



Australian Government  
Australian Sports Commission

**2015-16**

# Annual Report

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The Australian Sports Commission is the Australian Government agency that develops, supports and invests in sport at all levels. It was established in 1985 and operates under the *Australian Sports Commission Act 1989*. The Commission's national leadership role is achieved through three operational divisions: the Australian Institute of Sport, Participation and Sustainable Sports, and Corporate Operations. The Australian Sports Commission forms part of the Health portfolio.

### **This report**

This report has been prepared in accordance with parliamentary reporting and legislative requirements and provides details of the Australian Sports Commission's (ASC) performance and operations for the financial year ending 30 June 2016. This report details how effective the ASC has been at achieving its outcomes for the year as outlined in the ASC 2015-19 Corporate Plan and the 2015-16 Portfolio Budget Statements.

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**Australian Government**

**Australian Sports Commission**

The Hon Sussan Ley MP  
Minister for Health and Aged Care  
Minister for Sport  
Parliament House  
CANBERRA ACT 2600

Dear Minister

On behalf of the Board of the Australian Sports Commission, I am pleased to submit our 32nd Annual Report, for the financial year ended 30 June 2016. This report has been prepared in accordance with Government legislative requirements including section 48 of the *Australian Sports Commission Act 1989*, sections 39 and 46 of the *Public Governance, Performance and Accountability Act 2013* and the *Public Governance, Performance and Accountability Rule 2014*.

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

This report has been approved for presentation to you at the meeting of the Australian Sports Commission Board on 30 August 2016. I hereby submit this report to you as a true and accurate record of our compliance and achievements.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'John Wylie'.

John Wylie AM  
Chair  
Australian Sports Commission

30 September 2016

# Australian Sports Commission

## A SNAPSHOT

### Who we are

The Australian Sports Commission (ASC) is the Australian Government's leading sport agency that develops, supports and invests in sport at all levels. It was established in 1985 and operates under the *Australian Sports Commission Act 1989*.

### Our purpose

The ASC aims to strengthen Australian sport – to enable more people to play sport and Australian athletes to succeed on the world stage.

### How we operate

The ASC works directly with sporting organisations, peak bodies, state and territory departments, institutes and academies of sport, and the business sector. We work to inform, support and create alignment through the Australian sports sector to drive the collective goal of participation growth.

As individuals and as an organisation we are committed to operating within our ASC values **Respect** and **Integrity**, valuing **Teamwork** and contributing to a high-functioning team to deliver **Excellence** in whatever we do.





# ASC staff and program locations



\*Full Time Equivalent Employees as at 30 June 2016, excluding post graduate scholars, secondments and casual employment



**38** buildings and venues

35 BRUCE 1 PIZZEY PARK  
1 ETC 1 YARRALUMLA

Site size **66 HECTARES**  
BRUCE, ETC & PIZZEY PARK



**8,500**  
sports camp attendees

**82%** satisfaction ★★★★★

TOURS, AQUATIC & FITNESS CENTRE, DINING HALL,  
ACCOMMODATION, VENUES & SPORTING FACILITIES & CAFE

**16**  
**NSOs ON SITE**

12 BRUCE  
1 YARRALUMLA  
3 PIZZEY PARK

**5 MAY 2016**

AIS Campus became a  
**DESIGNATED AREA**  
under the National  
Capital Plan



**90,000**  
bed nights





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# OVERVIEW AND HIGHLIGHTS

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# John Wylie AM

## CHAIR

### AUSTRALIAN SPORTS COMMISSION



This report is an occasion to reflect on the recently completed Olympic and Paralympic Games in Rio de Janeiro, in which Australia secured a top 10 place in the Olympics and a top 5 place in the Paralympics.

We congratulate and salute all of our athletes who represented Australia at the Rio Games. You did so with great distinction. The country is proud of your commitment, dedication and performance, and the manner in which you conducted yourselves.

While the overall medal outcome in the Olympic Games was less than the aspirations of the ASC and the Australian Olympic Committee (AOC), there were many positives. We reversed a 16-year trend since Sydney of medalling in a smaller number of sports, with medals in 12 sports compared to 11 in London. 55% of our athletes who finished in the top eight in their event were 24 years of age or younger, compared to 43% in Sydney and 46% in Beijing, auguring well for the future.

In the aftermath of the Games, the Board of the ASC has re-committed to the core principles of *Australia's Winning Edge 2012-2022*, the ASC's 10-year plan for high performance sport introduced in 2012. The four key principles are: high aspirations for achievement; evidence-based funding decisions; sports owning their own high performance programs; and a strong emphasis on improved leadership and governance.

We are confident these principles serve the long term interests of sporting sector.

