The Hon Jackie Kelly MP  
Minister for Sport and Tourism  
Parliament House  
CANBERRA ACT 2600

I am pleased to submit the seventeenth Annual Report for the Australian Sports Commission, covering the period 2000–01. The report has been prepared to conform with the requirements of the Commonwealth Authorities and Companies Act 1997 (CAC Act) as required under section 48 of the Australian Sports Commission Act 1989.

The commissioners of the Board are responsible under section 9 of the CAC Act for the preparation and content of the Report of Operations in accordance with the Finance Minister’s orders. The Board resolved to adopt the Report of Operations at its meeting on 28 August 2001 as a true and concise portrayal of the year’s activities.

This report provides an assessment of our performance against the accountability framework agreed with Government, and highlights the success of the programs of the Australian Sports Commission, including the Australian Institute of Sport.

I commend this report to you as a record of our achievements.

Yours sincerely

[Signature]

Peter T Bartels  
Chairman  
Australian Sports Commission  
25 September 2001
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MISSION STATEMENT

'To enrich the lives of all Australians through sport'

OBJECTIVES

Three long term objectives guide the Australian Sports Commission (ASC) and are incorporated in the vision expressed in the Australian Sports Commission Strategic Plan 1998-2001. These objectives encapsulate the more detailed objectives of the ASC as stated in the Australian Sports Commission Act 1999 and directly reflect the overall accountability framework of the Commission.

Objective 1:
The development and maintenance of an effective national sports infrastructure.

Objective 2:
Improved participation in quality sports activities by Australians.

Objective 3:
Excellence in sports performance by Australians.

Seven major strategies support the Commission's objectives:

1. Provide national leadership and direction in enhancing the management capabilities of sports delivery agencies.

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

3. Promote ongoing improvement in international sporting performances.

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

5. Examine avenues to diversify and increase the sport resource base.

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

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

STRATEGIES
The 2000–01 year has, to my mind, been the most significant and successful year for Australian sport ever, and I am pleased to report that the Australian Sports Commission has played a central role in the year’s two major sport-related achievements. The performances of Australia’s largest and best-prepared Olympic and Paralympic Games teams in Sydney were simply outstanding.

The public commitment given to Australian sport by the Federal Government, through the launch of its 10-year plan Backing Australia’s Sporting Ability – A More Active Australia and the announcement of record levels of Government funding for sport, reflects the important role that sport plays in our society.

During the period 16 September to 1 October 2000, not only Sydney, but Australia as a whole, put on its best face to the world. The outstanding performances of our athletes, the efficient organisation and management of the event, the tremendous work done by the Olympic volunteers and everyone else involved in New South Wales and interstate, showcased the Australian sports system to the world.

While the results of the Sydney Olympic Games are detailed elsewhere in this report, the important contribution of the Australian Institute of Sport (AIS) should be highlighted. Australia won 58 medals in total, comprising 16 gold, 25 silver and 17 bronze; current or former AIS scholarship holders won 7 gold, 11 silver and 13 bronze. Of the 152 Australian athletes awarded medals, 113 (or 74%) were current or former Institute scholarship holders. In sports that have AIS programs, 85% of medal winners have been AIS scholarship holders at some stage of their career.

The Australian team at the Sydney 2000 Paralympic Games should also be congratulated. In winning 63 gold, 39 silver and 47 bronze medals, a total of 149, the team achieved its best ever performance. These Games were also very well organised and well supported by the people of Sydney and Australia and, like their Olympic counterpart, were acknowledged as the best ever.

The second major sport-related achievement of the year was not recorded on the sporting field, but rather in the corridors and chambers of Parliament House, Canberra. Through the commitment and effort of the Minister for Sport and Tourism, the Hon Jackie Kelly MP, and with the support of the Prime Minister, the Hon John Howard MP, the Federal Government announced its unprecedented ten-year plan for sport titled Backing Australia’s Sporting Ability – A More Active Australia.

The launch of this policy, on 24 April 2001, was accompanied by the announcement of the commitment of record levels of Federal Government funding to sport of close to $550 million over the next four years. In conjunction with the policy, this funding will deliver continued sporting excellence and significantly increase the number of Australians playing sport. On behalf of the ASC and, indeed, Australian sport, I thank the Minister and the Government for their support and commitment to sport in this country. The outcome for sport will be fantastic.

In many ways, this year may be viewed as a transition year. Over the last six years, the ASC focused particularly on the preparation of Australian athletes for the Sydney Games, while maintaining its programs for the whole sport system. I believe that the last 12 months have seen the programs of
the ASC deliver against each of its three objectives: an effective national sports infrastructure, improved participation in sports activities by Australians, and excellence in sports performances by Australians. Our performance, with respect to these outcomes, is addressed separately in this report.

Now it is time to look forward to Australian sport in the 21st century. The ASC must implement the Federal Government's new policy and lead Australian sport to continued success. In doing this, we must deliver to the Government the outcomes to which it has committed considerable resources. The Board has been pleased to welcome the new members of the Executive of the ASC, and is confident that they bring the right mix of expertise and enthusiasm to lead the organisation to a higher level of performance.

The Government’s new sports policy, together with some refinement of the major organisational review undertaken last year, have resulted in some further restructures of the ASC, particularly within the Sport Development group. These changes will produce streamlined relationships with key stakeholders, including national sporting organisations (NSOs). As well as structural changes, the new policy will reshape the ASC’s work in sports development and participation at the grassroots level, bringing a sharper focus on club development and a special emphasis on youth, and regional and rural communities.

I believe that the Federal Government’s commitment to supporting Australian sport and its faith in the ASC’s capacity to manage and implement its sports policy have been publicly demonstrated in the last 12 months. The results achieved both on and off the field have, I feel, repaid this confidence and our reputation as an organisation has been enhanced.

I thank the Board of commissioners of the ASC for its diligence and commitment over the past year, and I congratulate all athletes on their past performances and wish them all the best for continued success in the future. To the staff of the ASC I extend my thanks for the professionalism and enthusiasm they have demonstrated during the year. I would like to particularly acknowledge the outstanding contributions made by Jim Ferguson who retired after more than 10 years service to the Commission, and a number of senior staff who have also moved on to other roles during the year.

In conclusion, I would like to say that there are many challenges facing Australian sport. As we look ahead, on the high-performance sport side, the 2002 Winter Olympic Games in Salt Lake City and the 2002 Commonwealth Games in Manchester loom as immediate challenges. On the sport participation side, the reinvigoration of community sport through the reinforcement of the central role of the local sporting club, and the expansion of participant registration are major challenges. I am confident that the Australian sport system, with the leadership of the ASC, can rise to meet these challenges.

Peter T Bartels
Chairman
Australian Sports Commission
The Chairman’s review of the year 2000–01 rightly refers to the two major achievements of the past year: the hosting of, and performances at, the Sydney 2000 Olympic and Paralympic Games; and the April 2001 launch of the Government’s new sports policy *Backing Australia’s Sporting Ability – A More Active Australia*, accompanied by the announcement of record levels of Federal Government funding for sport.

While these two landmark occasions have now passed, it is timely to reflect on how and why they were achieved. Our past success has been based on a strong national sports system, a holistic system in which the ASC plays a leading role together with NSOs. The diverse policies and programs of the Commission, drawn together and implemented on a national scale, have been pivotal in the development of our sports system. The many elements of the Commission’s initiatives, whether they be in the field of coach education, management improvement within sporting organisations, or targeted population programs, have made significant contributions to the national sports system, felt from grass-roots community club level through to the national level.

In reviewing the achievements of the past year, it can be concluded that the Commission has satisfactorily delivered results to the Government, and the Australian community, against each of its three objectives. The strong support of the public and sport industry and the commitment given to the Commission by the Government, evidenced in the launch of its new sports policy and funding package, are recognition of the sound performance of the Commission. Detailed reports on each outcome are provided elsewhere in this document.

The Australian sports system is recognised internationally, and is the envy of much of the world. Overseas countries are continually amazed that Australia, with such a small population base, can achieve such outstanding results in the international arena. An indication of our standing is that many countries are openly copying aspects of our system, though perhaps overlooking to a degree the synergies and benefits arising from an integrated national system. As well, the amount of funding being made available to sport in a number of our competing countries is astounding. We certainly have no grounds for becoming stagnant and idle, nor complacent.

At the risk of stating the obvious, our national sports system is neither static, nor is it perfect. It is continually evolving, and we face many challenges to sustain our international standing and sporting performances, and to maintain and improve our delivery of sports services and participation opportunities in sport across the country. I feel strongly that the ASC must play a key role in the ongoing development of sport in this country.

For that reason, it is important that the Commission addresses the many challenges we face. The Commission must continue to provide leadership for Australian sport in all areas, particularly in those initiatives which impact at the community level. Sports education programs, such as the National Coach Accreditation Scheme and the Management Improvement Program, have real benefits for the community sporting club. We need to be responsive to the requirements of our stakeholders, and provide services which will be of assistance to them. It is also imperative that we continue to encourage and recognise the inspirational efforts of the volunteers who keep our sports system alive and well.
In the high performance sport field, we must continue to strive for sporting excellence. There are very real challenges to us maintaining our levels of international sporting success in major competitions in the future. The AIS, in partnership with the state and territory academies and institutes of sport and the NSOs, must build on its current success in elite athlete development programs. Support services provided by the AIS, particularly in the areas of sports science and medicine and athlete welfare, will continue to be integral to this success. With public expectations high, the sportsmen and women of Australia, together with their coaches and all support service providers, will have to rise to meet these challenges.

Off the field, the Commission will be pro-active in developing partnerships with NSOs, state and territory sports agencies and the corporate sector to ensure that people of all ages continue to enter and participate in sport under the Active Australia programs. There are definite threats to the established, organised sport structure, and we must be prepared to accept change to accommodate the most important person in sport: the individual participant. Changing community values, work patterns and priorities are impacting on registered participant numbers, with consequent effects on the viability of many of our community sporting clubs and subsequently state and national associations. With decreasing emphasis on sport within the education system and increasing pressures on volunteer coaches, officials and administrators, society risks taking the fun out of sport.

We have to come up with solutions to counter trends towards an increasingly inactive society, particularly in the ever-advancing technology age. In providing leadership to Australian sport, the ASC will be at the fore in efforts to address these issues.

Having joined the Commission in January 2001, it is important for me to place on record that much credit for the status and position this organisation holds within sport belongs to the previous Executive and staff of the Commission. The new challenges we face in coming years, in order for Australian sport to sustain and increase its sporting performances and its role within the community, have called for a new skill set within Commission staff. A new Executive has been put in place to lead the response to these challenges, and we will be working hard to build on and enhance the existing expertise and innovation within the staff of the Commission.

During my initial months in this position I have received strong support from the Chairman of the Board of the Commission, Mr Peter Bartels, and his fellow Board members. I have been impressed by their knowledge and understanding of sport, and by their willingness to contribute to the Commission.

I would like to thank the staff of the Commission for their willingness to embrace change during what has been a transitional year. The dedication and enthusiasm they bring to the work of the Commission is most evident, and the skill set and expertise they provide is largely responsible for the leading-edge reputation this organisation holds. I am confident that, collectively, we can achieve the objectives we’ve set ourselves for the coming years.

Finally, but most importantly, I would like to thank the Minister, the Hon Jackie Kelly MP, and the Government for their strong public support for, and commitment to, Australian sport through the ASC. The Government’s policy Backing Australia’s Sporting Ability – A More Active Australia is a strong platform for Australian sport in the early part of this century. The onus is now on the Commission and its many partners to lead Australian sport and maximise the opportunities available.

Mark A Peters
Chief Executive Officer
Australian Sports Commission
INTRODUCTION

The ASC is the body of the Federal Government responsible for the development and administration of the Government's sports policy and the subsequent funding and national development of sport.

The ASC is part of the Industry, Science and Resources portfolio, and is responsible and reports to the Federal Minister for Sport and Tourism, the Hon Jackie Kelly MP. The current portfolio Minister is Senator the Hon Nick Minchin, Minister for Industry, Science and Resources.

The ASC was established by the Australian Sports Commission Act 1989 and is governed by a Board appointed by the Minister for Sport and Tourism.

The role of the ASC is to provide national leadership in all facets of sport by coordinating with governments and the wider community. The ASC supports a wide range of programs designed to develop sporting excellence and increase participation in sports activities by all Australians.

As part of the reduction in Federal Government funding following completion of the Olympic Athlete Program (OAP) and the need to reform following the Sydney Olympic Games, the Board determined a new organisational structure designed to lead the sporting industry into a new era. Three groups were established, which were designed to improve both the ASC's efficiency and effectiveness.
ORGANISATION STRUCTURE

AUSTRALIAN INSTITUTE OF SPORT

During the 2000–01 year the Australian Institute of Sport was responsible for the sporting development of AIS elite athlete scholarship holders in each scholarship sport program. Additionally, the Sports Science and Sports Medicine (SSSM) division, the Athlete Career and Education (ACE) program, the Residence and Athlete Welfare program all provided a range of services and assistance to staff and athletes of each scholarship program.

Scholarship Programs Support was responsible for the central coordination and administration of the scholarships. The structure of this section also changed during the year, with the previous division of duties along functional lines being replaced by a primarily client–manager model.

Following the restructure of the ASC, the OAP, which was established and operated for six years under the AIS, was brought to a successful conclusion under the direction of the Sport Development group.

The AIS continued to work effectively with the network of state and territory institutes and academies of sport, which meets as the National Elite Sports Council. The AIS conducts its business activities primarily at the Bruce campus in Canberra, with decentralised programs based in Brisbane, the Gold Coast, Sydney, Melbourne, Mt Buller, Adelaide and Perth.

SPORT DEVELOPMENT

The role of Sport Development is to develop and implement national strategies and programs that increase participation in sport by all Australians, and improve the national sporting system to ensure that quality programs and services are delivered to all sports participants.

