



Australian Government  

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Australian Sports Commission



# 2021–2025 **CORPORATE PLAN**

### **Australian Sports Commission Acknowledgement of Country**

The Australian Sports Commission acknowledges the Traditional Custodians of the lands on which it stands, the Ngunnawal people, and pays its respects to their Elders past, present and emerging. The Australian Sports Commission also pays its respects to the traditional custodians of the lands on which it operates; Boon Wurrung and Woiwurrung, Yuggera and Turbal and the Gadigal people of the Eora Nation.

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





**Australian Government**

**Australian Sports Commission**

The Australian Sports Commission Board is pleased to present the Corporate Plan 2021–25, which covers the period of 2021–22 to 2024–25.

It has been developed in accordance with the requirements under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and paragraphs 23 and 25 of the *Australian Sports Commission Act 1989*.

This Corporate Plan has been developed to meet the requirements of the Corporate Plan and Annual Operational Plan as required under paragraph 26 of the *Australian Sports Commission Act 1989*.

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# From our Chair

It is an honour to present my first Corporate Plan on behalf of the Australian Sports Commission (ASC).

Sport has an unrivalled ability to unite, inspire, and build healthier, stronger communities. Although the global pandemic continues to challenge life as we once knew it, sport will continue to play a crucial role in the nation's rebuilding efforts. This presents us with great opportunity.

The ASC, comprising of Sport Australia and the Australian Institute of Sport (AIS), is proud to support and grow Australian sport at all levels, on behalf of the Australian Government. Funding provided in this year's Federal Budget will help us to deliver on our missions: making Australia stronger through sport and build sustainable winning systems for Australian athletes.

The renewal of Sport Australia's Sporting Schools program through to the end of 2022 is a pivotal example. This program has reached 77 per cent of Australian schools in its first five years, providing a fun and free sporting experience, increasing accessibility for millions of children. For many kids this program may be their first step into sport, becoming a gateway to community sport and a lifetime of physical activity.

Sport Australia's leadership in sports governance aims to ensure that our Australian clubs and sporting organisations can provide the most positive experience for all, attracting — and importantly — retaining participants. By building the capability of the sporting workforce, which includes an incredible 3.1 million volunteers, we are building a stronger foundation for all sport.

Sport Australia and the AIS support and invest in sport from a community level, right through to elite competition, so Australians of all ages can lead happier, healthier lives. The efforts of Australian athletes, both on the world stage and after their sporting careers, is key, not only in driving participation and capability in Australian sport, but in creating national pride and inspiration.

Extended high performance funding to the AIS in the 2021–22 Budget is therefore significant. National Sporting Organisations (NSOs) have been requesting longer-term funding in order to plan further ahead. In response, the funding commitment through to the Paris 2024 Olympic and Paralympic Games helps establish the future of Australian high performance sport. This funding is a huge show of support for our current Australian athletes, as well as a wonderful commitment to developing our champions of the future.

Our praise goes out to the Australian athletes and high performance staff who have shown enormous resilience in the face of adversity. A postponed Tokyo 2020 Olympics and Paralympics tested your resolve, and your determination to carry on continues to inspire the nation.

The AIS remains focused on helping our athletes to be successful in both sport and life. In the past several years there has been a greater focus on the commitment to wellbeing, which has prepared us well for the challenges we are now facing. The rise in referrals to the AIS Mental Health Referral Network in 2021 demonstrates that this support is needed and trusted.

Sustainable success is dependent on being future focused. The AIS continues to invest in performance pathways that will help produce our champions of tomorrow, while the National High Performance Coach Development Taskforce aims to make Australia a world-leader in coaching by the end of this decade.

There is a lot to look forward to. Some of the world's biggest sporting events are coming to Australia over the next few years, presenting wonderful opportunities for sport to thrive. Among these are the FIBA Women's Basketball World Cup and the ICC Men's T20 Cricket World Cup in 2022, the FIFA Women's World Cup in 2023 and the Netball World Cup in 2027.



**Josephine Sukkar AM**  
Chair  
Australian Sports Commission

The announcement of a home Olympic and Paralympic Games in Brisbane in 2032 also provides an incredible opportunity to unite Australia through sport. It is a chance to drive sport participation and strengthen our volunteer workforce, develop aspiring young athletes dreaming of representing their country and elevate our sporting heroes as we deliver our vision for sustainable success across Australian sport.

This is a pivotal time for our sector but out of the recent uncertainty comes an opportunity to refocus our goals and consider the role that each of us can play in rebuilding a stronger and healthier sports industry.

# About us

The **Australian Sports Commission** (ASC) is the Australian Government agency responsible for supporting and investing in sport and is comprised of **Sport Australia** and the **Australian Institute of Sport** (AIS). It was established in 1985 under the *Australian Sports Commission Act 1989* and operates in accordance with the *Public Governance, Performance and Accountability Act 2013*.