We will also use the experience of the past four years to seek to improve implementation of *Australia's Winning Edge* in ways that will benefit the sector.

The ASC is equally committed to increasing community participation in sport, particularly among our children and youth. We have been pleased this year to see our flagship participation program Sporting Schools reach more than 4,300 schools in partnership with national sporting organisations (NSOs).

Innovations by the ASC this year included the release of our *Integrity guidelines for directors and leaders of sporting organisations*, which provides directors with comprehensive and practical guidance for the first time on anti-doping, sport science and medicine, illicit drugs, match-fixing, child protection and member protection – vital issues for maintaining trust and respect in the sporting sector.

We also staged our inaugural Athlete and Coaches Forum, giving Australia's elite athletes and coaches the opportunity to share their experiences and enhance their leadership capabilities.

And we were delighted to see fruits of our efforts to improve female opportunity in sports, with improved elite and participation opportunities in women's sport, better media exposure, some outstanding new commercial deals, and an increase in female representation at NSO board level from 27 per cent to 39 per cent across the top 23 NSOs.

Looking ahead, ASC priorities include:

- further institutional and governance reform in sport, with an emphasis on increased national integration and alignment
- increased funding for sport, including new non-government sources of funding
- further embedding sport in schools' educational programs
- improved national coordination of sports infrastructure spending, and
- Improved use of data and technology in sports.

Reforms like these are often hard to achieve but have profound long-term benefits. The ever-more competitive environment in world sport on display in Rio highlights the critical importance of further reform if Australia is to maintain its proud reputation and traditions as a leading sporting nation.

Many people make an important contribution to Australian sport and it is appropriate to acknowledge them in this report.

I and my Board thank the Minister for Health and Aged Care, Minister for Sport, the Hon. Sussan Ley MP, and her Department, for their continued effort and support for Australian sport over the past year. It is valuable and appreciated.

We acknowledge the leadership and achievements of the ASC's outgoing CEO Simon Hollingsworth, who has led the Commission very capably and with considerable effect for the past five years. He has had a strong and positive impact on both the ASC and the sector.

We thank the many people who have contributed to our sector and helped the ASC and our sportsmen and women, including NSOs, the AOC, the Australian Paralympic Committee (APC), the Australian Commonwealth Games Association (ACGA), state institutes and state academies of sport (SIS/SAS), state departments of sport and recreation (SDSR), sponsors and business partners, coaches, support staff and families. Your continued partnership and support is critical to the success of Australian sport.

Finally, and certainly not least, we wish to also acknowledge and thank the talented and committed staff at the ASC for their passion and dedication. You are inspirational in so many ways, and make a great contribution to Australian sport.



**John Wylie AM**  
Chair

# Simon Hollingsworth

## CEO

### AUSTRALIAN SPORTS COMMISSION



As I reflect on my five years as CEO of the ASC, the one thing that continues to astound me is the breadth and depth of work the organisation does to fuel our nation's sporting sector.

While the results from the Rio Olympic Games did not meet the ambitious goals set out in *Australia's Winning Edge*, we remain committed to this 10-year game plan for high performance sport and believe it is helping generate long-term change in the sector.

A record percentage of top-eight finishes by Australians at the Rio Games were won by athletes under the age of 24. The vast majority of Australian athletes who won medals were supported by the ASC's dAIS athlete incentive funding program, which shows that the ASC's talent identification programs are working effectively.

We are proud of elite athletes and honoured to be able to support them. The work we do in high performance sport and athlete preparation is a cornerstone of the ASC, but looking back on 2015-16 highlights the enormous work the ASC does at every level of sport.

From increasing participation, reforming governance structures, making sports accountable for taxpayer investment, supporting coaching, fostering respect and tolerance on the sporting arena and helping sports maintain integrity in their structures and athletes; the ASC plays an important role.

Our flagship participation program Sporting Schools is performing beyond its targets with more than 4300 schools funded, underpinned by the quality assurance provided by the NSOs.

To further inform our future strategies around participation, we have started collecting data for the ASC's first ever national population sport survey, AusPlay, which will fill a major gap in national sport and physical recreation data. It will become the single-source data currency for government and the sport sector that not only tracks Australian sport behaviours but also guides sport strategy, investment and delivery. AusPlay is a key element of the ASC's participation strategy, *Play.Sport.Australia*, which aims to increase participation rates in organised sport for the better health and wellbeing of the nation.

A *Play.Sport.Australia* promotions effort has been very effective with excellent traction gained through videos promoting the key messages of sticking with sport through adolescence and it never being too late in life to start playing sport.

This year the ASC has continued to work closely with the many stakeholders in a sport system united with the common goal of getting more Australians to play sport and helping the best and brightest reach their full potential on the world stage.

