaigns was extensive.

The health-care for athletes was world-class, with AIS Chief Medical Officer Dr David Hughes leading the Australian Olympic Team's medical program, which navigated the most complex of Games environments.

The AIS influence was present in the AIS Tokyo Heat Project that helped our athletes cope with the environment. The Gold Medal Ready program in partnership with the Australian Army helped prepare many athletes and teams for the pressure of a such a unique Games.

Our contribution was present in the investment and technology. It was also visible in the way our athletes carried themselves with respect and humility, influenced by AIS community engagement and personal development programs.

We want to help shape successful athletes, but also positively influence their personal and professional growth. We are also giving athletes a greater voice in what is important to them through initiatives such as the AIS Athlete Advisory Committee.

Our focus on wellbeing has never been greater. The AIS Mental Health Referral Network saw unprecedented demand in the lead-up to the Games and provided invaluable support during the quarantine period post the Games. We launched *AIS Be Heard*, a support service for past and present athletes and staff across the Australian high performance sports system.

Our approach to wellbeing is proactive. The Wellbeing Health Check has been launched to measure and enhance how sports are integrating wellbeing initiatives and services into their high performance programs.

A record majority of women athletes represented Australia at the Tokyo Olympics, but the AIS maintains a strong commitment to addressing the under-representation of women in other areas of sport. We launched two professional development programs: the inaugural AIS Accelerate Program aims to increase career pathway options in sport for female athletes; while the AIS Talent program is about advancing women across sport science, technology, engineering and medical disciplines.

The Female Performance Health Initiative, supported by an athlete reference group, was initiated to deliver much-needed educational opportunities and resources relating to female athlete performance.

We thank the Australian Government, in particular Sports Minister Richard Colbeck, for the belief and confidence shown in Australian high performance sport. National Sporting Organisations (NSOs) have been asking for longer-term funding so they can plan further ahead — this 2021–22 Budget delivered welcome news.

The Government's boost of \$132.8 million over the next three years means the AIS will be able to give sports greater clarity over their long-term funding through to the 2024 Paris Games. It also enables the AIS to continue the strong progress in performance pathways.

Our work in performance pathways over the past two years has created 126 jobs across sports, boosting a workforce that is dedicated to supporting the progress of Australia's most talented young athletes. AIS Pathways Solutions grants continue delivering projects in areas such as talent identification, coach development and athlete health.

Our ambitions for coach development are bold — to make Australia the world leader in modern high performance coaching development before the end of the decade. We have assembled a National High Performance Coach Development Taskforce, combining the expertise of the AIS, NIN and NSOs to develop a comprehensive and robust coach development strategy.

This is a great example of how the AIS, which turned 40 this year, has evolved. Collaboration is key. We have united as the NIN and are positioned to positively influence more Australian athletes than ever before. The AIS began with 150 athletes in eight sports. The NIN now supports more than 2,500 athletes at any one time, all across the country. The National High Performance Sport Strategy, signed by all states and territory sporting bodies in 2018 has been a critical step and we will continue to strengthen this collaboration.

On a final note, I would like to acknowledge the exemplary work of departing Australian Sports Commission Chair, John Wylie, and welcome the new Chair, Josephine Sukkar. We look forward to building on this year's success.



Peter Conde
Chief Executive Officer
AIS



Tokyo 2020 Olympic Games summary



BIGGEST OFFSHORE TEAM
ACROSS 33 SPORTS



99 MEDALLISTS ACROSS
15 DIFFERENT SPORTS



\$573.2 MILLION

AUSTRALIAN GOVERNMENT
INVESTMENT THROUGH THE AIS
ACROSS THE TOKYO CYCLE



\$48.8 MILLION

PROVIDED DIRECTLY TO
ATHLETES THROUGH THE DAIS
FUNDING PROGRAM

1 WORLD
RECORD



11 OLYMPIC
RECORDS

14 AUSTRALIAN
RECORDS



Tokyo 2020 Paralympic Games summary



8TH ON THE MEDAL TALLY



AUSTRALIA COMPETED IN **18 OF THE 22** SPORTS IN TOKYO



BIGGEST OFFSHORE TEAM



OVER

\$88 MILLION

AUSTRALIAN GOVERNMENT INVESTMENT TO PARALYMPICS PROGRAMS THROUGH THE AIS



PLUS

\$48.8 MILLION

PROVIDED DIRECTLY TO ATHLETES THROUGH THE DAIS FUNDING PROGRAM

ADDITIONAL \$5M PROVIDED BY AUSTRALIAN GOVERNMENT TO SUPPORT TEAM TO MANAGE **COVID CHALLENGES** AHEAD OF TOKYO



OF PARALYMPIC ATHLETES RECEIVED AIS DAIS GRANT

63

[35.2%]

ATHLETES COMPETING IN TOKYO WERE IDENTIFIED VIA PARALYMPICS AUSTRALIA'S TALENT SEARCH PROGRAM



SWIMMER ELLIE COLE

WON **2 MEDALS**, TAKING HER CAREER TALLY TO **17**

CHRISTIE DAWES (ATHLETICS) & DANNI DI TORO (TABLE TENNIS) COMPETED IN THEIR SEVENTH PARALYMPIC GAMES

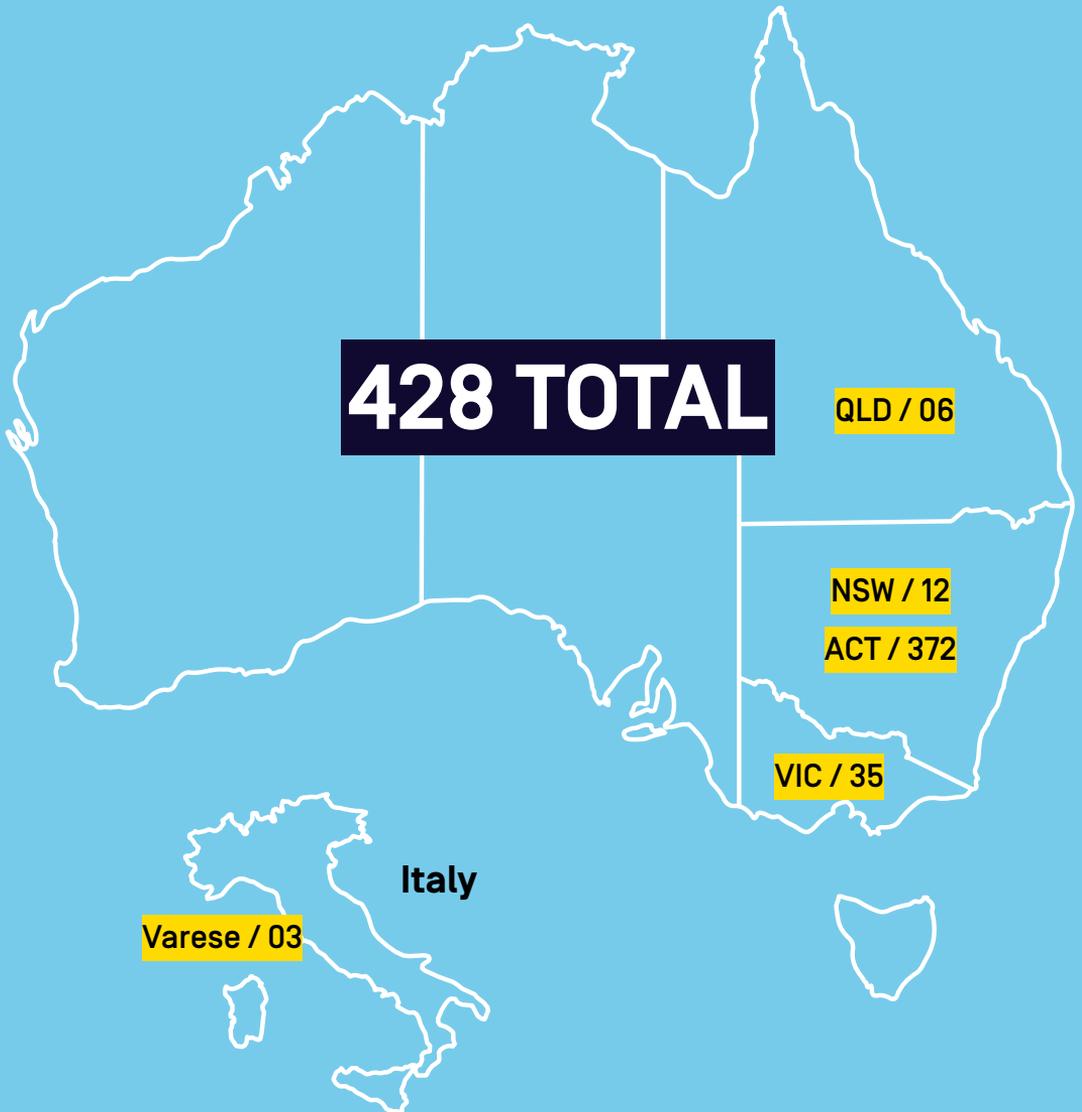
About us

The Australian Sports Commission (ASC) is a corporate Commonwealth entity within the Australian Government's Department of Health portfolio. It was established in 1985 and operates under the *Australian Sports Commission Act 1989* and is governed by a Board of Commissioners appointed by the Minister for Sport. The Board determines the ASC's overall direction, decides on allocation of resources and policy for delegated decisions, and is accountable to the Minister for Sport.

The ASC is administered from Canberra at the AIS Bruce campus, and has offices located in Melbourne and Sydney. The AIS campus is a 65-hectare multipurpose facility with sporting, administration, commercial and residential functions. The AIS also operates the European Training Centre (ETC) in Varese, Italy and high performance sports training facilities at Pizzey Park on the Gold Coast.



ASC staff and program locations



Note: Based on Headcount of Ongoing and Fixed Term employees only (excludes Board and casual employees).

Our purpose

The Australian Sports Commission is the Australian Government agency responsible for supporting and investing in sport.

The ASC comprises:

Australian Institute of Sport — leading and enabling a united and collaborative high performance sports system, and

Sport Australia — playing a central leadership role across the sport sector building collaboration, alignment and effectiveness with a focus on participation, and industry capability.

From grassroots to the pinnacle of elite international competition, we work together with the sport industry and the wider community to champion the role sport can play in engaging every Australian.

As outlined in the 2020–2024 Corporate Plan, the ASC is delivering three outcomes:



**MORE AUSTRALIANS
MOVING MORE OFTEN
THROUGH SPORT**



**BUILDING THE CAPABILITY
OF SPORT TO CREATE A
ROBUST, CONNECTED
INDUSTRY**



**CREATING NATIONAL
PRIDE AND INSPIRATION
THROUGH INTERNATIONAL
SPORTING SUCCESS**

We delivered on these outcomes through four important strategies:

Driving greater engagement and participation in sport across Australia

Leading a sustainable and efficient Australian sports sector

Leading and enabling a united and collaborative high performance system that supports Australian athletes to consistently win medals at major international events

Our high performance system being recognised as world leading, prioritising athlete wellbeing, and athletes positively influencing the Australian community

These strategies are underpinned and enabled by a fifth, internally focused strategy of driving a leaner more efficient organisation and building a stronger workforce culture.

In 2020–21 work across these areas has shaped the ASC's approach to achieving its outcome under the 2020–21 Portfolio Budget Statements.

PBS Outcome 1: Increased participation in organised sport and continued international sporting success including through leadership and development of a cohesive and effective sports sector, provision of targeted financial support, and the operation of the AIS.

The Australian sporting environment

Sport, alongside many other industries, faces ongoing challenges because of COVID-19. The pandemic has seen much of Australian sport come to a halt over the last year, Sport Australia and the AIS continue to play a key role in facilitating the return of sport at all levels.

As the *AIS Framework for Rebooting Sport in a COVID-19 Environment* continues to assist and guide a safe return to sport, complemented by Sport Australia's *Return to Sport Toolkit*.

With organised sport paused during the pandemic, Australians turned to recreational physical activity such as running, riding and yoga, but children were impacted the most by shutdowns. Our research also found motivation for participation in sport shifted toward mental and physical health, compared to fun and enjoyment.

It remains an ongoing challenge to encourage participants and volunteers to return to community sport where possible. We recognise the way Australians interact with sport has changed, and this has presented us with opportunities to innovate, and attract new participants by offering products that meet their needs, help them connect and increase their physical and mental wellbeing.

Our latest results from the Community Perceptions Monitor survey showed that by March 2021, 80 per cent of adults and children who played organised sport before COVID-19 had returned to at least one of their sports, and 53 per cent of adults who had volunteered before COVID-19 were back volunteering. These results are promising but significant work remains to be done, particularly in offering participants of organised sport a quality experience so they continue to return.

At the elite level, the postponement of the Tokyo 2020 Olympic and Paralympic Games affected the mental health of our athletes which reinforced the need for the continued enhancement of our crucial support services for the benefit of everyone in the Australian high performance sport system.

An AIS Mental Health Audit of almost 700 athletes, coaches and support staff in 2020, revealed almost one-in-two athletes were dealing with anxiety and stress because of the postponement of the Games. The AIS saw a significant increase in demand for the AIS Mental Health Referral Network at the start of 2021 compared to the same period last year. The impact of COVID-19 was the primary or secondary issue in about 80 per cent of the referrals, but Games preparation and selection, work stress and general wellbeing were also among the key themes.

In April it was announced that Australian Olympic and Paralympic teams would be vaccinated against COVID-19, relieving some of the anxiety.

Funding pressures on high performance programs were alleviated thanks to the support of the Australian Government. In October 2020 the Australian Government and AIS committed more than \$115 million to Olympic, Paralympic and Commonwealth Games sports for the 2021–22 financial year.

Further certainty was provided to the high performance sector with the Australian Government extending funding for the Performance Pathways and Wellbeing program through to 2024, and additional high performance program funding through to the Paris 2024 Olympic and Paralympic Games.



ANNUAL PERFORMANCE STATEMENTS

STATEMENT BY THE COMMISSIONER — ANNUAL PERFORMANCE STATEMENTS	26
<hr/>	
OUR PERFORMANCE	27
<hr/>	
Getting more Australians moving more often through sport	27
Building the capability of sport to create a robust, connected industry	32
Creating national pride and inspiration through international sporting success	38



Statement by the Commissioner — Annual Performance Statements

On behalf of the Board of the Australian Sports Commission, I am pleased to submit the Annual Performance Statements for the year ended 30 June 2021, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013*.

In my opinion, these annual performance statements are based on properly maintained records, accurately reflect the performance of the entity, and comply with subsection 39(2) of the *PGPA Act* and section 16F of the *PGPA Rule*.

This statement is made in accordance with a resolution of the Commissioners.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Sukkar', written in a cursive style.

Josephine Sukkar AM
Chair
Australian Sports Commission

27 September 2021

Our performance

Sport continued to face ongoing challenges as a result of COVID-19 during this reporting period.

Much of Australian sport was on hold for some period during the last year due to the pandemic and when sport did return, new challenges emerged around encouraging participants, and importantly volunteers, back to community sport.

Sport Australia has continued to adapt and respond to these challenges, providing leadership and support to the sector to rebuild a healthier and stronger sports industry.



GETTING MORE AUSTRALIANS MOVING MORE OFTEN THROUGH SPORT

Drive greater engagement and participation in sport across Australia

Key activities

In 2020–21, sports were provided with extra assistance and resources to help drive participation initiatives across the country, encourage Australians of all ages and abilities back to sport, and help grow the critical volunteer workforce. Now funded through to the end of 2022, Sport Australia's Sporting Schools program also continues to provide many children with an introduction into sport and connect them with community sport opportunities.

Key activities undertaken during 2020–21 included:

Leading the system to increase access to sport for all Australians

- > Sport Australia allocated \$17.2 million in core participation funding to support sports maintain their operations, and aid in the recovery from pandemic related lockdowns.
- > Delivered participation grants to get more people involved in sport (noting some projects were paused due to COVID-19 impacts).
- > Developed and released the Sport Australia Participation Toolkit to help more sporting organisations attract and retain new participants. The suite of tools, templates and case studies were downloaded by sports over 8,000 times between July 2020 and June 2021 demonstrating the strong demand across the sector.

Implementing an enhanced Sporting Schools program that delivers sustainable outcomes for all children

- > The Sporting Schools Program supported 6,609 schools with delivery of more than 2.5 million participation opportunities to over 1.7 million school students, and reached a milestone 10 million participant opportunities over the life of the program.
- > The Sporting Schools Plus pilot program funded 450 schools to boost students' physical literacy.

Continuing to raise awareness of the importance of sport and support participation outcomes

- > Sport Australia developed a new social media strategy to promote the value of sport as well as celebrate major milestones including the 2021 National Volunteer Week (NVW). The NVW campaign was designed to recognise and thank our 3.1 million sport volunteers, with the promotion reaching more than 9.7 million people (equating to 48 per cent of the Australian population aged over 18 years).
- > Launched a podcast series to highlight the critical role coaches and officials play in our sector. The series featured renowned sport experts including Australian Kangaroos Coach, Mal Meninga and Australian Taekwondo Olympic Champion, Lauren Burns.

Our results

Table 1: Our results against Strategic Priority: Driving greater engagement and participation in sport across Australia

Performance measure	Increase in sport and physical activity levels by Australian children aged 5-14 years
Target 2020-21	31% of children in Australia aged 5 to 14 years participate for at least 3.2 hours per week in organised physical activity outside of school hours. 850,000 participant attendances in the Sporting Schools Program ¹ .
Result	22.4% of children in Australia aged 5 to 14 years participated for at least 3.2 hours per week in organised sport or physical activity outside of school hours in 2020 (2020 AusPlay data*). This corresponds to an estimation of 726,725 children aged 5 to 14 years. 1.7m participant attendances in the Sporting Schools program.
Supporting statement	Children’s sport participation was most affected by the COVID-19 pandemic, largely due to the restrictions placed on organised sport and physical activity. This result is down from 29.3% (962,334 children) from the last report.

1. The Sporting Schools program was only funded until December 2020 at the time the Corporate Plan was published.

*Launched in October 2015, AusPlay is a national population tracking survey delivered by the ASC. It provides data on sport and physical activity participation for the government, sport sector and Australian public, to help them better understand the sport participation landscape and inform decision-making. In 2020-21, AusPlay published two data releases, covering the 2019-20 financial year (released in October 2020) and the 2020 calendar year (released in April 2021).



CASE STUDY: SUNCORP TEAM GIRLS SPONSORSHIP



Suncorp and Sport Australia teamed up to build a nation of more confident girls and women through a connection with sport.

The more confident girls are now, the more successful they can be later in life. Suncorp Team Girls is dedicated to fostering and promoting girls' participation in sport. It's about girls supporting girls, building up their confidence, tapping into learnings from high profile athlete ambassadors and knowing they're stronger when they stand together — on and off the court.

Research has shown that almost half of all girls stop playing sport by the age of 17, prompting Suncorp to initiate Teams Girls with Netball Australia in 2017 to try and reverse the trend. Through the relationship with Sport Australia, Suncorp Team Girls messaging is now being amplified across other sports.

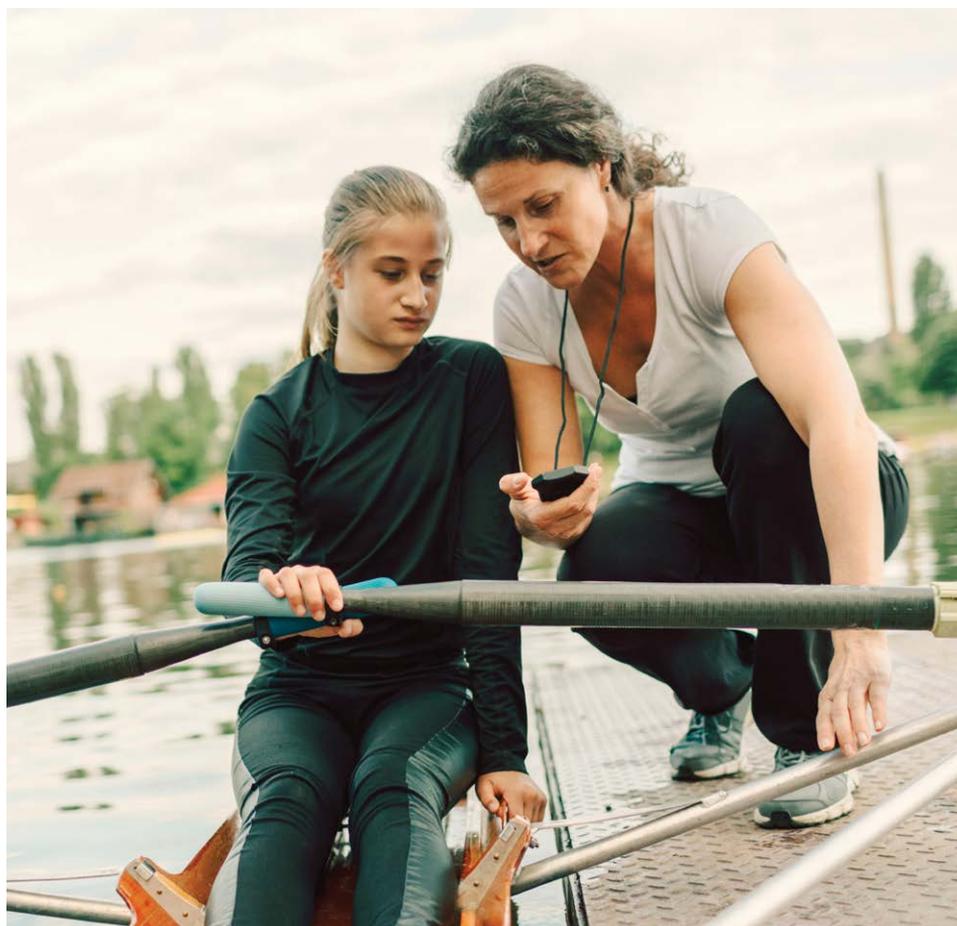
In the recent Suncorp Team Girls content series, female athletes were engaged to talk about how sport has helped them deal with topics such as anxiety, body image, being a team player and getting along with friends and teammates. Sport Australia supported the campaign by sharing the videos across our social platforms which resulted in a significant combined increase in reach:

- > traffic to the Suncorp Team Girls platform increased by 37 per cent based on unique visitors to the Sport Australia page [32,092] and Team Girls page [43,953] for the period 1 July 2020 to 1 March 2021
- > over 3.3 million impressions across the Suncorp social platforms
- > 9,155 page visits to the Suncorp Team Girls site
- > a reach of approximately 185,000 through the FOXW channel during the month of April, when the video campaign was aired.

Initially a one-year agreement, Suncorp has recently extended its collaboration with Sport Australia to a multi-year agreement.

Table 2: Our results against Strategic Priority: Driving greater engagement and participation in sport across Australia

Performance measure	An increase in Australians participating in sport and physical activity
Target 2020-21	An increase of one percentage point in Australians aged 15 and above meeting current physical activity guidelines for this age group.
Result	An increase of 2.4 percentage points, from 35.9% (7,454,058) to 38.4% (8,070,035) of Australians aged 15 and above meeting current physical activity guidelines for their age group.
Supporting statement	COVID-19 has brought about a statistically significant national increase in adult participation in sport or physical activity at higher frequencies, which appeared to be driven by women. Daily exercise was a permissible reason for leaving home during periods of lockdown.





CASE STUDY: PHYSICAL LITERACY

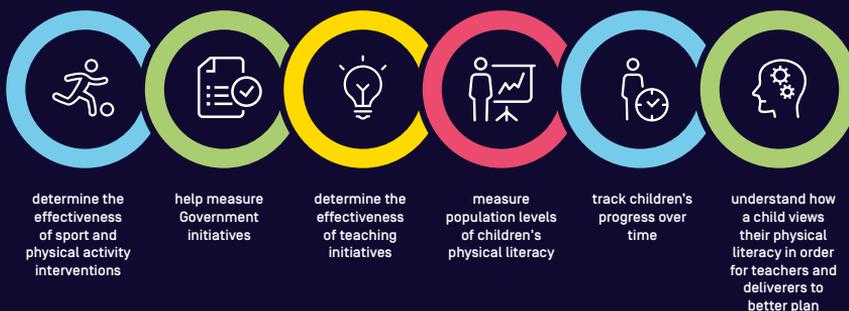
Sport Australia's Physical Literacy resources are supporting schools and sporting clubs across the country.

Physical Literacy is the skills, knowledge and behaviours that give participants the confidence and motivation to lead active lives. It is the holistic learning that occurs through movement and physical activity and integrates physical, psychological, social and cognitive capabilities. It is therefore a key driver for increasing participation in sport and physical activity. This became even more evident as we navigated, and continue to navigate, the ongoing challenges of COVID-19.

Sport Australia has built upon its foundation physical literacy work, by developing resources to help schools and clubs embed key principles of the Physical Literacy Framework. Newly released resources included the *Physical Literacy Alignment Guidelines*, the *What is Physical Literacy?* video, *Toolkit for Schools* and *Physical Literacy Guide for Clubs and Benefits for Clubs*.

To complement this important work Sport Australia released the Life Stages resource which uses AusPlay data to provide an overview of the sport and physical activity habits of the Australian population across the life span. By better understanding life stages, sports can provide more targeted experiences which participants are more likely to enjoy. Sports that have applied this approach include: Golf Australia with Get into Golf; AFL with Healthy Kicks; and Football Australia's Schools Football Workbook.