The ASC is governed by a Board of Commissioners appointed by the Minister for Sport. The Board determines the ASC's overall direction, decides on allocation of resources and policy for delegated decisions, and is accountable to the Minister for Sport.

From grassroots to the pinnacle of elite international competition, we work with the sport sector, other government partners, business and the wider community to champion the role sport can play in engaging every Australian inclusive of age, race, gender, cultural background and physical ability.

This 2021–25 Corporate Plan aligns with Sport 2030 — the Australian Government's strategic sports plan launched in 2018, and the National High Performance Sport Strategy.



# The Australian sporting environment

Sport faces ongoing challenges as a result of COVID-19, along with other industries.

Much of Australian sport came to a halt during 2020 for some period due to the pandemic, and the leadership of both Sport Australia and the AIS was pivotal in its return at all levels.

The AIS Framework for Rebooting Sport helped guide a safe return to sport, complemented by Sport Australia's Return to Sport Toolkit. Results from AusPlay and our Community Perceptions Monitor survey show people turned to recreational physical activity instead of organised sport. Motivation for participation in sport shifted toward mental and physical health, compared to fun and enjoyment.

It remains an ongoing challenge to encourage participants and, just as importantly, volunteers, to return to community sport.

This has created an opportunity for sport to innovate and draw people back to sport in a way that meets their needs, helps them connect and increases their physical and mental wellbeing. While our latest results from the Community Perceptions Monitor survey showed that, by March 2021, 80 per cent of adults and children who played organised sport before COVID-19 had returned to at least one of their sports, and 53 per cent of adults who had volunteered before COVID-19 were back volunteering, there is still much that can be done, especially meeting the expectations of participants regarding the quality of their experience in organised sport.

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

An AIS Mental Health Audit of almost 700 athletes, coaches and support staff in 2020 revealed almost one-in-two athletes were dealing with anxiety and stress because of the postponement of the Games.

The AIS saw a significant increase in demand for the AIS Mental Health Referral Network (MHRN) at the start of 2021 compared to the same period last year.

The impact of COVID-19 was the primary or secondary issue in about 80 per cent of the referrals, but Games preparation and selection, work stress and general wellbeing were also among the key themes. In April it was announced that Australian Olympic and Paralympic teams would be vaccinated, relieving some of the anxiety.

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

In the 2021–22 Budget, the Australian Government committed to high performance funding through to the 2024 Paris Olympic and Paralympic Games.

# Our purpose

The ASC's purpose is to increase participation in organised sport and continued international sporting success including through leadership and development of a cohesive and effective sports sector, provision of targeted financial support, and the operation of the AIS.

We strive to do this through our missions:



**MAKING AUSTRALIA STRONGER  
THROUGH SPORT**



**BUILD SUSTAINABLE WINNING SYSTEMS  
FOR AUSTRALIAN ATHLETES**

We will achieve our missions through four strategic pillars:

- More Australians involved in organised sport
- A thriving organised sports sector
- Leading and enabling a united and collaborative high performance system that supports Australian athletes to consistently win medals at major international events
- Our high performance system being recognised as world leading, prioritising athlete wellbeing, and athletes positively influencing the Australian community.





## PORTFOLIO BUDGET STATEMENT OUTCOME STATEMENT

Increase participation in organised sport and continued international sporting success including through leadership and development of a cohesive and effective sports sector, provision of targeted financial support, and the operation of the Australian Institute of Sport.

### MISSIONS

**SPORTAUS**

MAKING AUSTRALIA STRONGER THROUGH SPORT



BUILD SUSTAINABLE WINNING SYSTEMS FOR AUSTRALIAN ATHLETES

### STRATEGIC PILLARS

More Australians involved in organised sport

A thriving organised sports sector

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

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

### OBJECTIVES

Help Australians understand the value and benefits of organised sport

Enable organised sport providers to deliver an inviting and enjoyable experience for all

Drive involvement and inclusion in organised sport

A more cohesive, innovative and effective sector

Support organisations running sports to improve their effectiveness

Grow the capability of individuals in the Australian sport workforce

Establish strong fundamental conditions for success throughout the system

Build system capability particularly in National Sporting Organisations and the National Institute Network

Target investment for current and future cycles with performance accountability

Support athlete wellbeing and facilitate their engagement with communities

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

# Our operating model

## SPORT AUSTRALIA

### How we operate

At Sport Australia we champion the value of sport, and encourage and help Australians of all backgrounds, ages and abilities to get involved in sport and realise the many benefits. We play a central leadership role across the broader sport sector building collaboration, alignment and effectiveness.

### Our focus

Our focus is to drive greater involvement, engagement and capability in Australian sport. To do this, we invest in NSOs and national sporting organisations for people with a disability (NSODs) and work with them to achieve greater sport participation outcomes and industry growth.