To achieve this the ASC held a number of consultation sessions with stakeholders from across the sporting sector while our Chair, John Wylie AM, hosted several ASC Board Forums with presidents and CEOs from all our recognised NSOs, National Institute Network (NIN) directors, and SDSR leaders.

The forums provided a platform to discuss key strategic priorities while also allowing for feedback on reforms sports are making, with the help of the ASC, to their governance structures.

In April this year I represented the ASC at a hearing of the Royal Commission on Institutional Responses to Child Sexual Abuse regarding sporting organisations. This is an important area for the ASC and we are committed to building on existing initiatives to protect the safety of all children in sport.

As well as further promoting the value of women's sport, and pushing for greater representation of our talented female athletes, the ASC has been proud to be involved in several programs to promote equality in the sector. Our Future Female Leaders program has been well received and is continuing to highlight the excellent work being done by some of the many talented women at the ASC and NSOs.

I have also been very proud to represent the ASC with the Elite Sport Male Champions of Change. Through this program we have established a series of working groups at the ASC to help advance equality in areas of accountability, sponsorship of talent, recruitment and workplace flexibility, and promotion and leadership.

I would like to thank the Minister for Health and Aged Care, Minister for Sport, the Hon. Sussan Ley MP for her commitment to supporting sport and our fantastic athletes.

I also wish to thank my executive team, in particular Steve Jones, general manager of the ASC's Corporate Operation Division, who retired from the Commission in June this year. Steve's experience and skills have been valuable to the ASC over many years. He played a key role in overseeing the most recent upgrades of the AIS campus in Canberra, along with establishing the AIS European Training Centre in Varese, Italy, which celebrated its fifth anniversary this year.

Finally, this is my final Annual Report with the ASC, as I leave the organisation to take up a role with the Victorian Government in Melbourne. With the Rio Olympics over and as the ASC focused on the future, now is the right time to take the next step in my career. Thank you to all across the sector for what you are doing for Australian sport. Thank you to the ASC Board and its Chair, Mr John Wylie AM, for his support and to the passionate and hardworking people of the ASC. It has been a privilege to lead this organisation over the past five years and we should be proud of what we have achieved.



**Simon Hollingsworth**  
Chief Executive Officer  
30 September 2016

## Rio 2016 Olympic Games summary

### THE TEAM

**422**  
ATHLETES

26 SPORTS

In the four years before the Rio Olympics,  
the Australian Government invested more than

**\$340 million** → **\$27 million**  
*high performance for  
Summer Olympic Sports*      *direct athlete grants  
through dAIS*

### PERFORMANCE

**AUSTRALIA'S  
MEDAL TALLY**

8

11

10

**29** TOTAL  
MEDALS

GOLD MEDAL WINNERS

- 1 **MACK HORTON** 400m freestyle swimming
- 2 **KYLE CHALMERS** 100m freestyle swimming
- 3 **WOMEN'S 4X100M FREESTYLE SWIMMING RELAY**  
*Cate Campbell, Bronte Campbell, Emma McKeon, Brittany Elmslie*
- 4 **TOM BURTON** men's laser sailing
- 5 **WOMEN'S RUGBY 7S**
- 6 **CATHERINE SKINNER** women's trap shooting
- 7 **CHLOE ESPOSITO** modern pentathlon
- 8 **KIM BRENNAN** women's single sculls rowing

**12** SPORTS

medalled in Rio (11 in London)

- > swimming
- > rowing
- > rugby 7s
- > sailing
- > shooting
- > modern pentathlon
- > athletics
- > cycling
- > canoeing
- > diving
- > archery
- > equestrian

### YOUNG ATHLETES DOMINANT

 **136** ATHLETES

aged 20-24 finished their events in the top 8

**20-24**

age group represents half  
of the Australian athletes  
that finished top 8



# Rio 2016 Paralympic Games summary

## THE TEAM

**177**  
ATHLETES

16 SPORTS

In the four years before the Rio Paralympics, the Australian Government invested more than