To measure the impact of physical literacy and the link to increases in physical activity, Sport Australia commissioned Deakin University and a team of physical literacy experts to develop the Physical Literacy in Children Questionnaire. The first of its kind, the questionnaire is a fun pictorial scale that children can complete themselves. Results will support users to:



Our work in the Physical Literacy space is helping the sector create more participation opportunities for Australians of all ages to get involved in sport.



BUILDING THE CAPABILITY OF SPORT TO CREATE A ROBUST, CONNECTED INDUSTRY

Lead a sustainable and efficient Australian sports sector

Key activities

In 2020–21, Sport Australia continued to support and build the capability of the industry by helping sports adopt contemporary business models and implement more efficient governance systems and operating processes.

To further support the sector, Sport Australia strengthened its online presence with the addition of educational resources including podcasts and forums covering relevant topics including coaching and officiating, directorship, finance and organisational enhancement.

Key activities undertaken during 2020–21 included:

Continue to support the reactivation of sport through the COVID-19 pandemic recovery

- > Launched the *Return to Sport Toolkit* that includes a suite of resources to help sporting organisations recommence training, competitions and programs in a safe, responsible and low risk manner.
- > Produced the *AusPlay Focus: Early impact of COVID-19 on sport and physical activity participation* in October 2020. An update titled *AusPlay Focus: Ongoing impact of COVID-19 on sport and physical activity participation* was later released in June 2021.

Transform the sport business model to improve sport governance

- > Launched the Sport Governance Framework in partnership with State and Territory Agencies for Sport and Recreation which aims to create a more supportive and inclusive sport sector. The Framework incorporates the evolved Sport Governance Principles, new educational and support resources, and a new evaluation and assurance system, based on the Sport Governance Standards.
- > Sport Australia launched a podcast series that took a deep dive into the sport governance principles and how they come to life in practice. Each podcast focused on an individual principle with experts in the fields of sport governance sharing their experiences and practical advice. Experts that featured in the podcast series included: Peggy O'Neal, Petria Thomas, Ben Houston, Rob Scott, Pippa Downes, Vince Del Prete, Carolyn Campbell, Jaquie Scammell, David Sharpe, John Lee and James Sutherland.
- > Supported governance reform for seven NSOs, with the majority of NSO member associations transitioning to a whole-of-sport business model (including strategy, finance and workforce streams). A further five NSOs have transitioned to a whole-of-sport model for at least one operating stream and are actively progressing enhancements across other operating streams. These reforms deliver increased efficiency and effectiveness across sporting organisations.

- > Worked in partnership with the nine national sporting organisations for people with disabilities (NSODs) to form the Australian Sporting Alliance for People with a Disability (ASAPD) with the purpose of improving the lives of Australians with a disability using sport as the medium. The ASAPD provides strategic unification and organisational capability for the disability sport sector.
- > Launched and developed the 2021 Sport Governance Standards Benchmarking Report using data from 64 NSOs and NSODs through a self-assessment process against the Sport Governance Standards.

Build the capability of the sport sector workforce

- > Established the Australian Sport Learning Centre incorporating a new Learning Management System with increased functionality and scalability.
- > Launched Game Plan, an online diagnostic tool that volunteer and club administrators can use to improve how they operate, which has so far provided free tools and resources to more than 900 sport clubs.
- > Supported more than 900 women with their professional development through the Women Leaders in Sport Program workshops and grants. The program provided 84 women with grants (58 per cent increase from 2020). Within three months of the workshops concluding we received confirmation of more than 20 participants having either been promoted or stepping into a new role. Additionally, 13 organisations were offered leadership workshop grants (62 per cent increase from 2020).
- > Introduced the Sport Australia Capability Building grant program, investing \$600,000 into 24 small to medium-sized sport organisations to help build their capability to ensure safe and enjoyable sport experiences through participation planning, delivery of online education, governance improvement and volunteer strategies.

Support sport through a shared data, analytics and integration platform

- > More than 27,000 people are now signed up to Sport Australia's Clearinghouse for Sport portal, which brings together Australia's leading sport and active recreation agencies to share data, insights and information about sport and human performance.
- > An initial roll-out and pilot of SportAUS Connect, Sport Australia's shared digital identity service, was successfully delivered and tested with multiple participants from across the sport sector. Pilot participants successfully used their own trusted digital identity provider (Microsoft, Google or Facebook) and login credentials to access Sport Australia's Clearinghouse for Sport portal. The Pilot demonstrated how SportAUS Connect can help people in the sport community connect securely and easily to multiple digital services.

Continue to support and promote the Play for Purpose raffle

- > More than \$86,000 went towards supporting 71 grassroots sports clubs through the Play for Purpose platform which is a not-for-profit online raffle.

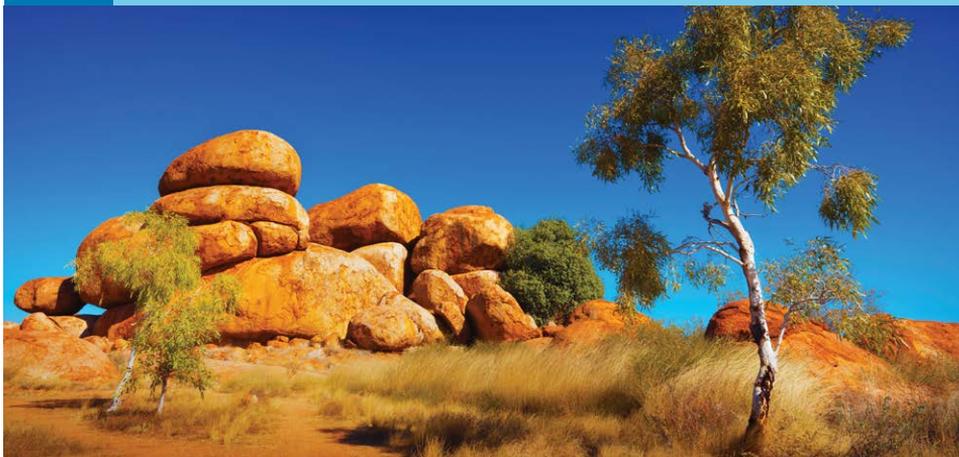
Our results

Table 3: Our results against Strategic Priority: Leading a sustainable and efficient Australian sports sector

Performance measure	Improving the organisational capability of targeted NSOs
Target 2020-21	Eight sports in total transitioned to a whole of sport business model, incorporating the three operating model streams of strategy, workforce and financial management.
Result	<p>Seven NSOs, with the majority of their member associations, have transitioned to a whole-of-sport business model. <i>(Cycling, BMX, Mountain Bike, Golf, Sailing, Snow, Paddle)</i></p> <p>Another five NSOs have transitioned to a whole-of-sport model for at least one operating stream and are actively progressing enhancements across other operating streams. <i>(Triathlon, Hockey, Rowing, Surfing, Swimming)</i></p> <p>Three further NSOs have implemented contemporary governance models targeting improved organisational capability. <i>(Equestrian, Netball, Water Polo)</i></p> <p>In addition, the nine NSODs have formed an alliance providing strategic unification for the disability sports sector.</p>
Supporting statement	In 2020-21, Sport Australia focused on supporting NSOs to adopt an integrated and continuous improvement approach to organisational capability by focusing on both core governance arrangements and operating enhancements. Throughout 2020-21, Sport Australia supported 24 NSOs and nine NSODs to consider opportunities to enhance their core governance and operating arrangements.



CASE STUDY: HELPING UNLOCK SPORTING OPPORTUNITIES IN BARKLY REGION



Sport Australia is helping residents in the Northern Territory's Barkly region to get more active with several new initiatives through the Barkly Sports Program, as part of the Barkly Regional Deal, including a new sports hub, sporting events and gala days.

The Barkly Sports Program is providing increased opportunities for locals to participate in and enjoy sport. It provides those involved in sport the knowledge, skills and capability to deliver successful and sustainable community sports programs for the region now and into the future. Programs conducted include coaching courses for locals by NT peak sports including touch football, royal lifesaving and boxing; school and community clinics in March 2021 to more than 150 school children from remote communities; and the introduction of regular social softball and soccer competitions.

New sporting facilities and upgrades to existing sporting facilities are also underway to encourage locals to participate in sport more often, such as Purkiss Reserve, the main sporting facility in Tennant Creek, and Elliott and Ali Curung remote sport and recreation facilities.

The Barkly Sports Program also established the Barkly Sports Hub (the Hub) to oversee sport delivery and initiatives in the region. Locals have been appointed to key leadership and delivery positions in the Hub to ensure sustainability of the program.



Table 4: Our results against Strategic Priority: Leading a sustainable and efficient Australian sports sector

Performance measure	Improving the financial performance and financial capability of NSOs
Target 2020–21	<15% of assessed NSOs and NSODs are rated as Higher Risk or Extreme Risk under the annual financial snapshot tool.
Result	23.7% of assessed NSOs and NSODs are rated as Higher Risk or Extreme Risk, consistent with 23.3% for the previous year.
Supporting statement	<p>Sport Australia continued to support NSOs and NSODs to strengthen their financial capability and capacity, including hosting targeted financial workshops throughout the COVID-19 pandemic.</p> <p>Sport Australia continues to work closely with NSOs and NSODs to provide financial insights, education and advisory support. In addition, organisations with a higher financial risk rating are subject to more frequent monitoring.</p>



CASE STUDY: COACHING PODCASTS

Sport Australia is transforming its coaching and officiating training model to focus on improving the experiences of coaches, officials and participants.

In 2021, Sport Australia launched its Coaching and Officiating podcast series which includes conversations with some of Australia's leading sport coaches, athletes and officials discussing topics such as inclusion, pathways and athlete wellbeing.

The podcasts are a valuable resource for anyone involved in the sport sector, with coaching and officiating playing a crucial role in not only driving participation but building capability within the sporting workforce.

Guests include:

- > Greg Chappell, former Australian Cricket Captain
- > Louise Sauvage, Paralympic legend and coach
- > Carrie Graf, former Olympic and seven-time WNBL championship-winning coach
- > Claire Polosak, the first female umpire to officiate in men's Test cricket
- > Mick Byrne, former AFL ruckman and rugby union coach
- > Lauren Burns, winner of Australia's first Olympic gold medal in taekwondo at the Sydney 2000 Olympic Games.

The Coaching and Officiating podcasts have been downloaded more than 5,000 times since the launch in April 2021, demonstrating the demand for accessible, quality coaching resources. Combined with the Sport Governance Podcasts launched earlier in the year, Sport Australia podcasts have now had over 10,000 downloads.

Table 5: Our results against Strategic Priority: Leading a sustainable and efficient Australian sports sector

Performance measure	Improving the digital capability of the Australian sports sector
Target 2020–21	<p>40% of NSOs completing the Sport.Scan survey have an overall digital maturity score of 50 and above.</p> <p>20% of NSOs completing Sport.Scan survey have an overall digital maturity score of 60 and above.</p>
Result	<p>Survey responses were received from 18 NSOs during 2020–21, including: AusCycling, Paddle Australia, Water Polo Australia, Golf Australia, Gymnastics Australia, Diving Australia, Triathlon Australia, Football Australia, Hockey Australia, Netball Australia, Snow Australia, Basketball Australia, Surfing Australia, Shooting Australia, Rugby Australia, Athletics Australia, Australian Sailing, and Volleyball Australia.</p> <p>30% of NSOs completing the survey had an overall digital maturity score of 50+ (down from 62% in 2018–19*)</p> <p>0% of NSOs completing the survey had an overall digital maturity score of 60+ (down from 14% in 2018–19*)</p> <p>*The survey did not take place during the 2019–20 reporting period due to the COVID-19 pandemic.</p>
Supporting statement	<p>The decline in digital maturity scores measured in 2020–21 has been attributed to NSOs pausing their digital capability development work programs during the ongoing COVID-19 pandemic.</p>





CREATING NATIONAL PRIDE AND INSPIRATION THROUGH INTERNATIONAL SPORTING SUCCESS

Leading and enabling a united and collaborative high performance system that supports Australian athletes to consistently win medals at major international events

Key activities

The ongoing challenges of the COVID-19 pandemic required the high performance sport sector to continually adapt and change, with the system leadership role of the AIS in even sharper focus following the postponement of the 2020 Tokyo Olympic and Paralympic Games. Ultimately the record-equaling success of Australia at these rescheduled Games represented a united and collaborative effort from athletes, NSOs and the National Institute Network (NIN), and the system can be rightfully proud of the 46 medals won at the Olympic and 80 won at the Paralympic Games.

The Federal Government's extension of funding for Athlete Performance Pathways in the May 2021 Federal Budget provides certainty and will embed key pathway strategies and solutions through to 2024 and beyond.

Key activities undertaken during 2020-21 included:

Establishing strong fundamental conditions for success throughout the system

- > The NIN continued to progress the *National High Performance Sports Strategy 2024 (NHPSS)*, which was first agreed to and endorsed by all States and Territories in November 2019. Led by the AIS, the evolution of the NHPSS has continued, with a view to an enhanced system-wide high performance approach to support the 2032 Games in Brisbane and beyond.
- > A range of grant programs were rolled out to NSOs, highlighted by infrastructure grants and video optimisation grants focused on daily training environments. These included the opening of a water jump in Brisbane supporting Australia's aerial winter athletes (a partnership with Olympic Winter Institute of Australia and the Queensland Government), along with new change rooms for Australia's women's hockey team. Video Optimisation grants were provided to more than 10 sports while small NSO infrastructure was supported by initiatives including new tables for Australia's Paralympic and Olympic table tennis players.
- > The AIS continued to evolve the National Network Lead, creating and building connections and system capability in NSOs and the NIN — particularly with Sports Science and Medicine providers through an interdisciplinary approach.
- > In partnership with the Australian Army, the AIS continued to grow the Gold Medal Ready (GMR) program, with more than 40 athlete and coach alumni providing unique insights to athletes to enhance performance mindset. The input of the GMR program was publicly recognised by bronze-medal winning boxer Harry Garside following the Tokyo Games.

Target investment for current and future cycles, with performance accountability

- > The AIS continued to build on its investment approach across high performance and pathways through clear strategy, frameworks and processes with more explicit policies to provide transparency and consistency across NSOs.
- > There was an even stronger focus on collaboration with NSOs, particularly with respect to planning for the Paris 2024 Olympic and Paralympic cycle, to deliver robust, strategic, operational and campaign plans.
- > Performance Pathways programs including sport-specific strategies, increased workforce capacity and capability and support to NSOs for pathways solutions. This included workforce support with 126 new or upgraded positions supported or created across NSOs, including 25 leaders, 64 coaches and 37 support staff.
- > The AIS delivered the Performance Pathways 'Elevate' learning and development series, and 42 applications were approved for pathways grants.
- > Updated approach to sports insights and predictive analysis, including collating, cleansing and managing data sets, and high-quality analysis of AIS and sport high performance system data, with a sport-customised approach.

Execute the big things on the frontiers of ethical sporting performance that no other body is naturally positioned to do, including through multidisciplinary expert programs

- > The natural position of the AIS as system leader continued through support for high performance to manage the challenges of COVID-19. Led by Dr David Hughes, the AIS Sports Medicine team provided high-level expertise to advise sports and develop guidelines and advice for NSOs to enable the safe travel of athletes to international events, including Olympic qualifying events.
- > Dr Hughes and the AIS medical team, along with Games Partners, developed the key protocols and processes around health and safety for the Tokyo Olympic Games, which ultimately ensured no Olympic athlete or staff member returned a positive test during the Games.
- > The AIS partnered with the Australian Olympic Committee and Paralympics Australia to support athletes ahead of their quarantine periods following the Tokyo Games, focused primarily on mental health and wellbeing.
- > Following its establishment in 2018, the first public-facing modules for the AIS Female Performance Health Initiative (FPHI) were launched in April 2019 to improve female athlete specific knowledge and systems of support. In 2021, an athlete reference group was established to provide an even deeper lived experience and input to the project. The FPHI benefits Australian athletes, coaches, parents, sporting organisations and support staff in the sport sector and will raise awareness and understanding to key female athlete performance and health considerations.
- > The AIS Applied Technology and Innovation team continued to refine a number of engineering projects to support Australia's Paralympians in the lead-up to the Tokyo Games. Three of Australia's men's wheelchair basketballers competed in customised seats during the Games, while a number of track wheelchair racers benefited from 3D gloves designed and made by the AIS team.
- > The AIS hosted 130 high performance camps involving 2,431 attendees across 26 sports. In doing so the AIS provided access to specialised and integrated training and testing facilities, onsite accommodation and a range of clinical, performance and technical services.

- > Specialised camps included using the onsite Altitude House, engineering and machine learning capabilities and biomechanical testing and analysis laboratories. The campus played a key role in supporting 13 sports with their targeted Tokyo Olympic and Paralympic campaigns.
- > In addition to short stay camps, the campus also continued to host a number of Centre of Excellence programs comprising of long-stay athletes using the facilities and support of the AIS in their daily performance environment.

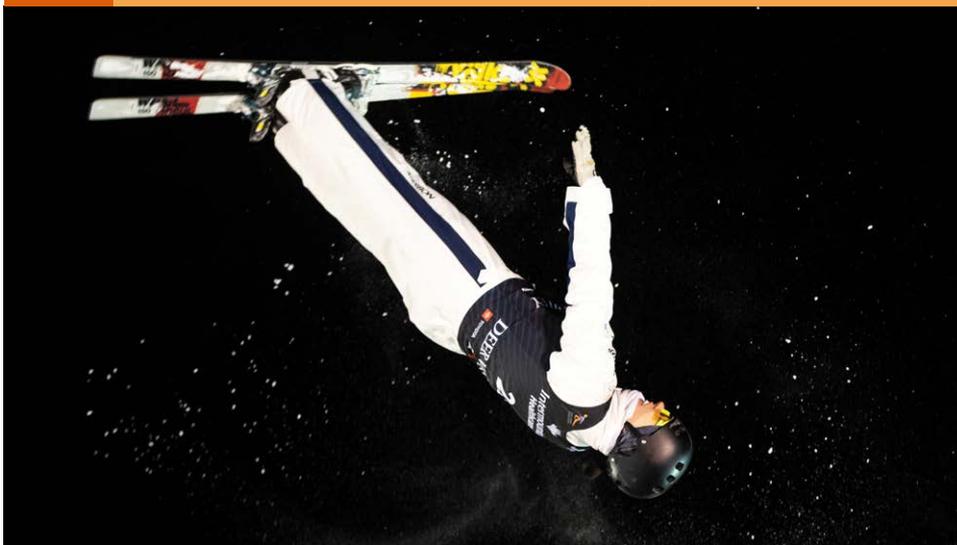
Our results

Table 6: Our results against Strategic Priority: Leading and enabling a united and collaborative high performance system that supports Australian athletes to consistently win medals at major international events

Performance measure	Percentage of high performance funded sports rated by the AIS as achieving their benchmark targets
Target 2020-21	On average 85% of high performance funded NSOs performance targets are achieved.
Result	Summer Olympic, Paralympic and Commonwealth Games targets could not be measured due to the cancellation of benchmark events due to COVID-19. Of the sports that held World Championships in 2020-21, being the winter Olympic sports, 100% of performance targets were achieved.
Supporting statement	COVID-19 severely impacted the number of World Championship and other international competitions that were run in 2020-21. With the Tokyo Olympic and Paralympic Games postponed until July and August 2021, no summer Olympic or Paralympic sport had their benchmark event in 2020-21. Similarly for the Commonwealth only sports, no World Championship or equivalent events were held.



CASE STUDY: WINTER SPORTS SUCCESS



While the global pandemic meant many benchmark events were cancelled or postponed, Australia's winter athletes enjoyed one of their best seasons on record. Bree Walker won two gold medals in the Women's Monobob at the Innsbruck World Series. This exciting event is new on the program for the Beijing 2022 Winter Olympic Games, and Walker ended the 2020–21 season ranked second.

In another event set to make its Olympic debut in Beijing, Belle Brockhoff and Jarryd Hughes combined for gold in the Snowboard Cross Mixed Team event at the world championships in Sweden. It was Australia's first gold at these championships since Alex 'Chumpy' Pullin won in 2013. Pullin sadly passed away in July 2020, receiving tributes from teammates and throughout the winter sports community.

Laura Peel won four medals, including two gold, in world cup and world championship aerials competitions, including three medals in January 2021. Peel finished the season on top of the world cup standings, earning a second aerial skiing world cup crystal globe trophy. The coveted crystal globes are awarded yearly to discipline and overall winners at International Ski Federation (FIS) events.

Mogul skier Matt Graham took home the freestyle skiing crystal globe after ending the world cup season in first place thanks to three podium finishes on the World Cup circuit. Graham also won silver in the dual moguls at the World Championships in Kazakhstan.

Greta Small had a personal-best season, finishing 15th in the 2021 world championships alpine combined event.

Snowboarder Scotty James finished the season at the top of the Snowboard Points List, having won silver at the World Cup at Laax and in the World Snowboard Championships in Aspen.

Tess Coady finished the season off with a bronze medal at the World Snowboard Championships in the women's slopestyle event.



CASE STUDY: SMALL NSO INFRASTRUCTURE GRANTS



The AIS Small NSO Infrastructure grants are aimed at assisting those national sporting organisations with smaller budgets. A total of \$2.5 million is available, with sports able to apply for up to \$100,000 per project. The grants have delivered eight new San-Ei tables to Table Tennis Australia's Paralympic squad, allowing athletes to prepare on the same surface they competed on in Tokyo and will compete on in future international events.

A bonus of the AIS grant is that the Australian squad's former tables have been donated for community purposes, giving others the opportunity to play the sport.

Daniela Di Toro who competed in wheelchair tennis in 1996, 2000 (silver), 2004 (bronze), 2008 and 2012 before competing in table tennis at Rio 2016, says it's a "game-changer" for the Para-Table Tennis squad, who have been restricted from international competition due to the COVID-19 pandemic.

"Some of our athletes have been in apartments with no balconies and no windows and we've all had to experience this pandemic in a really different way, so being able to have tables like these, that are the same as those we'll be playing on in Tokyo, is a real advantage for us. We're incredibly grateful."

Daniela Di Toro — Table Tennis

Our high performance system is recognised as world-leading, prioritising wellbeing, with athletes positively influencing the Australian community

Key activities

Support for the high performance system through the AIS People Development and Wellbeing (PDW) team continued through its key streams; Leadership and Culture, Coach Development, Workforce Planning and Strategy, and Wellbeing and Engagement. The need for mental health and wellbeing services came into even greater focus with the COVID-19 pandemic creating significant challenges for athletes and high performance staff alike. The AIS also provided support through the PDW Leadership and Culture stream to a number of key projects. This focused on NSO culture, including standing up the athlete service “AIS Be Heard”, that provided independent, free and confidential support to athletes and staff who are currently, or were previously, part of the Australian high performance sport system seeking assistance with culture issues.

Key activities undertaken during 2020–21 included:

Support athlete wellbeing and facilitate their engagement with communities

- > The services of mental health and other practitioners as part of the AIS MHRN, were required in record levels in 2020–21. The postponement of the Tokyo 2020 Games and the ongoing pressures on high performance athletes and staff resulted in a 79 per cent increase in referrals to the AIS MHRN at the start of 2021, compared to the same period the previous year. The impact of COVID-19 was the primary or secondary issue in about 80 per cent of the referrals, but Games preparation and selection, work stress and general wellbeing were also among the key themes.
- > The AIS delivers several community engagement programs that support athlete wellbeing and build the capacity of high performance sport to meaningfully contribute to Australian communities. 80 per cent of athletes involved in community engagement programs have fed back to the AIS that they strongly agreed it provided them with an opportunity to learn and develop new skills to support their wellbeing.
- > Community engagement programs include the AIS Lifeline Community Custodians Program and the AIS Share a Yarn Initiative, and in July 2020, the AIS launched a partnership with the Black Dog Institute: the AIS Mental Fitness Program. The Mental Fitness program provides current and former elite athletes with opportunities to engage with school-based communities to promote positive psychology strategies and improve wellbeing outcomes for young people.
- > The AIS Athlete Advisory Committee provided input to AIS Wellbeing Health Checks, athlete categorisation and the dAIS strategy. The Committee is a group of current athlete leaders from across sport which makes recommendations to the ASC Board and AIS Executive on matters of importance to high performance sport and to help ensure athletes have a voice in shaping the future of high performance sport in Australia.

Build system capability particularly in NSOs and the NIN

- > The AIS PDW team is rolling out a Workforce Planning Strategy to support and guide high performance system partners to plan and manage their workforces, attract and retain highly capable talent, and to inform their workforce decision making through people data insights. This comprises four areas; talent acquisition and talent pipelines, succession planning and staff performance management, NSO reference library and employee management support, and people data insights.

- > In partnership with the Office for Women, and as part of the WLIS Program, the AIS continued its support for women across the high performance system, with the launch of two new professional development programs. In May 2021, the AIS Athlete Accelerate program welcomed 17 successful participants and announced 16 successful recipients of the AIS Talent Program. The AIS Accelerate Program aims to increase the representation of women in sport after their athletic careers have ended and the AIS Talent Program focused this year on advancing the professional development of women in sport across the disciplines of science, technology, engineering, mathematics and medicine. Athletes and former athletes participating include Olympic gold medallist Sally Pearson (athletics), Casey Dellacqua (tennis), and Michelle Heyman (football).
- > The AIS completed a pilot program and is rolling out Wellbeing Health Checks (WHC) for NSOs. The purpose of the WHC is to assess the wellbeing culture of high performance programs managed by 34 high performance funded NSOs. NSOs will undertake the WHC every two years, with an abridged 'pulse check' undertaken in alternate years. The pulse check will enable NSOs and the AIS to measure the same themes as the WHC and enable all parties to proactively identify, monitor and appropriately manage any issues.
- > A comprehensive analysis and consultation process was undertaken by a cohort of high performance coaches and experts as part of a National High Performance Coach Development Taskforce to inform a new high performance Coach Development Strategy. The Strategy supports the Australian high performance system to attract, identify, develop and retain world-class coaches to enhance the experiences and success of Australian athletes.