Our work includes:

- determining and recognising the peak national bodies for sports in Australia
- supporting NSOs and NSODs with expertise and guidance in areas such as governance, financial advisory, workforce development and digital technology
- undertaking sector insights and market research to ensure evidence-based decision making informs policies and programs
- managing the AIS site to ensure continued access to high quality sporting facilities by the Australian high performance system and Canberra community, and managing relationships with NSOs and NSODs for the use of Sport Australia facilities in Australia

- developing a national sports innovation strategy to drive sport and economic opportunities for Australia
- understanding innovation needs and ambitions of different stakeholder groups
- coordinating the Clearinghouse for Sport — Australian sport's dedicated information and knowledge sharing platform
- developing resources and programs that drive greater involvement and participation in organised sport across Australia (such as Sporting Schools)
- supporting sports to improve their business operations through best practice governance principles and organisational enhancement projects
- delivering innovative digital solutions to build capability and connectivity across the sector
- collaborating with strategic partners across industry, government, not-for-profit, technology and academia to support shared priorities
- delivering resources that provide guidance to support inclusive, safe and ethical sport.



# SPORTAUS

## MISSION



**MAKING AUSTRALIA STRONGER THROUGH SPORT**

## STRATEGIC PILLARS

More Australians involved  
in organised sport

A thriving organised  
sports sector

## OBJECTIVES

Help Australians  
understand the  
value and benefits  
of organised sport

Enable organised  
sport providers to  
deliver an inviting  
and enjoyable  
experience for all

Drive involvement  
and inclusion in  
organised sport

A more  
cohesive,  
innovative and  
effective sector

Support  
organisations  
running sports  
to improve their  
effectiveness

Grow the  
capability of  
individuals in the  
Australian sport  
workforce



## MORE AUSTRALIANS

## INVOLVED IN ORGANISED SPORT

We will focus on getting more Australians involved in organised sport. We will ensure that those who choose to be involved experience a positive and inclusive sporting culture fostering stronger connection within communities and a lifelong relationship with sport. We will endeavour to ensure that their sporting experiences are engaging, rewarding, and create positive memories that encourage Australians to be involved for life.

Through our work, Australians will see the positive contribution that sport makes within their communities. They will recognise the meaningful impact that sport has on their lives, and they will have equitable involvement access to both playing and non-playing roles. We will work with our partners to increase the number of players, coaches, officials, administrators and volunteers involved in organised sport who reflect the diversity of Australian communities.



## Objective

*Help Australians understand the value and benefits of organised sport.*

## Key programs and projects

To achieve this objective, we will undertake the following:

- develop a national sport research agenda to identify opportunities, priorities, and expand the evidence base for the benefits of sport
- implement a strategic communication campaign to promote the value and benefits of organised sport
- gain and share a better understanding of Australian’s involvement in organised sport by conducting the AusPlay Survey.

## Performance criteria for 2021–22 and beyond

Performance Measure	Percentage of Australians who understand the value and benefits of sport			
	2021–22	2022–23	2023–24	2024–25
Targets	Develop measure and/or index	Establish baseline	Increase year on year	Increase year on year
Measurement Methodology	Data sourced through the Sport Australia Community Perceptions Monitor (CPM) survey (developing a measure using existing CPM questions and/or including new questions). The CPM tracks perceptions of community and high performance sport by the Australian adult population.			

## Objective

*Enable organised sport providers to deliver an inviting and enjoyable experience for all.*

## Key programs and projects

To achieve this objective, we will undertake the following:

- modernise coaching and officiating methods, and support sports at all levels to embed this new framework
- deliver funding programs including Participation grants and Sporting Schools
- design and promote best practice participation principles, standards, learning and education to support sporting organisations deliver better experiences for all their participants (Australian Sport Learning Centre)
- enhance the Sporting Schools Program to connect more Australian children to community sport.

## Performance criteria for 2021–22 and beyond

A performance measure will be developed for this objective in 2021–22.



## Objective

*Drive involvement and inclusion in organised sport.*

## Key programs and projects

To achieve this objective, we will undertake the following:

- deliver funding programs including Participation grants, Women Leaders in Sport, Sporting Schools, and Local Sporting Champions
- continue to deliver the Sporting Schools Program to grow involvement and inclusion in sport
- provide resources through the participation toolkit to support organisations to improve sport participation.



## Performance criteria for 2021–22 and beyond

Performance Measure	Increase sport participation by Australian children aged 5–14 years			
Targets	2021–22	2022–23	2023–24	2024–25
	47% of children in Australia aged 5–14 years participate in at least 2 hours per week of organised sport outside of school hours*  1,700,000 participant attendances in the Sporting Schools Program	47% of children in Australia aged 5–14 years participate in at least 2 hours per week of organised sport outside of school hours*  850,000 participant attendances in the Sporting Schools Program***	N/A**	N/A**
Measurement Methodology	The AusPlay survey measures Australians' physical activity levels. Under current physical activity guidelines each age group has a recommended level of daily activity. The measure is calculated by estimating the number of Australians who meet or exceed their respective age group's physical activity level.			