**\$64 million** → **\$13.5 million**

high performance for  
Summer Paralympic Sports

direct athlete grants  
through dAIS

## PERFORMANCE

**AUSTRALIA'S  
MEDAL TALLY**

22

30

29

**81** TOTAL  
MEDALS

GOLD MEDAL WINNERS

**JAMES TURNER** 800m T36 athletics

**SCOTT REARDON** 100m T42 athletics

**BRAYDEN DAVIDSON** long jump T36 athletics

**CURTIS MCGRATH** sprint KL2 canoe

**CAROL COOKE** road race T1-2 cycling

**CAROL COOKE** time trial T1-2 cycling

**DAVID NICHOLAS** individual pursuit C3 cycling

**THREE PERSON KEELBOAT – SONAR**

Colin Harrison, Russell Broaden, Jonathan Harris

**TWO PERSON KEELBOAT – SKUD18**

Daniel Fitzgibbon, Leisl Tesch

**LAKEISHA PATTERSON** 400m S8 freestyle swimming

**BRENDEN HALL** 400m S9 freestyle swimming

**MADDISON ELLIOTT** 100m S8 freestyle swimming

**TIMOTHY DISKEN** 100m S9 freestyle swimming

**TIFFANY THOMAS-KANE** 100m SB6 breaststroke swimming

**MADDISON ELLIOTT** 50m S8 freestyle swimming

**4X100 34PTS FREESTYLE SWIMMING RELAY**

Ellie Cole, Lakeisha Patterson, Maddison Elliott, Ashleigh McConnell

**RACHAEL WATSON** 50m S4 freestyle swimming

**ELLIE COLE** 100m S9 backstroke swimming

**KATIE KELLY** PT5 triathlon

**WHEELCHAIR RUGBY**

**DYLAN ALCOTT** quad singles wheelchair tennis

**DYLAN ALCOTT & HEATH DAVIDSON**

quad doubles wheelchair tennis

**AUSTRALIA HAS FINISHED**

**5**<sup>TOP</sup>



at the past six  
Paralympic Games

**11** SPORTS

medalled in Rio (9 in London)

- > swimming
- > athletics
- > rowing
- > wheelchair rugby
- > wheelchair tennis
- > sailing
- > canoe sprint
- > archery
- > cycling
- > table tennis
- > triathlon

## The Australian sporting environment

Australians love sport – it is a defining characteristic of our national culture and one that brings our diverse population together. Whether it is for the friendships, fitness, the thrill of the competition or the pure love of the game, sport is important to Australians. We are fiercely proud of our international sporting reputation and respected for the achievements of our athletes on the world stage.

It is for these reasons the Australian Government is a significant investor in sport. This investment is wide ranging and includes: helping our best athletes represent Australia; getting more Australians – particularly young Australians – active in sport; protecting the integrity of sport; and hosting major international events such as the forthcoming 2018 Gold Coast Commonwealth Games. The benefit to Australians from this investment is significant: economic, health, social and community.

*But Australia's rich sporting tradition, and the significant value derived from it, is facing challenges.*

Australians are increasingly time poor. Demographic, social and economic factors are influencing who plays sport, how they play and what sports are being played. With these changes new preferences are emerging; Australians want greater flexibility, more tailored products and sports that suit their lifestyle. The ASC must be at the forefront of helping sport thrive in a changing environment. The challenge is to ensure that sporting organisations and clubs remain relevant, grow and prosper. *Play.Sport.Australia.*, released in 2015, is our game plan to get more Australians, particularly young Australians, playing sport more often.

On the international stage, competition is constantly intensifying and improving. Many other nations have now replicated our innovations, tapped into our expertise and made strategic investments, and as a result have become stronger competitors in international sport. To retain our pre-eminent position in world sport, the Australian high performance system needs to do things smarter and better. *Australia's Winning Edge 2012-2022* is our strategy for moving from world class to world best and is focused on ensuring that the Australian Institute of Sport (AIS) and the Australia sports system remains on top of the game in the current environment.



## Our priorities



### WIN



#### INTERNATIONAL SUCCESS

We are focused on sustained performance: getting more Australians on the podium more often.

We work with sports to achieve sustainable and ethical international success through leadership, partnerships, leveraging our expertise, world class service delivery and research and investment.

### PLAY



#### MORE PARTICIPATION

We want more Australians – particularly young Australians – participating in sport more often.

We aim to better understand what is happening in sport, support the network that supplies sport – our sporting organisations – and help drive lifelong participation in sport with a focus on our high-quality national participation program – Sporting Schools.



# THRIVE



## SUSTAINABLE SPORTS

We want more sports to have the structure, workforce and leadership capacity to develop and run successful sport programs.

We provide targeted support and advice in the areas of governance, product development and commercial sustainability, workforce development, coaching and officiating, facilities and infrastructure, digital capability, and integrity in sport.

# PERFORM



## ORGANISATIONAL EXCELLENCE

We are focused on being a high performing organisation that is recognised for strong leadership and culture, attracting and retaining top talent, and for achieving our corporate objectives. We will ensure that the ASC has the resources, facilities and capability to drive progress in our Win, Play and Thrive pillars.

We continue to evolve our operations to ensure that we operate in the most efficient way, focused on delivering the best outcomes for Australian sport.