The key components of Sport Development are providing funding for NSOs' high-performance and sport-development activities; providing business improvement programs and initiatives, including information technology (IT) for use by national, state and local clubs and organisations; providing education and training for coaches, officials, administrators and volunteers; redressing inequities and breaking down barriers to sport participation; supporting NSO participation growth strategies; and research.

BUSINESS OPERATIONS

This group is responsible for the corporate functions of the ASC, such as Corporate Communications, including Publication Services, Information Technology, Human Resources, Planning and Financial Services and Policy and Coordination. As well, the group manages the National Sport Information Centre (NSIC), Assets and Property, the growing Commercial Operations and International sections, and sponsorship services.
Figure 1 shows the ASC's organisation structure as at 30 June 2001, with senior staff placements and the direct line of reporting (accountability) framework for the outcomes-based reporting system.

Figure 1: Organisation Chart

MINISTER
The Hon Jackie Kelly

ASC BOARD
Chairman – Peter Bartels

CHIEF EXECUTIVE OFFICER
Mark Peters

DIRECTOR AIS
Michael Scott

SCHOLARSHIP PROGRAMS
- Athlete Career & Education
- Residence & Athlete Welfare
- Scholarship Sport Programs
- Scholarship Programs Support

SPORTS SCIENCE / SPORTS MEDICINE
- Biomechanics
- Laboratory Standards
- Medicine
- Nutrition
- Physiology
- Physiotherapy & Massage
- Psychology
- Research
- Talent Search
STAFFING

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

Employees and consultants are engaged under the Australian Sports Commission Act 1989. Most staff are employed in the streamlined sports officer structure introduced in the 1998 ASC Enterprise Agreement, which has been continued within the new ASC (Committed to Excellence) Certified Agreement 2001–04, certified in May 2001. The staffing flexibility allowed by this agreement continues to improve the ASC’s organisational effectiveness in areas such as patterns of work, penalty payments, overtime and allowances.

In 2000–01 the ASC engaged 378.1 full-time equivalent (FTE) staff and contractors, excluding the special categories of athlete trainee and tour guide.

Details of ASC staffing statistics by categories can be found in Appendix 3.

THE AUSTRALIAN SPORTS FOUNDATION

The Australian Sports Foundation Ltd (ASF) was established by the Federal Government in 1986 to assist non-profit sporting organisations such as schools, councils and community organisations to raise money for valid sport-related projects through corporate and public donations. Projects might include building new clubrooms, upgrading lighting at ovals, buying sporting equipment, funding team travel to national championships or hosting a major event. Since it was established, the ASF has helped to raise over $60 million for the benefit of sport in Australia.

The ASF is governed by the Australian Sports Commission Act 1989. It has been based in Sydney, operating autonomously of the ASC with an independent board of directors. In the sports policy delivered in April 2001, the Government announced that the ASF would be relocated to Canberra and its administration integrated into the ASC in 2001–02.

The ASF continues to build awareness in the sporting sector of the importance of the relationships between sport, business and the broader community. Through the establishment of closer ties with peak state and national sporting bodies, the Foundation has worked to enhance understanding of the benefits of its tax-deductible services and to develop a culture of philanthropy in sport.

The ASF is listed in the Income Tax Assessment Act 1997 (Division 30, Section S30–90) which enables the ASF to offer tax deductions to donors for contributions of $2 or more. As required by legislation, the ASF’s annual financial statements and related audit opinion for 2000–01 are reproduced in Appendix 1.
Mr Peter Bartels  
(Chairman)  
FAISM, FRS
Peter was formerly a chief executive officer and managing director of a number of leading public companies. He is currently a Director of the Sport Australia Hall of Fame, Vice-President of the Australian Cycling Federation, a member of the Marketing and Television Commission of the UCI (International Cycling Federation) and Director of the Melbourne Business School. In addition, Peter is Deputy Chairman of the Royal Women’s and the Royal Children’s hospitals in Melbourne. He was Australian cycling champion from 1957 until 1962, a Commonwealth Games cycling gold medallist in 1962, and is a member of the organising committee for the 2006 Melbourne Commonwealth Games.

He attended six of the seven meetings of the Board during the year and was appointed as chair of the AIS Committee, to advise the AIS management unit following the implementation of the new staffing structure for the ASC from 1 July 2000.

Appointment to 31 October 2002

Mr Alan Jones AM  
(Deputy Chairman)  
BA, AEd (Qld), SDES (Oxon)
A public speaker of wide acclaim, Alan is a current affairs commentator and host presenter for national breakfast radio and TV programs. He has been the recipient of numerous awards for his contribution to the radio industry. Alan has a long association with sport as a former Australian rugby coach and rugby league coach of Balmain and South Sydney.

He attended all of the seven scheduled Board meetings during the year, continued as a member of the Emoluments Committee, was appointed as chair the Sport Development Committee and was also a member of the subcommittee appointed to review the arrangements for organising and funding elite athletes with a disability.

Appointment to 31 October 2002

Mr Cory Bernardi
Cory is a partner in a South Australian investment banking and corporate advisory firm. He is a financial consultant to several investment companies and small businesses. Cory was an AIS scholarship holder in rowing and went on to become an Australian representative in the coxless four at the 1989 World Championships and other international regattas. He continues to row for recreation.

He attended all of the Board meetings since his appointment on 1 November 2000 and served as a member of the Audit Committee.

Appointment to 31 October 2002

Ms Michelle Ford-Eriksson MBE, MA, BA
As an Australian representative in swimming for 10 years, Michelle won gold medals in the 800 metres freestyle and the 200 metres butterfly events at the Moscow Olympics in 1980. She was also a Commonwealth Games gold medallist in the 200 metres butterfly event in 1978 and 1982. Michelle was a regional manager for the National Olympic Committee Services for the Sydney 2000 Olympic Games, and has previously been a consultant on the Olympic campaign bids for Sydney (1988), Brisbane (1992) and Melbourne (1996). She spent a number of years in Switzerland as a director of sport and a manager of sport science at the University and Polytechnic College of Lausanne.

Michelle attended all Board meetings held since her appointment on 1 November 2000 and was appointed to the Active Australia Alliance, as the Board's representative, at the February 2001 meeting.

Appointment to 31 October 2002
The ASC is governed by a Board of commissioners who are appointed by the Federal Minister for Sport and Tourism, the Hon Jackie Kelly MP. Details of all members who served on the Board during the year ending 30 June 2001 are contained herein.

Ms Margot Foster
BA, LLB
Margot has an established law practice in Melbourne, where she combines her interest in sports law and administration with her experience as an athlete. She won bronze in the women's coxed four at the 1984 Los Angeles Olympics and gold in the women's eights at the 1986 Commonwealth Games. She is currently the President of Women's Sport Australia and has held a number of sport-related appointments, including with the Australian Olympic Committee Athletes' and Education Commissions, the Melbourne 1996 Olympic bid and Rowing Australia. She also serves on the boards of the New Zealand Hockey Commission and Gymnastics Australia.

Margot attended all seven Board meetings during the year. She served on the Emoluments Committee and was also a member of the subcommittee established to review the arrangements for organising and funding elite athletes with a disability.

Appointed to 31 October 2002.

Mr Ian Fullagar
BA, LLB, LLM
Ian is a partner in a Melbourne law firm practising exclusively in sports law, where he advises a large number of national and state sporting organisations. He is Chairman of the Victorian Council on Fitness and General Health, a Director of Sport Industry Australia and a Director of the National Sports Dispute Centre. He is a Vincent Fairfax Fellow in the leadership and ethics program conducted by the St James Ethics Centre, Sydney.

Ian attended all the Board meetings and served as a member of the Audit Committee until his retirement at the conclusion of his term of appointment.

Appointed to 31 October 2000.

Mr Russell Higgins
(ex-officio officer)
BSc (Hons), FAIM, MAICD
Russell is Chief Executive Officer of the Department of Industry, Science and Resources and was appointed to the Board in an ex-officio capacity. During the year he served as a member of the boards of CSIRO, Austrade, Rossan, the Export Finance and Insurance Corporation, the Australian Tourist Commission and the Australian Industry Development Corporation.

He attended six of the seven scheduled meetings of the year.

Appointed 9 October 1998

Ms Robyn Maher
Robyn Maher was captain of the Opals, the Australian Women's Basketball team, from 1989 until 1999, and led Australia to its first Olympic medal in basketball, with bronze in Atlanta in 1996. An internationally respected athlete, Robyn has given much to the sport of basketball as a player, an administrator and in junior development. She has been a role model and an inspiration for Australian women.

Robyn was appointed on 1 November 2000 and attended one meeting of the Board prior to her resignation, the result of an overseas transfer.

Resigned 17 January 2001
Mr Roy J Masters
BA, M Litt, Dip Ed

Following earlier careers as a schoolteacher and the coach of a leading rugby league team, Roy is now a journalist with a major national newspaper and a regular presenter on the Sportsworld television program. He pioneered the AUSSIE SPORT program, which introduced modified versions of sport for children, and is currently the longest-serving ASC Board member.

He attended six of the seven scheduled Board meetings and served on the Audit Committee.

**Appointed to 31 October 2002**

Mr Kieren Perkins OAM

Kieren first started swimming for rehabilitation following an accident and then, as a 16-year-old, went to his first international swimming meet at the 1990 Auckland Commonwealth Games. He is the first swimmer in history to hold Olympic, World and Commonwealth titles simultaneously and is the recipient of numerous prestigious awards within the sporting fraternity. Often rated as the greatest male swimmer in Australian Olympic history, he is probably best remembered for his gold medal performance in the 1500 metres at the 1996 Atlanta Olympic Games. He was a member of the successful 1993 Australian Olympic Committee Sydney Olympic presentation bid in Monaco. His appointment to the Board provides athletes with a strong advocate.

Kieren attended four of the five scheduled Board meetings following his appointment on 1 November 2000.

**Appointed to 31 October 2002**

Mr Charles ‘Chilla’ Porter

Chilla has a strong affiliation with track and field and is currently the Chief Executive Officer of the Western Australian (WA) Athletics Commission. He has previously been a board member and chairman of the WA Institute of Sport. Chilla was a silver medallist in the men's high jump at the 1956 Melbourne Olympic Games and the 1960 Games in Rome. He was a silver medallist in high jump at both the 1958 and 1962 Commonwealth Games.

He attended all five Board meetings following his appointment on 1 November 2000.

**Appointed to 31 October 2002**

Ms Karin Puels
LLB, B Comm, FAICD

A lawyer by profession, Karin is currently working as a consultant to a software development organisation. With experience in sponsorship, marketing and business development, she specialises in technology-related business development activities. Karin is a board member of the Australia Indonesia Institute. She chaired the Audit Committee and served on both the Emoluments Committee and the subcommittee established to review the arrangements for organising and funding athletes with a disability.

She attended four of the seven meetings of the Board during the year having been granted leave of absence for three meetings, whilst she successfully completed the New York Bar exam.

**Appointed to 31 October 2002**
Ms Yvonne Rate
MBE, MPhil

Yvonne is the Head of College at St Catherine's College in Western Australia. She was a former Australian netball captain, is Chairperson of the WA Sport and Recreation Council, a board member of the WA Health Promotion Foundation and a member of the board of Netball Australia.

She attended all Board meetings during the year and chaired the Active Australia Alliance until her retirement at the conclusion of her term of appointment.

Appointed to 31 October 2000

Mr Malcolm Speed
LLB

As Chief Executive Officer of the Australian Cricket Board, Malcolm has a vast range of experience in sports administration and promotion. He is a lawyer by profession and a former executive chairman of the National Basketball League and Basketball Australia. Malcolm was Chairman of the Emolument Committee and assisted on the AIS Committee.

He attended six of the seven scheduled Board meetings during the year and resigned as a result of an overseas transfer.

Resigned 8 June 2001

Ms Pamela Tye OAM,
Grad Dip ECE, Grad Dip Man Admin

Pamela is well known for her previous service as President of the Australian Women's Hockey Association and more recently as the inaugural president of Hockey Australia, the newly formed body representing men's and women's hockey. She is also a Vice-President (one of two representing women for 2001-04) and member of the executive board of the Federation of International Hockey (FIH). Pamela was the recipient of the FIH Award of Merit 2001. She is Secretary/Treasurer of the Oceania Hockey Federation, and was a director of the board of the Sydney Paralympic Games and a member of the Sydney Youth Olympic Festival Committee.

She attended four of the five scheduled Board meetings since her appointment on 1 November 2000.

Appointed to 31 October 2002
BOARD ACTIVITIES

During 2000–01, the Board met on seven occasions, in Canberra, Melbourne and Sydney, with an 89% attendance rate. Following a decision to meet with major sports to discuss their needs for support and services from the ASC in a post-Olympic era, the Board met with nine NSOs. Discussions with these groups were positive and fruitful and it is envisaged that similar meetings will be arranged in the next financial year. The Minister for Sport and Tourism, the Hon Jackie Kelly MP, joined the Board for lunch at one of its Sydney meetings. In line with its communication strategy, the Board invited a presentation from the Australian Commonwealth Games Association, and the ensuing discussions were very productive.

The Remuneration Tribunal determines remuneration for members of the ASC Board. Salaries were reviewed in April 2001 and a 3.4% increase was approved to the rates of pay.

SUBCOMMITTEES

An Audit Committee met three times during the year and a report on its activities is included in the section titled Financial Accountability. The committee is chaired by Ms Karin Puels and includes Mr Roy Masters and Mr Ian Fullagar (to 31 October 2000), who was replaced by Mr Cory Bernardi (from 1 November 2000).

An Emoluments Committee functioned informally throughout the year, meeting on an ad hoc basis to address particular issues, including the recruitment and remuneration of the Chief Executive Officer and AIS Director positions. Mr Malcolm Speed (Chair), Mr Alan Jones, Ms Karin Puels and Ms Margot Foster are members of the committee, with the ASC Chairman contributing in an ex-officio capacity.