Table 6: Our results against Strategic Priority: Our high performance system being recognised as world leading, prioritising athlete wellbeing, and athletes positively influencing the Australian community

Performance measure	Develop system capability to provide for athlete personal development and wellbeing
Target 2020-21	100% of NSOs receiving athlete wellbeing and engagement (AW&E) specific funding are biannually measured against their tailored AW&E Framework.
Result	100% of NSOs were measured against their tailored AW&E Framework.
Supporting statement	Of the 27 NSOs that received AW&E funding: <ul style="list-style-type: none"> > All 27 have commenced implementation of a tailored AW&E Framework > 24 have a national AW&E Manager in place > 73% of wellbeing priorities identified through the Framework process have been completed or commenced.



CASE STUDY: AIS MENTAL HEALTH REFERRAL NETWORK (MHRN)



Demand for the AIS MHRN continued to grow during 2020–21, showing that athletes felt more comfortable proactively reaching out for support. The MHRN provides categorised athletes, alumni, and high performance coaches and staff with access to AIS-endorsed psychologists and mental health practitioners across the country including psychology, psychiatry, neuropsychology and dietician services.

Many athletes are more inclined to access such an independent service than to access a service within their sport. From January to June 2021, 206 referrals had been made into the network, compared with 264 referrals for the whole of 2020. Since the network was launched at the end of 2018, there have been more than 600 referrals and 2,700 sessions into the network. There were 61 referrals in May 2021, the highest number received in a single month.

More than 80 per cent of referrals during the pandemic period related to COVID-19 impacts, both sport-related such as event cancellations or postponements, and wider impacts on athletes' lives.

The AIS recognises that athletes, their coaches and support teams are not immune from the mental health challenges of COVID-19 and has broadened the offering within its network, including to staff of NSOs and the NIN.

Table 7: Our results against Strategic Priority: Our high performance system being recognised as world leading, prioritising athlete wellbeing, and athletes positively influencing the Australian community

Performance measure	Community perceptions of Australia's international sporting success
Target 2020-21	80% of Australians believe Australian athlete performances at Olympic, Paralympic and Commonwealth Games are important to national pride and identity. 80% of Australians believe Australian Olympic, Paralympic and Commonwealth Games sport athletes are a positive influence on the community.
Result	Data from the Community Perceptions Monitor between October 2020 and June 2021 shows that 75% of Australians say Olympic, Paralympic and Commonwealth Games athletes and teams can make them feel proud, and 68% say they can be inspired. 67% of Australians believed Australian Olympic, Paralympic and Commonwealth Games athletes are a positive influence in the community.
Supporting statement	The COVID-19 pandemic, the lack of international competition, and the postponement of the Tokyo 2020 Olympic and Paralympic Games, is likely to have had an impact on the prominence of Olympic, Paralympic and Commonwealth Games athletes in the public eye.



CASE STUDY: AIS BLACKDOG MENTAL FITNESS PROGRAM



In July 2020, the AIS formed a partnership with the Black Dog Institute to develop the AIS Black Dog Mental Fitness Program. The engagement program, which leverages Australian Olympic, Paralympic and Commonwealth Games athletes to engage young people in mental fitness and resilience building strategies, endeavours to help reduce rates of mental ill-health in young Australians. The AIS Black Dog Mental Fitness Program has seen athletes deliver more than 200 presentations, reaching more than 20,400 students in the past 12 months.

Twenty-seven current and former elite athletes have participated in the program, which was launched during the height of the COVID-19 pandemic. The current program ends in October 2021, with 81 per cent of students who took part in the program indicating that it increased their understanding of, and strategies to build, mental fitness.

Commonwealth Games gold medallist Harry Garside, who made his Olympic debut winning Bronze in Tokyo, is part of the first group of athletes to be involved in the program. He said his personal experience in providing mental fitness training in schools was a game-changer; *"as an elite athlete, I want to role model behaviour that promotes self-care and positive psychology to help improve the wellbeing and resilience of young Australians."*

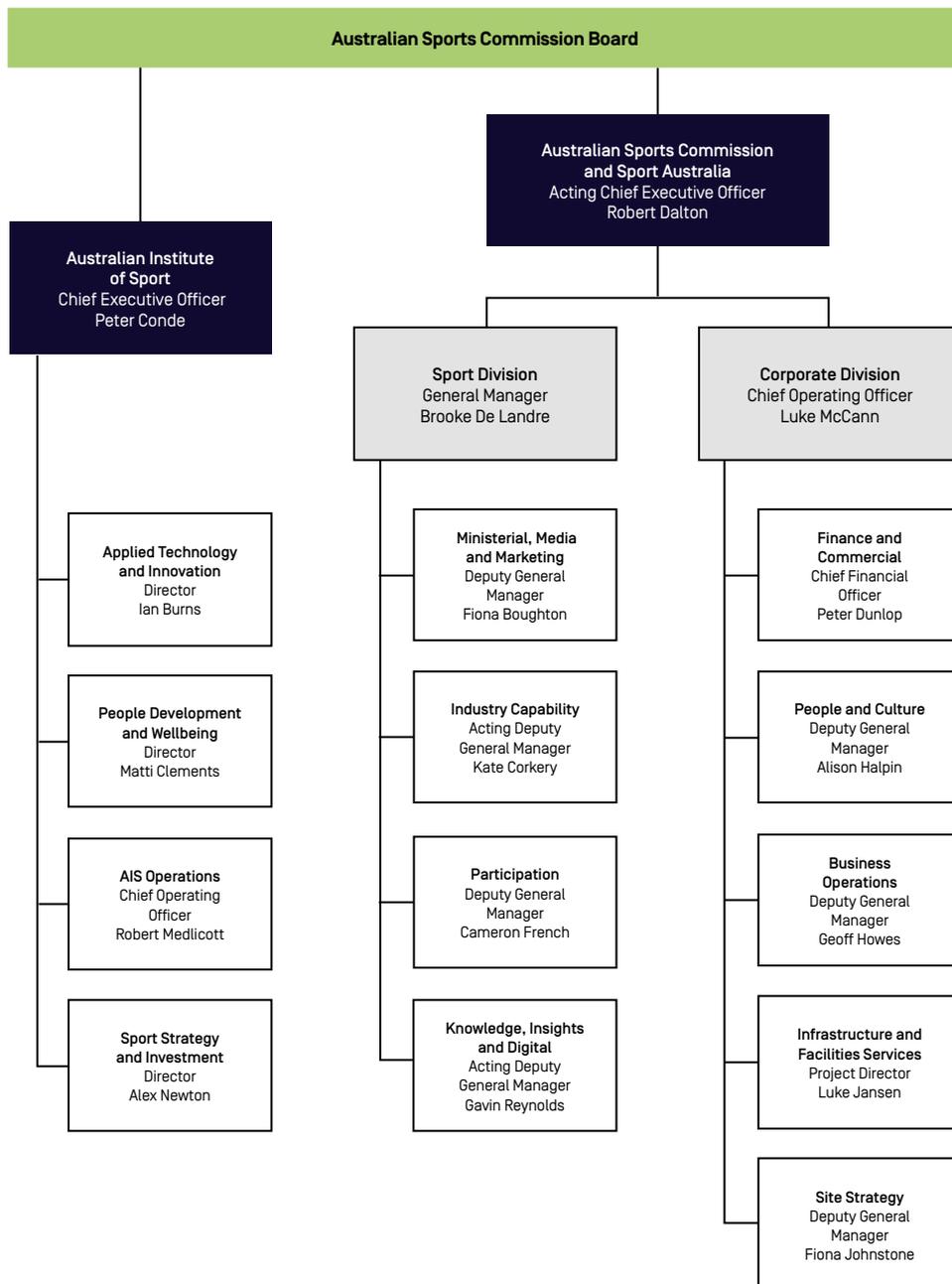


OUR ORGANISATION

OUR ORGANISATIONAL STRUCTURE	50
OUR PEOPLE	51
WORK HEALTH AND SAFETY	56
Notifiable incidents	56
RECONCILIATION ACTION PLAN	57
Key RAP activities for 2020–21	57
CORPORATE PARTNERS	58
OUR OPERATIONS	59
Operational highlights	59
AIS site use and activity	61
Site management	62
Environment and heritage	63
AUTHORITY AND DIRECTIONS	65
Enabling legislation	65
Ministerial direction	66
BOARD AND COMMITTEES	67
Board members	67
Board activity	73
Finance, Audit and Risk Committee	78
Governance and Executive Performance Committee	80
Executive remuneration	81
GOVERNANCE	85
Planning and accountability	85
Risk management	86
Internal audit	86
Fraud	87
Compliance	87
Indemnities and insurance	87
EXTERNAL SCRUTINY	88
Reports by the Australian National Audit Office	88
Reports by the Commonwealth Ombudsman	88
Decisions by the Australian Information Commissioner	88
Judiciary	88
Privacy	88
Freedom of information	88

Our organisation structure

As at 30 June 2021.



Our people

The ASC has a highly adaptable, capable and diverse workforce. The ASC's staffing level in the 2020–21 financial year was 428 staff employed on an ongoing and non-ongoing basis.

Our workforce has access to:

- > technology that allows them to work anytime and anywhere
- > learning and leadership programs to build capability and support delivery of our strategy
- > a culture framework with our values of respect, integrity, teamwork and excellence embedded in our recruitment, induction, policy, learning and performance activities
- > diversity and inclusion strategies delivered through our Reconciliation Action Plan, human resource policies and culture framework
- > flexible work arrangements that support individual requirements and meet business needs.

Table 8: Employee classification by gender*

Classification	Female [%]	Male [%]
Executive	25	75
ASC 8	45	55
ASC 7	45	55
ASC 6	50	50
ASC 5	55	45
ASC 4	70	30
ASC 3	44	56
ASC 2	53	47
ASC 1	50	50
Total	53	47

Table 9: Employee age breakdown 2021*

Under 30	12%
30–39	34%
40–49	35%
50–59	15%
60+	4%

Table 10: Years of service*

0–6 months	13%
7–12 months	2%
1–2 years	13%
2–5 years	28%
5–10 years	17%
10–15 years	11%
15+ years	16%

*Excluding Board, casual, postgraduate or locally engaged.

Mandatory Tables — PGPA Rule Section 17BE (ka) — Management of Human Resources

Table 11: All ongoing employees current report period (2020-21)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
NSW	-	-	-	4	-	4	-	-	-	4
Qld	-	-	-	-	-	-	-	-	-	-
SA	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-
Vic	10	1	11	5	-	5	-	-	-	16
WA	-	-	-	-	-	-	-	-	-	-
ACT	114	6	120	97	30	127	-	-	-	247
NT	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
TOTAL	124	7	131	106	30	136	-	-	-	267

Table 12: All non-ongoing employees current report period (2020–21)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
NSW	3	-	3	4	1	5	-	-	-	8
Qld	3	-	3	2	1	3	-	-	-	6
SA	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-
Vic	9	-	9	8	2	10	-	-	-	19
WA	-	-	-	-	-	-	-	-	-	-
ACT	48	5	53	51	21	72	-	-	-	125
NT	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	2	-	2	1	-	1	-	-	-	3
TOTAL	65	5	70	66	25	91	-	-	-	161



Table 13: All ongoing employees previous report period (2019-20)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
NSW	-	-	-	3	-	3	-	-	-	3
Qld	-	-	-	-	-	-	-	-	-	-
SA	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-
Vic	6	-	6	6	1	7	-	-	-	13
WA	-	-	-	-	-	-	-	-	-	-
ACT	119	5	124	110	15	125	-	-	-	249
NT	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
TOTAL	125	5	130	119	16	135	-	-	-	265

Table 14: All non-ongoing employees previous report period (2019–20)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
NSW	3	-	3	-	1	1	-	-	-	4
Qld	2	-	2	-	-	-	-	-	-	2
SA	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-
Vic	14	-	14	6	2	8	-	-	-	22
WA	-	-	-	-	-	-	-	-	-	-
ACT	55	5	60	53	17	70	-	-	-	130
NT	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	3	-	3	1	-	1	-	-	-	4
TOTAL	77	5	82	60	20	80	-	-	-	162

Work health and safety

The ASC is committed to providing a safe and healthy workplace for staff, athletes and visitors with a focus on continuous improvement of workplace health and safety practices and initiatives. Work Health and Safety (WHS) activities are overseen by the ASC WorkSafe Committee.

Key initiatives during 2020–21 included:

- > continuous improvement of WHS frameworks, policies and procedures
- > introduction of a new automated Safety Management System
- > establishment, education and training for a Workplace Support Officer Network
- > employee wellbeing support activities (increased in response to COVID-19 and more staff working remotely over the reporting period)
- > influenza vaccinations made available for all staff
- > revised flexible work arrangements framework to support the ASC's future ways of working.

Notifiable incidents

A total of one incident was reported to the WHS regulator during 2020–21. The incident was thoroughly investigated as per ASC's safety framework. No incidents incurred regulator action in 2020–21, under Part 10 of the *Work Health and Safety Act 2011*.

Reconciliation Action Plan

During 2020–21, the ASC continued to deliver the *Reflect* Reconciliation Action Plan (RAP). Completion of the *Reflect* RAP has laid the foundation for our reconciliation journey, which we will build upon as we progress to the next stage, the *Innovate* RAP.

As Australia's lead government agency supporting the sport sector, the ASC's vision is to lead nationally in reconciliation, using sport as the vehicle. The ASC aims to improve the recognised health and wellbeing inequities of Aboriginal and Torres Strait Islander peoples through sport participation and engagement with sport. To foster such participation and engagement, we strive to create culturally safe and diverse environments for all and celebrate the vast contributions of Aboriginal and Torres Strait Islander peoples and their cultures. We aim to do this both internally in the ASC and externally through our work with sports and the greater community.

Key RAP initiatives during 2020–21 included:

- > creation of a joint statement with Games Partners and the NIN to commit and work collectively towards Recognition as a sporting network
- > engagement of ASC Senior Management and staff in cultural learning programs
- > engagement with Aboriginal and Torres Strait Islander organisations to seek advice and input on a range of initiatives including staffing policies and procedures
- > promotion and celebration of NAIDOC Week 2020
- > conducting online activities for National Reconciliation Week 2021
- > engagement of 13 athlete ambassadors in 2020 and 14 athlete ambassadors in 2021 to participate in the Share a Yarn Initiative, connecting with and advocating for Aboriginal and Torres Strait Islander communities
- > conducting a welcome to or acknowledgement of country at all key events
- > continued promotion of the Yulunga Traditional Indigenous Games, which were downloaded 170,572 times
- > creation of digital virtual meetings backgrounds with Aboriginal and Torres Strait Islander artwork
- > continued physical and digital exhibits to promote the story of Indigenous sport achievement in the AIS Visitor Centre
- > creation of a Share a Yarn Map as a digital resource for high performance sport to connect with local country
- > promotion of education and awareness raising on Indigenous history and culture through ASC staff networks
- > investing in the use of Supply Nation to identify Indigenous suppliers, providing the necessary tools to grow the percentage of spend with these suppliers (in the financial year 2020–21 ASC spent \$5.8m with Indigenous suppliers associated with Supply Nation).

Corporate partners

The ASC has a strong history of successful commercial partnerships with a range of high-profile Australian consumer brands. Most of these partnerships are built on two key elements:

- > **Brand endorsement** — the opportunity to leverage the power of the AIS and Sport Australia brands to endorse consumer products or programs.
- > **Product validation** — testing provided by the AIS research team, to enhance ongoing product development and validate product claims.

The ASC is delighted to partner with organisations who share a similar passion for sport and a commitment to driving innovation and excellence.



Our operations

Operational highlights

AIS Childcare Centre

AIS Caretaker's Cottage Childcare Centre re-awarded Excellent rating by The Australian Children's Education and Care Quality Authority.

The AIS Caretaker's Cottage Child Care Centre (the Cottage) has again been awarded the Excellent rating by the Australian Children's Education and Care Quality Authority (ACECQA), the highest rating a service can achieve under the National Quality Framework. The service has been awarded the Excellent rating for the third time, one of only four services nationally that have achieved this accolade, and currently one of 40 services to hold the Excellent rating award across Australia.

The Excellent rating celebrates innovative practice that improves outcomes for children and families.

The Cottage was recognised for its collaborative partnerships with external organisations; inclusive partnerships with children and families; positive workplace culture and organisational values; and sustained commitment to professional development and support of educators.

The Cottage is a work-based service offering care for children aged under five. The service is available to parents employed at the ASC and NSO staff and athletes who work on site.

Child safety

The ASC is strongly committed to Australian sport environments that are safe, supportive and friendly for children.

We have adopted the Commonwealth Child Safe Framework, including the National Principles for Child Safe Organisations. We aim to safeguard and promote the welfare of children by providing a safe and inclusive environment and by ensuring that our employees and stakeholders are educated and informed on their responsibilities for child safety.

In January 2021, we published the ASC Child Safe Commitment Statement and an updated Child Safe Policy, to better protect children accessing the ASC's programs, services and facilities. Supporting this, mandatory Child Safe Training was implemented for all employees in early 2021. A team of Child Safe Officers have been appointed to act as child safety ambassadors and be a source of support, advice and expertise on child safe issues for employees, children and their families.

In May 2021, our Board offered an apology and ongoing support to former AIS athletes treated inappropriately in the past. In conjunction with the apology the AIS Be Heard service was established. This is a confidential and independent support service available to any former AIS athletes and staff, across all sports, to share their experiences and seek the appropriate support services.

We are a participating institution in the National Redress Scheme. This includes the Australian Institute of Sport and Sport Australia. In January 2021, we adopted the Australian Government Grant Connected Policy. Organisations listed as failing to join the Scheme will be ineligible for Commonwealth funding, and recognised NSOs were notified of this requirement.

We continue to provide a dedicated helpline to assist people in the Australian sports community who have been or are at risk of being impacted by sexual misconduct.

Modern slavery statement

The ASC is supporting the Australian Government in combating modern slavery through the *Modern Slavery Act (Cth) 2018*. We are fully committed to identifying and preventing these crimes from occurring in our supply chains.

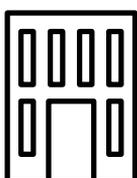
In March 2021 the Board approved the ASC's first Modern Slavery Statement. The Statement outlines what we are doing to improve transparency and increase awareness of modern slavery and address the risks of modern slavery practices that may be occurring in our operations and supply chains.

Our approach is to establish a relationship of trust and integrity with all our suppliers, and we encourage all our sports industry partners to adopt a similar approach.

We have not been made aware of any allegations of slavery or human trafficking activities against any of our suppliers, but if we were, we would act immediately by reporting to the relevant authorities.

The ASC's Modern Slavery Statement is available via our internet page and the Australian Government's Online Register for Modern Slavery Statements.

SITE SIZE > 65 HECTARES



38

number
of buildings
and venues

Bruce > 35
Yarralumla > 1
Pizzey Park > 1
ETC > 1

18

**NSOS
ON
SITE**

16 > Bruce
1 > Yarralumla
1 > Pizzey Park



23,000

tour participants

24,000



total number of bed nights

ALL RELATED TO
HIGH PERFORMANCE SPORT

156,000

visits to the AIS
campus in Bruce

87%

customer
satisfaction

The number of visitors to the AIS Site has been impacted by the global COVID-19 pandemic during this reporting period.

Site management

The ASC operates facilities, residential services and other activities for high performance programs at the AIS Canberra campus. The campus facilities are also used by a variety of community, sporting and commercial groups and the site is a popular national attraction for visitors. The ASC also operates strategic sports training facilities at Pizze Park (Gold Coast) and at the ETC (Varese in Italy) and operates from leased premises in Melbourne and Sydney. The operation and use of both the AIS Canberra site and the ETC was impacted by COVID-19 restrictions and shutdowns. The ASC used this opportunity to bring forward cleaning and much needed maintenance of key facilities while sections of the site were unoccupied.

In 2020-21, the ASC continued to work with Government to develop options for new infrastructure to ensure that the AIS site can lead and enable the high performance system to be a source of Australian sporting pride, inspiration and international success.

In 2020-21, the ASC completed several key facility refurbishment projects in line with our strategic direction, including:

- > completion of the major mechanical upgrades to critical buildings on the site including the Testing and Training Pool/Recovery Centre, Multi Sports Hall and Visitor Centre
- > construction of new AIS rowing amenities at Yarralumla to fit-for-purpose standards, including para-accessibility
- > construction of a new amenities block to the Basketball Centre including 3 new change rooms, showers and toilets with full para-accessibility
- > upgrade of the athlete Recovery Centre to be fully para-accessible, including new change rooms, LED lighting, automatic doors, wet areas, lockers and kitchen area
- > upgrade of the pool filtration systems for the Aquatic Centre, and Testing and Training Pool
- > upgrade of the Training and Testing Pool moveable bulkhead
- > upgrade or replacement of a large number of fire panels and detectors across the campus
- > upgrade or replacement of a number of automatic doors across the campus
- > detailed design and procurement for a plant room and chiller upgrade to the Residence of Champions
- > detailed design and procurement for cladding and fire system upgrades to the ETC in Italy.

Environment and heritage

The ASC Environmental Management System is based on the International Standard for Environmental Management Systems (ISO 1401:2004). It comprises policy objectives, targets and procedures for monitoring and review. A fundamental goal of the ASC's Environmental Policy is to comply with Australian Government environmental policies, initiatives and legislative requirements.

During 2020–21, COVID-19 shutdowns for long periods impacted the site, particularly the use of facilities. Some facilities were shut down to reduce energy and gas usage during this period. The ASC continued to monitor its energy and water usage and implemented specific environmental initiatives.

Key activities included:

- > continued LED lighting upgrades as part of project work or end of life replacement, with installation of energy efficient LED light fittings and improved lighting controls
- > continued monitoring of water, gas and electricity usage, particularly staged shut down of facilities during COVID-19 site lockdown
- > continued accreditation as a recycler by ACTSmart
- > ongoing operation of the organic waste recycling program, which is breaking down 1,000kg of waste per week across four worm farms
- > continued enhancement in capability to identify and manage buildings and artefacts of heritage or cultural significance.

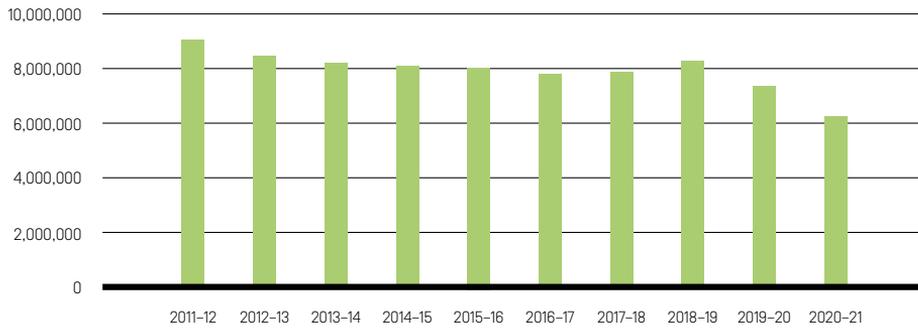
In 2020–21 the ASC:

- > continued operation of the Heritage and Culture Committee to oversee the ASC's heritage commitments
- > continued to review and add items to the ASC Heritage Collection
- > held an ANZAC Day ceremony hosted with guest speaker, Invictus athlete Ben Farinazzo
- > continued to recognise and celebrate Indigenous culture and reconciliation under the *Reflect RAP*
- > carried out maintenance on the statues and static displays.

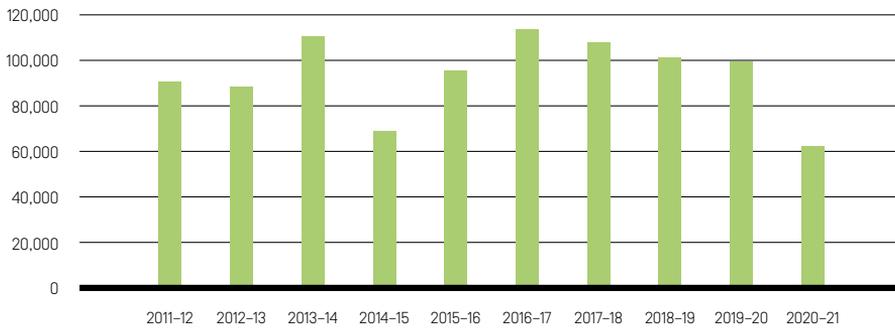
Note: No property with heritage value was acquired or disposed of during 2020–21.