# highlights



WIN



## AIS Coach and Athlete Forum

The inaugural Athlete and Coaches Forum was held in November 2015. The AIS Centre for Performance Coaching and Leadership designed the forum specifically for Australia's podium and podium-potential athletes and coaches to share their experiences and expand their leadership capability.

Among the more than 100 attendees were some of Australia's greatest sporting assets, such as Anna Meares, Matthew Mitcham and Ric Charlesworth. They joined fellow athletes and coaches from a diverse range of sports including athletics, swimming, netball, surfing, AFL and NRL. The forum is a key strategy of *Australia's Winning Edge* and highlights the AIS' focus on developing coaches and leaders.



## Now | Best | Next Summit

The Now | Best | Next Summit – The Pursuit of Personal Excellence featured 23 world-class speakers and provided the opportunity for athlete wellbeing professionals to delve into what is happening ‘now’ in athlete wellbeing, explore ‘best’ practice, and uncover emergent thinking around what is ‘next’ in this field. Holly Ransom, CEO of Emergent Solutions, facilitated the summit of 150 delegates representing 20 sports and 70 associations, clubs and institutes. Now | Best | Next signifies Australian sport’s willingness to take a systemic and united approach to athlete wellbeing.



## Concussion in Sport

The AIS and the Australian Medical Association (AMA) collaborated to address growing health concerns about sport-related concussion through a joint position statement on Concussion in Sport. Research shows there has been a significant rise in the number of people admitted to hospital for sport-related concussion over the past decade and children are particularly vulnerable. The AIS and AMA reached a joint recommendation that children avoid full-contact training or sporting activity until at least 14 days after all symptoms of concussion have cleared. An Australian Government funded website, [www.concussioninsport.gov.au](http://www.concussioninsport.gov.au), provides simple but specific tools and videos for athletes, parents, teachers, coaches and medical practitioners. The website provides clear and contemporary information to support and protect Australia’s sporting participants.

# highlights



## PLAY



### AusPlay Survey

The ASC launched AusPlay, a new national population tracking survey, in November 2015. As at 30 June 2016, contractor ORC International had completed more than 18,200 surveys. AusPlay will fill a major gap in national sport and physical recreation data by providing annual data on sport participation to inform investment, policy and sport delivery. AusPlay is the first national survey in Australia that collects adult and children's sport and physical recreation participation data from the same household using both landline and mobile telephone interviews. The first public reports from the survey will be published in November 2016.



## Sporting Schools

ASC CEO Simon Hollingsworth officially launched the Sporting Schools program with the Minister for Health and Aged Care, Minister for Sport, the Hon. Sussan Ley MP in July 2015 at Sydney's Werrington Public School. The launch followed a successful pilot program run during the first half of 2015. Since then Sporting Schools has grown to include 5870 registered schools with 4393 of those running funded programs, above predictions for the first year of the initiative. Sporting Schools is a \$100 million Australian Government initiative designed to help schools to increase children's participation in sport. In partnership with more than 30 NSOs, Sporting Schools helps coordinate sporting organisations, coaches and teachers to deliver sport before, during and after school hours.



## *Play.Sport.Australia.* Communication Approach

The ASC has delivered a series of targeted communications to support *Play.Sport.Australia.*, including video and social media to deliver participation messages and further promote the benefits of sport. In October 2015 the ASC released the 'No Time for Never' video encouraging people of all ages to take part in organised sport, attracting more than 1.5 million views and 28,000 reactions, comments and shares. Two videos titled 'Stick With It', targeting teenage sport participation were released in April 2016, featuring Australian Netball captain Laura Geitz and Australian Rugby Union national team captain, Stephen Moore. The 'Stick With It' videos were viewed nearly 646,000 times and received more than 12,200 reactions, comments and shares. A dedicated *Play.Sport.Australia.* Facebook page was launched and continues to feature content to promote sport participation.

# highlights



## THRIVE



### Integrity Guidelines

The ASC released the *Integrity Guidelines for directors and leaders of sporting organisations* in May 2016. The document provides support for sports and professional clubs to strengthen integrity frameworks and address issues confronting sports. It includes a practical roadmap across key issues such as anti-doping, illicit drugs, match fixing, member protection and sport-science sports-medicine. The ASC, along with its partners the Australian Sports Anti-Doping Authority (ASADA) and National Integrity of Sport Unit (NISU), is developing further resources to complement the new guidelines, including an e-learning module and staging a series of integrity forums.