\* 47% has been set as a target to work towards returning to pre-COVID-19 pandemic participation levels. This is an ambitious target based on AusPlay results received since the 2021/22 PBS was developed.

\*\*AusPlay is currently funded through to 30 June 2022.

\*\*\*Sporting Schools is currently funded until 31 December 2022.

## Performance criteria for 2021–22 and beyond

Performance Measure	An increase in the number of Australians involved in organised sport			
Targets	2021–22	2022–23	2023–24	2024–25
	46% of Australians aged 15 years and over involved in organised sport*	47% of Australians aged 15 years and over involved in organised sport	N/A**	N/A**
Measurement Methodology	The Sport Australia AusPlay survey measures Australians' sport and physical activity participation. This measure includes both participation in organised sport (sport-related activities, as defined in AusPlay) and involvement in non-playing roles (such as coaching, officiating, etc).			

\* 46% has been set as a target to work towards returning to pre-COVID-19 pandemic participation levels. This is an ambitious target based on AusPlay results received since the 2021/22 PBS was developed.

\*\*AusPlay is currently funded through to 30 June 2022.



## A THRIVING ORGANISED SPORTS SECTOR

We will focus our work on ensuring that the organised sport sector is connected, sharing insights, coordinating projects, and integrating systems so they operate more effectively and as a result, deliver greater value to participants and communities.

We will help the individuals driving the organisations within the sector to access the development and support necessary to perform their roles and deliver successful outcomes.

### Objective

*Advance a more cohesive, innovative and effective sector.*

### Key programs and projects

To achieve this objective, we will undertake the following:

- design and promote best practice industry principles, standards, learning and education to support sporting organisations deliver better experiences for all their participants (Australian Sport Learning Centre)
- drive sector collaboration and cross-industry innovation through organisational enhancement and governance projects
- lead and facilitate knowledge sharing across the sport sector to support informed decision-making and sport delivery (Clearinghouse for Sport)
- help sport participants and sporting organisations connect more securely and easily to digital services across the sport sector (SportAUS Connect)
- support sporting organisations to be more effective, by providing access to the online diagnostic tool (Game Plan).

## Performance criteria for 2021–22 and beyond

Performance Measure	Adoption of, and engagement with, the Clearinghouse for Sport — the sector’s cross-jurisdictional knowledge sharing platform			
Targets	2021–22	2022–23	2023–24	2024–25
	29,000 members 1 million transactions Maintain 100% state and territory jurisdictional adoption	31,000 members 1.1 million transactions Maintain 100% state and territory jurisdictional engagement	33,000 members 1.2 million transactions Maintain 100% state and territory jurisdictional engagement	35,000 members 1.3 million transactions Maintain 100% state and territory jurisdictional engagement
Measurement Methodology	Measuring the level of membership subscription and information transactions performed through the Clearinghouse for Sport web portal.			

Performance Measure	Increase in the adoption of SportAUS Connect — the ASC’s digital identity and data integration service			
Targets	2021–22	2022–23	2023–24	2024–25
	15,000 sporting clubs connected 500,000 digital identities created	35,000 sporting clubs connected 2 million digital identities created	40,000 sporting clubs connected 3 million digital identities created	40,000 sporting clubs connected 4 million digital identities created
Measurement Methodology	Measuring the level of subscription to the SportAUS Connect digital identity and data integration service.			

## Objective

*Support organisations running sports to improve their effectiveness.*

### Key programs and projects

To achieve this objective, we will undertake the following:

- design and promote best practice governance principles, standards, learning and education to support sporting organisations deliver better experiences for all their participants (Australian Sport Learning Centre)
- drive sector collaboration and cross-industry innovation through organisational enhancement and governance projects
- deliver funding programs including Participation Grants, Women Leaders in Sport and Sporting Schools
- support sporting organisations to be more effective, by providing access to the diagnostic tool (Game Plan).

### Performance criteria for 2021–22 and beyond

Performance Measure	An improvement in National Sporting Organisations business operations			
Targets	2021–22	2022–23	2023–24	2024–25
	All funded NSOs have established governance and organisational enhancement plans	On average, 70% of NSOs have achieved the targets of their governance and organisational enhancement plan	On average, 75% of NSOs have achieved the targets of their governance and organisational enhancement plan	On average, 80% of NSOs have achieved the targets of their governance and organisational enhancement plan
Measurement Methodology	Each funded NSO will work with Sport Australia to establish an annual governance and organisational enhancement plan and will be required to deliver the agreed outcomes under the Plan.			