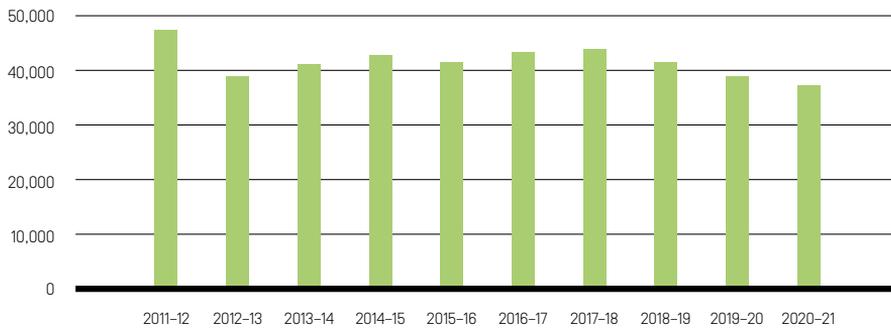
Electricity consumption [kWh]



Water consumption [KL]



Gas consumption [GJ]



Authority and directions

Enabling legislation

The ASC's enabling legislation is the *Australian Sports Commission Act 1989* (ASC Act), which defines the ASC's role, corporate governance and financial management framework.

As a corporate Commonwealth entity, the ASC is accountable to the Minister for Sport.

The ASC's delivery of its outcomes is guided by its governance framework. This framework includes the ASC's enabling legislation and other legislative instruments, managerial and organisational structures, corporate policies and strategies and resource management practices.

The objects of the ASC are set out in section 6 of the ASC Act. They are:

- (a) to provide leadership in the development of sport in Australia
- (b) to encourage increased participation and improved performance by Australians in sport
- (c) to provide resources, services and facilities to enable Australians to pursue and achieve excellence in sport while also furthering their educational and vocational skills and other aspects of their personal development
- (d) to improve the sporting abilities of Australians generally through the improvement of the standard of sports coaches
- (e) to foster co-operation in sport between Australia and other countries through the provision of access to resources, services and facilities related to sport
- (f) to encourage the private sector to contribute to the funding of sport to supplement assistance by the Commonwealth.

The functions of the ASC are set out in Section 7 of the ASC Act. They are:

- (a) to advise the Minister in relation to the development of sport
- (b) to co-ordinate activities in Australia for the development of sport
- (c) to develop and implement programs that promote equality of access to, and participation in, sport by all Australians
- (d) to develop and implement programs for the recognition and development of:
 - (i) persons who excel, or have the potential to excel, in sport
 - (ii) persons who have achieved, or have the potential to achieve, standards of excellence as sports coaches, umpires, referees or officials essential to the conduct of sport
- (e) to initiate, encourage and facilitate research and development in relation to sport
- (f) to undertake research and development related to sports science and sports medicine
- (g) to provide sports medicine services and sports science services to persons participating in programs of the Commission
- (h) to establish, manage, develop and maintain facilities for the purposes of the Commission
- (j) to collect and distribute information and provide advice, on matters related to the activities of the Commission

- (k) for the purpose of fostering co-operation in sport between Australia and other countries, to provide access to persons from other countries to the resources, services and facilities of the Commission
- (m) to raise money through the Australian Sports Foundation, or by other means, for the purposes of the Commission
- (n) to administer and expend money appropriated by the Parliament, or raised in accordance with paragraph (m), for the purposes of the Commission
- (p) to consult and co-operate with appropriate authorities of the Commonwealth, of the States and of the Territories, and with other persons, associations and organisations, on matters related to the activities of the Commission
- (q) to provide advice on matters related to sport to the Australian Olympic Federation or other persons, bodies or associations
- (r) to co-operate with national and international sporting organisations in aiming to foster a sporting environment that is free from the unsanctioned use of performance enhancing drugs and doping methods.

Ministerial direction

For the 2020–21 reporting period Senator the Hon Richard Colbeck was the Minister for Aged Care and Senior Australians, and the Minister for Sport.

No directions under ASC subsection 11(1) of the ASC Act were made during the reporting period.

No government policy orders were issued to the ASC under section 22 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) during the reporting period.

Board and committees

The ASC Board is the accountable authority under the PGPA Act. The ASC Act provides for between eight and 13 members, appointed by the responsible Minister, and the Secretary of the Department embracing the Federal Sport portfolio.

At the commencement of the year the Board comprised 12 members, including the ex-officio member. In November 2020 the Board farewelled two of its long serving Commissioners, Mr John Wylie Chair of the ASC Board and Mr Andrew Plympton Chair of the Finance, Audit and Risk Committee (FAR Committee). Ms Gabrielle Trainor also completed her term as a Commissioner in January 2021.

Mr Stephen Moneghetti acted as the interim Chair of the ASC Board following Mr Wylie's departure. In February 2021 the ASC welcomed Mrs Josephine Sukkar to the role of Chair of the ASC Board.

Board members

Josephine Sukkar AM — Chair



Josephine Sukkar is a professional company director who works across a range of industries, including property, construction, finance, sport, the arts, medical research and social services.

Ms Sukkar is Principal of Buildcorp, and serves on a number of private, public, government and not-for-profit boards, including The Washington H. Soul Pattinson and Company Limited, Growthpoint Properties Australia, Opera Australia, the Australian Museum, Property Council of Australia, Green Building Council of Australia, Centenary Institute of Medical Research and the Buildcorp Foundation.

She is president of Australian Women's Rugby and through Buildcorp has been a major sponsor of rugby in Australia for nearly 30 years.

Ms Sukkar is a Fellow of the University of Sydney, and in 2017 she was recognised for her services to the community, the arts and sports in the Queen's Birthday Honours list.

John Wylie AM — Chair until 5 November 2020



John Wylie is Principal of investment firm Tanarra Group.

His previous business roles include CEO of the Australian business of global financial services firm Lazard, co-founder of advisory and investment firm Carnegie Wylie & Company, and Chair of investment bank Credit Suisse First Boston in Australia.

In addition to his role as Chair of the Australian Sport Commission, he is President of the Library Board of Victoria. Previous not-for-profit roles include being a Trustee of the Rhodes Trust at Oxford University and Chairman of the Melbourne Cricket Ground Trust.

Mr Wylie holds a Master of Philosophy degree from Oxford University where he was a Rhodes Scholar, and a Bachelor of Commerce with First Class Honours from the University of Queensland. He was made a member of the Order of Australia in 2007.

Stephen Moneghetti AM — acting Chair from 6 November 2020 to 7 February 2021



Steve Moneghetti represented Australia at four Commonwealth Games, winning gold (1994), silver (1990) and two bronze (1986 and 1998) medals. Mr Moneghetti achieved three top ten finishes in his four appearances at the Olympic Games (1988, 1992, 1996 and 2000). He also attended six World Athletics Championships, winning a bronze medal in the marathon event in Athens in 1997.

Mr Moneghetti was Mayor of the Commonwealth Games Village at the Melbourne 2006 Commonwealth Games, and the Australian Team's Chef de Mission for the Delhi 2010, Glasgow 2014 and Gold Coast 2018 Commonwealth Games. He was recently appointed to the Board of Commonwealth Games Australia. From 2001 to 2010 he served as Chair of the Board of the Victorian Institute of Sport, and also chaired the Victorian state review into physical and sport education in schools also known as the Moneghetti Report.

Mr Moneghetti is active in the corporate community and runs a sports consultancy and coaching business.

Mr Moneghetti received an Australian Sports Medal in 2000 and a Centenary Medal in 2001. In 2014 Mr Moneghetti was awarded an Order of Australia medal for significant service to athletics as a marathon runner, administrator and mentor to young athletes.

Mr Moneghetti was appointed to the Board on 22 June 2015 and is a member of the Governance and Executive Performance Committee. On 13 December 2018 Mr Moneghetti was appointed as the Deputy Chair of the ASC Board for a period of three years.

The Hon. Hugh Delahunty



Hugh Delahunty is a former AFL player and politician with extensive experience in board governance, sport policy, and professional and grassroots sport.

Mr Delahunty played for Essendon in the Victorian Football League in the 1970s and has played and coached sports including football, basketball, tennis, swimming and golf.

As Chairman of Commissioners at Mildura Rural City Council in 1995 and 1996 he oversaw the amalgamation of three councils and was the first mayor of the restructured Horsham Rural City Council.

Mr Delahunty was elected a Member of the Victorian State Parliament from 1999 to 2014 and served as Minister for Sport and Recreation and Minister for Veterans' Affairs.

He served on the board of VicHealth from 2003 to 2010 and has a wide variety of experience and knowledge regarding regional and rural issues.

Mr Delahunty was appointed to the Board on 3 May 2019.

Pippa Downes



Pippa Downes is a respected Non-Executive Director with over 25 years of distinguished career achievements in the international business and finance sector. Ms Downes currently sits on the board of the Australian Technology Innovators (Infotrack, LEAP legal software), ALE Property Group and Ingenia Communities Group. She is a former Director of Windlab Limited, the ASX Clearing and Settlement companies, and the Sydney Olympic Park Authority. Ms Downes is a former member of the ASX Disciplinary Tribunal and is a former Director of Swimming Australia and the Swimming Australia Foundation.

Ms Downes has had a successful international banking and finance career and has led the local derivative and investment arms of several of the world's premier investment banks. Her most recent role was as a Managing Director and Equity Partner of Goldman Sachs in Australia. She is a member of the Australian Institute of Company Directors and Women Corporate Directors and in 2016 was named as one of the Westpac/AFR's 100 Women of Influence for her work in diversity.

She holds a Master of Applied Finance from Macquarie University and Bachelor of Science [Business Administration] from University of California, Berkeley. Ms Downes was a dual international athlete having been a member of the Australian swim team and represented Hong Kong at the International Rugby Sevens.

Ms Downes was appointed to the Board on 13 December 2018 and was appointed to the FAR Committee in February 2019.

The Hon. Pat Farmer AM



Pat Farmer is a multiple world record holder for endurance running. He has run from the North Pole to the South Pole, around Australia and across New Zealand, Vietnam, The Middle East, India, Uganda and North America.

Mr Farmer served eight years as the Federal Member for Macarthur, with three years as Parliamentary Secretary for Education, Science and Training and two years as Shadow Minister for Sport and Youth.

Winner of Achiever of the Year (2000) and Adventurer of the Year (2012), Mr Farmer was also awarded the AM, Order of Australia for significant service to the community through fundraising support for charitable organisations, to ultramarathon running and to the Australian parliament.

Mr Farmer was appointed to the board on 7 November 2014.

Kurt Fearnley AO



Kurt Fearnley is a three-time Paralympic gold medallist and two-time Commonwealth Games gold medallist.

His incredible athletics career for Australia spanned five Paralympic Games campaigns, culminating with his wheelchair marathon victory at the Gold Coast 2018 Commonwealth Games.

He has won more than 40 marathons, including New York, Chicago and London, and is the 2019 NSW Australian of the Year. In 2009, he crawled the Kokoda track in Papua New Guinea to raise awareness of men's health.

Mr Fearnley is an icon and advocate for people with disabilities in sport and the broader community. He is a board member of the Newcastle Permanent Charitable Foundation and member of the International Paralympic Committee's Athlete Advisory Council. He was former board member of the Australian Paralympic Committee.

He was appointed an Officer of the Order of Australia in 2018, and the same year received an Honorary Doctorate from Griffith University for his contribution to sport and disability advocacy. He has a Bachelor of Education and Bachelor of Human Movement from Charles Sturt University.

Mr Fearnley was appointed to the Board on 13 December 2018.

Andrew Ireland



Andrew Ireland is a former AFL player and former highly successful football administrator who was involved with several premierships throughout his career.

Mr Ireland joined the Sydney Swans in 2002 as General Manager of Football before taking over as CEO in September 2009, a role he held until his retirement in December 2018. Prior to these positions, he held the role of CEO at the Brisbane Bears and Brisbane Lions between 1990 and 2001.

Mr Ireland oversaw a strong and successful football program during his time at the Swans, along with outstanding growth in commercial areas of the club. He holds a Bachelor of Science, is a Graduate Member of the Australian Institute of Company Directors and is a Life Member of the AFL, the Sydney Swans and the Brisbane Lions.

Mr Ireland was appointed to the Board on 13 December 2018 and is the Chair of the FAR Committee.

Amanda Laing



Amanda Laing is an experienced media executive who has worked across free to air television, subscription television, print, digital and video on demand, with particular expertise in the management and exploitation of content and rights, the structuring and negotiation of sports rights deals, and media mergers and acquisitions.

Ms Laing began her media career as General Counsel for ACP Magazines, with responsibility for the legal affairs of its businesses in Australia, New Zealand, South East Asia and the United Kingdom. She was then Group General Counsel across the magazine, television, digital, ticketing and events businesses of Nine Entertainment. Following the listing of the Nine business on the Australian Stock Exchange, Ms Laing was appointed Commercial Director and then Managing Director of Nine Entertainment Co. (owner of Channel 9). She was also on the Board of Nine's subscription video on demand business, STAN.

Ms Laing was a member of the Australian Rugby League Commission from March 2018 until March 2020. She commenced as a Commissioner of the ASC Board on 13 December 2018.

Throughout her career Ms Laing has advised Boards on a broad variety of legal, regulatory and commercial issues and held Board positions with media companies and industry bodies. Ms Laing is currently the Chief Content and Commercial Officer of the Foxtel Group.

Ms Laing was appointed to the Board on 13 December 2018 and was appointed to the FAR Committee in June 2021.

Jennifer Morris OAM



Jennifer Morris is an accomplished corporate executive and non-executive director, with key experience in advising corporations and government entities on strategy development, governance controls, complex large-scale business transformation, human capital related work, the embedding of environment, social and governance related policies and the understanding of high performance environments learned during her varied career, including elite sport.

Ms Morris is a Non-Executive Director of ASX-listed Fortescue Metals Group, where she is Chair of the Remuneration and People Committee and a member of the Audit, Risk and Sustainability Committee. She is also a Non-Executive Director of Sandfire Resources and additionally is a member of the Risk Committee, and People and Performance Committees.

Previously, Ms Morris was CEO of Walk Free, a global human rights organisation, as a senior executive of Andrew and Nicola Forrest's Minderoo Foundation. She is a former Partner of global professional services firm Deloitte and also served as Chair of Healthway and a Director of AFL club, The Fremantle Dockers. Ms Morris is also a former member of the Australian Women's Hockey Team, in which she won Olympic gold medals at the Atlanta 1996 and Sydney 2000 Olympic Games. In 1997, she was awarded a Medal of the Order of Australia (OAM).

Ms Morris is a member of the Australian Institute of Company Directors, a Fellow of Leadership WA and a member of the Vice Chancellor's List, Curtin University. She holds a Bachelor of Arts (Psychology and Journalism) received with Distinction and has completed Finance for Executives at INSEAD.

Andrew Plympton AM



Andrew Plympton has a lifelong passion for sport, particularly sailing, where he has been competing at the highest level for more than 45 years. He has won a world championship and numerous national and state titles in international classes and ocean-racing yachts.

Mr Plympton has held a number of positions in sport administration, including chairman/president of Australian Football League (AFL) club St Kilda for eight years before retiring in 2000. He was the president of Yachting Australia for more than seven years and was elected to the Australian Olympic Committee in 2008. He was a director of the Australian Olympic Foundation Limited and Chair of the Audit Committee.

In business Mr Plympton has held senior positions in the insurance and risk sector and in recent years has been active as Chair/Director of nine ASX listed companies.

Mr Plympton was appointed to the ASC Board in January 2011 and was the Chair of the FAR Committee. Mr Plympton's term concluded on 6 November 2020.

Gabrielle Trainor AO



Gabrielle Trainor was a founding member of the Greater Western Sydney Giants and was appointed an AFL Commissioner in 2016.

A former lawyer, journalist and public sector executive, Ms Trainor has served on boards in the public and private sectors for more than 20 years across areas such as sports, infrastructure, urban development, public transport, tourism, construction, arts and culture, Indigenous advancement and welfare.

Ms Trainor was appointed to the ASC Board on 5 October 2017. At the August 2018 Board meeting it was agreed Ms Trainor be appointed as a member of the Governance and Executive Performance Committee. Ms Trainor's term concluded on 4 January 2021.

Brendan Murphy — Ex Officio



Dr Brendan Murphy commenced as the Secretary of the Department of Health and subsequently ex-officio board member role on 13 July 2020.

Prior to his appointment as Secretary, Brendan was the Chief Medical Officer for the Australian Government and prior to this, the Chief Executive Officer of Austin Health in Victoria.

Dr Murphy is:

- > a Professorial Associate with the title of Professor at the University of Melbourne
- > an Adjunct Professor at Monash University and at the Australian National University
- > a Fellow of the Australian Academy of Health and Medical Sciences
- > a Fellow of the Royal Australian College of Physicians
- > a Fellow of the Australian Institute of Company Directors.

He was formerly CMO and director of Nephrology at St Vincent's Health, and sat on the Boards of the Centenary Institute, Health Workforce Australia, the Florey Institute of Neuroscience and Mental Health, the Olivia Newton-John Cancer Research Institute and the Victorian Comprehensive Cancer Centre. He is also a former president of the Australian and New Zealand Society of Nephrology.

Board activity

In 2020–21, the Board provided oversight to management as they tackled the many challenges associated with the COVID-19 pandemic impacting the sporting sector, the wider community and the ASC workforce.

Increasing community participation in sport and volunteering were also key focus areas for the Board. The Board's critical focus on getting the community to participate in sport again throughout the COVID-19 pandemic was addressed through a range of initiatives supported by the Board.

The Board also supported initiatives in the high performance sector and agreed to the allocation of additional pathway investment funding to a range of NSOs and infrastructure projects as part of the government's funding package for high performing sports. The Board supported the development of a National High Performance Coach Development Strategy.

The Board focused heavily on integrity and historical culture issues in sport and established a sub-committee of the Board to fast track the development and implementation of strategies to address historical cultural issues in sport. A key initiative supported by the Board was the establishment of the AIS Be Heard project providing an independent, free and confidential support service for current and former athletes and staff across the Australian high performance sports system.

Over the year the Board also fulfilled a range of governance and compliance responsibilities including endorsement of the ASC's Financial and Performance Statements, the Corporate Plan, the Modern Slavery Statement and the Annual Report.

The Board officially met on five occasions in the 2020–21 period and held a strategy session in May 2021. A number of matters were addressed and endorsed through out of session ratification processes.

Table 15: ASC Board meeting attendance

Name	Position	Meetings eligible to attend*	Meetings attended
Josephine Sukkar AM	Chair**	3	3
John Wylie AM	Chair***	2	2
Stephen Moneghetti AM	Deputy Chair/Acting Chair****	6	6
The Hon. Hugh Delahunty	Member	6	6
Pippa Downes	Member	6	5
The Hon. Pat Farmer AM	Member	6	6
Kurt Fearnley AO	Member	6	6
Andrew Ireland	Member	6	6
Amanda Laing	Member	6	6
Jennifer Morris OAM	Member	6	6
Andrew Plympton	Member	2	2
Gabrielle Trainor AO	Member	3	3
Prof. Brendan Murphy <i>(or proxy)</i>	Ex-officio	6	6

*Includes the May strategy Session

** Josephine Sukkar AM commenced as Chair on 8 February 2021

*** John Wylie AM ceased as Chair on 5 November 2020

**** Stephen Moneghetti AM was the acting Chair from 6 November 2020 to 7 February 2021

Mandatory Table: PGPA Rule Section 17BE (j), (j)-(v) — Accountable Authority

Table 16: Details of Accountable Authority during the reporting period Current Report Period (2020–21)

		Period as the accountable authority or member within the reporting period				
Name	Qualifications of the Accountable Authority	Experience of the Accountable Authority	Position Title/ Position held Executive/ Non-Executive	Number of meetings of accountable authority attended		
			Date of Commencement	Date of cessation		
Josephine Sukkar AM	Bachelor of Science (Hons), University of New South Wales Graduate Diploma in Education, University of New South Wales	See Board members biography	Chair	08/02/2021	N/A	3
John Wylie AM	Master of Philosophy, Oxford University Bachelor of Commerce, First Class Honours, University of Queensland	See Board members biography	Chair	10/09/2012	05/11/2020	2
Steve Moneghetti AM	Bachelor of Engineering, Federation University Diploma Education (Maths/Science), Federation University	See Board members biography	Deputy Chair Acting Chair	22/06/2015 06/11/2020	N/A 07/02/2021	6
The Hon. Hugh Delahunty	Inspector, Meat Industry, William Angliss Food Trades School New Managers Development Program, Monash Mt. Eliza Business School	See Board members biography	Board Member	3/5/2019	N/A	6
Pippa Downes	Masters Applied Finance, Macquarie University Bachelor of Science (Business Administration) University of California, Berkeley	See Board members biography	Board Member	13/12/2018	N/A	5

		Period as the accountable authority or member within the reporting period				
Name	Qualifications of the Accountable Authority	Experience of the Accountable Authority	Position Title/ Position held Executive/ Non-Executive	Date of Commencement	Date of cessation	Number of meetings of accountable authority attended
The Hon Pat Farmer AM	Executive Master of Business, University of Technology, Sydney 2018 Certificate 4 in Fitness Training, Australian Institute of Fitness, 2016 Mechanical Engineer, Granville TAFE, 1983	See Board members biography	Board Member	7/11/2014	N/A	6
Kurt Fearnley AO	Honorary Doctorate, Griffith University Bachelor of Education, Charles Sturt University Bachelor of Human Movement, Charles Sturt University	See Board members biography	Board Member	13/12/2018	N/A	6
Andrew Ireland	Bachelor of Science, La Trobe University Melbourne	See Board members biography	Board Member	13/12/2018	N/A	6
Amanda Laing	Stanford Executive Program, Stanford Graduate School of Business Company Directors Course, Australian Institute of Company Directors Legal Practising Certificate, College of Law Bachelor of Arts/Bachelor of Laws (First Class Hons) Australian National University	See Board members biography	Board Member	13/12/2018	N/A	6
Jennifer Morris OAM	Bachelor of Arts (Psychology and Journalism) with Distinction, Curtin University of Technology Finance for Executives, INSEAD Fontainebleau, France	See Board members biography	Board Member	22/06/2015	N/A	6

		Period as the accountable authority or member within the reporting period				
Name	Qualifications of the Accountable Authority	Experience of the Accountable Authority	Position Title/ Position held Executive/ Non-Executive	Date of Commencement	Date of cessation	Number of meetings of accountable authority attended
Andrew Plympton AM		See Board members biography	Board Member	18/01/2011	6/11/2020	2
Gabrielle Trainor AO	LLB (Melb) MA (Cultural and Creative Practice), WSU Admitted barrister and solicitor, Supreme Court of Victoria 1979, FAICD.	See Board members biography	Board Member	5/10/2017	4/11/2021	3
Brendan Murphy Ex-Officio	MB.BS. (Melbourne) Ph.D (Melbourne) FRACP FAHMS FAICD FACHSM (Hon)	See Board members biography	Ex-Officio	13/07/2020	N/A	6 (including attendance by proxy ex-officio)



Finance, Audit and Risk Committee

The ASC Finance, Audit and Risk Committee (FAR Committee) provides independent advice and assurance to the Board on matters relating to ASC financial management and strategic planning, efficiency, physical assets, risk management, all aspects of internal and external audit, compliance matters and NSO finances.

During the reporting period the Committee held responsibility for reviewing the ASC's Financial Statements and appropriateness of the Annual Performance Statements and monitoring of PGPA Act legislative compliance. The Committee also held responsibility for providing advice to the Board on the ASC's approach to risk management and ensuring adequate controls were in place to mitigate risk, including fraud control arrangements. In the second half of the reporting period, the Committee provided significant guidance in relation to risks associated with historical cultural matters, integrity in sport and participation by NSOs in the National Redress Scheme.

The FAR Committee considered and endorsed the ASCs internal audit program of work and reported audit findings relating to the Management and Maintenance of ASC sites to the ASC Board.

While the Committee continued to consider matters in relation to NSO finances, this was undertaken on a 'by exception' basis. In the first instance, NSO finance matters were considered by a newly established internal committee to ensure prudent investment in NSOs. The internal committee also identified risks impacting NSO's ability to achieve objectives or potentially put Commonwealth funding at risk.

During the reporting period the FAR Committee met formally on 6 occasions. In November 2020 the Committee farewelled Mr Andrew Plympton as Chair upon the completion of his term as a Commissioner of the ASC Board. His successor was Mr Andrew Ireland, Commissioner ASC Board. Ms Amanda Laing, Commissioner of the ASC Board was appointed to the Committee in June 2021. The Committee also welcomed Mr Robert Hanlon as the independent member in June 2021.

Mandatory Table: PGPA Rule Section 17BE (taa) — Audit committee

Table 17: ASC Finance, Audit and Risk Committee meeting attendance

Name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended /total number of meetings	Total annual remuneration (GST inc.)	Additional Information (meetings eligible to attend)
Andrew Plympton	Refer to Table 16	2	\$6,598.27	2
Andrew Ireland	Refer to Table 16	6	\$14,536.93	6
Pippa Downes	Refer to Table 16	6	\$8,335.42	6
Amanda Laing	Refer to Table 16	1	\$345.24	1
Robert Hanlon — Independent Member	Masters Business Administration, University of Canberra Graduate of the Australian Institute of Company Directors Graduate of the Institute of Chartered Accountants Australia Bachelor of Commerce (Accounting) University of Canberra	1	–	1



Governance and Executive Performance Committee

The ASC Governance and Executive Performance Committee (GEP Committee) provides independent advice to the Board on better practice corporate governance for the ASC and NSOs, and on executive performance and remuneration issues.

During the first half of the reporting period the GEP Committee continued to provide the ASC Board with independent advice on better practice governance and reform for NSOs. The Committee considered and analysed a range of potential governance models for sports to achieve stable and democratic governance reform, with significant advancements occurring in AusCycling and Equestrian Australia. The Committee also considered the Sports Governance Standards report on the measures used by the ASC and NSOs to evaluate the effectiveness and efficiency of governance arrangements.