The Active Australia Alliance is a subcommittee formed by the Board to establish, review and evaluate the strategic direction for Active Australia. Ms Yvonne Rate chaired the Active Australia Alliance until 31 October 2000. Ms Michelle Ford-Eriksson was appointed as the Board’s representative at the February 2001 Board meeting. The Alliance met once during the year, and is now subject to review following the recent announcement of the Government’s new sports policy.

The subcommittee formed last year to review the appropriate arrangements for the organisation and funding for elite athletes with a disability met four times during the year. It comprised Mr Alan Jones, Ms Karin Puels and Ms Margot Foster, and reported back to the Board in December 2000.

The Board committees established last year to advise the Sport Development and AIS management units met on an informal basis during the year. Mr Alan Jones chaired the Sport Development Committee and Mr Peter Bartels chaired the AIS Committee.
LEGISLATIVE REQUIREMENTS

Under section 48 of the Australian Sports Commission Act 1989, the ASC is required to report on the activities listed below with regard to the 2000–01 financial year:

- In conjunction with the release of the Federal Government’s new sports policy, Backing Australia’s Sporting Ability – A More Active Australia, launched in April 2001, the Minister wrote to the Chairman of the ASC outlining the Government’s expectations of the role of the Commission in delivering the desired policy outcomes.

- Variations to the strategic and operational plans will flow on as a result of the new policy.

- The functions and performance forecasts contained within the ASC’s Operational Plan are mirrored in its outcome/output framework and an assessment of the level of achievement for each outcome is addressed in this Annual Report.

- No significant acquisitions or disposals of real property occurred.

- The ASC invested a total of $1.3 million in capital works projects in 2000–01. These projects addressed urgently needed improvements to working accommodation for AIS sports science/sports medicine and scholarship program staff. The ASC also completed a number of major repair and maintenance projects. The most significant of these were the re-turfing of the AIS soccer program competition pitch, the renovation of the AIS visitors’ accommodation and a number of major roof repairs to AIS training halls and the pool complex.

- Judicial decisions: a member of the public filed a complaint in the Queensland magistrates’ court against a number of AIS/ASC employees and members of Parliament. The matters related to the AIS squash program. The court struck out the complaints against all defendants and awarded costs totalling $5,000 against the plaintiff.

ENTERPRISE AGREEMENTS

The ASC Enterprise Agreement 1998–2001 was replaced by the ASC (Committed to Excellence) Certified Agreement 2001–04 when the Enterprise Agreement expired at the end of April 2001. This is the third agreement for the ASC. Unlike previous agreements, the new Certified Agreement brings the terms and conditions of both coaching and non-coaching staff together under one regime.

The voting process for the new agreement resulted in a 96% vote in favour of the new arrangements, which saw the inclusion of a number of enhanced and streamlined conditions and a salary increase to staff of 12% during the life of the agreement.
SOCIAL JUSTICE AND EQUITY

The ASC acknowledges that its employees bring to the organisation a wide range of backgrounds, perspectives and life experiences, and it values such diversity. The specific strategies aimed at creating a culture that values diversity are:

- assisting employees to balance their work and family responsibilities,
- developing cross-cultural awareness,
- preventing workplace harassment, and
- ensuring access and equity for people with a disability.

The ASC has ensured that suitable access has been provided for people with a disability to most of the buildings and facilities on site in Canberra. It has also implemented a range of initiatives to ensure that people with a disability have access to the same opportunities in sport as all other people. These initiatives include:

- providing funding and management assistance to national organisations for disability sports,
- developing the Disability Education Program (DEP) for teachers and community leaders and an education program for coaches, and
- supporting elite athlete development through the AIS Athletes with a Disability (AWD) program.

In line with previous years and its commitment to equality and workplace diversity, the ASC has arranged for employees from non-English-speaking backgrounds to take part in regular English classes conducted at the ASC.

The ASC continued to ensure that the ASC Code of Conduct was provided to new employees as part of their orientation.


OCCUPATIONAL HEALTH AND SAFETY

The ASC maintained its ongoing commitment to occupational health and safety (OH&S) throughout the year. This commitment was underpinned by the inclusion of improvements to the ASC's OH&S framework in the recently introduced Certified Agreement. There was a strong emphasis on employees and managers taking ownership of OH&S issues at the local level and across the organisation. In addition, the ASC's staff consultative forums continue to provide avenues for ASC employees to be involved in dealing with OH&S issues.

The ASC's WorkSafe initiative, which was commenced during the previous year, was maintained throughout the current reporting year. This culminated in a site-wide program of workplace assessments being conducted for Canberra-based employees.

The ASC's OH&S framework continued to provide ongoing support to employees through the Employee Assistance Program, which supports staff and their families by providing free and confidential counselling services. Employees also have access to appropriate training in first aid, health and safety, fire and emergency procedures, and avoiding workplace harassment.

One dangerous occurrence was reported under Section 68 of the Occupational Health and Safety Act 1989 and a review of procedures for handling this situation has been undertaken.

FORMAL REPORTING REQUIREMENTS UNDER THE OH&S ACT

Section 30 – No requests were received from health and safety representatives.

Sections 45, 46 and 47 – No notices of safety breaches were received from Comcare.

Section 68 – One incident was reported to Comcare under the category of dangerous occurrence.
INDEMNITIES AND INSURANCE FOR OFFICERS

The full cost of commissioners' and officers' insurance has been met through Government supplementation.

CUSTOMER SERVICE CHARTER

The major restructure of the ASC, which took effect from 1 July 2000, the subsequent announcement of the Federal Government’s new sports policy, and consequent structural changes within the ASC, had significant impacts on the relationships between the Commission and its major clients, notably the NSOs. Work on the review of the ASC’s Customer Service Charter was suspended pending the finalisation of these arrangements, which is expected early in the 2001-02 financial year.

The designated Complaints Officer received no complaints during the year.

FREEDOM OF INFORMATION

The Freedom of Information Act 1982 gives the general public right of access to documents held by the ASC. In the year ending 30 June 2001, four requests for information were received. All requests were handled in accordance with the requirements of the Act.

Documents available through the ASC’s web site include the ASC’s mission statement and objectives, organisation structure, Annual Report, Certified Agreement and Strategic Plan. The web site address at which the public may inspect ASC documents is www.ausport.gov.au.

A variety of publications and videos are available from the ASC. Requests for resources held by the Commission can be made to the Distribution Officer, whose contact details are listed in Appendix 9.

PRIVACY

The ASC undertook an in-house information campaign reminding staff of the provisions of the Privacy Act 1988. Staff were reminded of the obligations set out in the information privacy principles described in section 14 of the Act, and reference material was permanently posted on the ASC’s corporate intranet.

The privacy statement included on the ASC’s web site at www.ausport.gov.au was reviewed in conjunction with the redevelopment of the web site. The statement is in accordance with guidelines issued by the Privacy Commissioner.
There are three operational outcomes underpinned by the Corporate Support function and corporate costs are attributed to these outcomes.

PROGRAMS

The corporate operations functions of the ASC are managed within the Business Operations group. During 2000–01, the structure of the group was altered and a number of programs came together under a Senior Manager, Corporate Support, including Assets and Property, Commercial Operations, Human Resources, Information Technology, the National Sport Information Centre and Planning and Financial Services. A Corporate Communications function was established replacing the former Media and Public Relations program and assuming a senior management responsibility for the Publication Services program.

The International and Policy and Coordination programs were transferred into the group with direct responsibility to the General Manager, Business Operations, and a Business Development function was established. The Sports Performance and Sport Services programs were transferred to the Sport Development group.

The following Business Operations group services were market tested during 2000–01:

- a business development unit, including commercialisation of intellectual property (while the results of the initial market-testing exercise were inconclusive, further testing of the market is proposed for early 2001–02 and a business development unit is likely to be established before the end of 2001);

- property services, including building and engineering services and horticulture services (a mix of in-house and contracted services has been retained as the most cost-effective delivery arrangement);

- information technology services (extensive negotiations took place with tender applicants in relation to the Federal Government’s IT outsourcing initiative); and

- sponsorship sales and servicing (pending contract finalisation, Sporting Frontiers Australia has been given responsibility for this function as part of the ASC’s strategy to increase off-budget revenue).

Programs that have been instrumental in achieving results for this group are listed below and additional information may be obtained from the contact officers listed at Appendix 9, or via the ASC’s internet site at www.ausport.gov.au.

ASSETS AND PROPERTY

This section undertakes site planning and provides engineering, maintenance, asset and other property management services to the ASC’s programs and clients.

The market testing of property services, which examined the effectiveness and costs of the ASC’s property services, was a major activity in 2000–01. Other activities included the extension of the AIS Sports Science/Sports Medicine Centre to provide improved medical and scientific facilities, the renovation of several existing buildings to improve work spaces, the updating of visitor accommodation facilities, improved energy-management systems and major repairs and maintenance to external building fabrics.
COMMERCIAL OPERATIONS

This section manages the AIS Canberra sporting and conference facilities and the residential accommodation complex for ASC programs. The section also promotes the use of the AIS Canberra facilities on a commercial basis to maximise resources.

The Business Activities area of the section generates off-budget revenue for the ASC by coordinating functions and letting residential accommodation; providing guided tours of the AIS and the Sportex exhibition; and through the AIS retail shop and the AIS Swim and Fitness School.

Between August and October 2000, the AIS facilities were used by a number of international athletes for their pre-Olympic and pre-Paralympic training. These athletes joined Australian and AIS scholarship athletes to live and train on the site. The bulk of the visiting athletes were from Brazil, with others from New Zealand, the United States, France, the Netherlands, Jordan, Croatia, Norway and Slovenia. A total of 614 athletes covering a wide range of sports used the AIS facilities during this period and many stayed in the halls of residence.

Significant work was undertaken during the lead-up period to upgrade AIS facilities. Improvements were made to the swimmers’ gym, the dining hall, conference meeting rooms and the volleyball courts. In the short term, the upgrades provided the AIS with the facilities to cope adequately with the demands of the period. In the long term, they provided a legacy of improved facilities for athletes, officials and commercial hirers. The total revenue generated was just under $700,000, with most of that being earned from accommodation. This was by far the biggest project the AIS had undertaken with external hirers.

SPORTS CAMPS AND RESERVATIONS

This section provides sporting and conference facility booking services, coordinates commercial camps and major events at the AIS, and administers training camps as part of the National Sports Program. It played a major role in coordinating the use of AIS facilities by Australian and overseas athletes prior to the Sydney Olympic and Paralympic Games.

HUMAN RESOURCES

Human Resources manages the employment framework and arrangements for all ASC staff, including contract employees. Key services provided by the program are recruitment, payroll, salary packaging, policy, remuneration management, occupational health and safety and staff development.

This year was a challenging one for the Human Resources area. Key issues during this period were:

• implementing a significant restructure in the first quarter of 2000–01;
• coordinating recruitment of senior executive positions;
• negotiating and implementing a new, comprehensive, three-year certified agreement covering both coaching and non-coaching staff; and
• developing Australian Workplace Agreements to meet the employment-related needs of some unique positions within the ASC.

INFORMATION TECHNOLOGY

The IT program services the computing and telecommunications infrastructure of the ASC, and develops and implements software applications and training for both sport sciences and administrative purposes. Major IT activities in 2000–01 were:

• negotiating extensively with tender applicants in relation to the Federal Government’s IT outsourcing initiative;
• outsourcing IT training and setting up and installing desktop and notebook equipment; and
• developing new computer systems including:
  • Raven, a leading-edge system to improve the
    analysis of swimming performances at swim
    meets (the first major test of the system was at
    the Sydney Olympics, with the first really
    successful trial being conducted at the
    Australian Championships in Hobart in May);
  • the organisation’s first internet sales system,
    which was established in cooperation with
    NSIC staff (the system, in the AIS shop,
    provides a model for other e-commerce
    applications at the ASC);
  • enhancements to a number of existing systems
    such as those for venue booking, recording
    athlete education details, and the measurement
    of athletes’ performance; and
  • the upgrading of the organisation’s telephone
    and wide-area data transmission capacity.

NATIONAL SPORT INFORMATION CENTRE

The NSIC provides access to sport information
services for the Australian sporting community,
enabling people to keep up to date in their fields of
interest. It houses a collection of more than 14,000
books, 6,000 videotapes and 1,200 journal titles.

The ASC web site at www.ausport.gov.au was
redesigned this year to enhance access to
information on ASC programs and services and to
reflect the new ASC branding. The new site
incorporates material from ASC programs and
highlights the commercial services of the ASC.

The NSIC audiovisual area supported AIS and national
teams at the Sydney 2000 Olympic and Paralympic
Games by providing game analysis equipment. After
the Games, digital videotape coverage was provided
for the use of athletes and coaches. As a legacy of the
OAP and as a record of Australia’s performance at
both these Games, a comprehensive photographic

collection of Olympic and Paralympic images was
acquired for use by the ASC.

The ASC has begun to implement an electronic
document management system to enhance its record-
keeping capability and expedite its document retrieval.

PLANNING AND FINANCIAL SERVICES

This section is responsible for the ASC’s financial
management, planning, travel services and internal
audit functions. The major activities of the section
included:
  • managing the successful implementation of the
    Goods and Services Tax (GST) across the diverse
    range of ASC programs;
  • increasing liaison with program areas to improve
    financial management practices across the ASC;
  • managing the ASC’s internal audit program
    including supporting the work of the Audit
    Committee;
  • meeting all the Federal Government’s external
    reporting requirements; and
  • preparing the ASC’s annual financial statements,
    which gained an unqualified report from the
    Australian National Audit Office (ANAO).