## Objective

*Grow the capability of individuals in the Australian sport workforce.*

### Key programs and projects

To achieve this objective, we will undertake the following:

- design and promote best practice governance, coaching, officiating and volunteer learning and education to support sporting organisations deliver better experiences for all their participants (Australian Sport Learning Centre)
- modernise coaching and officiating methods, and support sports at all levels to embed this new framework.

### Performance criteria for 2021–22 and beyond

Performance Measure	Increase access to world class sport learning resources for all Australians involved in sport			
Targets	2021–22	2022–23	2023–24	2024–25
Launch the Australian Sport Learning Centre		Baseline index of number of participants (coaches, directors, volunteers) accessing and completing education in the Australian Sport Learning Centre	Increase number of participants compared to 2022–2023  75% of participants reported the Australian Sport Learning Centre enhanced their capability for their sport role	Increase number of participants compared to 2023–2024  75% of participants reported the Australian Sport Learning Centre enhanced their capability for their sport role
Measurement Methodology	The Australian Sport Learning Centre will capture the number of individuals completing courses and survey the individuals on their practical application of course content.			

## Summary of programs and activities by strategic objective

Key Programs and Projects	MORE AUSTRALIANS INVOLVED IN ORGANISED SPORT			A THRIVING SPORT SECTOR		
	Help Australians understand the value and benefits of organised sport	Enable organised sport providers to deliver an inviting and enjoyable experience for all	Drive involvement and inclusion in organised sport	Advance a more cohesive, innovative, and effective sector	Support organisations running sports to improve their effectiveness	Grow the capability of individuals in the Australian sport workforce
Australian Sport Learning Centre		✓		✓	✓	✓
Clearinghouse for Sport				✓		
Coaching and Officiating Framework		✓				✓
Game Plan online diagnostic tool				✓	✓	
Governance and organisational enhancement				✓	✓	
National Sport Research Agenda, including AusPlay Survey	✓					
Participation Design and Planning			✓			
Participation Grants		✓	✓		✓	
Promote the value and benefits of organised sport	✓					
SportAUS Connect				✓		
Sporting Schools Program		✓	✓			
Women Leaders in Sport Program		✓	✓		✓	

# AUSTRALIAN INSTITUTE OF SPORT

## How we operate

The AIS works with National Institute Network (NIN), NSOs and other key partners: the Australian Olympic Committee, Paralympics Australia, Commonwealth Games Australia, Sport Integrity Australia and the National Sports Tribunal.

The response to the COVID-19 pandemic highlighted the AIS's organisational agility and responsiveness to high performance sector needs. Beyond the AIS Framework for Rebooting Sport in 2020, the AIS continues to play a central role to assist NSOs plan for high performance outcomes as sport rebuilds from the impact of the pandemic.

The AIS allocates investment for high performance and national programs, performance pathways, people development and wellbeing and research and innovation. We manage high performance operations at the AIS Campus in Canberra, supporting seven NSO Centres of Excellence, athletes and NSO short stay camps, along with the European Training Centre in Italy.

We work closely with all our partners to develop collaborative and transparent relationships to achieve the best possible outcomes for high performance sport. Our approach is underpinned by the National High Performance Sport Strategy 2024 (NHPSS) — which was developed by all State and Territory Institutes and Academies of Sport — to guide the approach for Australia's high performance sport system. The NHPSS was endorsed by all State and Territory Ministers for Sport in 2019.

## Our focus

Our role is to lead the national high performance sport system, and as such, our strategy is naturally aligned with the NHPSS, which has a vision to deliver national pride and inspiration through international sporting success. Our focus is on generating a competitive advantage for Australian athlete success at the Olympic, Paralympic and Commonwealth Games; while also supporting other sports (e.g. professionals sports) where our primary focus is enhanced by faster learning and/or where we generate incremental revenue that would justify the effort.

## The National High Performance Sport Strategy (NHPSS) 2024

The NHPSS reflects several national system reviews which identified the need for greater alignment and collaboration between partners operating across the high performance sport system, as integral to future success. The NHPSS is an aligned high performance strategy that revolves around athletes, coaches and sports with the collective mission of 'sporting success at the highest level'.