During the second half of the reporting year, the GEP Committee reviewed its charter with a view to having a purer focus on ASC governance matters. Accordingly, the ASC established an internal working Committee to consider matters relating to governance, finance, leadership and culture in sports and reporting issues of risk by exception to the FAR Committee.

The GEP Committee managed the Sport Australia and AIS CEO performance reviews and considered other senior executive remuneration issues. Monitoring and reporting of ASC senior management conflict of interests was also undertaken.

The GEP Committee also held responsibility of reviewing the performance of the ASC Board and processes for collating data around the skills composition of the Board.

The GEP Committee met formally on five occasions in 2020-21. Mr John Wylie ceased as Chair of the Committee upon completion of his term as Commissioner and Chair of the ASC Board in November 2020. Ms Gabrielle Trainor, Commissioner of the ASC Board served as interim Chair of the Committee until her departure as Commissioner in January 2021. The Hon. Hugh Delahunty, Commissioner of the ASC Board, was then appointed as the new ongoing Chair of the GEP Committee, attending his first meeting in this capacity in April 2021.

Table 18: ASC Governance and Executive Performance Committee meeting attendance

Name	Position	Meetings eligible to attend	Meetings attended
John Wylie AM	Chair*	2	2
Steve Moneghetti AM	Member	5	5
Gabrielle Trainor	Member/Chair**	3	3
Jennifer Morris OAM	Member	5	4
The Hon. Hugh Delahunty	Chair	2	2

*Term as Chair ceased 5 November 2020

**Term as Chair ceased 4 January 2021

Executive remuneration

Mandatory Table: PGPA Rule Section 17 BE (ta) — Executive Remuneration

Table 19: Information about remuneration for key management personnel

Name	Position title	Base salary	Bonuses	Short-term benefits and allowances	Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
						Long service leave	Other long-term benefits		
Robert Dalton	CEO Sport Australia	\$413,743	-	-	\$22,822	\$8,169	-	-	\$444,734
Peter Conde	CEO AIS	\$323,210	-	\$33,741	\$24,995	\$8,817	-	-	\$390,763
Josephine Sukkar AM	Chairperson of the Board	\$35,521	-	-	\$3,375	-	-	-	\$38,896
John Wylie AM	Chairperson of the Board	\$34,796	-	-	\$3,099	-	-	-	\$37,895
Stephen Moneghetti AM	Deputy Chairperson of the Board	\$76,661	-	-	\$7,283	-	-	-	\$83,943
The Hon. Hugh Delahunty	Board Member	\$40,280	-	-	\$3,827	-	-	-	\$44,107
Pippa Downes	Board Member	\$47,120	-	\$8,160	\$5,252	-	-	-	\$60,532

Name	Position title	Base salary	Bonuses	Short-term benefits		Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
				Other benefits and allowances			Long service leave	Other long-term benefits		
The Hon. Patrick Farmer AM	Board Member	\$47,120	-	-	\$4,476	-	-	-	-	\$51,596
Kurt Fearnley AO	Board Member	\$47,120	-	-	\$4,476	-	-	-	-	\$51,596
Andrew Ireland	Board Member	\$47,120	-	\$13,276	\$5,738	-	-	-	-	\$66,133
Amanda Laing	Board Member	\$47,120	-	\$314	\$4,508	-	-	-	-	\$51,942
Jennifer Morris OAM	Board Member	\$47,120	-	-	\$4,476	-	-	-	-	\$51,596
Andrew Plympton AM	Board Member	\$17,579	-	\$6,026	\$2,243	-	-	-	-	\$25,848
Gabrielle Trainor AO	Board Member	\$25,372	-	-	\$2,410	-	-	-	-	\$27,783
Total		\$1,249,882	-	\$61,517	\$98,980	\$16,986	-	-	-	\$1,427,365

Figures in this table include total remuneration amounts already disclosed in Table 17.

Table 20: Information about remuneration for senior executives

Total remuneration bands	Number of Senior Executives	Short-term benefits			Post-employment benefits		Other long-term benefits		Termination benefits		Total remuneration	
		Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration			
\$0-\$220,000	4	\$57,159	-	\$75	\$7,918	[\$7,459]	-	-	-	\$57,693		
\$220,001-\$245,000	4	\$177,446	-	\$16,900	\$29,391	\$5,901	-	-	-	\$229,638		
\$245,001-\$270,000	7	\$218,764	-	\$82	\$33,296	\$6,988	-	-	-	\$259,140		
\$270,001-\$295,000	1	\$272,958	-	-	\$21,601	[\$12,743]	-	-	-	\$281,816		
\$295,001-\$320,000	1	\$274,013	-	-	\$22,166	\$6,345	-	-	-	\$302,524		
\$320,001-\$345,000	2	\$294,096	-	-	\$34,054	\$10,244	-	-	-	\$338,394		



Table 21: Information about Remuneration for Other Highly Paid Staff

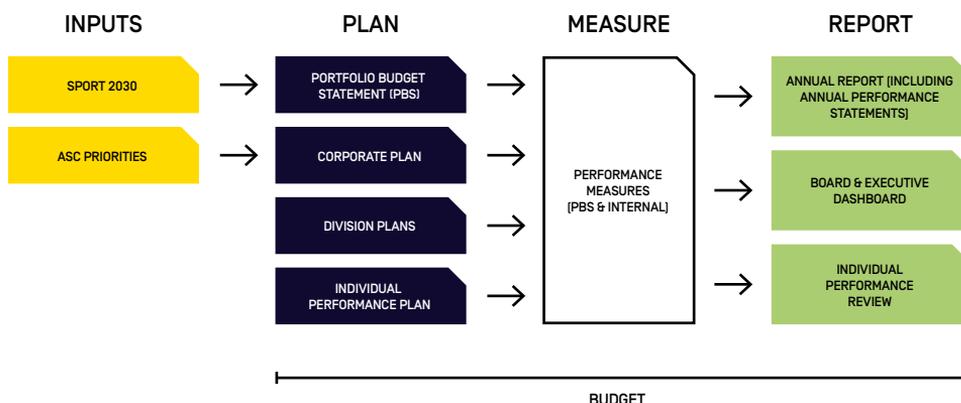
Total remuneration bands	Number of other highly paid staff	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Average base salary	Average bonuses	Average other benefits and allowances		Average long service leave	Average other long-term benefits		
\$230,001–\$245,000	-	-	-	-	-	-	-	-	-
\$245,001–\$270,000	2	\$224,054	-	\$300	\$36,500	\$4,743	-	-	\$265,597
\$270,001–\$295,000	1	\$245,177	-	\$300	\$37,017	\$4,280	-	-	\$286,774
\$295,001–\$320,000	-	-	-	-	-	-	-	-	-
\$320,001–\$345,000	-	-	-	-	-	-	-	-	-
\$345,001–\$370,000	1	\$300,881	-	\$300	\$44,357	\$20,639	-	-	\$366,177

Governance

Planning and accountability

The ASC's planning and accountability approach supports the organisation to effectively deliver outcomes and meet legislative responsibilities as set out in the PGPA Act and the ASC Act. The ASC planning and reporting framework is based on the principle of continuous improvement and the requirements set out in the PGPA Act and ASC Act.

The core planning and reporting cycle is based around the legislated publications including the Portfolio Budget Statements, Corporate Plan and the Annual Report, which are produced through supporting planning and reporting mechanisms.



The Corporate Plan is our primary planning document and covers a rolling four-year period. This is complemented by the Portfolio Budget Statements, division planning and the employee performance management framework.

Reporting against progress and performance measures occurs internally and externally. Reporting allows the Board, management and staff to monitor progress towards achieving our organisational objectives, while maintaining oversight of the range of work delivered and the impacts for the Australian public. Internal reporting, including Board and Executive-level dashboards, bring together relevant organisational performance results, operational data and organisational health and financial information. These reports are designed to aid decision-making and provide an enterprise-level view of performance. External reporting is addressed through the Annual Performance Statements and the Annual Report.

Risk management

Risk management is central to our focus on improving the health and wellbeing of Australians through sport. The ASC has an established risk management culture. Our risk management policy, framework and guidelines are aligned with better practice methodologies and consistent with the Commonwealth Risk Management Policy 2014. Further, we revalidate our risk management practices yearly to ensure they support our obligations under the PGPA Act and *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).

Through the FAR Committee and our internal audit program, the ASC is committed to the proactive management of our risks and minimising adverse consequences. Our Strategic Risk Register has been informed by our Risk Appetite Statement which identifies the risk trade-offs to implement our strategic objectives and helps us to understand what constitutes acceptable risk taking when assessing opportunities.

The ASC takes a proactive approach to managing risks, monitoring and establishing controls to support the delivery of our strategic objectives; embedding risk management within our planning and reporting processes; using risk management to support decision making; building staff capability and developing a risk culture where the management of risk is understood to be everyone's responsibility.

We regularly review our risk profile to identify new and emerging risks; and use the biennial Comcover Risk Management Benchmarking Survey to monitor our maturity and performance in managing risk. In 2021 the survey assessed our overall risk management maturity level as Embedded.

Internal audit

The ASC's internal audit program provides the FAR Committee with assurance that key risks to achieving the ASC's objectives are being appropriately mitigated, internal controls are effective and continuous business improvement opportunities are being identified and pursued.

The audit program is developed taking into consideration:

- > our priorities within a strategic and operational risk environment
- > the ASC Corporate Plan
- > the ANAO's annual forward work plan and current areas of focus for cross-agency audits
- > outcomes of previous audits.

The internal audit conducted in 2020–21 covered *Management and Maintenance of ASC Sites*.

Throughout the year the FAR Committee maintained oversight of the implementation of open internal audit recommendations, including implementation of recommendations from the review into child safe practices at the ASC and from the review of *Grant Management Processes and Systems*.

Fraud

The ASC continued to fulfil its requirements in relation to fraud control, taking all reasonable measures to minimise the incidence of fraud and to investigate, and to the extent possible, recover the proceeds of fraud against the ASC. The ASC has a documented fraud risk assessment and fraud control plan, and has in place appropriate fraud prevention, detection, investigation, reporting and data collection procedures and processes to meet the specific needs of the ASC.

During 2020–21, the ASC reviewed and updated its fraud risk assessment and continued to strengthen internal controls.

Fraud incidents are recorded in the ASC Fraud Incident Register. During the reporting period, there was one recorded instance of identified fraud.

Compliance

The ASC uses a combination of self-reporting and periodic reviews to monitor and report on compliance. Any instances of non-compliance with PGPA legislation are reported to the ASC Executive and the FAR Committee. The ASC mitigates non-compliance through the publication of delegation schedules and Financial Management Instructions to support decision-making.

For the 2020–21 reporting period, the ASC did not have any significant issues reported to the Minister for Sport or the Minister for Finance that related to non-compliance with the finance law.

Mandatory Table: PGPA Rule Section 17BE (h) — (j) Significant non-compliance with the Finance Law

Table 22: Non-Compliance

Description of non-compliance	Remedial Action
N/A	

Indemnities and insurance

The ASC is insured through the Australian Government's self-managed fund, Comcover. Insurance includes directors' and officers' liability cover to the extent permitted by the PGPA Act. The entire premium is paid by the ASC. In 2020–21, the ASC did not give any indemnity to either current or former officers of the ASC.

External scrutiny

The ASC's operations are subject to scrutiny from external bodies such as the ANAO, the Commonwealth Ombudsman and the Australian Information Commissioner.

Reports by the Australian National Audit Office

In 2020–21, the ANAO did not table in Parliament any reports involving the ASC.

Reports by the Commonwealth Ombudsman

The Commonwealth Ombudsman did not release any reports during 2020–21 that involved the ASC or that had, or might have, a significant impact on the ASC's operations.

Decisions by the Australian Information Commissioner

In 2020–21, the Australian Information Commissioner (IC) made one [1] decision in an ASC Freedom of Information matter.

On 9 April 2021, the IC under s55K of the *Freedom of Information Act 1982*, set aside the decision of the ASC of 25 August 2017. The IC substituted their decision determining that a sport official's name and job title be included on one document. The IC affirmed the remainder of the ASC's decision.

Judiciary

There were no judicial decisions or decisions of administrative tribunals during 2020–21 that had, or may have, significant effect on the operations of the ASC.

Privacy

In 2020–21, the ASC received no complaints that it had breached the privacy of an individual.

In 2020–21, the ASC did not report any notifiable breaches under the Notifiable Data Breaches scheme.

Freedom of information

In 2020–21, the ASC received 17 Freedom of Information requests. Four requests were granted in full, three were granted in part, four were refused, two were withdrawn and four were ongoing at the end of the period.

As defined by section 8(2) of the *Freedom of Information Act 1982*, the ASC continued to publish on its website the information required by the Information Publication Scheme.





FINANCIAL PERFORMANCE

SUMMARY OF FINANCIAL OUTCOMES	92
Financial outcomes	92
Financial position	92
Asset management	92
INDEPENDENT AUDITOR'S REPORT	94
STATEMENT FROM THE CHAIR OF THE BOARD, CHIEF EXECUTIVE OFFICER AND CHIEF FINANCIAL OFFICER	96
FINANCIAL STATEMENTS	97

Summary of financial outcomes

Financial outcomes

The ASC incurred an operating deficit of \$5.1 million in 2020-21, a turnaround of \$42.7 million compared to 2019-20 and \$25.8 million ahead of the 2020-21 budgeted deficit of \$30.9 million. The primary driver for the budget variance relates to timing of grant programs impacted by the COVID-19 pandemic.

Table 23: 2020-21 results to 2019-20 and to the 2020-21 Original Budget estimates

	Actual 2020-21 \$m	Actual 2019-20 \$m	Variance \$m	Actual 2020-21 \$m	Original Budget 2020-21 \$m	Variance \$m
Income	353.6	418.7	(65.1)	353.6	353.0	0.6
Expenses	358.7	381.1	(22.4)	358.7	383.9	(25.2)
Surplus/(Deficit)	(5.1)	37.6	(42.7)	(5.1)	(30.9)	25.8

Note: Original Budget figures are based on the 2020-21 Portfolio Budget Statements.

Key movements to the financial statement results include revenue from Government and grant expenses. The decrease in revenue since 2019-20 is primarily due to terminating programs in 2019-20, including Community Sport Infrastructure (CSI) and Supporting Physical Activity in Older Australians. The decrease in grant expense is mainly due to these same terminating programs.

The ASC performance against Budget is detailed following the Statement of Comprehensive Income in the financial statements.

Financial position

Key indicators defining the health of the ASC's financial position are demonstrated by its ability to sustain its net asset base, pay debts as they fall due in the short term and maintain prudent levels of assets to cover long-term liabilities. The ASC is committed to managing within resources provided by Government and remains in a positive net asset position as at 30 June 2021.

Asset management

The ASC holds financial and non-financial assets. Financial assets include cash, receivables and term deposits.

Non-financial assets support the operations of the ASC and include land & buildings, software & hardware and infrastructure, plant & equipment. Consideration of whole-of-life asset management is undertaken in the context of the ASC's strategic direction to ensure investments in assets support the achievement of the ASC's objectives.



Independent auditor's report



INDEPENDENT AUDITOR'S REPORT

To the Minister for Sport

Report on the annual financial statements

Opinion

In my opinion, the financial statements of the Australian Sports Commission (the Entity) for the year ended 30 June 2021:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2021 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2021 and for the year then ended:

- Statement by the Chair of the Commission, Chief Executive Officer and the Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Cash Flow Statement;
- Statement of Changes in Equity; and
- Notes to the financial statements.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Board is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under the Act. The Board is also responsible for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Garry Sutherland

Audit Principal

Delegate of the Auditor-General

Canberra

20 August 2021



Statement from the Chair of the Board, Chief Executive Officer and Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2021 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Australian Sports Commission will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Commissioners.

Signed: 

Josephine Sukkar AM
Chair of the Commission
20 August 2021

Signed: 

Robert Dalton
Chief Executive Officer (Acting)
20 August 2021

Signed: 

Peter Dunlop
Chief Financial Officer
20 August 2021

Financial statements

Australian Sports Commission STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2021

Budget 2021 \$'000		Notes	Actual 2021 \$'000	Actual 2020 \$'000
	NET COST OF SERVICES			
	EXPENSES			
60,729	Employee benefits	1.1A	57,192	59,010
44,137	Suppliers	1.1B	36,966	42,807
253,781	Grants	1.1C	242,364	252,824
25,220	Depreciation and amortisation	2.2A	21,755	24,088
70	Finance costs	1.1D	75	81
-	Impairment loss on financial instruments	1.1E	181	462
-	Write-down and impairment of other assets	1.1F	115	1,401
-	Loss from asset sales		-	217
-	Other expenses	1.1G	48	162
<u>383,937</u>	Total expenses		<u>358,696</u>	<u>381,052</u>
	OWN-SOURCE INCOME			
	Own-source revenue			
9,587	Revenue from contracts with customers	1.2A	6,100	14,498
19,100	Contributions from Government entities		16,150	11,085
1,236	Interest		805	1,744
-	Insurance recoveries		2,443	-
396	Rental income	1.2B	286	538
300	Other revenue	1.2C	4,533	2,333
<u>30,619</u>	Total own-source revenue		<u>30,317</u>	<u>30,198</u>
	Gains			
-	Reversals of impairment losses		789	-
-	Gain from sale of assets		11	-
-	Other gains	1.2D	35	-
-	Total gains		<u>835</u>	<u>-</u>
<u>30,619</u>	Total own-source income		<u>31,152</u>	<u>30,198</u>
<u>353,318</u>	Net cost of services		<u>327,544</u>	<u>350,854</u>
<u>322,404</u>	Revenue from Government (corporate Commonwealth entity payment)		<u>322,404</u>	<u>388,503</u>
<u>(30,914)</u>	Surplus/(Deficit)		<u>(5,140)</u>	<u>37,649</u>
	OTHER COMPREHENSIVE INCOME			
	Items not subject to subsequent reclassification to net cost of services			
-	Changes in asset revaluation reserve		1,698	(850)
-	Total other comprehensive income		<u>1,698</u>	<u>(850)</u>
<u>(30,914)</u>	Total comprehensive income / (loss)		<u>(3,442)</u>	<u>36,799</u>

The above statement should be read in conjunction with the accompanying notes.

Australian Sports Commission STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2021

Budget Variance Commentary

Statement of Comprehensive Income

Expenses

Suppliers (\$7.171m less than budget) mainly comprises *decreases* in the following:

AIS property costs – following reduced activity on site due to a full year of operating under COVID-19 restrictions, prioritising high performance users over casual groups and commercial events.

Travel – due to the restrictions associated with COVID-19.

Contractors – lower use of contractors as permanent positions were filled.

Grants (\$11.417m less than budget): primarily relates to programs impacted by COVID-19 including Sporting Schools, MoveItAUS and other smaller participation grant programs, partially offset by an increase in grants funded through contributions from other government entities.

Income

Revenue from contracts with customers (\$3.487m less than budget): activity on the AIS Site continues to be impacted by the COVID-19 pandemic, particularly revenue generated from accommodation and facility hire, retail sales, tours, café, and childcare.

Contributions from government entities (\$2.950m less than budget): funding is received from Federal and State and Territory government agencies to assist in delivering sport outcomes. The contributions received in 2020-21 from the Department of Health are lower than budget due to the timing of funding provided to deliver grants to various National Sporting Organisations.

Insurance recoveries (\$2.443m greater than budget): the ASC received payment during the year relating to claims placed with Comcover seeking reimbursement of costs incurred for the replacement of Aluminium Composite Panelling for the Dining Hall and Residence of Champions, and for partial loss of profits due to the impact of COVID-19 on commercial activities. These recoveries were not factored in the original budget.

Other revenue (\$4.233m greater than budget): refunds were received from grant recipients in relation to various programs unable to be delivered as per agreed conditions.

Australian Sports Commission
STATEMENT OF FINANCIAL POSITION
as at 30 June 2021

Budget 2021 \$'000		Notes	Actual 2021 \$'000	Actual 2020 \$'000
	ASSETS			
	Financial assets			
10,648	Cash and cash equivalents	2.1A	3,602	10,488
4,942	Trade and other receivables	2.1B	7,468	6,230
63,078	Term deposits		105,000	95,000
454	Loans	2.1C	-	532
<u>79,122</u>	Total financial assets		<u>116,070</u>	<u>112,250</u>
	Non-financial assets¹			
197,783	Land, buildings, and land improvements	2.2A	192,140	197,794
10,139	Infrastructure, plant and equipment	2.2A	11,256	10,240
4,913	Intangibles	2.2A	3,392	4,434
561	Inventories		486	561
1,687	Prepayments		1,726	1,687
<u>215,083</u>	Total non-financial assets		<u>209,000</u>	<u>214,716</u>
<u>294,205</u>	Total assets		<u>325,070</u>	<u>326,966</u>
	LIABILITIES			
	Payables			
2,315	Suppliers	2.3A	3,494	2,847
-	Grant payables		1,506	1,288
1,475	Other payables	2.3B	1,257	1,301
<u>3,790</u>	Total payables		<u>6,257</u>	<u>5,436</u>
	Interest bearing liabilities			
5,559	Leases	2.5	6,383	6,500
<u>5,559</u>	Total interest bearing liabilities		<u>6,383</u>	<u>6,500</u>
	Provisions			
13,143	Employee leave provisions	4.1	13,156	12,667
-	Other provisions	2.4	89	89
<u>13,143</u>	Total provisions		<u>13,245</u>	<u>12,756</u>
<u>22,492</u>	Total liabilities		<u>25,885</u>	<u>24,692</u>
<u>271,713</u>	Net assets		<u>299,185</u>	<u>302,274</u>
	EQUITY			
152,488	Contributed equity		152,488	152,135
209,799	Asset revaluation reserve		211,497	209,799
(90,574)	Retained surplus / (accumulated deficit)		(64,800)	(59,660)
<u>271,713</u>	Total equity		<u>299,185</u>	<u>302,274</u>

The above statement should be read in conjunction with the accompanying notes.

¹ Right-of-use assets are included in the following line items – Land, buildings and land improvements, infrastructure, plant and equipment.

Australian Sports Commission STATEMENT OF FINANCIAL POSITION as at 30 June 2021

Budget Variance Commentary

Statement of Financial Position

Assets

Financial assets (\$36.948m greater than budget): this relates to a higher cash and term deposits balance as at 30 June 2021, predominantly due to an improvement in the operating result by \$25.85m when compared to budget. This has resulted from the timing of programs and capital expenditure across years.

Non-Financial Assets

Land and buildings (\$5.643m less than budget): capital expenditure was scaled back in 2020-21 to prioritise expenditure in line with future high performance infrastructure needs.

Liabilities

Grants payable (\$1.506m greater than budget): the ASC recognises a payable for grants that have met the conditions associated with payment as at reporting date.

Australian Sports Commission
CASH FLOW STATEMENT
for the year ended 30 June 2021

Budget 2021 \$'000		Notes	Actual 2021 \$'000	Actual 2020 \$'000
	OPERATING ACTIVITIES			
	Cash received			
12,283	Sale of goods and rendering of services		11,382	19,431
19,100	Contributions from Government entities		16,150	11,085
322,404	Receipts from Government		322,404	388,503
1,217	Interest		803	1,872
-	Insurance recoveries		2,443	-
21,288	Net GST received		22,564	26,738
<u>376,292</u>	Total cash received		<u>375,746</u>	<u>447,629</u>
	Cash used			
(60,611)	Employees		(56,753)	(59,170)
(46,137)	Suppliers		(40,771)	(48,528)
(70)	Interest payments on lease liabilities		(75)	(81)
(275,069)	Grants		(262,038)	(280,510)
<u>(381,887)</u>	Total cash used		<u>(359,637)</u>	<u>(388,289)</u>
<u>(5,595)</u>	Net cash from (used by) operating activities		<u>16,109</u>	<u>59,340</u>
	INVESTING ACTIVITIES			
	Cash received			
-	Proceeds from sales of infrastructure, plant and equipment		61	48
97	Repayments of loans and interest		1,321	78
<u>97</u>	Total cash received		<u>1,382</u>	<u>126</u>
	Cash used			
(25,676)	Purchase of infrastructure, plant and equipment		(13,945)	(9,342)
<u>(25,676)</u>	Total cash used		<u>(13,945)</u>	<u>(9,342)</u>
<u>(25,579)</u>	Net cash from (used by) investing activities		<u>(12,563)</u>	<u>(9,216)</u>
	FINANCING ACTIVITIES			
	Cash received			
353	Appropriations - contributed equity		353	-
<u>353</u>	Total cash received		<u>353</u>	<u>-</u>
	Cash used			
(941)	Principal payments of lease liabilities		(785)	(1,485)
<u>(941)</u>	Total cash used		<u>(785)</u>	<u>(1,485)</u>
<u>(588)</u>	Net cash from (used by) financing activities		<u>(432)</u>	<u>(1,485)</u>
<u>(31,762)</u>	Net increase (decrease) in cash held		<u>3,114</u>	<u>48,639</u>
105,488	Cash and cash equivalents at the beginning of the reporting period		105,488	56,849
73,726	Cash and cash equivalents at the end of the reporting period	3	<u>108,602</u>	<u>105,488</u>

The above statement should be read in conjunction with the accompanying notes.