CORPORATE COMMUNICATIONS

A Corporate Communications program was
established to replace Marketing and Public
Relations and has been actively engaged in
promoting the ASC and its programs. There was
considerable national and international media
interest in the AIS during the period surrounding
the Sydney 2000 Olympic Games, and journalists
and film-makers from many countries visited the
Canberra campus.

PUBLICATION SERVICES

The Publication Services program coordinated the
ASC’s publishing activities, including the production
of information resources for the Sydney 2000 Olympic and Paralympic Games. The unit also managed the coordination of Olympic-related media and events, and implemented the ASC's new corporate identity.

INTERNATIONAL

Under the Australian Sports Commission Act 1989, one of the six objects of the ASC is to foster cooperation in sport between Australia and other countries through the provision of access to resources, services and facilities related to sport. The International program was established to achieve this objective and, during the past year, has been extremely busy coordinating many of the ASC's external affairs.

In 2000–01, the highly successful Australia–Asia Sports Linkages program was completed, and plans are being implemented to build on relationships established by this program to locate commercial opportunities within the Asian region. An example of this strategy is a scoping review that the ASC was contracted to undertake for a new sports institute in Putrajaya, Malaysia.

Development programs in the Commonwealth countries of both southern Africa and the South Pacific began their next phases. The Australian–Caribbean Community Sports Development program continued to provide enormous benefits to the communities of the Commonwealth countries in the Caribbean and, during the year, implemented new initiatives aimed at youth at risk. In September 2000, to celebrate the 25th year of independence in Papua New Guinea, the Prime Minister, the Hon John Howard MP, announced the Australia–Papua New Guinea Silver Jubilee Sports Program. The community-based sports assistance program comprises a comprehensive physical education curriculum, community sports initiatives, youth at risk strategies and sports scholarships.

Recognising the need to increase its contribution to the ASC's off-budget revenue, the International program is also now linking its development work to commercial opportunities and, through strategic partnerships with Austrade and Australia Sport International, sourcing other international commercial projects.

POLICY AND COORDINATION

The Policy and Coordination program is responsible for coordinating and overseeing policy development, and providing advice and assistance to other ASC divisions. The section also provides advice to the Minister, coordinates ministerial correspondence and briefings, maintains links with other government agencies, prepares and disseminates information about the work of the ASC and provides secretariat support to the ASC's Board.

During the year, this unit processed:

- 661 replies to ministerial correspondence,
- 71 question time briefs, and
- 161 briefing submissions.

The program also coordinated the ASC's contributions to numerous portfolio and broader government tasks and, in particular, assisted in the development of the Federal Government's new sports policy and sports funding package during October–December 2000.

SPONSORSHIP SERVICES

In September 2000, the ASC called for tenders for its sponsorship sales and servicing activities, and in December it selected Sporting Frontiers Australia as its preferred supplier. Pending contract finalisation, Sporting Frontiers Australia is responsible for generating off-budget revenue for the ASC, the AIS and Active Australia. A list of ASC sponsors can be found in Appendix 10.
AN EFFECTIVE NATIONAL SPORTS INFRASTRUCTURE

PERFORMANCE INDICATORS
1. The extent to which the sport education delivery network reaches its key clients.
2. The range and quality of coaches and officials.
3. The extent to which management improvement strategies and practices have been implemented by sporting organisations.
4. The extent to which technology and support structure initiatives are implemented nationally.
5. The level of international recognition of the quality of ASC programs and structures as measured by the number of overseas inquiries and visits.

The ASC’s output of national sport infrastructure development reflects the Federal Government’s decision to:

- pursue ongoing development of the Australian sports structure by providing leadership, direction and coordination; and
- raise the international profile of Australia through sport by developing relationships with countries and international organisations.

It also reflects the ASC’s role of providing advice to government and other entities on policy issues affecting the development of Australian sport, and its charter to examine avenues to diversify and increase the sport resource base.

The following table provides information on and an assessment of ASC achievements against the agreed strategies chosen to deliver outcome 1 during 2000–01.
**OUTPUT 1: NATIONAL SPORT INFRASTRUCTURE DEVELOPMENT**

**PRICE TO GOVERNMENT: $7.895 MILLION**

<table>
<thead>
<tr>
<th>MEASURES</th>
<th>TARGET</th>
<th>RESULTS</th>
<th>VARIANCE FROM TARGET %</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quantity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SPORT STRUCTURE DEVELOPMENT PROGRAMS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>programs aimed at accrediting individuals/organisations in the delivery of sport</td>
<td>2</td>
<td>2</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>national agencies participating in organisational and management enhancement programs</td>
<td>12</td>
<td>15</td>
<td>+25.0%</td>
<td>1</td>
</tr>
<tr>
<td>workshops to improve sports management and administration</td>
<td>4</td>
<td>7</td>
<td>+75.0%</td>
<td>2</td>
</tr>
<tr>
<td>national agencies receiving support and assistance to improve skill and educational levels in the areas of coaching and officiating</td>
<td>60</td>
<td>59</td>
<td>-2.0%</td>
<td>3</td>
</tr>
<tr>
<td>national agencies receiving support and assistance for strategic planning and structural change</td>
<td>30</td>
<td>35</td>
<td>+17.0%</td>
<td>1</td>
</tr>
<tr>
<td>programs aimed at raising additional funding to leverage funding provided by the Federal Government</td>
<td>3</td>
<td>3</td>
<td>-</td>
<td>*</td>
</tr>
<tr>
<td><strong>SPORT INFORMATION SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>increase % of national agencies connected to the national sports IT network (SportNet)</td>
<td>65%</td>
<td>65%</td>
<td>-</td>
<td>4</td>
</tr>
<tr>
<td><strong>INTERNATIONAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>bilateral arrangements in place</td>
<td>15</td>
<td>13</td>
<td>-13.3%</td>
<td>5</td>
</tr>
<tr>
<td>commercial projects undertaken</td>
<td>5</td>
<td>3</td>
<td>-40.0%</td>
<td>6</td>
</tr>
<tr>
<td>aid/development programs in place</td>
<td>4</td>
<td>5</td>
<td>+25.0%</td>
<td>7</td>
</tr>
<tr>
<td><strong>Quality</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>MAJOR POLICY PROJECTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ministerial briefs rated satisfactory or above</td>
<td>100%</td>
<td>98%</td>
<td>-2.0%</td>
<td>8</td>
</tr>
<tr>
<td><strong>SPORT STRUCTURE DEVELOPMENT PROGRAMS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>satisfaction of clients as measured by ongoing evaluation of participants</td>
<td>90%</td>
<td>100%</td>
<td>+10.0%</td>
<td>9</td>
</tr>
<tr>
<td>programs delivered to agreed timelines</td>
<td>90%</td>
<td>100%</td>
<td>+10.0%</td>
<td>10</td>
</tr>
<tr>
<td><strong>SPORT INFORMATION SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>client satisfaction with services and support provided</td>
<td>90%</td>
<td>n/a</td>
<td></td>
<td>11</td>
</tr>
<tr>
<td>services delivered to agreed timelines</td>
<td>100%</td>
<td>100%</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>INTERNATIONAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>satisfaction of key clients with services provided</td>
<td>100%</td>
<td>100%</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>projects completed according to agreed dates and timelines</td>
<td>100%</td>
<td>100%</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>total cost for National sport infrastructure development</td>
<td>$11.134</td>
<td>$8.527</td>
<td>-30.6%</td>
<td>12</td>
</tr>
</tbody>
</table>
VARIANCE FROM TARGETS

The following notes provide an explanation for variations between the set targets and the results achieved for outcome 1:

1. Variance from targets reflects the increased value placed upon management improvement initiatives by NSOs, acknowledging the importance of effective business practices.

2. Reflects the extension of the Directors in Sport education program.

3. Reduction owing to change in funding parameters.

4. Sixty-five per cent of NSOs are now connected to SportNet, a further 7% to other national networks.

5. Following the strategic review of the operational effectiveness of memorandums of understanding (MOUs) undertaken last year, a number of expired agreements will not be renewed. Future renewals, or new MOUs, will be based on a more strategic framework for international cooperation, where resources exist to service the MOU.

6. The number of commercial projects undertaken during the 2000–01 financial year fell because of staff availability, which was affected by the ASC structural review and the additional demands of the Olympics on existing staff members.

7. During the 2000 Olympic Games in Sydney, the Prime Minister announced an additional $3 million in funding for the Australia–Papua New Guinea Silver Jubilee Sports Program in recognition of the 25th anniversary of Papua New Guinea's independence.

8. The 98% result reflects the rating of unsatisfactory given to two briefs, however these ratings did not relate to their content or policy advice. Rather, one was misplaced in the Department of Industry, Science and Resources system and was presented late, while the other sought changes to draft correspondence submitted with the brief.

9. All participant survey forms returned from the new directors workshops indicated that the workshops were of a reasonable standard, or better.

10. Dates committed for the new directors workshops were met as scheduled.

11. The SportNet program commissioned an independent survey of NSOs to gauge their use of information technology, including their satisfaction with the SportNet service. The results of this survey are still being collated, however initial feedback indicates a high level of satisfaction in those sports driving SportNet’s implementation. At this stage it is not possible to quantify this level of satisfaction.

12. Total ASC costs of outputs is greater because of greater than budgeted external revenue. The variances between outputs are due to reclassifications as a result of ASC internal restructure and adjustments made post Olympics. These were internal reallocations only and had no effect on overall achievement of ASC outputs.

Note

* Commercially based international programs were undertaken in Malaysia, India and Johore. In addition, assistance was provided in disability education on both a cost-recovery and commercial basis, depending on the activity, to Brazil, Sweden, Taiwan, South Africa and Papua New Guinea.

ASSESSMENT AGAINST PERFORMANCE INDICATORS

1. The extent to which the sport education delivery network reaches its key clients

State delivery networks were maintained with assistance provided for state coaching and officiating centres in every state and territory. In addition, state DEP coordinators continue to be funded.
2 The range and quality of coaches and officials

The range and quality of coaches and officials continued to improve under the National Coaching Accreditation Scheme (NCAS) and the National Officiating Accreditation Scheme (NOAS). In 2000–01, a total of 93,824 coaches were registered in the NCAS, an increase of 12,997 on last year’s figure, including 40 coaches registered under the Coaching Athletes with a Disability (CAD) program. The NOAS registered 2,907 officials.

3 The extent to which management improvement strategies and practices have been implemented by sporting organisations

In total, 64 sports participated in programs delivered under the Management Improvement Program aimed at improving management and governance capabilities.

4 The extent to which technology and support structure initiatives are implemented nationally

Sixty-five per cent of funded NSOs are connected to SportNet, the ASC’s IT management tool for sport. Seventy-two per cent of funded NSOs are connected to a national network, an increase of 14% from 1999–2000.

5 The level of international recognition of the quality of ASC programs and structures as measured by the number of overseas inquiries and visits

Forty-nine separate groups made official visits to the ASC during the year. Numerous visiting student, media and sporting groups supplemented this number with non-official visits. The International section attended to more than 40 requests for assistance or information during the year. Development programs, funded by AusAID and managed by the ASC, have continued to help nine southern African countries and 12 Caribbean countries, while the programs of the Pacific and Asia, funded by the Department of Foreign Affairs and Trade, have continued to assist 16 and 11 countries respectively through a variety of community and sport-development initiatives.

PROGRAMS

The year 2000–01 represented a significant milestone in the history of Australian sport because the Olympic and Paralympic Games were held in Sydney in that time. The development of the national sporting infrastructure had been enhanced in the lead-up to the Games with the implementation of a number of ASC initiatives, including the OAP.

During the year, the ASC continued to improve and expand SportNet to serve more NSOs. Coaching and officiating also remained a high priority, with the continuation of Sport Education programs for both elite and club-level personnel, and the introduction of on-line courses.

Two programs, Policy and Coordination and International, which were previously included in this section’s responsibilities, have been transferred to the Business Operations group. Details of the programs that have been instrumental in achieving successes for outcome 1 are listed below.

THE MANAGEMENT IMPROVEMENT PROGRAM

A range of assistance was provided to NSOs to develop their governance and management capabilities:

- fifteen national agencies participated in specific organisational management enhancement programs,
- seventeen sports were assisted with strategic planning issues, and
- eighteen sports received support and assistance for structural change projects.

Seven workshops addressing governance issues were conducted in conjunction with the Australian Institute of Company Directors, with over 420 directors and chief executive officers from both NSOs and state sporting organisations attending.
SPORTNET

SportNet has contributed to a more effective national sports infrastructure by facilitating the development and use of IT systems for sport. These provide administrative efficiencies through improved data management and communication, as well as providing better services to clients and sponsors. In 2000–01, SportNet expanded to include 52 of the 80 funded NSOs. A further six NSOs were part of other national networks.

During implementation, SportNet experienced an unavoidable delay in the delivery of additional functionality to the product. The program suffered a minor slippage on delivery time frames owing to a desire to use a Telstra-shared infrastructure to deliver the next phase of the product. This delay was managed in consultation with sports, and a major redevelopment of SportNet took place during the year, with SportNet phase 3 offering increased services to sports.

SPORT EDUCATION

The Sport Education program (incorporating the former Australian Coaching Council and National Officiating Program) continued to provide advice and support to NSOs to help them improve the quality of their coaching and officiating programs.

A total of 93,824 coaches are currently registered with the NCAS. Through the NCAS, 12,997 coaches were registered during the year across 88 sports. These comprised:

New registrations 2000–01

<table>
<thead>
<tr>
<th>LEVEL 1</th>
<th>LEVEL 2</th>
<th>LEVEL 3</th>
<th>HPC</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>12,723</td>
<td>266</td>
<td>8</td>
<td>0</td>
<td>12,997</td>
</tr>
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Updates 2000–01

<table>
<thead>
<tr>
<th>LEVEL 1</th>
<th>LEVEL 2</th>
<th>LEVEL 3</th>
<th>HPC</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>4178</td>
<td>1015</td>
<td>195</td>
<td>3</td>
<td>5,391</td>
</tr>
</tbody>
</table>

Note: HPC means high-performance coaching.