# NATIONAL HIGH PERFORMANCE SPORT STRATEGY 2024 (NH PSS)

The AIS leads the Australian high performance sport system, which has an agreed vision and success factors reflected in the Federal Government's National Sport Plan and in the **National High Performance Sport Strategy 2024**:

**VISION: NATIONAL PRIDE AND INSPIRATION THROUGH INTERNATIONAL SPORTING SUCCESS**

## SUCCESS FACTORS

### PODIUM SUCCESS

Australians consistently winning medals at major international events

### PRIDE AND INSPIRATION

Our sporting champions are a positive influence on the community

### WORLD-LEADING SYSTEM

Our high-performance system is recognised as world-leading

## PERFORMANCE CRITERIA

Number of medals and medallists at the Olympic, Paralympic and Commonwealth Games and at International Championships

The level of positive sentiment from sporting results, athlete conduct and engagement within the community

- Sports' progress against a performance monitoring framework
- NIN achieving strategic priorities

## HIGH PERFORMANCE SYSTEM PARTNERS

National Institute Network

Sport (NSOs, Games Partners and Sport Integrity Partners)

State and Territory Agencies of Recreation and Sport (STARS) and State Sporting Organisations (SSOs)



## MISSION



**BUILD SUSTAINABLE WINNING SYSTEMS FOR AUSTRALIAN ATHLETES**

## STRATEGIC PILLARS

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

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

## OBJECTIVES

Establish strong fundamental conditions for success throughout the system

Build system capability particularly in NSOs and the NIN

Target investment for current and future cycles with performance accountability

Support athlete wellbeing and facilitate their engagement with communities

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



AUSTRALIA

6

Keep Your Feet On the Ground  
**CHEMIST**  
WAREHOUSES

MITCHELL

5

EDZERY

11

## Key programs and projects

The AIS undertakes a range of key programs and projects to achieve its objectives in accordance with its role in the high performance system. These programs and projects are vastly diverse, ranging from support to individual athletes through to organisations and the sport system more broadly. Activities are integrated with our partners where appropriate, and importantly, are targeted to contribute to multiple AIS objectives to deliver on the AIS mission.

These activities are:

- manage **Performance Pathways** grants support and solutions to enable NSOs to deliver innovative, bespoke programs for our emerging Olympic and Paralympic athletes, including potential champions for the Olympic and Paralympic Games in 2028 and 2032 and to increase capacity and capability of the pathways workforce
  - provide **national frameworks** and guidelines to support and educate NSOs to maximise high performance investment, such as Athlete Categorisation and direct athlete support (dAIS) leading into Paris 2024
  - collate, cleanse, manage and share **data sets** to support high quality analysis of sport high performance and AIS data, including the support of pinnacle event reviews
  - provide services and support to sports for **high performance camps** at the AIS Campus and European Training Centre, including AIS Clinical Services across sports science and sports medicine
  - support the high performance sport system by providing ongoing **national medical leadership**, proactively addressing key issues for sport, such as responding to COVID-19 issues and position statements on topics such as concussion and disordered eating
- support sports through world-leading engineering equipment, with a focus on **paralympic sport** and specialised **sport equipment and technology**
  - lead the system with integrated research and inter-disciplinary leadership and education for projects such as the **Female Performance Health Initiative**
  - prioritise **Athlete Health** through athlete performance health checks, injury, sickness and health research and **Human Performance Optimisation**, including through our partnership with the Australian Army to collaborate on our mutual interest in human performance and shared commitment to advancing the physical, cognitive and socio-cultural dimensions of performance.



People development, wellbeing and engagement are critical elements to the AIS strategy:

- provide individualised mental health support for athletes, high performance support teams and AIS alumni through the **AIS Mental Health Referral Network**
- facilitate professional development, career/education programs and services for athletes, coach and athlete wellbeing and engagement providers, through projects and support including the **Elite Athlete Education Network** and the **Career Practitioner Referral Network**

- enhance the capability of teams and holistic cultures within high performance programs, including the implementation of annual NSO **Wellbeing Health Checks**
- implement the **National Coaching Strategy** to identify, verify, educate and develop Australia's high performance coaches
- provide support and guidance to high performance system partners through **Workforce Development**, including talent acquisition framework, talent pipeline and retention of senior women
- expand the AIS Community Engagement program offering
- continue to provide opportunities for athletes to engage with community through programs such as the **AIS Lifeline Community Custodians**, **AIS Blackdog Mental Fitness Program** and **AIS Share a Yarn** Indigenous Initiative.



## Performance criteria for 2021–22 and beyond

Performance Measure	Percentage of high performance funded sports rated by the AIS as achieving benchmark targets			
Targets	2021–22	2022–23	2023–24	2024–25
<p>On average 85% of high performance-funded National Sporting Organisations achieve performance outcomes at their pinnacle event (Olympic, Paralympic, and/or Commonwealth Games).</p> <p>90% of all high performance funded NSOs demonstrate clear progression on annual agreed action plans and implementation of best practice systems and processes within their high performance program, as identified through the annual review process with the AIS.</p>		As per 2021–22	As per 2021–22	As per 2021–22
Measurement Methodology	<p>High performance targets are agreed with sports at the beginning of each four-year cycle. Benchmark targets or annual milestones are agreed based on sport’s preparations for achieving their overall cycle targets at their Pinnacle event i.e. performances at Olympic, Paralympic or Commonwealth Games. The annual measure is determined by the number of benchmark targets achieved that year divided by the number of benchmark targets identified prior to the reporting period. The figures are then averaged across all high performance funded sports.</p>			

<b>Performance Measure</b>	<b>Build capability in national sporting organisation high performance athletes and staff through development and wellbeing programs</b>			
<b>Targets</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
	85% of HP-funded sports to complete an AIS Wellbeing Health Check survey and develop an agreed associated action plan.	85% of HP-funded sports demonstrate progression against agreed Wellbeing action plans.	As per 2022-23	As per 2022-23
<b>Measurement Methodology</b>	Sports that receive high performance funding are measured on an AIS Wellbeing Health Check survey and associated action plans.			