Australian Sports Commission CASH FLOW STATEMENT for the year ended 30 June 2021

Budget Variance Commentary

Cash Flow Statement

Operating cash received

Contributions from government entities (\$2.950m less than budget): funding is received from Federal, State and Territory government entities to assist in delivering sport outcomes. The additional contributions received in 2020-21 relate to funding received from the Department of Health to deliver grants to various National Sporting Organisations.

Insurance recoveries (\$2.443m greater than budget): the ASC received payments during the year relating to claims placed with Comcover seeking reimbursement of costs incurred for the replacement of Aluminium Composite Panelling at the Residence of Champions, and for partial loss of profits due to the impact of COVID-19 on commercial activities. These recoveries were not factored in the original budget.

Operating cash used

Employees (\$3.858m less than budget): resulting from lower average staffing numbers than provided for in the Budget mainly due to lower variable labour costs stemming from reduced commercial operations at the AIS site.

For budget variance commentary in relation to Suppliers and Grants, refer commentary for the Statement of Comprehensive Income on previous pages.

Investing cash received

Repayments of loan and interest (\$1.224m greater than budget): the ASC had two loans receivable from Cycling Australia with a gross value outstanding of \$1.321m as at 30 June 2020 which was repaid in the current year.

Investing cash used

Purchase of infrastructure, plant and equipment (\$11.731 less than budget): capital expenditure was scaled back in 2020-21 to prioritise expenditure in line with future high performance infrastructure needs.

Australian Sports Commission
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2021

	Retained surplus (accumulated deficit)		Asset revaluation reserve		Contributed equity/capital		Total equity	
	Actual 2021 \$'000	Actual 2020 \$'000	Actual 2021 \$'000	Actual 2020 \$'000	Actual 2021 \$'000	Actual 2020 \$'000	Actual 2021 \$'000	Actual 2020 \$'000
Opening balance								
Balance carried forward from previous period	(59,660)	(97,309)	209,799	210,649	152,135	152,135	302,274	265,475
Adjustment on initial application of AASB 1058	-	-	-	-	-	-	-	-
Adjustment on initial application of AASB 16	-	-	-	-	-	-	-	-
Adjusted opening balance	(59,660)	(97,309)	209,799	210,649	152,135	152,135	302,274	265,475
Comprehensive income								
Surplus (Deficit) for the year	(5,140)	37,649	-	-	-	-	(5,140)	37,649
Other comprehensive income	-	-	1,698	(850)	-	-	1,698	(850)
Total comprehensive income	(5,140)	37,649	1,698	(850)	-	-	(3,442)	36,799
Contributions by owners								
Equity injection - Appropriation	-	-	-	-	353	-	353	-
Total transactions with owners	-	-	-	-	353	-	353	-
Closing balance as at 30 June	(64,800)	(59,660)	211,497	209,799	152,488	152,135	299,185	302,274

The above statement should be read in conjunction with the accompanying notes.

Accounting Policy

Equity injections

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) are recognised directly in contributed equity in that year.



Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Overview

Basis of preparation of the financial statements

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The financial statements and notes have been prepared in accordance with:

- the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- Australian Accounting Standards and Interpretations – Reduced Disclosure Requirements issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and are in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

Significant accounting judgments and estimates

In the process of applying the accounting policies listed in this note, the Australian Sports Commission (ASC) has made the following judgements that have the most significant impact on the amounts recorded in the financial statements:

- a) The fair value of buildings has been taken to be the depreciated replacement cost as determined by an independent valuer. The ASC uses this valuation methodology as the buildings are purpose built and may in fact realise more or less than the market value.
- b) The ASC assesses impairment of all assets at each reporting date by evaluating conditions specific to the ASC and to the particular asset that may lead to impairment. If an impairment trigger exists, then the recoverable amount is restated.

Impact of COVID-19

The economic uncertainty related to the COVID-19 pandemic (COVID-19) has resulted in the ASC reviewing and assessing all aspects of business, particularly those that may impact the users of the financial statements or give question to the going concern of the entity.

As a corporate Commonwealth entity (CCE), the ASC is primarily funded by the Australian Government to support and invest in sport and physical activity at all levels. This funding has continued to ensure the success of Sport 2030, the Australian Governments strategic Sports Plan.

The ASC has a significant non-financial asset base which is subject to the ASC revaluation policy. Across both 2019-20 and 2020-21 the ASC has worked closely with the valuer and has taken the position that while there is recognisable market uncertainty as at reporting date, this is not measurable due to the inability to observe and reconcile the impact on market prices.

The ASC has conducted a sensitivity analysis over a range of possible scenarios in relation to the ASC's asset base. The ASC considers the impact of this analysis low on the going concern considerations of the ASC. On this basis, the ASC has made no accounting assumptions or estimates that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next accounting period.

The ASC generates independent income from the commercial activities of the AIS site which in 2020-21 represented less than 2% of income. A number of these activities were impacted by the temporary closure of the

Australian Sports Commission

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

site from March 2020. While some resumption of activity has been proceeding across the second half of 2020-21, levels are still significantly down on pre COVID-19 levels. The ASC has taken proactive steps to address the impact of COVID-19 on the business, including delaying non-essential capital expenditure and scaling back variable expenditure to strengthen the ASC's balance sheet and with that, the ASC's liquidity and solvency position. Whilst there is some uncertainty over the impacts of COVID-19 into future periods, the ASC is managing this risk closely through reserves and tighter selection of project considerations to ensure the ASC is a going concern in the next accounting period.

Past the next accounting period the ASC will continue to work closely with the Australian Government to refine a program of capital works as scheduled asset replacements exceed available cash. This program of works is essential to ensure the ASC remains a going concern in future years.

Further disclosures relevant to COVID-19 may be found in the appropriate Accounting Policy in the notes to the financial statements.

Taxation

The ASC is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Events after the Reporting Period

There were no events occurring after reporting date which would significantly affect the ongoing structure and financial activities of the ASC.



Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 1: Departmental Financial Performance

This section analyses the financial performance of Australian Sports Commission for the year ended 2021.

1.1: Expenses

	2021	2020
	\$'000	\$'000
Note 1.1A: Employee benefits		
Wages and salaries	44,708	46,174
Superannuation		
Defined contribution plans	5,102	5,056
Defined benefit plans	2,020	2,116
Leave and other entitlements	4,999	4,805
Separation and redundancies	363	859
Total employee benefits	57,192	59,010

Accounting Policy

Accounting policies for employee related expenses is contained in the People and relationships section.

Note 1.1B: Suppliers

Goods and services supplied or rendered

Contractors and consultants		
Contractors	1,653	2,778
Consultants	2,815	3,598
ASC Site Project	811	544
Sports Sector support	11,336	8,627
Media, publishing and advertising	876	1,636
Travel	583	2,633
Insurance	1,109	893
AIS Property Costs	10,732	14,595
Communications and IT	4,634	4,516
Other	2,091	2,530
Total goods and services supplied or rendered	36,640	42,350

Other suppliers

Operating lease rentals	272	457
Short-term leases	54	-
Total other suppliers	326	457
Total suppliers	36,966	42,807

The ASC has one short-term lease commitment as at 30 June 2021. This lease expired on 1 May 2021 and is on a month-to-month arrangement.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1D, 2.2A and 2.5A.

Accounting Policy

Short-term leases and leases of low-value assets

The ASC has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000). The ASC recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Australian Sports Commission
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

	2021 \$'000	2020 \$'000
Note 1.1C: Grants		
Public sector:		
State and territory governments	29,119	19,558
Local governments	2,472	8,869
Private sector:		
Non-profit organisations	193,089	204,082
Other	17,684	20,315
Total grants	242,364	252,824
Note 1.1D: Finance costs		
Interest on lease liabilities	75	81
Total finance costs	75	81

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 2.2A and 2.5A.

Note 1.1E: Impairment loss on financial instruments		
Impairment on trade and other receivables	181	462
Total impairment loss on financial instruments	181	462

Note 1.1F: Write-down and impairment of other assets		
Non-financial assets:		
Write-down and impairment - land and buildings	112	334
Write-down and impairment - infrastructure, plant and equipment	-	8
Write-down and impairment - intangibles	-	1,054
Write-down and impairment - inventory	3	5
Total write-down and impairment of other assets	115	1,401

Note 1.1G: Other expenses		
Sponsorship in kind	21	138
Other	27	24
Total other expenses	48	162



Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1.2: Own Source Revenue and Gains

	2021	2020
	\$'000	\$'000
Note 1.2A: Revenue from contracts with customers		
Sale of goods	347	1,227
Rendering of services	<u>5,753</u>	<u>13,271</u>
Total revenue from contracts with customers	<u>6,100</u>	<u>14,498</u>
Disaggregation of revenue from contracts with customers		
Major product / service line:		
Accommodation and facilities hire	1,962	7,765
AIS Site tours	201	1,061
Aquatic Centre	686	1,260
Fitness programs	449	594
Childcare fees	1,132	1,087
Contributions and cost recovery	827	982
Medical and Allied Health services	496	522
Retail and café	<u>347</u>	<u>1,227</u>
	<u>6,100</u>	<u>14,498</u>
Type of customer:		
Non-government entities	<u>6,100</u>	<u>14,498</u>
	<u>6,100</u>	<u>14,498</u>
Timing of transfer of goods and services:		
Over time	2,267	2,941
Point in time	<u>3,833</u>	<u>11,557</u>
	<u>6,100</u>	<u>14,498</u>

Accounting Policy

Revenue from the sale of goods is recognised when control has been transferred to the customer.

The ASC recognises income under AASB 15 if the performance obligations are required by an enforceable contract and they are sufficiently specific to enable the ASC to determine when they have been satisfied.

The ASC recognises income for Childcare and Aquatic and Fitness programs over time, as these services are simultaneously received and consumed by the customer. These services are provided for a specific, nominated period and recognised over the period that the obligations are met.

For all other services, the ASC recognises income at the point in time that the service obligation is satisfied. The customer obtains control of these promised goods or services at the point of sale.

The transaction price is the total amount of consideration to which the ASC expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.

Australian Sports Commission
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

	2021 \$'000	2020 \$'000
Note 1.2B: Rental income		
Operating leases		
Rental income	286	538
Total rental income	<u>286</u>	<u>538</u>

Operating leases

The ASC in its capacity as lessor has rental agreements with National Sporting Organisations to access specified facilities and services in various locations. The ASC also leases the Canberra Stadium and associated parking facilities to the ACT Government. The leases to the National Sporting Organisations are not subject to annual increases. The lease payments for the Canberra Stadium are subject to annual increases in accordance with upward movements in the Consumer Price Index.

In response to COVID-19, the ASC has offered rent relief to the National Sporting Organisations for the period 1 March 2020 - 30 June 2021. A 50% rent relief was also offered to the ACT Government for the lease on the Canberra Stadium and car park for the period 1 January 2021 - 30 June 2021.

Maturity analysis of operating lease income receivables:

Within 1 year	557	313
One to two years	568	-
Two to three years	581	-
Three to four years	359	-
Four to five years	-	-
More than 5 years	-	-
Total undiscounted lease payments receivable	<u>2,065</u>	<u>313</u>

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.1D, 1.2B, 2.2A and 2.5A.

Note 1.2C: Other revenue

Grant refunds	1,764	812
Other revenue	2,426	519
Sponsorship	343	1,002
Total other revenue	<u>4,533</u>	<u>2,333</u>

Other revenue

During 2020-21, Cycling Australia, BMX Australia, and Mountain Bike Australia dissolved operations, and formed a new National Sporting Organisation, AusCycling. All unspent grant monies paid previously to the dissolved entities were returned to the ASC and reallocated to AusCycling as a grant upon its commencement. Any monies attributable to prior financial years were recognised as revenue.

Note 1.2D: Other gains

Gains arising from termination of leases	35	-
Total other gains	<u>35</u>	<u>-</u>

Australian Sports Commission
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 2: Departmental Financial Position

This section analyses Australian Sports Commission assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and Relationships.

2.1: Financial Assets

	2021	2020
	\$'000	\$'000
Note 2.1A: Cash and cash equivalents		
Cash on hand or on deposit	3,602	10,488
Total cash and cash equivalents	3,602	10,488
Note 2.1B: Trade and other receivables		
Goods and services receivables		
Goods and services	3,722	3,084
GST receivable from the Australian Taxation Office	4,221	3,467
Interest	120	118
Total goods and services receivables	8,063	6,669
Total trade and other receivables (gross)	8,063	6,669
Less impairment loss allowance:		
Goods and services	(595)	(439)
Total trade and other receivables (net)	7,468	6,230

Refer Note 2.3A for information relating to contract liabilities.

Reconciliation of the impairment allowance account		
Opening balance	(439)	(4)
Amounts written-off	22	27
Amounts recovered and reversed	-	-
Decrease (increase) in impairments recognised in net surplus/ (deficit)	(178)	(462)
Closing Balance	(595)	(439)

Australian Sports Commission
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

	2021 \$'000	2020 \$'000
Note 2.1C: Loans		
Cycling Australia	-	1,321
Total loans (gross)	-	1,321
Less impairment allowance:		
Cycling Australia	-	(789)
Total loans (net)	-	532
Reconciliation of impairment allowance account:		
Opening balance	(789)	(789)
Reversal of impairment losses	789	-
Closing balance	-	(789)

Cycling Australia Ltd Loan

At the start of 2020-21, the ASC had two loans receivable from Cycling Australia with a combined gross value of \$1.321m, which were provided to assist them with restructuring and other financial assistance. These were fully repaid in March 2021.

Accounting Policy

Loans and receivables

Trade receivables, other receivables and loans that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest that are not provided at below-market interest rates are classified as subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

Receivables for goods and services, which have 30-day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

Loans and other receivables that are provided on more favourable terms than the borrower could obtain in the market place contain a concessional discount. The ASC does not adjust the fair value for the concessional component unless it is considered material.

Concessional loans are measured at fair value at initial recognition and classified as subsequently measured at amortised cost using the effective interest method, adjusted for any loss allowance.

Impairment

All financial assets are assessed for impairment at the end of each reporting period. When recovery of a financial asset is assessed as unlikely, an impairment allowance is made. If there is objective evidence that an impairment loss has been incurred for loans and receivables, the amount of the loss is measured as the difference between the assets carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The carrying amount is reduced by way of an impairment allowance, recognised in the Statement of Comprehensive Income.

As at 30 June 2021, the ASC has also considered whether there is any increased uncertainty on the collection of receivables due to the impact of COVID-19. Although the ASC has not changed the payment terms and conditions of receivables, there has been objective evidence that future collections may be impacted, which has been reflected in the impairment allowance.

**Australian Sports Commission
 NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

2.2: Non-Financial Assets

Note 2.2A: Reconciliation of the Opening and Closing Balances of Land, Buildings and land improvements, Infrastructure, Plant and Equipment and Intangibles

	Land	Buildings & land improvements	Total land, buildings & land improvements	Infrastructure, plant & equipment	Purchased software	Internally developed software	Total Intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2020								
Gross book value	12,030	586,149	598,179	27,291	5,514	9,072	14,586	640,056
Accumulated depreciation/amortisation and impairment	-	(400,385)	(400,385)	(17,051)	(5,006)	(5,146)	(10,152)	(427,588)
Net book value 1 July 2020	12,030	185,764	197,794	10,240	508	3,926	4,434	212,468
Additions								
By purchase	-	10,679	10,679	2,628	139	-	139	13,446
By internal development	-	-	-	-	-	499	499	499
Right-of-use assets	-	5,864	5,864	-	-	-	-	5,864
Acquisition of entities or operations (including restructuring)	-	-	-	-	-	-	-	-
Revaluations and impairments recognised in other comprehensive income	-	-	-	1,698	-	-	-	1,698
Revaluations recognised in net cost of services	-	-	-	-	-	-	-	-
Write-down and impairments recognised in net cost of services	-	(112)	(112)	-	-	-	-	(112)
Write-down and impairments on right-of-use assets recognised in net cost of services	-	-	-	-	-	-	-	-
Depreciation and amortisation	-	(15,924)	(15,924)	(3,312)	(213)	(1,432)	(1,645)	(20,881)
Depreciation on right-of-use assets	-	(856)	(856)	(18)	-	-	-	(874)
Prior year WIP reclassified to other asset classes	-	(68)	(68)	68	(35)	-	(35)	(35)
Other movements of right-of-use assets	-	(5,236)	(5,236)	-	-	-	-	(5,236)
Disposals	-	(1)	(1)	(18)	-	-	-	(19)
Written-down value of assets transferred to National Sporting Organisations	-	-	-	(3)	-	-	-	(3)
Written-down value of assets sold	-	-	-	(27)	-	-	-	(27)
Other movements - derecognition of makegood	-	-	-	-	-	-	-	-
Net book value 30 June 2021	12,030	180,110	192,140	11,256	399	2,993	3,392	206,786
Net book value 30 June 2021 represented by								
Gross book value	12,030	596,085	608,115	28,312	5,581	9,571	15,152	651,579
Accumulated depreciation/amortisation and impairment	-	(415,975)	(415,975)	(17,056)	(5,182)	(6,578)	(11,760)	(444,791)
Total as at 30 June 2021	12,030	180,110	192,140	11,256	399	2,993	3,392	206,786
Carrying amount of right-of-use assets	-	6,202	6,202	-	-	-	-	6,202

Australian Sports Commission

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

The above carrying values include work in progress costs for buildings and land improvements \$9.388m (2020: \$1.754m) and computer software \$0.607m (2020: \$0.407m).

Revaluations of infrastructure, plant and equipment

All revaluations were conducted in accordance with the revaluation policy stated in the Overview. An independent valuer conducted a desktop review of land and buildings as at 31 May 2021, and a comprehensive revaluation of infrastructure, plant, and equipment as at 31 March 2021.

Contractual commitments for the acquisition of infrastructure, plant, equipment and intangibles

The ASC had \$2.286m outstanding contractual commitments for infrastructure, plant, equipment, and intangibles as at 30 June 2021 (2020: \$0.504m). Contractual commitments primarily relate to land and buildings minor works projects. The ASC expects all contractual commitments to be settled within 12 months.

Accounting Policy

Acquisition of assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition.

Asset recognition threshold

Purchases of infrastructure, plant and equipment are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than the threshold for the asset's sub-class, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total or are purchases of computer equipment).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make-good' provisions in property leases taken up by the ASC where there exists an obligation to restore the property to its original condition. These costs are included in the value of the ASC's leasehold improvements with a corresponding provision for the make-good recognised.

Lease Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright but included in the same column as where the corresponding underlying assets would be presented if they were owned.

Following initial application, an impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition in ASC, General Government Sector and Whole of Government financial statements.

Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Revaluations

Fair values for each class of asset are determined as shown below:

Asset Class	Sub-Class
Land	Market selling price
Land improvements	Depreciated replacement cost
Building (excluding leasehold improvements)	Depreciated replacement cost
Leasehold improvements	Depreciated replacement cost
Infrastructure, plant and equipment	Market selling price and depreciated replacement cost

Following initial recognition at cost, infrastructure, plant and equipment (excluding ROU assets) are carried at fair value (or an amount not materially different from fair value). Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised through operating result. Revaluation decrements for a class of asset are recognised directly through the operating result except to the extent that they reverse a previous revaluation increment for that class. Any accumulated depreciation as at the revaluation date is restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its re-valued amount.

Impact of COVID-19

A desktop review of land and buildings was undertaken as at 31 May 2021, and a comprehensive revaluation of infrastructure, plant, and equipment as at 31 March 2021, with consideration given to the uncertain conditions that COVID-19 has caused. Whilst the valuer has advised that there is market uncertainty as at reporting date, this is not measurable due to the inability to observe and reconcile the impact on market prices.

Intangibles

The ASC's intangibles comprise both purchased and internally developed software.

Purchases of intangibles are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than the threshold of the asset's sub-class, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the ASC's software are 3 to 7 years (2020: 3 to 7 years).

All software assets were assessed for indications of impairment as at 30 June 2021.

Impairment

All assets were assessed for impairment at 30 June 2021. Where indicators of impairment exist, the asset's recoverable amount is estimated, and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

Derecognition

All assets are derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Australian Sports Commission
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Depreciation

Depreciable infrastructure, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the ASC using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each sub-class of depreciable asset are based on the following useful lives:

Asset Class	Sub-class	2021	2020
Buildings	Buildings	3 – 75 years	3 – 75 years
Land improvements	Land improvements	15 – 40 years	15 – 40 years
Leasehold improvements	Leasehold improvements	Lease term	Lease term
Infrastructure, plant, and equipment	Furniture, fittings, plant, and equipment	4 – 25 years	4 – 25 years
Infrastructure, plant and equipment	Computer hardware	3 – 5 years	3 – 5 years
Infrastructure, plant and equipment	Marine fleet	2 – 20 years	2 – 20 years
Infrastructure, plant and equipment	Motor vehicles	2 – 10 years	2 – 10 years

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.



Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

2.3: Payables

	2021 \$'000	2020 \$'000
Note 2.3A: Suppliers		
Trade creditors and accruals	2,988	2,202
Contract liabilities	405	375
Refund liabilities	101	270
Total suppliers	3,494	2,847

The contract liabilities are associated with:

- Sponsorships – whilst the majority of sponsorship agreements are recognised under AASB 1058 due to the inability to assign specific transaction prices to performance obligations, there are some performance obligations that are sufficiently specific to be able to determine an obligation period and a transaction price against that performance obligation and are therefore recognised under AASB 15. The ASC has determined that any variable considerations associated with these obligations is highly unlikely to result in a reversal of the recognised revenue
- Contributions received - ASC received a contribution from Golf Australia for the customisation of the Gameplan platform and for NSIC subscriptions for State and Territories. These are recognised under AASB 15. The agreements do not contain any reference to variable consideration or refunds and the ASC has determined it is highly unlikely the revenue will be refunded. As such, any consideration that has been received in advance will be treated as a contract liability.
- Canberra stadium/car park rental income – the ASC received an over payment of rental income during the financial year. This will be offset against future payments, and as such is unlikely to be refunded. This consideration will be treated as a contract liability.

The refund liabilities relate to contracts recognised under AASB 15 that have a variable consideration element in the agreements in the form of refund clauses. As a result of the ongoing COVID-19 outbreaks in various states, the ASC has had to reassess the expectations of refunds to customers relating to these particular agreements. To assess the refund liability as at 30 June 2021, the ASC has applied the expected value method in estimating the amount of variable consideration in relation to the arrangements below:

- Accommodation and facilities hire – the ASC has determined that there is a 75% chance of event cancellation and refund, with the remainder treated as a contract liability.
- Aquatic and fitness programs - the ASC has determined that there is a 20% chance of event cancellation and refund, with the remainder treated as a contract liability. The lower probability reflects the fact that swimming classes and holiday program clients are predominantly locally based and there is a relatively low chance of a COVID-19 outbreak impacting delivery of these programs.

Refer Note 2.1A for information relating to contract assets

	2021 \$'000	2020 \$'000
Note 2.3B: Other payables		
Wages and salaries	962	696
Superannuation	138	111
Unearned income	-	24
Separation and redundancies	61	358
Other	96	112
Total other payables	1,257	1,301

Australian Sports Commission
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

2.4: Provisions

	2021 \$'000	2020 \$'000
Note 2.4: Other provisions		
Provisions for makegood	89	89
Total other provisions	89	89
	Provision for makegood \$'000	Total \$'000
As at 1 July 2020	89	89
Additional provisions made	-	-
Amounts used	-	-
Amounts reversed	-	-
Total as at 30 June 2021	89	89

2.5: Interest Bearing Liabilities

	2021 \$'000	2020 \$'000
Note 2.5A: Leases		
Lease liabilities		
Buildings	6,383	6,484
Infrastructure, plant and equipment	-	16
Total leases	6,383	6,500
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	254	854
Between 1 to 5 years	2,963	2,632
More than 5 years	3,166	3,014
Total leases	6,383	6,500

The ASC in its capacity as lessee has obligations for offices, warehouse and accommodation and the lease obligation under the Heads of Agreement for the European Training Centre in Varese, Italy. The lease payments represent a percentage of the total construction cost of the facilities. The ASC also has a lease obligation with the Department of Health for an office in Sydney that is subject to 4% annual increase. Rental for the Melbourne office is currently on a month-to-month arrangement.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.1D, 1.2B, 2.2A and 2.5A.

Accounting Policy

For all new contracts entered into, the ASC considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

Australian Sports Commission
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 3: Cash Flow Reconciliation

	2021 \$'000	2020 \$'000
Reconciliation of cash and cash equivalents as per Statement of Financial Position to Cash Flow Statement		
Statement of Financial position items comprising cash and cash equivalents		
Cash on hand or on deposit	3,602	10,488
Term deposits	<u>105,000</u>	<u>95,000</u>
Total cash and cash equivalents per Cash Flow Statement	<u>108,602</u>	<u>105,488</u>

Australian Sports Commission
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 4: People and Relationships

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people.

4.1: Employee Provisions

	2021 \$'000	2020 \$'000
Note 4.1: Employee provisions		
Leave	<u>13,156</u>	<u>12,667</u>
Total employee provisions	<u>13,156</u>	<u>12,667</u>

Accounting Policy

Liabilities for 'short-term employee benefits' and termination benefits expected within twelve months of the end of the reporting period are measured at their nominal amounts.

The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of the ASC is estimated to be less than the annual entitlement for sick leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the ASC's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave and annual leave has been determined by reference to the model provided by the Department of Finance and developed by the Australian Government Actuary. This model refers to probability and bond rates provide by the Department of Finance as at 30 June 2021, and management assessments relating to salary growth rates. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and general pay increases.