The number of sports in the NOAS increased from 37 in 1999–2000 to 41 in 2000–01. The NOAS registered 2,907 officials in total. Through the NOAS, 684 new registrations were received. These comprised:

New registrations 2000–01

<table>
<thead>
<tr>
<th>LEVEL 1</th>
<th>LEVEL 2</th>
<th>LEVEL 3</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>582</td>
<td>73</td>
<td>29</td>
<td>684</td>
</tr>
</tbody>
</table>

In 2000–01, a total of 114 Sport Education agencies (schools, TAFEs, universities and so on) were registered with the ASC to deliver courses on the general principles of officiating and coaching across Australia.

In response to a growing demand from coaches, in particular those from rural and remote communities, for flexible education opportunities utilising internet technology, the Sport Education section has worked in partnership with a number of organisations to develop on-line courses. During the year, three such courses were developed in this way in coaching principles (levels 1 and 2) and strength and conditioning (level 1). Further on-line courses for officials and coaches of athletes with a disability are in the planning stages.

A project on sports administration examined current opportunities for training and accreditation to determine what role the ASC should play to enhance the effectiveness of this training. A workshop involving representatives from the industry was conducted to confirm the key issues facing training for administrators, and to identify solutions for these issues.

Fifteen scholarships were provided under the National Coaching Scholarship Program. Coaches in this program undertake a 12-month coaching apprenticeship with an AIS or state institute/academy head coach.
Several major workshops were conducted as part of the professional development and skills training program for coaches and officials. Over 800 delegates and presenters attended the biennial sports coach and sports official conventions organised by the Sport Education section in partnership with the ACT Academy of Sport. The Canberra Tourism and Events Corporation, in conjunction with the Australian Olympic Committee, supported the conventions, which were conducted in Canberra.

CONCLUSION

It is clear that the ASC has achieved what was agreed with the Government for this reporting period and this outcome. However, it is essential that the national sports infrastructure continues to develop if Australia is to continue its strong elite performance and improve participation in sport. To ensure that this occurs, the ASC will continue to provide leadership and direction for the Australian sports industry.

ACTIVE AUSTRALIA
IMPROVED PARTICIPATION IN SPORTS ACTIVITIES BY AUSTRALIANS

TOTAL PRICE $12.708 MILLION

Under the Active Australia banner, the ASC develops and implements programs that promote participation, as well as adding value to the experiences of those people participating in a sporting activity. The ASC’s programs are designed to ensure that the appropriate structure, opportunities and services to support participation are in place nationally, and that participation levels increase.

PERFORMANCE INDICATORS

1. The total number of Australians participating in sport.
2. The level of participation in organised sport.
3. The demographic trends in participation.
4. The level of community awareness of the benefits of playing sport.
5. The number of organisations providing programs to support participation.

The ASC’s output of national participation development reflects the Federal Government’s decision to encourage more people to play sport. The ASC provides national coordination, research and development, and leadership of a national strategy that targets:

- club development and volunteers,
- women and girls,
- children and young people, and
- special population groups of Indigenous people, people with disabilities and older adults.

The following table provides information on and an assessment of the ASC’s achievements against the agreed strategies chosen to deliver outcome 2 during 2000-01.
## Output 2: National Participation Development

**Price to Government: $11,876 Million**

<table>
<thead>
<tr>
<th>Measures</th>
<th>Target</th>
<th>Results</th>
<th>Variance from Target %</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quantity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>National Participation Programs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>number and value of partnership agreements with other agencies to support implementation of the program</td>
<td>$8/$6.0m</td>
<td>$8 / n/a</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>number and value of grants allocated to development initiatives</td>
<td>$35/$2.2m</td>
<td>$45/$3.16m</td>
<td>+28.0%</td>
<td>2</td>
</tr>
<tr>
<td>number of clubs, schools and local councils involved with the program</td>
<td>Clubs: 1500</td>
<td>2127</td>
<td>+42.0%</td>
<td>3a</td>
</tr>
<tr>
<td>Schools: 1500 (15%)</td>
<td>2010</td>
<td>+5.0%</td>
<td>3b</td>
<td></td>
</tr>
<tr>
<td>Local Councils: 200 (30%)</td>
<td>467</td>
<td>+134.0%</td>
<td>3c</td>
<td></td>
</tr>
<tr>
<td>number of new/enhanced national programs and initiatives addressing access and equity issues</td>
<td>5 programs/initiatives</td>
<td>6</td>
<td>+20.0%</td>
<td>4</td>
</tr>
<tr>
<td>Active Australia network services contracts implemented</td>
<td>95%</td>
<td>95%</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Public Education Awareness</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>financial value of media coverage achieved through Active Australia marketing</td>
<td>$0.6m</td>
<td>$1.6m</td>
<td>+167.0%</td>
<td>5</td>
</tr>
<tr>
<td><strong>Research and Evaluation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>number of research and evaluation projects undertaken</td>
<td>4</td>
<td>12</td>
<td>+200.0%</td>
<td>6</td>
</tr>
<tr>
<td><strong>Quality</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>National Participation Programs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>percentage of clubs, schools, councils renewing their Active Australia membership</td>
<td>70%</td>
<td>n/a</td>
<td>-</td>
<td>7</td>
</tr>
<tr>
<td>satisfaction with national access and equity programs and initiatives</td>
<td>90%</td>
<td>95%</td>
<td>+5.0%</td>
<td>8</td>
</tr>
<tr>
<td><strong>Public Education Awareness</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>percentage recognition of Active Australia logo and associated messages</td>
<td>15%</td>
<td>23%</td>
<td>+8.0%</td>
<td>9</td>
</tr>
<tr>
<td>number of inquiries on the Active Australia website per month</td>
<td>5500</td>
<td>22,000</td>
<td>+300.0%</td>
<td>10</td>
</tr>
<tr>
<td><strong>Timeliness</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>grants processed within five days of receipt of acceptance</td>
<td>95%</td>
<td>95%</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Active Australia services implemented in accordance with agreed time frames</td>
<td>95%</td>
<td>95%</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>national program contracts implemented in accordance with agreed time frames</td>
<td>95%</td>
<td>95%</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>national communication strategies implemented according to project schedules</td>
<td>95%</td>
<td>95%</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>research and evaluation project reports disseminated to key clients according to schedule</td>
<td>95%</td>
<td>100%</td>
<td>+5.0%</td>
<td>11</td>
</tr>
<tr>
<td><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total cost for national participation development</td>
<td>$12,798</td>
<td>$15,660</td>
<td>+22.4%</td>
<td>12</td>
</tr>
</tbody>
</table>
VARIANCE FROM TARGETS

The following notes provide an explanation for variations between the set targets and the results achieved for outcome 2:

1 Reports from states have not yet been received.

2 The value represented sport development grants totalling $1.5 million distributed to 38 NSOs and $2.1 million in grants for seven state Indigenous Sport Development officers and programs. The significant variance in the number and value of grants reflected a new MOU between the ASC and the Aboriginal and Torres Strait Islander Commission (ATSIC) for the Indigenous Sport Program (ISP).

3 Program involvement:
   a Variation was attributed mainly to the revision of the provider club development program, which resulted in over 400 clubs joining the network in the latter part of the financial year.
   b The national contractor, Australian Council for Health, Physical Education and Recreation, was effective in promoting the benefits of the Active Australia Schools Network to schools.
   c The total number of 467 councils were involved in the Active Australia Local Government Network. The significant achievement above the target reflected a greater understanding and awareness of the benefits of the network among councils.

4 A new program, Ethics in Sport, was established during the year. Existing programs were Disability, Women in Sport, Junior Sport, Indigenous Sport and Older Australians.

5 The financial expenditure for media coverage was $590,000.00. The financial value of media coverage achieved represented placed media advertising only. The extra value was achieved because of successful negotiations for additional placements or special rates. No calculation was made for the value of Active Australia editorial coverage. Television and radio community service announcements were also not included in the value of coverage gained.

6 Because the Olympic Games were held in Sydney and the Sport Development group expanded to include more functions, the number of research and evaluation projects increased significantly.

7 The first renewals for clubs in the Active Australia Provider process were due in May 2000. However, the first six-month group was used for research and for review of the provider process. All other provider renewals were held over to the July quarter of 2001 to ensure a smooth transition into the revised process. The schools network membership period was extended to January 2002 as the national reference group, which advises the Active Australia Schools Network, was reviewing the membership and renewal processes.

8 The satisfaction levels for specific programs were: Disability (95%), Women (90%), Indigenous (100%), Older Australians (project partners with the Department of Health and Aged Care, 100%) and Ethics in Sport (Harassment-free Sport surveys, 95%). No research or evaluation was done specifically on the program of Junior Sport, however the user satisfaction levels for the Active Australia Schools Network was 90%.

9 Marketing and communications strategies achieved better results than anticipated.

10 The host system for the Active Australia web site only implemented a page-hit counter mechanism towards the end of the financial year. This figure was based on the number of hits in June 2001. It may be inflated because of interest in the pregnancy-in-sport issue at the time. There are currently over 4,500 individual subscribers to the web-based Active Australia news group.

11 All reports were distributed to key stakeholders.
12 Total ASC costs of outputs is greater because of greater than budgeted external revenue. The variances between outputs are due to reclassifications as a result of ASC internal restructure and adjustments made post Olympics. These were internal reallocations only and had no effect on overall achievement of ASC outputs.

ASSESSMENT AGAINST PERFORMANCE INDICATORS

The ASC's contribution to this outcome is monitored through achievements against the documented performance indicators. However, because the most recent Australian Bureau of Statistics (ABS) sport and physical activity results are for 1999–2000, the information will not reflect ASC participation initiatives implemented during 2000–01. Outcomes from initiatives implemented during 2000–01 will not be known until participation data for this period are released in 2002.

While the 1999–2000 data indicate a small decline in participation in organised sport and a larger decrease in participation in unorganised physical activity, a true indication of participation rates would require analysis of trend data over a three to five-year period. As these data have been collected for only three years, since 1998–99, it is difficult to confirm whether this is a national trend towards decreased participation, particularly as the first two years showed marginal increases.

2 The level of participation in organised sport

In 1999–2000, 28.9% of adults (4 million people) participated in organised sport and physical activities. This is a decrease of 1.4% on the 1998–99 rate of 30.3%, and similar to the 1997–98 rate of 28.3%.

3 The demographic trends in participation

The 1999–2000 ABS figures for participation in organised and unorganised sport or physical activity indicated that:

- male participation decreased by 4.1% to 58.5%;
- female participation decreased by 5.4% to 50.9%;
- participation decreased in all age groups, with the greatest decrease recorded in the 18–24 years and the 45–54 years categories (6.9% and 7.9% respectively);
- participation in capital cities and regional areas decreased (down 4.2% and 5.7% respectively); and
- participation by Australian-born and overseas-born people decreased (down 4.9% and 4.5% respectively).

4 The level of community awareness of the benefits of playing sport

In previous years, the recognition of the Active Australia logo was shown to be closely aligned with understanding the meaning of the logo: 'encouraging all Australians to be physically active'. The Active Australia 2000 survey indicated that general community recognition of the Active Australia logo increased from 17.8% in November 1999 to 23.3% in November 2000.
The number of organisations providing programs to support participation

The final performance indicator can be appraised by the number of members of the Active Australia networks for clubs and organisations, schools and local government. At 30 June 2001:

- 2,127 clubs and organisations were involved in the Active Australia Provider network;
- 2,010 schools were involved in the Active Australia Schools Network (representing 20% of all schools in Australia); and
- 467 local governments were Active Australia Local Government Network members (representing 70% of all local governments in Australia).

The Active Australia website at www.activeaustralia.org contains a full list of members. The site was designed and is maintained to help clubs, schools and local governments, as well as the general public, to gain access to information on a wide range of participation issues.

Programs

The Active Australia national initiative was the prime strategy through which the Sport Development group aimed to achieve the Federal Government’s required outcome of improved participation in sports activities by Australians. The group’s activities during the year were focused on enhancing the Active Australia programs for clubs, schools, volunteers, women, juniors, older Australians, people with a disability, Indigenous Australians and local government organisations. Details of the programs that have been instrumental in achieving successes for outcome 2 are listed below.

Active Australia

The Federal Government’s new sports policy announced on 24 April 2001, Backing Australia’s Sporting Ability — A More Active Australia, provides unprecedented support for increasing the numbers of people of all ages involved in grass-roots sports in schools, clubs and community environments under the Active Australia banner. The new sports policy demands a more purposeful direction for Active Australia.

Previous Active Australia initiatives have been successful in educating the community about the importance of regular physical activity for achieving physical, social and emotional health outcomes. The thrust of ASC Active Australia initiatives will now be the delivery of successful sports participation programs that will expand the reach and the active membership of grass-roots sporting clubs and associations.

The Federal Government has emphasised that the previous Active Australia strategy of working broadly through partnerships with state departments, local government, schools and other community-based organisations to promote physical activity must be critically reviewed. New Active Australia initiatives will align closely with the challenges and needs of NSOs as they endeavour to expand membership and grass-roots sports participation. Education and awareness-raising activities will be replaced by visible programming in the form of new and expanded sports competitions and activities across Australia.

Active Australia Communication and Events

Several events and national communication strategies have been implemented during the year, including Active Australia Day, the Active Australia Awards and the Active Australia industry communications campaign.

Active Australia Day on 29 October 2000 was again a very successful event, with 124 local council organisations and an estimated 800,000 Australians taking part. It is estimated that the Active Australia Day television commercials reached 14 million Australians and the press advertising reached 11 million.
The 2000 Active Australia Awards were held at Parliament House, Canberra, in November. The awards recognised the efforts of voluntary or commercial organisations and individuals committed to the Active Australia goals and principles. The Hon Jackie Kelly MP, Minister for Sport and Tourism, and Senator the Hon Ian Macdonald, Minister for Regional Services, Territories and Local Government, attended and presented the awards.