<b>Performance Measure</b>	<b>Community pride in, and inspiration from, Olympic, Paralympic and Commonwealth Games athletes and teams</b>			
<b>Targets</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
	80% of Australians say Olympic, Paralympic & Commonwealth Games athletes and teams can make them proud.	As per 2021-22	As per 2021-22	As per 2021-22
<b>Measurement Methodology</b>	Data is sourced through the Sport Australia Community Perceptions Monitor (CPM) survey. The CPM tracks perceptions of community and high performance sport by the Australian adult population, including perceptions of Australian high performance individual athletes and teams, and in particular Olympic, Paralympic and Commonwealth Games athletes and teams.			



# Our capability

## Our people

The ASC employs staff from a broad range of backgrounds including former athletes, coaches, sports administrators and subject matter experts from the public and private sectors. This diversity and depth of experience fosters a pursuit of excellence, innovation and collaboration. The ASC has an average staffing level (ASL) of 489. Staff are employed under the Australian Sports Commission Enterprise Agreement. Our enabling services teams underpin the capability of our workforce to deliver the outcomes in this Corporate Plan.

The ASC supports and develops our workforce and culture through our Enterprise Learning and Leadership, Performance Management and Culture programs. We will continue to focus on delivering the core tools, technologies, and insights to support high performance and participation outcomes and build a performance culture underpinned by our core values of Respect, Integrity, Teamwork and Excellence. Many roles in the ASC successfully transitioned to working from home in response to the COVID-19 pandemic. The ASC has since sought views on flexibility moving forward to leverage lessons learned across 2020 and maximise employee engagement and productivity.

## Infrastructure

The ASC is administered from Canberra at the AIS Bruce campus. The ASC also has offices located in Melbourne and Sydney, in addition to the AIS European Training Centre in Varese, Italy.

The ASC maintains buildings, sporting facilities and specialised equipment to support the ongoing objectives of the organisation. Over 90% of the ASC's asset base relates to buildings and facilities operated at the AIS campus in Canberra and the European Training Centre in Italy.

The AIS campus remains a key focal point for high performance sport in Australia. It brings NSOs and the NIN together and enables elite athletes, coaching and support specialists to innovate and prepare for major sporting competitions. After almost 40 years, the AIS campus is aged and no longer meets international standards. To address this, the ASC continues to work with Government in developing options to ensure the AIS remains a source of pride, inspiration and international success, and delivers infrastructure to support the National High Performance Sport Strategy and the role of AIS to lead the system.

## Technology

Modernisation of ASC technology services has delivered an increasingly efficient enterprise that is flexible and resilient to emerging challenges such as security incidents and COVID-19. The ASC's adoption of cloud technology services are leading examples of efficient cloud services in government, positioning the ASC as a digital exemplar for collaboration, mobility and records handling.

Overall, the technology strategy aligns with the Federal Government's Digital Transformation Strategy, establishing structured technology foundations for services to draw on data and analytics. The strategy drives an agenda for adopting better ways of working, and bringing people together quickly and efficiently.

## Child Safety

The ASC is strongly committed to Australian sport environments that are safe, supportive and friendly for children. We have zero tolerance to child abuse and neglect, and any behaviour that puts the wellbeing of children at risk.

The ASC is committed to leading child safe practices for our site, operations and stakeholders in the sport sector. The ASC Child Safe Policy outlines our approach to child safety and the implementation of the Commonwealth Child Safe Framework.

We are a participating institution in the National Redress Scheme and are strongly committed to Australian sport environments that are safe and supportive.

## Reconciliation Action Plan

Our vision for reconciliation is to reduce health and wellbeing inequities between Aboriginal and Torres Strait Islander Peoples and non-Indigenous Australians through sport. We understand the importance of creating a workplace culture where diversity is welcomed, valued, and supported to improve wellbeing, and will prioritise increasing employment, procurement, and partnership opportunities with Aboriginal and Torres Strait Islander Peoples as part of this.

Through our leadership role, we will work closely with our colleagues and sport partners to drive our identified Reconciliation Action Plan (RAP) goals.

The RAP Steering Committee is comprised of staff from across the ASC and works closely with colleagues and sport partners to deliver our identified RAP goals. The primary responsibilities of the Steering Committee are to:

- ensure the delivery of the ASC Reconciliation Action Plan
- represent the ASC within internal and external reconciliation activities
- promote reconciliation activities across the ASC and the wider sport community.