## Governance Reform in Sport

In June 2016 the ASC released the second wave of governance reform which calls for sports to take a unified approach to behaviours, processes and supporting systems. Released following extensive national consultation and feedback, the reforms are aimed at improving commercial outcomes and building trust and cohesion across national and state sporting organisations, State/Territory Departments of Sport and Recreation (SDSR) and the ASC. Building on extensive governance improvements led by the ASC in the past three years, the reform process will focus first on Olympic and Commonwealth Games sports.



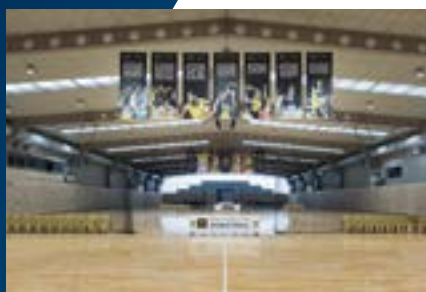
## Gender Equity and Travel Policies

The ASC is committed to the fair recognition and reward of elite female athletes and in early 2016 wrote to 30 NSOs to highlight progress in women's sport and call for continued support and growth. With the Minister for Health and Aged Care, Minister for Sport, the ASC advised sports of new requirements to have gender equitable travel policies and travel arrangements for attendance at major international sporting events, ensuring that female athletes receive the same travel standard as male athletes. The ASC has received a positive response from NSOs, many of which already practice gender equitable travel policies, and continues to work with sports to further improve all gender equality and the promotion of female participation in sport. Compliance with new travel obligations will be tracked through the Annual Sports Performance Review (ASPR).

# highlights



## PERFORM



### Basketball floor upgrade

The AIS Basketball and Netball Centre received a state-of-the-art flooring upgrade in 2016. The new floor is an ActionCush II Plus FIBA accredited system, surfaced in North American Hard Maple, which is expected to last 30 years. The project also included installation of new electrical and data lines for timing and scoring systems and installation of new energy efficient LED lighting throughout the five-court complex. The facility was closed on 21 December 2015 and reopened in March 2016 for use by Basketball Australia, Netball Australia and other high performance and community users.



## Commercial Strategy

The ASC successfully implemented a number of elements of its commercial strategy throughout the year, including sponsorships, merchandise and events. A major component of this strategy was the launch of the 'Experience AIS' website, a public portal for tours, sports camps, entertainment and events, and the online AIS Shop. The ASC established five new partnerships and continues to work with key corporate partners, including 2XU, Gatorade and Dairy Australia. In the lead-up to the Rio 2016 Olympic and Paralympic Games, three new fundraising initiatives for the dAIS program were introduced: staff workplace giving, fundraising dinners and public donations boxes at the AIS campus in Bruce, raising more than \$80,000.



## ASC Enterprise Agreement

The Commission formalised the new *ASC Enterprise Agreement 2016-2019* on 19 February 2016. The agreement was successfully negotiated within the Australian Government bargaining framework and returned an overwhelming 95 per cent 'yes' vote from a turnout of more than 60 per cent of employees. The agreement delivers a number of changes over the three-year period, including a new classification and remuneration structure with no reduction to existing conditions or benefits. The agreement is underpinned by productivity savings and is supported by successful internal efficiency measures previously implemented. The vote was a positive result for employees and reflects the ASC's commitment to the bargaining process and delivering outcomes to best balance employee and organisational requirements.

## Key achievements



**\$102 million**

NSO funding for high performance



**\$12.1 million**

in dAIS grants to athletes



**4.9 million**

in Competitive Innovation Fund  
Grants since 2012



**2299**

athletes registered  
for myAISplaybook



participants in the  
Coach and Leadership  
programs since 2012



of sports agree that the AIS is  
meeting sports science sports  
medicine deliverables



**1.29 million**

Sporting Schools program attendances



of schools satisfied with  
Sporting Schools program

**4393**

schools funded  
(target = 4030)

### TOP SPORTS



ATHLETICS



GYMNASTICS



TENNIS



FOOTBALL

## World champions

One of the measures of Australia's performance on the international stage is the number of world champions Australia has across a range of benchmark events.<sup>1</sup> *Australia's Winning Edge* sets a target of more than 20 world champions annually.

Between July 2015 and June 2016, Australia had 15 able bodied athletes or teams and 24 Paralympic athletes or teams crowned as world champions.<sup>2</sup> A further five able bodied athletes and four Paralympic athletes who won world championships in 2014-15 continue to be the reigning world champions where their sports have not held benchmark events during the reporting period.