The Active Australia industry campaign was designed to encourage clubs to be ready for the surge in interest after the Sydney Olympic Games. Clubs were encouraged to embark on the Active Australia Provider process as a way of preparing for the boost in potential membership inquiries. This print advertising campaign was fully implemented from July to September 2000.

The public advertising campaign was television based and designed to raise awareness of Active Australia and the benefits of joining a sporting club. It was primarily a community service announcement strategy, with a small package of placements bought during the Australian Open tennis event in January 2001. Community service announcements continued until May–June 2001 in some areas.

**Active Australia Provider**

During 2000–01 the ASC undertook the first major overhaul of the club development program, the Active Australia Provider. Changes were made after extensive consultation and formal research with network members, the industry, the national reference group and the Australian Quality Council, using its business excellence framework.

The research found strong support in the sport industry for the concept of continuous improvement. The revised provider process focuses on developing clubs, rather than evaluating their performance. The provider checklist now uses a shorter, plain-English approach to reviewing a club’s performance in the areas of leadership, planning, people, member focus and overall performance.

A key feature of the new process is that members receive personalised feedback from an Active Australia consultant to help them implement action plans for improving their clubs. Another feature for members is access to a web-based library of relevant resources.

A benefit of the revised process for both NSOs and the ASC is that it allows aggregated data to be gathered about the emerging trends and issues that confront clubs. These data have the potential to improve future service provision to clubs at the grass-roots level.

**Active Australia Schools Network**

The Active Australia Schools Network, promoting physical activity for life, provides opportunities for young Australians to develop positive attitudes and behaviours. Schools in the program are committed to developing, supporting and promoting physical activity that is fun, safe, challenging and rewarding, focused on learning, integrated with the school curriculum and linked to the local community.

The program now has 502 member schools throughout Australia and 1,508 schools registering an interest to join; these figures total 20% of all Australian schools.

**Active Australia Local Government Network**

The Active Australia Local Government Network is a national network of local councils committed to improving the quality of sport and physical activity opportunities available for their communities. The aim of the program is to inform councils about Active Australia and to encourage them to promote, support and enhance the sport and physical activity opportunities in their communities.

The local government program has captured the interest of most councils, with over 70% of councils in Australia engaging in the network.
Active Australia Club/Association Management Program and Active Australia Volunteer Management Program

The Active Australia Club/Association Management and Volunteer Management Programs (CAMP/VMP) are based on the previously successful Volunteer Involvement Program (VIP). After VIP was extensively reviewed and enhanced, the new CAMP/VMP resources became available in July 2000.

The aim of CAMP is to improve the environments in which sport and physical activity services are delivered at club level. There are nine modules in the program. The aim of the VMP is to develop excellence in volunteer management policies and practices in sport and recreation organisations. There are six modules in VMP. The total package of 15 modules is delivered through training seminars arranged by various delivery networks around Australia.

SPORTE DEVELOPMENT GRANTS PROGRAMS

In 2000–01, state and territory departments of sport and recreation received a total of $3.185 million in funding under the Sport Development Grants Program. This program was aimed at building the capacity and capability of sporting clubs and organisations, schools and local councils to provide better sporting opportunities to participants.

Thirty-eight NSOs received a total of $1.53 million in 2000–01 to undertake projects focused on building the capacity and capability of their clubs and associations. During the year, the state, territory and NSO club development programs were reviewed. New programs will be implemented in 2001–02.

RESEARCH

The research program continued to fund the collection of ABS data on participation in sport and physical activities, and developed and funded the following projects:

- the new Exercise, Recreation and Sport survey, to replace the collection of ABS data on participation in sport and physical activities, which ceased in November 2000;
- the third Active Australia survey on Physical Activity levels of Australians, which indicated that the percentage of Australians achieving sufficient levels of activity for a health benefit was 57% (similar to levels reported in 1999, but still down on the 1997 levels of 62%);
- an evaluation of the Active Australia Provider program and Schools Network;
- a practical guide for promoting good practice when using sport as an intervention to reduce or prevent antisocial behaviour;
- a research project that reviewed the delivery of sport and recreation programs in Indigenous communities across the Northern Territory;
- a pilot survey that evaluated the content, costs and difficulties involved in conducting a national classroom-based survey of young people’s participation in sport and physical activity;
- a research project to evaluate the NCAS and the NOAS;
- a SportNet research project to evaluate NSO IT services; and
- a research project to examine the impact of the Sydney 2000 Olympic and Paralympic Games on participation and other forms of involvement in sport.
FEDERAL DEPARTMENT PARTNERSHIPS

The ASC continued to work with a number of federal agencies to promote participation in sport and physical activity as a valuable personal and community activity. It worked collaboratively with the Department of Family and Community Services for the International Year of Volunteers campaign, and with the population health division of the Department of Health and Aged Care, the National Office of Local Government and the Department of Veterans' Affairs (DVA) during 2000–01.

COMMUNITY PROGRAMS AND ETHICS

The work of the section focuses on redressing inequities and breaking down the barriers that cause some population groups to be marginalised from mainstream sport. The major strategies are to work with national sporting organisations to achieve inclusion of people with disabilities, women, Indigenous people and young and older Australians; to ensure that programs for these people are relevant, appropriate and contemporary; and to address related ethical issues.

Harrassment Free Sport

The Harassment-free Sport strategy continued to evolve with the:

• production of three new resources, Harassment-Free Sport: Guidelines for Officials, Guidelines to Address Homophobia and Sexuality Discrimination and Protecting Children from Abuse in Sport;

• implementation of a comprehensive and targeted educational policy and training approach with four selected NSOs;

• development of additional educational courses and seminars on issues such as child protection and risk management;

• accredited training of over 50 harassment contact officers (there are over 150 officers in the harassment-free sport network to assist individuals and sporting organisations with harassment issues); and

• production of a quarterly newsletter.

Women and Sport

During 2000–01, the ASC:

• continued to provide advice on a range of issues including pregnant athletes' participation in sport, discrimination, and policy development strategies to increase participation;

• undertook, in collaboration with others, a major project to improve the overall quality, quantity and diversity of sports media coverage in Australia. The project includes the production and implementation of curriculum material for journalism students and practical information for working journalists and sporting organisations; and

• produced resource material to assist with the implementation of mentor programs for women in sport under the Mentor As Anything! program.

Older Australians

During 2000–01, the ASC joined with the DVA to produce a resource titled Older, Smarter, Fitter. The resource provides information and suggestions for organisations wanting to develop and implement physical activity programs for older Australians in their community.

Junior Sport

In response to the announcement of the Federal Government's new sport policy, the program began to consult with key partners, and conducted a national strategic planning workshop to identify new strategic directions and to provide leadership for the delivery of Australian junior sport.

Other activities undertaken during the year were:

• preparing an initial draft of a Junior Sport Framework, to replace the 1994 Junior Sport Policy;

• providing assistance to NSOs on junior development projects, including Basketball Australia's Aussie Hoops program and Australian Rugby Union's Junior Pathways program;
• managing the Active Australia Schools Network contract with the Australian Council for Health, Physical Education and Recreation; and
• upgrading the Active Australia web site to include information about the development and nurturing of junior athletes.

Disability Education Program
The DEP continued to provide training and support services for those who provide sport services to people with a disability. Since 1995, nearly 10,000 people have participated in the DEP and the program has expanded into regional and rural Australia. Major achievements for 2000-01 include:
• a record number – over 3,000 participants – attending courses under the Willing and Able project or the CAD scheme;
• the establishment of agreements for the delivery of the DEP in every state and territory;
• the development and trial of a local provider agency model in South Australia to expand the ownership of the DEP into the local community;
• the development of a pilot on-line version of the Willing and Able module one, Count Me In (the on-line course will go public in late 2001 and is part of the strategy to reach regional and rural Australia);
• the publication of the revised edition of the Willing and Able manual, Give it a Go;
• the complete revision of the core syllabus material for Willing and Able and CAD;
• the development of sport-specific CAD modules; and
• the development of more international cooperation programs arising from the Sydney Paralympic Games.

Indigenous Sport Program
The ASC and ATSIC work collaboratively to deliver the ISP through contracts with seven states and territories. The ISP Athlete Development Program achievements include:
• providing 600 scholarships in over 30 sports;
• the selection of six scholarship holders in the Australian 2000 Olympic team and one athlete in the Australian 2000 Paralympic team;
• providing assistance to 450 athletes to attend national events and to 92 athletes to attend international events through the National Elite Travel and Accommodation program;
• providing assistance to 26 organisations with the administration of the ISP program (18 of these were NSOs and eight were state sporting groups);
• conducting the annual Uluru Athletes Forum, allowing athletes to learn more about elite performance and their Indigenous cultures (athletes on scholarship were invited to attend the forum); and
• implementing a new scholarship structure.

The ISP Community Sport Program achievements include:
• delivering the first sport-specific cross-cultural awareness training package, Understanding and Tolerance, by an NSO (Athletics Australia);
• presenting the cross-cultural awareness training package to 21 participants at the DEP's national training seminar;
• running the Australian Touch Association's Indigenous-specific Touch Development Camp in conjunction with the Arafura Games;
• running the Role Model program, training 11 Indigenous athletes to be Harassment-Free Sport Contact Officers (HCOs) (the NSOs in the sports of swimming, touch football, softball and athletics now have Indigenous athletes who are HCOs);
- delivering a workshop to 11 NSOs and seven state ISP coordinators, who discussed strategies to develop and better deliver community sport programs for Indigenous people; and
- providing assistance to the Australian Cricket Board’s Cricket Forum to improve delivery of cricket programs to Indigenous communities.

CONCLUSION

It is clear that the ASC has achieved the relevant targets agreed with the Government for this outcome and reporting period. Active Australia is increasingly being recognised as a significant part of the Federal Government’s contribution to community sport development. The focus for Active Australia programs in the next few years will be delivering successful sport programs that significantly enhance the reach and active membership of grass-roots sporting clubs and associations. The growth and sustainability of community sport depends on ensuring that quality programs are marketed and delivered by clubs that are well managed and supported by skilled volunteers, administrators, coaches and officials.
EXCELLENCE IN SPORTS PERFORMANCE BY AUSTRALIANS

The achievements of the Australian teams at the Sydney 2000 Olympic and Paralympic Games were nothing short of astonishing. A country with a relatively small population, we were proudly in the world spotlight and our results reflected on our reputation for excellence.

A major aim of the Federal Government is achieving a continued improvement in the performances of Australians in international sport. The ASC’s main focus is the strengthening of Australia’s international sporting success and reputation. This has largely been achieved through assistance to the NSOs and by providing world-class training facilities, support services and programs.

The ASC’s implementation of innovative programs has set international standards for professional and technical developments in science and coaching. Through the AIS programs, the ASC works in a close partnership with NSOs and state institutes and academies of sport in the training and development of Australian athletes.

**PERFORMANCE INDICATORS**

1. Team and individual world placings and rankings.

2. Representation of former and current AIS scholarship holders within those team and individual world placings and rankings.

The ASC’s continued development of national elite athletes reflects the Government’s decision to provide resources, services and facilities that enable Australians to pursue and achieve excellence through sport.

The following table provides information on and an assessment of ASC achievements against the agreed strategies chosen to deliver outcome 3 during 2000–01 and shows the links between the two.
# Output 3: National Elite Athlete Development

**Price to Government: $77.841 Million**

<table>
<thead>
<tr>
<th>Measures</th>
<th>Target</th>
<th>Results</th>
<th>Variance from Target %</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quantity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Programs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programs supporting the development of elite athletes in international competition are measured by the number of athletes assisted, and the number of programs or projects implemented. These comprise the following:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AIS Scholarship Program</td>
<td>30 programs</td>
<td>36 programs</td>
<td>+20.0%</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>600 athletes</td>
<td>612 athletes</td>
<td>+2.0%</td>
<td></td>
</tr>
<tr>
<td>Sports Assistance Scheme</td>
<td>94 sports</td>
<td>95 sports</td>
<td>+1.0%</td>
<td>2</td>
</tr>
<tr>
<td>Olympic Athlete Program</td>
<td>33 sports</td>
<td>33 sports</td>
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</tr>
<tr>
<td></td>
<td>875 athletes</td>
<td>827 to 629</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paralympic Preparation Program</td>
<td>18 sports</td>
<td>18 sports</td>
<td>+22.0%</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>250 athletes</td>
<td>306 athletes</td>
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<td></td>
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<td>National Sports Programs</td>
<td>400 camps</td>
<td>238 camps</td>
<td>-40.0%</td>
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</tr>
<tr>
<td>Talent Identification and Development</td>
<td>30,000 children</td>
<td>30,400 children</td>
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<td>Research and Development projects</td>
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<tr>
<td><strong>Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The number of athletes serviced through the following:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athlete Career and Education</td>
<td>1100 athletes</td>
<td>1055 athletes</td>
<td>-4.1%</td>
<td>8</td>
</tr>
<tr>
<td>Sport Sciences</td>
<td>1100 athletes</td>
<td>1062 athletes</td>
<td>-3.4%</td>
<td>9</td>
</tr>
<tr>
<td><strong>Quality</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key client satisfaction as measured by ongoing evaluation of participants</td>
<td>80%</td>
<td>100% (coaches)</td>
<td>+20.0%</td>
<td>10</td>
</tr>
<tr>
<td>Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfaction of key clients with services and support provided</td>
<td>80%</td>
<td>95% (athletes)</td>
<td>+15.0%</td>
<td>10</td>
</tr>
<tr>
<td><strong>Timeliness</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Programs delivered to agreed timelines</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services delivered to agreed timelines</td>
<td>100%</td>
<td>100%</td>
<td></td>
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<tr>
<td><strong>Cost</strong></td>
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<tr>
<td>Total cost for national elite athlete development</td>
<td>$88.077</td>
<td>$90.494</td>
<td>+2.7%</td>
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</table>
VARIANCE FROM TARGETS

The following notes explain the variations between the targets and results achieved for output 3:

1 Two AIS scholarship programs, shooting and wrestling, as well as the mountain bike discipline of the cycling program, which were funded purely from the OAP, were discontinued from 31 December 2000. While four new AIS programs (women's cricket, sailing, slalom canoeing and triathlon) were introduced from 1 January 2001, a number of other programs had fewer athletes in the lead-up to the Sydney 2000 Olympic Games.