Separation and redundancy

A liability is recognised for separation and redundancy benefit payments. The ASC recognises a liability for termination when it has developed a detailed formal plan for the terminations or when an offer is made to an employee and is accepted.

Superannuation

Staff of the ASC are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government.

The CSS and PSS are defined benefit schemes for the Australian Government. The remaining funds are defined contribution schemes.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The ASC makes employer contributions to the employee superannuation schemes at rates determined by an actuary to be sufficient to meet the current cost to the Government of the superannuation entitlements of the ASC's employees. The ASC accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions for the year.



Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

4.2: Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any Director of that entity. The ASC has determined the key management personnel to be the statutory position holders as per the *Australian Sports Commission Act 1989*, and the Portfolio Minister. Key management personnel remuneration is reported in the table below:

	2021	2020
	\$	\$
Short-term employee benefits	1,311,399	1,422,802
Post-employment benefits	98,980	109,885
Other long-term employee benefits	16,986	36,267
Termination benefits	-	-
Total key management personnel remuneration expenses	1,427,365	1,568,954

The total number of key management personnel (noting this includes Commissioners) in the above table is 14 individuals (2020: 15). The total number of substantive key management positions (noting this includes Commissioners) in the above table is 13 individuals (2020: 15).

The above key management personnel remuneration excludes the remuneration and benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the ASC.

Note 4.2 is prepared on an accruals basis and excludes short-term acting arrangements (less than three months).

Australian Sports Commission

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

4.3: Related Party Disclosures

Related party relationships

The ASC is an Australian Government controlled entity. Related parties to the ASC are Key Management Personnel (KMP) (refer definition at Note 5.2), the Portfolio Minister and other Australian Government entities.

Transactions with Commonwealth controlled entities

During the year, the ASC had arrangements with government entities including the Department of Health to assist with the delivery of the ASC's activities and programs. The income received from government entities is disclosed as 'Contributions from Government entities' in the Statement of Comprehensive Income. All expenses paid to government entities are under normal terms and conditions.

Loans to Key Management Personnel related entities

There were no loans made to KMP or related entities.

Contributions to related organisations

Contributions are made to various sporting organisations as part of the ASC's normal course of business. They were approved and made on normal terms and conditions.

KMP are required to register conflicts of interest in any sporting organisations or related parties of the ASC's business. KMP are not part of decisions where there is a real or perceived conflict. The table below represents payments made during the period the KMP were related to the entity.

Entity	Key Management Personnel	2021 \$'000	2020 \$'000
Paralympics Australia	Mr Kurt Fearnley AO ¹	-	2,109
Australian Football League	Ms Gabrielle Trainor AO ²	-	28
Foxtel	Ms Amanda Laing	42	13
Central Goldfields Shire	The Hon. Hugh Delahunty ³	-	114

There were also payments to KMP to reimburse costs incurred on behalf of the ASC. These and the transactions referred to above were conducted with conditions no more favourable than would be expected if the transactions occurred at arm's length.

Individual KMP may hold professional engagements with related parties. Such engagements are not reported in this note as they are not required to be disclosed as related party transactions under Australian Accounting Standards.

Transactions reported for KMP are limited to direct interests where holdings are greater than 50%.

Transactions exclude GST where relevant.

¹ Mr Fearnley AO ceased to be related to Paralympics Australia in December 2019.

² Ms Trainor AO ceased to be related to the ASC on 4 January 2021.

³ The Hon. Mr Delahunty ceased to be related to the Central Goldfields Shire on 19 November 2020.

Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 5: Managing Uncertainties

This section analyses how the Australian Sports Commission manages financial risks within its operating environment.

5.1: Contingent Assets

	Guarantees		Indemnities		Claims for damages or costs		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020
Contingent assets								
Balance from previous period	-	-	-	-	-	-	-	-
New contingent assets recognised	-	-	-	-	158	-	158	-
Assets realised	-	-	-	-	-	-	-	-
Total contingent assets	-	-	-	-	158	-	158	-

Quantifiable Contingent assets

At 30 June 2021, the ASC had an outstanding claim with Comcover in relation to a loss of revenue due to business interruption from the COVID-19 pandemic. As at reporting date, the claim has been approved by a delegate at Comcover and an initial instalment recognised as revenue. A remaining payment of \$0.158m attributable to this claim has been approved by an assessor but is still pending approval from a Comcover delegate.

Unquantifiable Contingent assets

In relation to the ASC's COVID-19 business interruption claim, an additional payment has been proposed by an assessor, however it is not yet approved by either the assessor or by a delegate within Comcover.

Unquantifiable Contingent liabilities

The ASC is currently reviewing historical payments and entitlements relating to casual employees. As at 30 June 2021, the financial impact of this review is unable to be reliably measured.

Accounting Policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

Australian Sports Commission
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

5.2: Financial Instruments

	2021	2020
	\$'000	\$'000
Note 5.2A: Categories of financial instruments		
Financial assets at amortised cost		
Cash and cash equivalents	3,602	10,488
Trade and other receivables	3,127	2,645
Interest receivable	120	118
Loans	-	532
Investments under s59 of the PGPA Act	105,000	95,000
Total financial assets at amortised cost	111,849	108,783
Total financial assets	111,849	108,783
Financial Liabilities		
Financial liabilities at amortised cost		
Suppliers	3,494	2,847
Grant payables	1,506	1,288
Other payables	1,257	1,301
Total financial liabilities at amortised cost	6,257	5,436
Total financial liabilities	6,257	5,436
Note 5.2B: Net gains or losses on financial assets		
Financial assets at amortised cost		
Impairment of financial instruments	(181)	(462)
Interest revenue	805	1,744
Net gains/(losses) on financial assets at amortised cost	624	1,282
Net gains/(losses) on financial assets	624	1,282

Accounting Policy

Financial assets

In accordance with AASB 9 *Financial Instruments*, the ASC classifies its financial assets into the following categories:

- a) financial assets at amortised cost;
- b) financial assets at fair value through other comprehensive income; and
- c) financial assets at fair value through profit and loss.

The classification depends on both the ASC's business model for managing the financial assets and contractual cash flow characteristics of the item at initial recognition. Financial assets are recognised when the ASC becomes party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon a trade date.

Comparatives have not been restated on initial application.

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Financial Assets at fair value through other comprehensive income (FVOCI)

Financial assets measured at fair value through other comprehensive income are held with the objective of both collecting contractual cash flows and selling the financial assets, and the cash flows meet the SPPI test.

Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Any gains or losses as result of fair value measurement or the recognition of an impairment loss allowance is recognised in other comprehensive income.

Financial Assets at Fair Value Through Profit and Loss (FVTPL)

Financial assets are classified at fair value through profit and loss where the financial assets either do not meet the criteria of financial assets held at amortised cost or at FVOCI (i.e. mandatorily held at FVTPL) or may be designated.

Financial assets at FVTPL are stated at fair value, with any resultant gain or loss recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest earned on the financial asset.

Impairment Of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to *lifetime expected credit losses* where risk has significantly increased, or an amount equal to *12-month expected credit losses* if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Impact of COVID-19

The ASC has considered the impact of COVID-19 on the impairment allowance and has assessed that there has been a minor increase in the risk of default in certain debt groups. This has been reflected in the allowance as at reporting date.

Financial liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial Liabilities at Fair Value Through Profit or Loss

Financial liabilities at fair value through profit or loss are initially measured at fair value. Subsequent fair value adjustments are recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest paid on the financial liability.

Financial Liabilities at Amortised Cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

Australian Sports Commission
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 6: Other Information

6.1: Current/non-current distinction for assets and liabilities

	2021 \$'000	2020 \$'000
Note 6.1: Current/non-current distinction for assets and liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	3,602	10,488
Trade and other receivables	7,468	6,230
Term deposits	105,000	95,000
Loans	-	80
Inventories	486	561
Prepayments	1,632	1,458
Total no more than 12 months	118,188	113,817
More than 12 months		
Land, buildings, and land improvements	192,140	197,794
Infrastructure, plant and equipment	11,256	10,240
Intangibles	3,392	4,434
Loans	-	452
Prepayments	94	229
Total more than 12 months	206,882	213,149
Total assets	325,070	326,966
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	3,494	2,847
Grant payables	1,506	1,288
Other payables	1,257	1,301
Leases	254	854
Employee provisions	5,031	4,935
Other provisions	89	89
Total no more than 12 months	11,631	11,314
More than 12 months		
Leases	6,129	5,646
Employee provisions	8,125	7,732
Total more than 12 months	14,254	13,378
Total liabilities	25,885	24,692

Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

6.2: Assets Held in Trust

Promoters Trust Account

Purpose – The ASC operates a Promoters Trust Account into which it deposits monies received in the course of conducting events at the ASC. These monies are held until such time as the events are completed and all costs associated with the events have been finalised. The remaining funds are then apportioned between the promoter and the ASC in accordance with the terms of each agreement. These monies are not available for other purposes of the ASC and are not recognised in the financial statements.

	2021	2020
	\$'000	\$'000
Total amounts held at the beginning of the reporting period	13	621
Receipts	-	774
Payments	<u>(13)</u>	<u>(1,382)</u>
Total amounts held at the end of the reporting period	<u>-</u>	<u>13</u>





AUSTRALIAN SPORTS FOUNDATION

The Australian Sports Foundation (ASF) was established in 1986 to raise funds for the development of sport in Australia. The ASF is a Commonwealth Company governed by the PGPA Act and is not a subsidiary of the ASC.

Section 48(a) of the ASC Act requires that the ASC's Annual Report must specify the financial transactions and the state of affairs of the ASF.

In 2020–21 the ASF prepared and published an Annual Report in line with PGPA Act requirements. Details of the ASF operations and a range of financial and performance information can be found in the ASF's Annual Report and have not been reproduced here.

For copies of the ASF Annual Report, refer to the foundation's website www.asf.org.au or contact the distributions officer:

Australian Sports Foundation

Leverrier Street

BRUCE ACT 2617

Tel: 02 5112 0990

Email: info@asf.org.au



APPENDIXES & REFERENCES

APPENDIX 1: HIGH PERFORMANCE RESULTS	132
2020/21 Major Benchmark Event Champions	132
APPENDIX 2: TOKYO 2020 OLYMPIC AND PARALYMPIC GAMES RESULTS	133
APPENDIX 3: ASC AWARD RECIPIENTS	142
AIS Sport Performance Awards	142
ASC Media Awards	142
APPENDIX 4: FUNDING TO SPORTS	143
APPENDIX 5: CONTACT OFFICERS	148
Chair/ASC CEO/AIS CEO	148
Distribution officer	148
APPENDIX 6: SUMMARY OF COMPLIANCE	149
SHORTENED FORMS	153
INDEX	154

Appendix 1: High performance results

2020–21 Major Benchmark Event Champions

Table 24: 2020–21 Major Benchmark Event Champions

Sport	Event	Athlete
Winter Sport	Freestyle Ski and Snowboard World Championship	Laura Peel
Winter Sport	Freestyle Ski and Snowboard World Championship	Belle Brockhoff Jarryd Hughes
Tennis	Australian Open	Dylan Alcott
Tennis	French Open	Dylan Alcott

Appendix 2: Tokyo 2020 Olympic and Paralympic Games Results

Table 25: Tokyo 2020 Olympic Games medals

Sport	Gender	Event	Athlete/Team
GOLD			
Canoe Slalom	Women	Canoe	Jessica Fox
Canoe Sprint	Men	Men's Kayak Double 1000m Final A	Thomas Green Jean van der Westhuyzen
Cycling (BMX)	Men	Park	Logan Martin
Rowing	Women	Four	Annabelle McIntyre Jessica Morrison Rosemary Popa Lucy Stephan
Rowing	Men	Four	Jack Hargreaves Alexander Hill Alexander Purnell Spencer Turrin
Sailing	Men	Men's One Person Dinghy — Laser	Matthew Wearn
Sailing	Men	Men's Two Person Dinghy — 470	Mathew Belcher Will Ryan
Skateboarding	Men	Men's Park Final	Keegan Palmer
Swimming	Women	100m Backstroke	Kaylee McKeown
Swimming	Women	200m Backstroke	Kaylee McKeown
Swimming	Men	200m Breaststroke	Izaak Stubblety-Cook
Swimming	Women	50m Freestyle	Emma McKeon
Swimming	Women	100m Freestyle	Emma McKeon
Swimming	Women	200m Freestyle	Ariarne Titmus
Swimming	Women	400m Freestyle	Ariarne Titmus

Sport	Gender	Event	Athlete/Team
Swimming	Women	4x100m Freestyle Relay	Bronte Campbell Cate Campbell Meg Harris Emma McKeon Mollie O'Callaghan Madison Wilson
Swimming	Women	4x100m Medley Relay	Kaylee McKeown Chelsea Hodges Emma McKeon Cate Campbell Emily Seebohm Brianna Throssell Mollie O'Callaghan
SILVER			
Athletics	Women	High Jump	Nicola McDermott
Beach Volleyball	Women	Beach Volleyball	Mariafe Artcho del Solar Taliqua Clancy
Equestrian	Mixed	Team Eventing	Andrew Hoy Kevin McNab Shane Rose
Hockey	Men	Hockey	Daniel Beale Joshua Beltz Tim Brand Andrew Charter Matthew Dawson Blake Govers Jeremy Hayward Tim Howard Dylan Martin Edward Ockenden Flynn Ogilvie Lachlan Sharp Joshua Simmonds Jacob Whetton Tom Wickham Aran Zalewski
Swimming	Men	100m Freestyle	Kyle Chalmers
Swimming	Men	400m Freestyle	Jack McLoughlin

Sport	Gender	Event	Athlete/Team
Swimming	Women	800m Freestyle	Ariarne Titmus
BRONZE			
Athletics	Men	Decathlon	Ash Moloney
Athletics	Women	Javelin	Kelsey-Lee Barber
Basketball	Men	Basketball	Aron Baynes Matthew Dellavedova Dante Exum Chris Goulding Josh Green Joe Ingles Nic Kay Jock Landale Patty Mills Duop Thomas Reath Nathan Sobey Matisse Thybulle
Boxing	Men	Light (57–63kg)	Harry Garside
Canoe Slalom	Women	Kayak	Jessica Fox
Cycling	Men	Team Pursuit	Kelland O'Brien Sam Welsford Leigh Howard Lucas Plapp Alexander Porter
Cycling	Men	Time Trial	Rohan Dennis
Diving	Women	10m Platform	Melissa Wu
Equestrian	Mixed	Individual Event Jumping	Andrew Hoy
Marathon Swimming	Women	10km	Kareena Lee
Rowing	Men	Quadruple Sculls	Caleb Antill Jack Cleary Cameron Girdlestone Luke Letcher
Rowing	Women	Quadruple Sculls	Caitlin Cronin Harriet Hudson Rowena Meredith Ria Thompson

Sport	Gender	Event	Athlete/Team
Surfing	Men	Surfing	Owen Wright
Swimming	Women	200m Backstroke	Emily Seebohm
Swimming	Women	100m Butterfly	Emma McKeon
Swimming	Women	100m Freestyle	Cate Campbell
Swimming	Men	400m Individual Medley	Brendon Smith
Swimming	Men	4x100m Freestyle Relay	Kyle Chalmers Alexander Graham Zac Incerti Cameron McEvoy Matthew Temple
Swimming	Mixed	4x100m Medley Relay	Bronte Campbell Isaac Cooper Emma McKeon Kaylee McKeown Izaak Stubblety-Cook Matthew Temple Brianna Throssell
Swimming	Men	4x200m Freestyle Relay	Kyle Chalmers Alexander Graham Mack Horton Zac Incerti Thomas Neill Elijah Winnington
Swimming	Women	4x200m Freestyle Relay	Tasmin Cook Meg Harris Emma McKeon Leah Neale Mollie O'Callaghan Brianna Throssell Ariarne Titmus Madison Wilson
Tennis	Mixed	Doubles	Ash Barty John Peers

Table 26: Tokyo 2020 Paralympic Games medals

Sport	Gender	Event	Athlete/Team
GOLD			
Athletics	Women	Marathon — T54	Madison De Rozario
Athletics	Women	800m — T53	Madison De Rozario
Athletics	Men	400m — T36	James Turner
Athletics	Women	Long Jump — T63	Vanessa Low
Canoe	Men	Kayak Single 200m KL2	Curtis McGrath
Canoe	Men	Va'a Single 200m VL3	Curtis McGrath
Cycling	Men	Road Time Trial (24km) — C2	Darren Hicks
Cycling	Women	Track 500m Time Trial — C1-2-3	Amanda Reid
Cycling	Women	Track 3000m Individual Pursuit — C1-3	Paige Greco
Cycling	Women	Track 3000m Individual Pursuit — C4	Emily Petricola
Swimming	Men	50m Freestyle — S10	Rowan Crothers
Swimming	Men	100m Freestyle — S8	Ben Popham
Swimming	Women	400m Freestyle — S9	Lakeisha Patterson
Swimming	Men	400m Freestyle — S9	William Martin
Swimming	Men	4x100m Freestyle — 34 points	Rowan Crothers William Martin Matthew Levy Ben Popham
Swimming	Men	100m Backstroke — S14	Ben Hance
Swimming	Men	100m Butterfly — S9	William Martin
Swimming	Women	50m Freestyle — S4	Rachael Watson
Table Tennis	Women	Singles Class 9	Li Na Lei

Sport	Gender	Event	Athlete/Team
Table Tennis	Women	Singles Class 10	Qian Yang
Tennis	Men	Quad Singles	Dylan Alcott
SILVER			
Athletics	Men	Marathon — T12	Jaryd Clifford Vincent Donnadieu (Guide) Tim Logan (Guide)
Athletics	Men	100m — T34	Rheed McCracken
Athletics	Women	100m — T35	Isis Holt
Athletics	Women	200m — T35	Isis Holt
Athletics	Men	100m — T36	James Turner
Athletics	Men	5000m — T13	Jaryd Clifford
Athletics	Men	Javelin F64	Michal Burian
Canoe	Women	Va'a Single 200m VL2	Susan Seipel
Cycling	Women	Road Time Trial (24km) — C4	Emily Petricola
Cycling	Women	Road Time Trial (16km) T1-2	Carol Cooke
Cycling	Men	Track 3000m Individual Pursuit — C2	Darren Hicks
Cycling	Men	Track 4000m Individual Pursuit — C5	Alistair Donohoe
Rowing	Men	Single Scull — PR1	Eric Horrie
Swimming	Men	50m Breaststroke — SB2	Grant Patterson
Swimming	Men	100m Breaststroke — SB14	Jake Michel
Swimming	Women	100m Butterfly — S10	Jasmine Greenwood
Swimming	Women	100m Butterfly — S14	Paige Leonhardt
Swimming	Men	150m Individual Medley — SM3	Ahmed Kelly
Swimming	Men	200m Individual Medley — SM9	Timothy Hodge

Sport	Gender	Event	Athlete/Team
Swimming	Men	100m Freestyle — S10	Rowan Crowthers
Swimming	Mixed	4x100 Freestyle Relay — S14	Ricky Betar Benjamin James Hance Ruby Storm Madeleine McTernan
Swimming	Women	4x100m Freestyle Relay — 34 points	Ellie Cole Isabella Vincent Emily Beecroft Ashleigh McConnell
Swimming	Men	4x100m Medley Relay — 34 points	Tim Hodge Tim Disken William Martin Ben Popham
Table Tennis	Men	Singles — SM9	Lin Ma
Table Tennis	Men	Singles — SM11	Samuel Von Einem
Table Tennis	Women	Teams Classes 9–10	Li Na Lei Qian Yang Melissa Tapper
Table Tennis	Men	Teams Classes 9–10	Lin Ma Joel Coughlan
Tennis	Men	Quad Doubles	Dylan Alcott Heath Davidson
Triathlon	Women	Sprint — PTWC	Lauren Parker
BRONZE			
Athletics	Men	100m — T38	Evan O'Hanlon
Athletics	Women	100m — T34	Robyn Lambird
Athletics	Men	1500m — T13	Jaryd Clifford
Athletics	Men	1500m — T38	Dion Kenzie

Sport	Gender	Event	Athlete/Team
Athletics	Women	1500m — T54	Madison De Rozario
Athletics	Men	Long Jump — T20	Nicholas Hum
Athletics	Women	Discus Throw — T64	Sarah Edmiston
Athletics	Women	Shot Put — F64	Maria Strong
Boccia	Individual	BC3	Daniel Michel
Cycling	Women	Road Time Trial (24km) — C4	Meg Lemon
Cycling	Women	Road Time Trial (16km) C1-3	Paige Greco
Cycling	Women	Road Race (39.6km) — C1-3	Paige Greco
Cycling	Men	Road Time Trial (32km) C5	Alistair Donohoe
Cycling	Men	Track 3000m Individual Pursuit — C3	David Nicholas
Swimming	Men	100m Backstroke S9	Timothy Hodge
Swimming	Women	100m Backstroke — S13	Katja Dedekind
Swimming	Men	100m Butterfly — S10	Col Pearse
Swimming	Women	100m Butterfly — S14	Ruby Storm
Swimming	Men	100m Butterfly — S14	Ben Hance
Swimming	Women	100m Breaststroke — SB9	Keira Stephens
Swimming	Men	100m Breaststroke — SB6	Matthew Levy
Swimming	Men	100m Breaststroke — SB7	Blake Cochrane
Swimming	Women	100m Breaststroke — SB7	Tiffany Thomas-Kane
Swimming	Men	400m Freestyle — S10	Thomas Gallagher
Swimming	Men	150m Individual Medley — SM3	Grant Patterson
Swimming	Women	200m Individual Medley — SM7	Tiffany Thomas-Kane

Sport	Gender	Event	Athlete/Team
Swimming	Men	400m Freestyle – S9	Alexander Tuckfield
Swimming	Women	400m Freestyle – S13	Katja Dedekind
Swimming	Women	4x100m Medley Relay 34 points	Ellie Cole Keira Stephens Emily Beecroft Isabella Vincent
Taekwondo	Women	+58kg K44	Janine Watson



Appendix 3: ASC Award recipients

2020 AIS Sport Performance Awards [ASPAs]

The 2020 ASPAs were cancelled due to COVID-19.

ASC Media Awards

The 18th Annual ASC Media Awards were presented 23–25 February 2021, recognising excellence in sports journalism and broadcasting and the role of the media in connecting Australians with sport. The awards focus on analytical and insightful reporting and the presentation of sport and sporting issues, with the ultimate aim of fostering improved coverage of key issues within sport.

Thirteen awards were presented, including the Lifetime Achievement Award.

Table 27: ASC Media Awards recipients

Award	2018 Winner
Lifetime achievement award	Jim Maxwell AM
Best reporting of an issue in sport	Jessica Halloran and Julian Linden, 'On Thin Ice: Katia's Story', The Australian and The Daily Telegraph
Best sport coverage by an individual — video	Joint winners: Zac Bailey, NRL.com and Kelli Underwood, ABC and Fox Sports Australia
Best sport coverage by an individual — written	Peter Badel, The Courier-Mail
Best sport coverage by an individual — audio	Quentin Hull, ABC Radio Highly commended: Neroli Meadows, Ordineroli Speaking
Best coverage of a sporting event	'Boxing Day Test', Fox Sports Australia
Best sport profile — broadcast	Adrian Brown, Richard Ostroff, 'The Test — A New Era for Australia's Team', Whooshka Media and Cricket Australia Highly commended: Laurence Billiet, 'FREEMAN', ABC TV + iview
Best sport profile — written	Iain Payten, 'Judging Jane Saville', The Sydney Morning Herald
Best coverage of sport for people with disability	Matthew Carmichael, Paralympic Presence, 7 News
Best regional, rural and suburban sport coverage	Kieran Pender, Mike Bowers, 'From the ashes of catastrophe: how 'aqua therapy' is helping a town through 2020', Freelance and Guardian Australia
Best depiction of inclusive sport	Amanda Shalala, 'In Her Words', ABC
Innovation in sports media	Fox Sports Audio, Virtual Crowd and Flying Fox Camera, Fox Sports Australia
Best sports photography	Scott Barbour, 'The Melbourne Cup', Australian Associated Press

Appendix 4: Funding to sports

Table 28: 2020–21 funding to sports

Sport	High Performance	Participation	Other	Total
Archery	1,404,616	100,000	11,500	1,516,116
Artistic Swimming	575,200	0	0	575,200
Athletics	11,413,135	450,000	370,000	12,233,135
Australian Football	0	0	20,000	20,000
Badminton	794,950	650,000	0	1,444,950
Baseball	816,949	487,500	0	1,304,449
Basketball	6,988,584	950,000	0	7,938,584
BMX	0	50,000	0	50,000
Bocce	0	50,000	18,000	68,000
Bowls	835,400	1,300,000	0	2,135,400
Boxing	880,830	50,000	0	930,830
Combat Institute*	1,772,727	0	0	1,772,727
Cricket	0	0	20,000	20,000
Cycling**	10,080,827	600,000	330,000	11,010,827



Sport	High Performance	Participation	Other	Total
Diving	3,230,022	50,000	11,000	3,291,022
Equestrian***	0	450,000	200,000	650,000
Fencing	0	50,000	0	50,000
Football	2,903,750	0	0	2,903,750
Golf	2,089,250	650,000	20,000	2,759,250
Gymnastics	3,534,484	950,000	0	4,484,484
Hockey	6,458,516	650,000	107,629	7,216,145
Ice Racing	0	50,000	0	50,000
Judo	483,175	100,000	30,000	613,175
Karate	0	100,000	11,000	111,000
Lacrosse	0	100,000	30,000	130,000
Modern Pentathlon	479,825	0	0	479,825
Motorcycling	0	100,000	0	100,000
Motorsport	0	200,000	0	200,000
Mountain Bike	0	0	30,000	30,000
Netball	2,771,584	950,000	9,825,000	13,546,584
Olympic Winter Institute	4,733,846	0	14,500	4,748,346

Sport	High Performance	Participation	Other	Total
Orienteering	0	100,000	0	100,000
Paddle	7,260,455	200,000	277,454	7,737,909
Paralympics Australia	7,987,808	300,000	22,500	8,310,308
Polocrosse	0	50,000	30,000	80,000
Pony Club	0	100,000	30,000	130,000
Rowing	11,009,150	200,000	80,000	11,289,150
Rugby League	0	0	20,000	20,000
Rugby Union	4,392,630	0	0	4,392,630
Sailing	8,266,000	650,000	0	8,916,000
Shooting	3,380,002	200,000	30,000	3,610,002
Skate	300,000	0	0	300,000
Snow	2,476,078	450,000	0	2,926,078
Softball	2,563,554	900,000	0	3,463,554
Squash	806,000	450,000	0	1,256,000
Surf Life Saving	0	650,000	19,200	669,200
Surfing	2,119,196	900,000	137,500	3,156,696
Swimming	17,042,788	650,000	0	17,692,788



Sport	High Performance	Participation	Other	Total
Table Tennis	641,758	200,000	13,000	854,758
Taekwondo	461,552	200,000	18,000	679,552
Tenpin Bowling	0	900,000	30,000	930,000
Touch Football	0	650,000	0	650,000
Triathlon	4,132,954	900,000	125,000	5,157,954
University Sport	0	50,000	0	50,000
Volleyball	2,849,832	450,000	0	3,299,832
Water Polo	3,670,928	200,000	30,000	3,900,928
Waterski & Wakeboard	0	100,000	0	100,000
Weightlifting	362,600	50,000	0	412,600
Wrestling	0	50,000	0	50,000
NSO TOTALS	141,970,955	18,637,500	11,911,283	172,519,738
Blind Sports	0	65,000	30,000	95,000
Deaf Sports	0	85,000	0	85,000
Disability Sports	0	210,000	30,000	240,000
Disabled Wintersport	0	60,000	30,000	90,000
Riding for the Disabled	0	100,000	15,000	115,000

Sport	High Performance	Participation	Other	Total
Special Olympics	0	545,000	630,000	1,175,000
Sport Inclusion Australia	0	100,000	100,000	200,000
Transplant	0	70,000	0	70,000
NSOD TOTALS	0	1,235,000	835,000	2,070,000
OVERALL TOTALS	141,970,955	19,872,500	12,746,283	174,589,738

Notes:

Figures represent the annual allocations to sport and may differ to actual payments made during the year.