**Table 1: 2015-16 World champions**

Sport	Athlete	Event
Canoe/kayak – slalom	Jessica Fox	World Championships – Women's C1
Canoe/kayak – slalom	Womens Team (Jessica Fox, Alyson Borrows, Rosalyn Lawrence)	World Championships – Women's C1 Team
Canoe/kayak – sprint	Lachlan Tame/Ken Wallace	World Championships – K2 500
Canoe/kayak – sprint	Ken Wallace	World Championships – K1 5000
Cycling – BMX	Caroline Buchanan	World Championships – Time Trial
Cycling – track	Sam Welsford, Michael Hepburn, Miles Scotson and Callum Scotson	World Championships – Men's Team Pursuit
Cycling – track	Rebecca Wiasak	World Championships – 3km Individual Pursuit
Netball	Diamonds	World Cup – Women
Rowing	Kim Brennan (nee Crow)	World Championships – Women's Single Scull
Sailing	Mathew Belcher and Will Ryan	World Championships – Men's 470
Shooting	Ben Emms	World Championships – 2015 World Long Range Championships

1. Benchmark events include the world championship event or equivalent for: all Olympic and Paralympic disciplines; non Olympic disciplines in Foundation sports; and peak events for other able bodied *Australia's Winning Edge* sports.
2. Where an athlete is crowned world champion in multiple events or disciplines the athlete is only counted once for the purpose of the *Australia's Winning Edge* target.



Sport	Athlete	Event
Swimming	Mitchell Larkin	World Championships – 100m Backstroke
		World Championships – 200m Backstroke
Swimming	Emily Seebohm	World Championships – 100m Backstroke
		World Championships – 200m Backstroke
Swimming	Bronte Campbell	World Championships – 100m Freestyle
		World Championships – 50m Freestyle
Swimming	Emily Seebohm, Emma McKeon, Bronte Campbell, Cate Campbell (Heats Madison Wilson, Melanie Wright, Bronte Barratt)	World Championships – 4 x 100m Freestyle

**Table 2:** 2015-16 World champions (Paralympic disciplines)

Sport	Athlete	Event
Athletics – para	Angie Ballard	World Championships – 400m T53 Women
Athletics – para	Carlee Beattie	World Championships – Long Jump T47 Women
Athletics – para	Isis Holt	World Championships – 100m T35 Women World Championships – 200m T35 Women
Athletics – para	Madison De Rozario	World Championships – 800m T53 Women
Athletics – para	Scott Reardon	World Championships – 100m T42 Men
Athletics – para	Todd Hodgetts	World Championships – Shot Put F20 Men
Canoe – para	Curtis McGrath	World Championships – Canoe single VL2 200m World Championships – Kayak single KL2200m
Canoe – para	Susanne Seipel	World Championships – Canoe single VL2 200m
Cycling – para	David Edwards/Kieran Modra	World Championships – 4km Pursuit Men – Tandem B
Cycling – para	Michael Gallagher	World Championships – 4km Pursuit Men – C5
Cycling – para	Jessica Gallagher/Madison Janssen	World Championships – Tandem Sprint
Cycling – para	Kyle Bridgewood	World Championships – Men’s C4-5 scratch race World Championships – Men’s Time Trial (C4)
Cycling – para	Carol Cooke	World Championships – Women’s 14km Time Trial (T2)
Cycling – para	Alistair Donohue	World Championships – Men’s Road Race (C5)
Rowing – para	Erik Horrie	World Championships – Arms & Shoulders Single Scull
Rowing – para	Kathryn Ross & Gavin Bellis	World Championships – Trunk & Arms Mixed Double Scull

Sport	Athlete	Event
Swimming – para	Maddison Elliott	World Championships – Women's 50m Freestyle (S8)
		World Championships – Women's 100m Freestyle (S8)
		World Championships – Women's 100m Backstroke (S8)
Swimming – para	Ellie Cole	World Championships – Women's 100m Freestyle (S9)
		World Championships – Women's 100m Backstroke (S9)
Swimming – para	Tiffany Thomas Kane	World Championships – Women's 100m Breaststroke (SB6)
Swimming – para	Brenden Hall	World Championships – Men's 400m Freestyle (S9)
		World Championships – Men's 100m Backstroke (S9)
Swimming – para	Ashleigh McConnell, Lakeisha Patterson, Maddison Elliott, Ellie Cole	World Championships – Women's 4x 100m Freestyle relay (34 points)
Tennis – wheelchair	Dylan Alcott	US Open – Men's Quad Singles
Triathlon – para	Bill Chaffey	World Championships – PT1 M
Triathlon – para	Katie Kelly/Michellie Jones	World Championships – PT 5 W

## AIS Sport Performance Awards

The ASC held the second AIS Sport Performance Awards (ASPAs) on 24 February 2016, recognising and celebrating the outstanding achievements of Australian athletes, teams, coaches and administrators. Awards were presented across 10 categories, including two people's choice awards decided by public vote, for performances during the 2015 calendar year.