2 An additional small grant to the Northern Territory Institute of Sport for athlete career and education support not anticipated at the beginning of the year.

3 The shadow squads for the various sports had reduced to 827 athletes by 1 July 2000 and the final team size was 629.

4 The variance resulted from Australia's automatic qualification in all summer Paralympic sports and an increased number of individuals achieving selection performance levels.

5 In the lead-up to the Sydney 2000 Olympic Games many camp programs were of a longer and more intense nature. Further, many programs were relatively inactive in the post-Olympic Games period. After the Olympics, a change to the structure and operations of the Sports Camps and Reservations area resulted in non-Canberra AIS and national team camps being administered by the individual organisations, rather than through the central group.

6 The initial target was a close estimate of the final number of children tested. A greater number of children were tested because more schools than expected were involved in the program.

7 Fewer research and development projects were undertaken, as funds were distributed for the completion of larger projects at the expense of funding the number of projects anticipated.

8 Some Olympic team athletes did not access ACE services in the July–December period. This was the result of Olympic and associated commitments, and also because a number of athletes resuming their career and education pathways did not need further assistance from ACE.

9 Fewer athletes than targeted received sports science services because squad sizes reduced prior to the Olympics and some AIS programs resumed later than usual. In addition to these figures, more than 700 athletes were serviced through camps conducted by the National Sports Program.

10 These results were obtained by surveying 15 head coaches and 132 athletes.

11 Total ASC costs of outputs is greater because of greater than budgeted external revenue. The variances between outputs are due to reclassifications as a result of ASC internal restructure and adjustments made post Olympics. These were internal reallocations only and had no effect on overall achievement of ASC outputs.

ASSESSMENT AGAINST PERFORMANCE INDICATORS

1 Team and individual world placings and rankings

The section below, National Sports Highlights, lists successful performances by Australian sports outside of the Sydney 2000 Olympic Games. Appendix 5 provides further details of the performances of those in all AIS scholarship programs, while Appendix 6 lists the recent international successes and world rankings of Australian sports.

2 Representation of former and current AIS scholarship holders within those team and individual world placings and rankings

Two hundred and fifteen AIS athletes and 105 former AIS scholarship holders in 20 sports were selected to represent Australia at the Sydney 2000 Olympic Games. Twenty-seven AIS athletes and 28 former AIS scholarship holders were selected to represent Australia at the 2000 Paralympic Games, in nine sports.
In non-Olympic sports, representation by current or former AIS scholarship holders includes the following:

- twelve of the 17 men selected in the Australian men’s test cricket squad to contest the 2001 Ashes series in England were former AIS players,
- all of the women’s test cricket squad selected to contest the Ashes in England were AIS scholarship holders,
- the 2001 Australian netball team included eight current or former AIS scholarship holders,
- the 2001 Australian Wallaby rugby union squad of 30 included 17 former AIS scholarship holders, and
- five current AIS squash athletes are ranked in the top 25 in the world, while another five former AIS scholarship holders are in the top 10.

NATIONAL SPORTS HIGHLIGHTS

The highlights of the summer Olympic sports and a full list of the Sydney 2000 Olympic and Paralympic Games’ results appear at Appendix 2. Some of the notable performances by Australian representatives outside the Olympic arena were:

- In Australian football, the Australian men’s team, led by coach Dermott Brereton, won the 2000 International Rules Series against Ireland, two nil.
- At the 2000 World Championships, the Australian men’s bowls team won the WM Leonard Trophy for champion nation for the first time since 1966. Australia won silver in the singles and triples, bronze in the pairs and finished fifth in the fours. Also at the 2000 World Championships, the Australian women’s bowls team finished second in the Taylor Trophy for champion nation. Australia won silver in the pairs and triples, and bronze in singles and fours.
- The Australian cricket team is currently ranked number one in the world, in both test and one-day international cricket. Throughout 2000–01, the team reached new heights, setting a world record for the most consecutive test victories, taking its undefeated run to 16 after the first test against India in Mumbai. The powerful West Indies side of 1982–83 previously held the record of 11 consecutive victories.

The Australian side was rewarded for this fine form with the inaugural ICC Test Championship trophy, officially confirming Australia’s status as the best team in test match cricket.

In a rewarding year, Steve Waugh also became the most successful test captain in the history of international cricket, surpassing Sir Donald Bradman’s record. Under Waugh’s captaincy, Australia has triumphed 20 times, lost five and drawn two matches, with a 74 per cent success rate.

- Competing at the 2000 World Cup in New Zealand, the Australian women’s cricket team confidently began its quest for a fifth world cup title, as the team remained unbeaten to progress to the final against New Zealand. Australia lost the final by four runs, ending its hopes for successive world cup titles and a winning streak of 16 in one-day international matches.

- Anthony Liu was Ice Skating Australia’s stand-out performer for the 2000–01 season. Following the 2000 World Championships, Anthony finished with a ranking of 12. At the 2001 World Championships held in March, Anthony placed 11th in the men’s short program and 14th in the free skating program. Anthony is ice skating’s major hope for the 2002 Winter Olympic Games.

- Australia won the 2000 World Cup in both men’s and women’s indoor cricket.

- In motor sport, three drivers placed in the top three at 2000 benchmark events, including the Karting World Championships, and the FIA British Formula Ford and FIA Formula 3000 World Championships. Three other drivers were placed in the top eight. Mark Webber and Ryan Briscoe are now very serious contenders to drive in Formula 1. Both are contracted as official test drivers to Formula 1 teams.
• At the 2000 World Motorcycling Championships, the Speedway team finished fourth, the Motocross seventh, Six-Day Enduro fourth and Trials thirteenth. Australia’s Stephan Merriman is ranked number one Enduro rider in the world.

• The Australian women’s netball team continued its dominance of the international netball arena. Australia won the Tri-series South Africa tour in November 2000 and the 3-test tour in England in March 2001. The Tri-series competition against New Zealand and South Africa in June 2001 was drawn between Australia and New Zealand.

• The Wallabies, Australia’s national rugby union team, currently hold every major trophy in world rugby for which they have competed, including the Tri-Nations Trophy, the World Cup, the Bledisloe Cup and the Mandela Trophy.

• Skiing continued its run of outstanding results in the 2000–01 season. Maria Despas won Australia’s first-ever medal in the women’s moguls event at the 2001 World Championships, winning silver. Jacqui Cooper became the first woman in 20 years to win three consecutive world cup aerial titles. She also managed to clinch the 2000–01 World Cup overall title (conducted over two years) for the third successive time. This title is awarded to the most consistent freestyle skier; Jacqui’s average points per week being higher than any other aerialist or mogul skier for the season.

• Australia continued its domination of world surf life-saving with a first placing at the 2001 Tri-Nations series held in South Africa in April. Over three competition days, the Australian athletes performed strongly to win all three tests and be crowned overall champions. As the team regained the world title at the 2000 World Championships, this win reinforced Australia’s dominance of international surf life-saving.

Karla Gilbert showed her prowess in the women’s board race, with three wins from three starts, and also won two of the three ironwoman events. Melissa Hoar produced an unbeaten run in the beach flags discipline, also with three wins.

Clint Robinson was the stand-out performer for the men, with three victories in the ski race and two wins from three starts in the board race.

• Australia remains one of the world’s top-performing tennis nations, with Lleyton Hewitt and Patrick Rafter holding top-10 positions in the world rankings for the past 12 months. Rafter led Australia to a second successive Davis Cup final, losing to Spain. Australia won the World Team Championship in Dusseldorf, Germany, for the third time.

Australia’s leading women players advanced to the second round of the Fed Cup after defeating Austria 5–0 at Memorial Drive, Adelaide. Australia’s Under 16 boys’ and girls’ teams both qualified for the World Youth Cup final, and Australia won the boy’s 2000 World Youth Cup and the invitational World Team Championships event. Australia also won the 2000 World Team Cup in wheelchair tennis.

**AIS Scholarship Sports Performance Highlights**

The AIS programs for archery, athletics, athletes with a disability, boxing, canoeing, cycling, diving, gymnastics, hockey, rowing, shooting, women’s soccer, softball, swimming, volleyball, water polo and wrestling were wholly or mainly focused on the preparation of Olympic and Paralympic athletes. Some of the outstanding achievements of the AIS programs are listed below.

• Australian and AIS archer Simon Fairweather won the gold medal in the men’s individual recurve event at the Sydney 2000 Olympic Games.

• The Australian women’s water polo team (all AIS scholarship holders) won the inaugural women’s water polo Olympic gold medal.

• Australia’s women’s hockey team (all AIS scholarship holders) won the gold medal at the Sydney 2000 Olympic Games. The Australian men’s hockey team (all AIS scholarship holders) won a bronze medal at the Sydney 2000 Olympic Games.
Fourteen of 24 AIS swimming scholarship holders (58%) won selection for the Sydney Olympics. Nine AIS swimmers won medals at the Sydney Olympics: Michael Klim – 2 gold, 2 silver; Todd Pearson – 2 gold; William Kirby – 1 gold; Adam Pine – 1 gold, 1 silver; Regan Harrison – 1 silver; Petria Thomas – 2 silver, 1 bronze; Sarah Ryan – 1 silver; Jacinta Van Lint – 1 silver; and Justin Norris – 1 bronze.

AIS track cyclists delivered a substantial contribution to Australia’s medal haul at the Olympics, including 1 gold, 2 silver and 3 bronze. In addition, AIS rider Michael Rogers won the bronze medal in the individual time trial at the 2000 World Under 23 Men’s Road Championships in France. Anna Millward (formerly Wilson) was ranked world number one women’s road cyclist on 30 June 2001.

All five Sydney Olympic rowing medals were won by current or former AIS scholarship holders, and 45 of the 53 rowers (85%) selected for the Sydney 2000 Olympic Games were either current or former AIS scholarship holders.

The Australian women’s softball team (all AIS scholarship holders) won the bronze medal at the Sydney Olympic Games. Australia also won the 2000 Canada Cup and the 2000 Tri-Nations series, both held in Canada, and the 2001 Trans-Tasman series.

The Australian Olympic diving team of six included four current and one former AIS scholarship holder. Dean Pullar and Robert Newbery won an Olympic bronze medal in the men’s three-metre synchronised event, Australia’s first Olympic medal in men’s diving. As well as contributing to this historic Olympic success, Robert Newbery won a gold medal in the men’s three-metre springboard event at the prestigious 2001 FINA/USA Grand Prix in Florida.

The Australian men’s volleyball team (all AIS scholarship holders) was placed eighth at the Sydney 2000 Olympics, resulting in its best ever world ranking of 10.

AIS sailing scholarship holders, Darren Bundock and John Forbes, won the 2001 Tornado-Class World Championship, in addition to their Olympic silver medal.

Australian Football League (AFL) clubs drafted 21 current or former AIS scholarship holders in the 2000 national draft, and these included five of the top 10 choices.

The AIS/Commonwealth Bank Cricket Academy Under 19 Australian men’s cricket team won its four-day series against Sri Lanka 3–0 and the one-day series 2–1.

The Australian women’s cricket team (all AIS scholarship holders) won both of its two-test series against England.

Nadina Taylor led the way for a very successful AIS golfing squad by winning six national and international tournaments, finishing second in two others, and leading Australia’s team success in the Tasman Cup and the Queen Sirikit Cup.

In netball, the Australian 21 and under team (all AIS scholarship holders) won the World Youth Cup in Cardiff, Wales, in July 2000. One AIS scholarship holder, Jane Altschwager, made the Australian open team to tour England in March 2001.

The AIS men’s soccer team finished top of the National Youth League before losing the final in a penalty shoot-out.

Of the original intake of eight AIS triathlon scholarship holders, five competed at the 2001 Australian Triathlon Championships. AIS junior men finished first, second and seventh, while AIS junior women placed first and third.
PROGRAMS

The AIS provides facilities and assistance for elite athletes, including access to world-class coaches, leading sports science support, advanced strength and conditioning programs and an unrivalled career and education program. Some of the programs that have contributed to the successful achievement of outcome 3, excellence in sports performances by Australians in 2000–01, are discussed below in more detail.

SCHOLARSHIP PROGRAMS

Scholarship Sport Programs

The AIS provides a range of services and training facilities for athletes which include: access to high performance coaches, strength and conditioning programs, leading sports science and sports medicine support and career and education guidance. During 2000–01, a total of 28 sports and 36 programs were supported by this unit, though not all at the same time.

In January 2001, the AIS slalom canoeing, women’s cricket, sailing and triathlon programs commenced, while the shooting and wrestling programs and the mountain bike part of the cycling program were discontinued. These programs were fully funded through the OAP, which was completed in December 2000.

Following the Sydney 2000 Paralympic Games, a decision was taken in conjunction with the Australian Paralympic Committee to move towards integrating AIS programs for athletes with a disability with the respective mainstream programs. This process began in January 2001 by integrating the track and field component of the Paralympic program with the AIS track and field program.

In partnership with the Australian Paralympic Committee, the AIS has also established an alpine skiing program for athletes with a disability. The AIS is continuing to work with the Australian Paralympic Committee on the integration of other AIS sports programs in the future.