High Performance includes — High Performance (incl. funding to Badminton, Baseball, Diving, Golf, Gymnastics, Rowing, Softball, Swimming and Table Tennis for 2021–22 activities), Athlete Wellbeing & Engagement, Performance Support, Performance Pathways, Performance Pathways Solutions, Small NSO Infrastructure Grant, Daily Training Environment Video Optimisation and other high performance one-off initiatives.

Participation includes — funding to Badminton, Bowls, Softball, Surfing, Tenpin Bowling and Triathlon for 2021–22 activities.

Other includes — Governance and Operational Enhancement projects, Women Leaders in Sport, Capability Building Grant Program and other one-off initiatives.

*Combat Institute — High Performance first half 2020–21 funding for Boxing Australia, Judo Australia and Australian Taekwondo was distributed to the individual entities. High Performance second half 2020–21 for these three entities was distributed to Combat Institute of Australia after it commenced operation on 1 January 2021.

**Cycling — amounts include amounts used by Cycling Australia until 30 October 2020 and AusCycling allocation from 1 November 2020.

***Equestrian — High Performance funding currently held by Sport Australia and managed through the NSO administrators.



Appendix 5: Contact officers

Chair, ASC CEO and AIS CEO

Australian Sports Commission
Leverrier Street
BRUCE ACT 2617

or

PO Box 176
BELCONNEN ACT 2616
Tel: (02) 6214 1111
Fax: (02) 6214 1836

Distribution officer

Governance and Business Improvement
Australian Sports Commission
PO Box 176
BELCONNEN ACT 2616
Tel: (02) 6214 1111
Fax: (02) 6214 1836
Email: publications@sportaus.gov.au

Appendix 6: Summary of Compliance

The ASC is bound by legislative requirements to disclose certain information in its annual report. The main requirements are detailed in the PGPA Act, PGPA Rule and the ASC Act.

Table 29: Summary of Compliance

PGPA Rule Reference	Part of Report	Description	Requirement
17BE	Contents of annual report		
17BE(a)	About Us	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	Enabling Legislation	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(iii)	Our Purpose	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	Ministerial Direction	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	Ministerial Direction	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	Ministerial Direction	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory



PGPA Rule Reference	Part of Report	Description	Requirement
17BE(f)	Not Applicable	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(g)	Our Performance	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	Compliance	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non compliance with finance law and action taken to remedy non compliance	If applicable, mandatory
17BE(j)	Mandatory Table — Details of Accountable Authority	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	Organisational Structure	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	Our People	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location	Mandatory
17BE(l)	About Us	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	Planning and Accountability	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17BE(n), 17BE(o)	Financial Statements	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, mandatory
17BE(p)	Organisational Structure and Board and Committees	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	Judiciary	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory
17BE(r)	Reports by the ANAO Reports by the Commonwealth Ombudsman Decisions by the Australian Information Commissioner	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner	If applicable, mandatory
17BE(s)	The Australian Sports Foundation — while not a subsidiary of the ASC, the ASC Act requires us to report on the state of affairs of the ASF	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	Indemnities and Insurance	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory



PGPA Rule Reference	Part of Report	Description	Requirement
17BE(taa)	Finance, Audit and Risk Committee for (a) Mandatory Table — Audit Committee for (b)-(e)	The following information about the audit committee for the entity: (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee	Mandatory
17BE(ta)	Mandatory Tables — Executive Remuneration	Information about executive remuneration	Mandatory
17BF	Disclosure requirements for government business enterprises		
17BF(1)(a)(i)	N/A	An assessment of significant changes in the entity's overall financial structure and financial conditions	If applicable, mandatory
17BF(1)(a)(iii)	N/A	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial conditions	If applicable, mandatory
17BF(1)(b)	N/A	Information on dividends paid or recommended	If applicable, mandatory
17BF(1)(c)	N/A	Details of any community service obligations the government business enterprise has including: an outline of actions taken to fulfil those obligations; and an assessment of the cost of fulfilling those obligations	If applicable, mandatory
17BF(2)	N/A	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise	If applicable, mandatory

Shortened forms

AIS	Australian Institute of Sport
ANAO	Australian National Audit Office
ASC	Australian Sports Commission
ASF	Australian Sports Foundation
ASPAs	AIS Sport Performance Awards
AW&E	Athlete Wellbeing and Engagement
CMO	Chief Medical Officer
ETC	European Training Centre
FTE	Full-time Equivalent
HSRs	Health and Safety Representatives
IC	Information Commissioner
MHRN	Mental Health Referral Network
NHPSS	National High performance Sports Strategy
NIN	National Institute Network
NSOD	National sporting organisation for people with disabilities
NSO	National sporting organisation
OAIC	Office of the Australian Information Commissioner
PBS	Portfolio Budget Statements
PGPA	Public Governance, Performance and Accountability
RAP	Reconciliation Action Plan
WHS	Work health and safety
WLIS	Women Leaders in Sport

Index

A

- abbreviations 153
- Aboriginal and Torres Strait Islander peoples 43, 57, 63
- Accelerate program 17, 44
- accountability 85
- accountable authority details 65, 75–77
- aerial skiing 38, 41
- AFL 31
- AIS *see* Australian Institute of Sport
- AIS Accelerate Program 17, 44
- AIS Altitude House 40
- AIS Aquatic Centre 62
- AIS Basketball Centre 62
- AIS Be Heard service 11, 16, 43, 59, 73
- AIS Black Dog Mental Fitness Program 43, 47
- AIS Childcare Centre 59
- AIS Elevate learning and development series 39
- AIS Framework for Rebooting Sport in a COVID-19 Environment* 23
- AIS Multi Sports Hall 62
- AIS Pathways Solutions grants 17
- AIS Residence of Champions 62
- AIS Sport Performance Awards *see* ASPAs
- AIS Sports Medicine team 39
- AIS Talent program 17, 44
- AIS Testing and Training Pool/Recovery Centre 62
- AIS Visitor Centre 57, 62
- Alcott, Dylan 132
- annual performance statements 26–47, 85
- Annual Report 85
- ANZAC Day ceremony 63
- appendixes 131–153
- ASC *see* Australian Sports Commission
- ASC Heritage Collection 63
- ASC Media Awards 142
- ASPAs (AIS Sport Performance Awards) 142
- asset management 92
- Athlete Advisory Committee 16, 43
- Athlete Performance Pathways 38
- athlete wellbeing 11, 12, 16–17, 23, 39, 43–44, 46, 47
 - see also* Mental Health Referral Network; Wellbeing Health Check
- Athlete Wellbeing and Engagement (AW&E) funding 44, 147
- athletes with a disability *see* NSODs; Paralympic athletes
- audit committee *see* Finance, Audit and Risk Committee
- Auditor-General's report 94–95
- audits 78, 86, 94–95
- AusCycling 80
- AusPlay Focus: Early impact of COVID-19 on sport and physical activity participation 32
- AusPlay Focus: Ongoing impact of COVID-19 on sport and physical activity participation 32
- AusPlay survey 14, 28
- Australian Army 38
- Australian Information Commissioner 88
- Australian Institute of Sport (AIS)
 - AIS Be Heard service 11, 16, 43, 59, 73
 - apology and support to former athletes 11, 43, 59
 - campus (Canberra) 62

Centre of Excellence programs 40
 Childcare Centre 59
 executive report 16–17
 facilities 62
 high-performance camps 39–40
 impact of COVID-19 on 43
 Mental Fitness Program 43
 National High-Performance Sport Strategy 2024 16, 17, 38
 organisational structure 50
 People Development and Wellbeing team 43
 site use and activity 60
 Visitor Centre 57, 62
see also Australian Sports Commission (ASC); European Training Centre; high-performance sport; Pizzey Park training centre; Sport Australia
 Australian National Audit Office 88, 94–95
 Australian Paralympic Committee (APC) *see* Paralympics Australia
 Australian Sport Learning Centre 33
 Australian Sporting Alliance for People with a Disability (ASAPD) 33
 Australian sporting environment 23
Australian Sports Commission Act 1989 20, 65–66
 Australian Sports Commission (ASC)
 about 20
 functions of 65–66
 governance 20, 65–66, 80
 objects of 65
 organisational structure 22, 50
 purpose 22
 staff and program locations 21
 workforce 21, 51–55
 see also Australian Institute of Sport (AIS); Sport Australia
 Australian Sports Commission Board
 activity 73–77
 committees 78–84
 members 67–73
 Australian Sports Foundation (ASF) 129
 authority and directions 65–66
 awards 142

B

Barkly Sports Program 35
 basketball 62
 benchmark events 40, 132
 boxing 38
 broadcasting of sport *see* media; sports broadcasting
 Brockhoff, Belle 41, 132
 budget estimates 92
 Building the capability of sport... outcome
 case study 35, 36
 key activities 32–33
 results 34, 36, 37
 Burns, Lauren 28, 36
 Byrne, Mick 36

C

Campbell, Carolyn 32
 cash flow statement 101–102
 Centre of Excellence programs 40
 Chair's Report 10–11
 Chappell, Greg 36
 Chief Executive Officer's report 14–15
 child safety 59

children's participation in sport *see* Local Sporting Champions grants; physical literacy; Sporting Schools program; youth sport

Clearinghouse for Sport 13, 33

Coach Development Strategy 17, 44, 73

coaching and officiating 17, 28, 32, 36, 39, 44, 45

Coady, Tess 41

Colbeck, Richard 17, 66

Cole, Ellie 19

commercial partnerships 58

Commonwealth Child Safe Framework 59

Commonwealth Games (Birmingham, 2022) 11

Commonwealth Ombudsman 88

community engagement programs 12, 43, 47

Community Perceptions Monitor survey 14, 23, 46

Community Sport Infrastructure Grants Program 92

compliance 87

compliance summary 149–152

Conde, Peter 16–17

conflict of interest monitoring 80

contact officers 148

corporate governance *see* governance

corporate partners 58

Corporate Plan (2020–2024) 22, 85

COVID-19 pandemic

athlete travel during 39

closure of AIS due to 62

economic effect on ASC 92, 104–105

funding to support Olympic team 19

impact on AIS visitor numbers 61

impact on ASC staff 45, 73

impact on athletes 38, 43, 45

impact on benchmark events 40

impact on community influence of athletes 46

impact on participation 14, 15, 23, 30, 32, 73

impact on sport 10, 23, 27, 45, 73

vaccinations 23

see also Return to Sport Toolkit

Creating national pride... outcome

case studies 41, 42, 45, 47

key activities 38–40, 43–44

results 40, 44, 46

cultural learning programs 57

D

dAIS (athlete incentive funding program) 12, 18, 19, 43

Dalton, Rob 14–15

Dawes, Christie 19

Del Prete, Vince 32

Delahunty, Hugh 68, 80

Dellacqua, Casey 44

Di Toro, Danni (Daniela) 19, 42

digital capability of NSOs 37

disability sports *see* NSODs; Paralympic athletes

Downes, Pippa 32, 69

E

electricity usage 63, 64

Elevate learning and development series 39

employees *see* human resources management; staff

employment conditions 21, 51–56

enabling legislation 65–66

energy usage 63

environmental initiatives 63–64
Environmental Management System 63
Equestrian Australia 80
equity, statement of changes in *see*
statement of changes in equity
European Training Centre (Varese, Italy) 20, 62
executive remuneration 81–84
executive reports 14–15
external scrutiny 88

F

Farinazzo, Ben 63
Farmer, Pat 69
Fearnley, Kurt 70
female athletes *see* women
Female Performance Health Initiative (FPHI)
17, 39
Finance, Audit and Risk Committee 78–79
financial outcomes summary 92
financial statements 97–126
Find a Club tool 14
Football Australia 31
Fraud Control Plan 87
Freedom of Information Act 1982 88
freedom of information requests 88
funding of athletes *see* dAIS
funding of sports 143–147
see also grants and grant allocations

G

Game Plan (online tool) 14, 33
Games Partners 57
Garside, Harry 38, 47
gas usage 63, 64

Get into Golf program 31
Getting more Australians moving... outcome
case studies 29, 31
key activities 27–28
results 28, 30
girls, participation in sport 29
Gold Medal Ready (GMR) Digital
Transformation Strategy and program 16, 38
Golf Australia 31
governance
of ASC 80, 85–87
of sports 32, 80
Governance and Executive Performance
Committee 80
Governance Principles *see* Sport Governance
Principles
governance reform, for NSOs and NSODs
32, 80
Graf, Carrie 36
Graham, Matt 41
grants and grant allocations 13, 38, 143–147

H

Hanlon, Robert 78
Healthy Kicks program 31
heritage 63
Heritage and Culture Committee 63
Heyman, Michelle 44
high-performance sport
AIS camps for 11, 12, 39–40
AIS grants to 12
athlete wellbeing 16, 43–45, 73
coaching 17, 39, 44, 45, 73
community engagement programs
12, 43, 57

facilities 20, 62
funding for 12, 23, 38, 73, 143–147
grants to NSOs for 17, 73
highlights 12
influence on community 46
mental health in 16, 23, 43–45, 73
results 38–47, 133–141
see also Australian Institute of Sport (AIS);
National High Performance Sports Strategy
2024 (NHPSS)
hockey 38
Houston, Ben 32
Hughes, David 16, 39
Hughes, Jarryd 41, 132
human resources management 52–55

I

inclusive sport 10, 32, 59, 142
indemnities and insurance 87
independent auditor's report 94–95
Indigenous Australians 43, 57, 63
Information Publication Scheme 88
insurance 87
integrity in sport 73, 78
internal audit program 86
investment in sport 12, 18, 19, 39, 73, 78
Ireland, Andrew 70, 78

J

James, Scotty 41
judicial decisions 88
junior sport *see* child safety; *Local Sporting
Champions* grants; physical literacy; Sporting
Schools program; youth sport

K

key activities
Building the capability of sport... 32–33
Creating national pride... 38–40, 43–44
Getting more Australians moving more
often 27–28
key management personnel remuneration
81–84, 120

L

Laing, Amanda 71, 78
Lee, John 32
letter of transmittal 3
Life Stages resource 31
Lifeline Community Custodians Program 43
lighting 63
Local Sporting Champions grants 10, 13

M

mandatory data tables 52, 75, 79, 81, 87
marketing of sport 14, 28
media 14, 28, 142
Meninga, Mal 28
mental health
of athletes 11, 16, 23, 39, 43, 45
of staff 23, 45
Mental Health Audit 23
Mental Health Referral Network (MHRN)
11, 16, 23, 43, 45
Minister for Sport 17, 20, 65, 66
ministerial directions 66
Modern Slavery Statement 60
mogul skiing 41
Moneghetti, Stephen 68

monobob 41
Morris, Jennifer 71
Murphy, Brendan 73

N

NAIDOC Week 57
National High Performance Coach Development Taskforce/Strategy 17, 44, 73
National High Performance Sport Strategy 2024 (NHPSS) 16, 17, 38
National Institute Network (NIN) 11, 17, 38, 43, 45, 57
National Network Lead 38
National Principles for Child Safe Organisations 59
National Reconciliation Week 57
National Redress Scheme 59, 78
national sporting organisations *see* NSOs
national sporting organisations for people with disability *see* NSODs
National Volunteer Week 14, 28
Netball Australia 29
NIN *see* National Institute Network
notifiable WHS incidents 56
NSODs (national sporting organisations for people with disability) 33, 34, 36, 146–147
NSOs (national sporting organisations)
 AIS collaboration with 38, 39, 43, 61
 athlete wellbeing in 44, 45
 digital capability of 37
 finances 78
 funding for 17, 44, 59, 73
 governance reform 32–36, 80
 grants for high-performance pathways 39, 40
 National Redress Scheme 59, 78

Small NSO Infrastructure grants 38, 42
Video Optimisation grants 38
volunteers in 14
Wellbeing Health Checks for 44, 45
see also Game Plan; SportAUS Connect platform; Sporting Schools program; Sport.Scan

O

Office for Women 10, 44
older Australians 92
Olympic and Paralympic Games (Brisbane, 2032) 10, 11, 38
Olympic and Paralympic Games (Paris, 2024) 17, 23, 39
Olympic and Paralympic Games (Tokyo, 2020)
 athlete safety 39
 postponement of 10, 11, 23, 38, 40, 43
 results 10, 11, 16, 38, 133–141
 summary 18–19
Olympic and Paralympic Winter Games (Beijing, 2022) 11, 41
Olympic Winter Institute of Australia 38
O’Neal, Peggy 32
online resources 14, 32, 33, 36, 57
operational highlights 59–60
organisation chart 50
Outcome: Building the capability of sport...
 case studies 35, 36
 key activities 32–33
 results 34
Outcome: Creating national pride...
 case studies 41–42, 45, 47
 key activities 38–40, 43–44
 results 40, 44, 46

Outcome: Getting more Australians moving...

case studies 29, 31

key activities 27–28

results 28

Outcome 1 (Portfolio Budget Statements):

Increased participation... 22

P

Paralympic athletes 16, 19, 38, 39, 42, 137–141

Paralympics Australia 19, 39, 121, 145

Participation grants program 27

participation highlights 13

participation in sport *see* AusPlay survey;

Physical Literacy Framework; Sport 2030;

Sporting Schools program

Pearson, Sally 44

Peel, Laura 41, 132

People Development and Wellbeing team 43

performance against deliverables

analysis 27

Community perceptions of Australia's
international sporting success 46

Develop system capability to provide for
athlete personal development... 44

Improving digital capability of Australian
sports sector 37

Improving the financial performance and
financial capability of NSOs 36

Improving the organisational capability of
targeted NSOs 34

Increase in Australians participating in sport
and physical activity 30

Increase in sport and physical activity levels
by Australian children... 28

Percentage of high performance funded
sports...achieving benchmark targets 40

performance measures 28, 30, 34, 36, 37,
40, 44, 46, 85

Performance Pathways programs
17, 23, 38, 39

performance statements 26–47

PGPA Act *see* *Public Governance,
Performance and Accountability Act 2013*

physical activity guidelines 30

physical literacy 27, 31

Physical Literacy in Children Questionnaire 31

Physical Literacy Framework 31

Pizzey Park (Gold Coast) sports training
centre 20, 61, 62

planning and accountability 85

Play for Purpose charity raffle 33

Plympton, Andrew 72, 78

podcasts 32, 36

Polosak, Claire 36

Portfolio Budget Statements (2020–21) 22, 85

privacy 88

*Public Governance, Performance and
Accountability Act 2013* 26, 66, 86, 96

*Public Governance, Performance and
Accountability Rule 2014* 75–77, 86

Pullin, Alex 41

Q

quarantine of athletes 39

R

Reconciliation Action Plan 57, 63

recycling 63

related party disclosures 121

remuneration of key management personnel
81–84, 120

Return to Sport Toolkit 23, 32

Risk Appetite Statement 86

risk management 78, 86, 122–124

rowing 62

S

- Safety Management System 56
- Sauvage, Louise 36
- Scammell, Jaquie 32
- schools 10, 15, 31, 47
 - see also* Sporting Schools program; youth sport
- Scott, Rob 32
- senior Australians 92
- sexual misconduct in sport 59
- Share a Yarn Initiative 43, 57
- Sharpe, David 32
- shortened forms 153
- site management 62
- Small, Greta 41
- Small NSO Infrastructure grants 38, 42
- snowboard cross 41
- snowboarding 41
- social media 14, 28, 33
- Sport 2030 (national sports plan) 85, 104
- Sport Australia
 - executive report 14–15
 - organisational structure 50
 - see also* Australian Institute of Sport (AIS); Australian Sports Commission (ASC)
- Sport Australia Capability Building grant program 33
- Sport Governance Framework 32
- Sport Governance Principles 32
- Sport Governance Standards Benchmarking Report 33
- SportAUS Connect platform 33
- sporting environment 23, 66
- sporting organisations *see* NSODs; NSOs; state sporting organisations
- Sporting Schools program 10, 13, 14, 15, 27–28
- sports broadcasting 142
- sports funding 143–147
- sports governance structures 32–34, 36, 80, 147
- sports journalism 142
- sports medicine 16, 38, 39, 65
- Sport.Scan (organisational development tool) 37
- staff
 - impact of COVID-19 on 45, 73
 - location of 21
 - mental health of 23, 45
 - technology for 51
 - see also* human resources management
- state sporting organisations 14
- statement by the Commissioner re annual performance statements 26
- statement of changes in equity 103
- statement of comprehensive income 97–98
- statement of financial position 99–100
- statement from the Chair of the Board, Chief Executive Officer and Chief Financial Officer 96
- strategic priorities 22
 - Driving greater engagement and participation... 27–31
 - Leading and enabling a united and collaborative high performance system 38–42
 - Leading a sustainable and efficient Australian sports sector 32–37
 - Our high performance system being recognised as world leading 43–47

Strategic Risk Register 86
Sukkar, Josephine 10–11, 26, 67
summary of compliance 149–152
summary of financial outcomes 92
Suncorp Team Girls program 29
Supply Nation 57
Supporting Physical Activity in Older
Australians 92
Sutherland, James 32

T

table tennis 38, 42
Team Girls program 29
technology
 for ASC staff 51
 for athletes 16, 39
 see also online resources
Thomas, Petria 32
Tokyo 2020 Olympic and Paralympic Games
see Olympic and Paralympic Games
[Tokyo, 2020]
Tokyo Heat Project 16
track wheelchair racing 39
Trainer, Gabrielle 72, 80

V

vaccinations
 COVID-19 23
 influenza 56
Varese (Italy) sports training centre
see European Training Centre
Video Optimisation grants 38
Volunteering Australia 14
volunteers 14, 23, 27

W

Walker, Bree 41
waste management and recycling 63
water usage 63, 64
Wellbeing Health Checks 17, 23, 43, 44
wheelchair basketball 39
wheelchair racing 39
Winter Olympic and Paralympic Games
[Beijing, 2022] 11, 41
winter sports 38, 40, 41, 132
women
 AIS Accelerate Program for 17, 44
 AIS Talent program for 17, 44
 athletes 17, 29, 30, 39, 44
 participation in sport 29, 30
 in sport industry 10, 13, 33, 44
Women Leaders in Sport (WLIS) program
10, 13, 33, 44
work health and safety 56
Work Health and Safety Act 2011 56
workforce 51–55
Workforce Planning Strategy 43
working remotely 56
Workplace Support Officer Network 56
WorkSafe Committee 56
world champions 40, 132
Wylie, John 67, 80

Y

youth sport 10, 29, 43, 47
 see also AIS Black Dog Mental Fitness
 Program; *Local Sporting Champions grants*;
 Sporting Schools program
Yulunga Traditional Indigenous Games 57

SportAUS.gov.au



Leverrier Street Bruce ACT 2617
PO BOX 176 Belconnen ACT 2616
+61 2 6214 1111