## 2021–22 Budget and Forward Financial Estimates

	2021–22 Forward Estimate [\$'000]	2022–23 Forward Estimate [\$'000]	2023–24 Forward Estimate [\$'000]	2024–25 Forward Estimate [\$'000]
Revenue from government	323,208	292,337	271,402	219,874
Own sourced income	17,445	21,259	21,149	20,202
<b>Total Revenue</b>	<b>340,653</b>	<b>313,596</b>	<b>292,551</b>	<b>240,076</b>
Grants	221,309	195,264	177,945	129,992
Other expenses	126,823	127,299	125,074	119,039
<b>Total Expenses</b>	<b>348,132</b>	<b>322,563</b>	<b>303,019</b>	<b>249,031</b>
Operating surplus (deficit)	(7,479)	(8,967)	(10,468)	(8,955)

# Managing our risks

Through the ASC Board's Finance, Audit and Risk Committee (FAR Committee) the ASC is committed to the effective identification, monitoring and management of risk. The ASC's risk management framework is based on current best practice and the Commonwealth Risk Management Policy and assists the organisation to monitor and manage risks, to optimise opportunities and minimise adverse consequences.

We use the biennial Comcover Risk Management Benchmarking Survey as a tool to monitor the performance of our risk management function against the requirements of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and PGPA Rule [2014].

Our Risk Appetite Statement identifies the risk trade-offs to implement our strategy, supports well informed decision making, and helps us to understand what constitutes acceptable risk taking when assessing opportunities that arise.

Our Strategic Risk Register aligns with our strategic priorities and Corporate Plan. Our approach focuses on:

- aligning risk management with our strategic priorities
- embedding risk management within our planning and reporting processes
- applying risk management processes to support decision making
- understanding that risk is everyone's responsibility.

The ASC's strategic risk register identifies various risk types, which align with risk appetite and tolerances outlined in the ASC Risk Appetite Statement. The strategic risk register was recently reviewed and updated and has been endorsed by the FAR Committee.

Strategic Risks	Impact
The ASC operating model is exposed to governance and oversight risk if internal and external <b>collaboration</b> is not consistently planned and managed.	<ul style="list-style-type: none"> <li>- Non-compliance with the <i>ASC Act 1989</i></li> <li>- Inconsistent approaches across the organisation</li> <li>- Uncoordinated engagement with the sector</li> <li>- Conflicting priorities</li> </ul>
Inability to identify and leverage opportunities to support and influence the <b>sport sector</b> .	<ul style="list-style-type: none"> <li>- Lack of agreement and clarity of the role of the ASC</li> <li>- Unable to increase sector capability in priority areas</li> <li>- Fewer opportunities to engage and partner with our stakeholders reducing our ability to contribute to positive outcomes for sport</li> </ul>
Inability to deliver services to the <b>High Performance system</b> that supports Australian athletes to achieve international sporting success.	<ul style="list-style-type: none"> <li>- Ongoing adverse impact on the wellbeing and mental health of athletes, coaches and support staff</li> <li>- Unable to deliver on key priorities</li> </ul>
<p><b>Reputation</b> is at risk because of an increasing need to respond to media and public scrutiny.</p> <p>Inability to adequately plan for and respond to stakeholder and Government expectations.</p>	<ul style="list-style-type: none"> <li>- Damage to reputation and AIS/Sport Australia brands</li> <li>- Loss of stakeholder confidence (Government, Minister, Sporting Sector, members of the public)</li> <li>- Unable to deliver on key priorities or meet legislative obligations</li> <li>- Uncertainty across the organisation</li> <li>- Low staff morale and resilience</li> </ul>

## Risk management and oversight

Our Executive teams and FAR Committee play a key role in the risk management process, which includes: identifying new risks, regularly identifying, monitoring, and reviewing risks, and determining management and mitigation strategies. The ASC’s risk management process also informs the development and management of our internal audit program.

Risk management is embedded within our business planning processes and is incorporated into key ASC processes including: procurement processes, funding decisions, project management, internal audit, financial management, work health and safety, and daily business activities.



# Cooperation and partnerships

We will continue working with our partners across the sport industry, including: sporting organisations, Games partners, Sport Integrity Australia, National Sports Tribunal, the Office for Sport and other Australian State and Territory Government agencies, including the NIN. Our key high performance Games partners include the Australian Olympic Committee, Paralympics Australia and Commonwealth Games Australia. Our collaboration with all of these organisations, along with business and other sectors, will enable us to achieve our objectives and champion the value of sport across governments and the broader community.

The Commercial Partnerships team continues to generate sponsorship revenue for the ASC and provides commercial partnership expertise to support NSOs.





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