With the general restructure of the ASC and the AIS during the year, the Elite Sport section was also restructured and became known as Scholarship Sport Programs. While the core responsibilities of the section remained, staff responsibilities were arranged differently. The section is responsible for the welfare of athletes, as well as for providing coaching and training programs.

During the year, the Scholarship Sport Programs section:

- commenced four new AIS sports programs, including the associated recruitment and induction of coaches, selection of athletes, establishment of programs and facilities, and associated administration;
- conducted more than 30 recruitment processes for coaching and administration positions following the Sydney Olympic Games, as a large number of coaches were retiring or moving on;
- introduced a pilot project aimed at the establishment of an ACE program for AIS coaches;
- coordinated a formal drug education program for scholarship athletes, delivered by Australian Sports Drug Agency (ASDA) staff and AIS medical practitioners;
- piloted an alcohol and recreational drugs education program for AIS scholarship holders, which covered the nutritional, performance, psychological and social impacts of alcohol and recreational drug use;
- provided AIS and national coaches with assistance in developing integrated program plans and implementing recovery strategies (commercialisation of this service has earned approximately $20,000 in revenue);
- made new arrangements for the AIS public relations position from February 2001, in conjunction with the ASC’s Corporate Communications program, resulting in a closer relationship with AIS programs (since February, 41 AIS-specific press releases have received national and international coverage);
• held an extensive, two-day residential, long-term planning workshop for all AIS managers in February 2001, involving internal and external stakeholders;

• supported the AIS Athletes’ Commission, which addresses athlete issues and provides advice to AIS management;

• established an AIS team of the year award to complement the existing annual athlete performance, education and career awards; and

• conducted a formal induction process for newly appointed, decentralised AIS sports administrators.

Athlete Career and Education
The major objective of the national ACE program is to provide personal, educational and vocational development opportunities for elite athletes through the ACE national network.

During the year the network:

• provided services to 1,055 AIS and OAP athletes throughout Australia, ranging from integrated planning of sport, career and education goals through to personal development workshops and transition management;

• provided 26 athletes across nine sports with needs-based assistance;

• developed and implemented a player transition program for Soccer Australia through the ACE Professional Sports program;

• completed a 12-month contract for the provision of ACE services to the Australian Rugby Union (negotiations are continuing for an extension of this contract); and

• entered into a partnership with DBM Australia Limited, aiming to provide Australia’s elite athletes with access to cutting-edge career management workshops.

The national ACE program continued to gain international recognition: the New Zealand Sports Foundation purchased a licence to deliver the ACE program, and negotiations are still continuing with South Africa. An initiative of the national ACE program has been the establishment of an International Athletes Services Committee, with representatives from the USA, Canada, the United Kingdom, Belgium, Switzerland and New Zealand.

SPORTS SCIENCE AND SPORTS MEDICINE
AIS Sports Science and Sports Medicine is committed to providing Australia’s elite athletes with the best possible support systems to ensure their continued success with international competition.

This year has been a milestone for SSSM, whose staff made a huge contribution to the success of the Australian team at the Sydney Olympic Games, through national coordination of sports science and sports medicine services under the OAP. With the conclusion of the OAP, the challenge for SSSM is to carry on the good work initiated by this program.

The research done for the development of the test for erythropoietin (EPO) adopted for the Sydney Olympic Games has been widely recognised within the sporting and general community. The SSSM staff are looking forward to a continued role in developing anti-doping research in collaboration with other key industry players.

The SSSM division has joined the Cooperative Research Centre (CRC) for Microtechnology with the aim of developing technologies that will take the scientific and medical assessment of athletes into a new era. The future looks positive for funded research and development in this highly specialised area, which should enhance the role that SSSM has adopted both nationally and internationally.

The Laboratory Standards Assistance Scheme underwent an audit and was deemed to be both effective and value for money. While its staffing numbers are small, this program’s effectiveness has been such that there is good cooperation between state institutes and academies of sport laboratories.
in producing results of immediate application across the Australian spectrum. There has been some discussion given to broadening the role of this program to include areas of sports science beyond physiology.

Staff of SSM have been involved in a number of discussions with the new Executive, and are working to better define their areas of activity in servicing, research and education, and business development. With the announcement of increased funding from the Federal Government this year, the continued growth and development of SSM has been assured. In particular, SSM will ensure that the level of service being delivered to all AIS scholarship holders around the country matches that delivered in Canberra.

Research
In last year’s Annual Report, mention was made of the EPO drug detection study and the hope that a test could be validated in time for the Sydney 2000 Olympic Games. The test was indeed validated and incorporated into the drug detection program used during the Olympics. This was the first time that a blood-based test was used to detect drugs during an Olympic Games.

As mentioned above, the AIS has been accepted as a participating program within the CRC for Microtechnology. The AIS will now commence work on developing miniaturised athlete monitoring devices. This technology will not only aid athletes and coaches, but also the general community via applications in biomedical monitoring.

The following research projects were undertaken during 2000–01:

- further validation of the EPO ‘Off Model’,
- the development of the portable swim analysis system,
- an examination of the role of genetics in sports performance,
- a comparison of the performance characteristics of elite cycling event winners and other competitors,
- an examination of the effects of hypoxic challenge on sports performance,
- an assessment of fatigue via the ‘H reflex’,
- an evaluation of the effects of a high fat diet on sports performance,
- an evaluation of hyperbaric treatment for soft tissue injuries, and
- an examination of physiological responses to ultramarathon running.

National Talent Search Program
The ASC, through the AIS, coordinates Talent Search; the national search for sporting talent in Australia’s young people. The objective of Talent Search is to scientifically identify potential elite athletes and then to place them into high-quality talent development programs supported by the state institutes and academies of sport. The mission statement for this program could be summarised as ‘search and nurture’.

During 2000–01, performance highlights of athletes identified by this program are listed below.

- Alayna Burns competed at the Sydney 2000 Olympic Games in track cycling,
- more than 60 athletes competed in the Sydney Olympic Youths Festival,
- six athletes were awarded AIS rowing scholarships,
- athletes won 71 senior or junior national championships, and
- program athletes made up half of the national junior kayak team for the world championships.
SPORTS ASSISTANCE SCHEME, OLYMPIC ATHLETE PROGRAM AND PARALYMPIC PREPARATION PROGRAM

Ninety-five NSOs, NSOs for athletes with a disability and state and territory institutes and academies of sport received direct grants totalling $31.1 million from the ASC in 2000–01 under the Sports Assistance Scheme, the OAP and the Paralympic Preparation Program (PPP). These grants are provided for purposes such as developing management, developing coaches and officials, conducting elite athlete training camps and ensuring Australian representation in elite international competitions. The allocation of grants by sports and organisation are shown in the table at Appendix 4.

Proof of the effectiveness of the OAP and the PPP emerged unequivocally from the results of the 2000 Olympic Games in Sydney. The OAP was designed to provide Australia’s Olympic athletes with additional support to maximise the Australian team’s performance at the Sydney 2000 Olympic Games. Australia won 16 gold, 25 silver and 17 bronze medals in Sydney. The fact that these Games were by far the most successful ever, and the best ever in terms of the range of sports (20) in which Australia won medals, is testimony to the opportunities realised as a result of the OAP. Detailed results from the Sydney 2000 Olympic Games can be found in Appendix 2.

Under the OAP, the ASC provided $140 million over six years to maximise opportunities for Australian athletes to perform at their best in front of a home audience at the Sydney Olympic Games. The OAP provided an additional $5 million for the period July to December 2000, when the program concluded. This extra injection of funds, over and above the initial $135 million pledged by the Federal Government, was provided to ensure that appropriate preparation would occur in the final lead-up to the Games in September, and supplemented existing funding directed towards high-performance programs.

Eight hundred and seventy-five athletes, representing all 33 sports on the summer Olympic program, received grants and other specialist assistance. The OAP was a major contributor to the human, financial, technical and administrative support structure built around every one of the 58 medallists in Sydney.

The major emphasis immediately before the Olympics was attention to detail and assisting teams to pursue their preparations free of distraction. With the conclusion of OAP funding after the Games, a special program of assistance was provided to NSOs to enable them to retain coaching and other key personnel who otherwise might have been lost to the Australian sports system.

Annual reports necessarily focus on achievements during the reporting period. However, with the completion of such a successful program as the
OAP, it is appropriate to note its positive long-term impact on NSOs, which developed over the course of the six years of this program’s funding. The improvement in the quality of Australian sport in relation to high-performance planning processes, infrastructure, coaching, sports science and sports medicine personnel and, most importantly, competence and confidence on the world stage, has been well documented in the international media.

Through the Australian Paralympic Committee, funds of $1.94 million were provided for the preparation of Australia’s team for the Sydney 2000 summer Paralympic Games and the Salt Lake City 2002 winter Paralympic Games. Funds provided since 1996–97 for preparation of the 2000 Games team total $6.125 million. A further $150,000 was provided towards team participation costs at the Games, bringing the ASC’s total contribution to $400,000.

Paralympic Games and Australia finished as the number one nation on the Paralympic medal table. Detailed results from the Sydney 2000 Paralympic Games can be found in Appendix 2.

Following completion of the Olympic and Paralympic Games, the Sports Assistance Scheme, the OAP and the PPP were combined into a new program, the Sports Excellence program, which will take full effect in 2001–02. This new program will be administered by the Sport Development group. The allocation of new grants for the hosting of international sporting events in Australia and for the Direct Athlete Support program also ceased during the year.

The ASC continued its involvement in implementing the Federal Government’s Tough on Drugs in Sport strategy. This strategy was administered by the AIS in the first half of this reporting period and is now administered by the Sport Development group. The ASC received notices from ASDA of 19 entries on the ASDA register of notifiable events. Twelve cases were resolved during the year, resulting in sanctions totalling 9.7 years. The ASC approved 20 new or amended anti-doping policies from NSOs.

CONCLUSION

Clearly, the ASC’s programs have met the targets agreed with the Government for this outcome. In the post-Olympic setting, which brings with it many changes and challenges, and renewed enthusiasm, the ASC will continue to work to its charter to provide programs that promote excellence in sports performances by Australians. The Australian Government’s funding commitment to sport will provide elite athletes, coaches, scientists, administrators and other support staff with an environment conducive to continued international success.
FINANCIAL ACCOUNTABILITY
BUDGET

The Government appropriation to the ASC for the 2000–01 financial year was $97.612 million. In addition, the ASC generated in the order of $16.095 million in revenue from corporate sources such as sponsorship, hire of facilities, and interest; from external sources such as government departments and agencies; and from NSOs.

This year represented the final year of funding under the OAP, which complemented base funding for Olympic preparation. A special allocation to assist in the preparation of Australian Olympic athletes for the Sydney 2000 Games was included in the overall funding for the ASC during the year.

The Independent Audit Report and Financial Statements for the year ended 30 June 2001 are incorporated in Appendix 1. The disbursement of funds across the ASC is depicted below.

Figure 2: 2000–01 Disbursement of the Budget across the ASC

Through its sports grants program, the ASC provides financial assistance to around 90 sports. Details of grant allocations to sports are included at Appendix 4.

PLANNING AND ACCOUNTABILITY FRAMEWORK

Following the introduction of the Federal Government’s whole-of-government reform agenda, the ASC has adopted an outcomes/outputs framework. Within the framework, outcome specifications and relevant effectiveness indicators have been identified, together with output specifications with attributes of quantity, quality, timeliness and cost. Each of the outputs relates to an outcome.

The framework provides:

- a consistent and complementary flow of information across the ASC’s planning and reporting documents,
- linkages with long-term objectives in the ASC’s Strategic Plan,
- consistency with the legislative objects of the Australian Sports Commission Act 1989,
- transparency for the ASC’s clients, and it
- enhances internal decision-making processes.

Every four years, the ASC prepares and widely disseminates its Strategic Plan. This is the planning document that sets out the direction and main strategies for the organisation for the forthcoming four years. The current plan covers the period 1998–2001.

The Board, executive and program managers also prepare plans that detail their yearly outcomes, outputs and targets. These documents and the business plan reflect the Portfolio Budget Statement and complement the ASC’s Annual Operational Plan, which in turn supports the Strategic Plan. The Commonwealth Authorities and Companies Act 1997 now governs the ASC’s management and accountability obligations. This Act provides a single set of core reporting and audit requirements and sets the standards for the conduct of officers.
INTERNAL AND EXTERNAL SCRUTINY

The Audit Committee (for more information see the section of this report called The Board), which is a subcommittee of the ASC Board, develops and delivers the ASC’s financial management and accountability framework. It helps the ASC to fulfil its accountability responsibilities by reviewing audits conducted by the ANAO and the internal auditors (PricewaterhouseCoopers), and by monitoring the adequacy of the ASC’s administrative, operational and accounting controls.

There were three Audit Committee meetings in 2000–01, with attendance as follows:

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<tr>
<th>NAME</th>
<th>POSITION</th>
<th>MEETINGS ATTENDED</th>
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<td>Member</td>
<td>1</td>
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Note: Mr Ian Fullagar left the Board in October and was replaced on the Audit Committee by Mr Cory Bernardi.

During 2000–01, the committee considered the following reports from the ANAO:

- the financial statements audit for 1999–2000 (for which an unqualified appraisal was obtained),
- the Report on Benchmarking the Finance Function,
- the Report on Travel,
- the Report on Benchmarking the Internal Audit Function, and
- the Report on Fraud.

The committee reviewed the following internal audit reports:

- Spotless Facilities Management,
- Sports Sciences Research Activity,
- Personnel Operations,
- Financial Services,
- GST Preparedness,
- Capital and Portable and Attractive Assets,
- National Sport Information Centre, and
- Sports Camps and Reservations.

The committee also endorsed the reports provided on the ASC’s progress in the following areas:

- resourcing of the Planning and Financial Services section,
- outsourcing, and
- the 2000–01 Client Service Plan, including the 2000–01 Internal Audit program.
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