### Male athlete of the year

#### **Jason Day (golf)**

Jason's extraordinary 2015 peaked with his first Major win at the 2015 US PGA Championship and achieving the world No. 1 ranking. His score of 20 under par in the PGA was the lowest score in a Major and he was only the fifth Australian in history to win the prestigious tournament. It was one of five US PGA wins for the year and he finished in the top 10 in three of the four Majors. He memorably finished ninth in the U.S. Open having collapsed on the course with vertigo on the second day.

### Female athlete of the year

#### **Emily Seebohm (swimming)**

Emily dominated at the 2015 FINA World Swimming Championships, winning gold in the 100-metre backstroke, 200-metre backstroke and the 4 x 100-metre freestyle relay. She broke the Commonwealth 200-metre backstroke record and became the first Australian to win the 100-metre/200-metre backstroke double at the world championships. At the 2015 Australian Short Course Championships she became only the second woman in the world to beat two minutes in the 200-metre backstroke, just 0.26 seconds outside the world record.

### Team of the year

#### **Women's team pursuit (cycling)**

Australia's women's team pursuit squad members Annette Edmondson, Ashlee Ankudinoff, Amy Cure and Melissa Hoskins beat the world record by 2.9 seconds at the Paris 2015 Track World Championships in February. The team has been together since 2011 and after increasing the squad's support network in the past 12 months it has lifted to another level. Part of the team's success has come from the members' commitment to base themselves at Cycling Australia's high performance unit in Adelaide one year out from the Rio 2016 Olympic Games.

#### **The Australian Diamonds (netball)**

In 2015 the Diamonds successfully defended the Netball World Cup when they defeated arch-rivals the New Zealand Silver Ferns 58-55 on home soil. This performance clinched Australia's third successive world title and its 11th Netball World Cup. The Diamonds capped off the year by retaining the Constellation Cup: while drawing the series 2-all with New Zealand, Australia won the Cup on goal difference.

## Emerging athlete of the year

### **Ben Simmons (basketball)**

Ben graduated from US high school Montverde Academy and earned selection in the 2015 All American Game. He received several high-profile awards including the USA High School Player of the Year and was selected in the World Team for the 2015 Nike Hoop Summit. Ben joined Louisiana State University and was named the Southeastern Conference Preseason Player of the Year and named on the Associated Press preseason All-America team. In June 2016 Ben was the No. 1 pick in the NBA draft.

## Para performance of the year

### **Alistair Donohoe (cycling)**

Throughout 2015 Alistair not only excelled in the most competitive classification within para-cycling, C5, but his personality, attitude and behaviour proved exemplary and he greatly contributed to the positive team culture. His 2015 highlights included first place at the Para-cycling Road World Championship C5 Road Race and six Para-cycling Road World Cup gold medals. He also won the scratch race at the Para-cycling Track World Championships and three gold medals at national track and road events during the year.

## Coach of the year

### **Michael Bohl (swimming)**

Michael coached six Australian athletes for the 2015 FINA World Championships who went on to win five gold, two silver and three bronze medals at the meet, including Mitchell Larkin, Madison Wilson, Bronte Barratt, Madeline Grove, Emma McKeon and Grant Irvine. He also coached Mitchell to a world record in the 200-metre backstroke at the 2015 Australian Short Course Championships and received Swimming Australia's Olympic Program Coach of the Year award.

## Award for leadership

### **Mark Anderson (swimming)**

Mark has brought highly valued management and business acumen to swimming that has seen the sport attract and secure new commercial and innovative partnerships, highlighted by a renewed multi-year television broadcast arrangement involving free-to-air television and digital platforms. During preparations for the Rio Olympic Games Mark has overseen key changes in the high performance team and secured key staff for the Tokyo Olympic Games in 2020. He has driven cultural change that has led to positive results in and out of the pool.



## Sporting moment of the year – media vote

### **Jockey Michelle Payne wins the Melbourne Cup**

Michelle Payne rode Prince of Penzance into history by becoming the first female jockey to win the Melbourne Cup, a major triumph for women in sport.

## Destination NSW team of the year – public vote

### **The Australian Diamonds (netball)**

The Diamonds successfully defended their world championship title when they defeated arch-rival New Zealand 58-55 in Sydney.

## The ABC sports personality of the year – public vote

### **David Pocock (rugby union)**

After losing two years to two major knee injuries, David Pocock returned to competition in 2015 as one of world rugby's finest players.

## ASC Media Awards

The 14th Annual ASC Media Awards were held in Melbourne on 26 November 2015, recognising excellence in sports journalism and broadcasting and the role of the media in connecting Australians with sport. Attended by the Minister for Health and Aged Care, Minister for Sport, the Hon. Sussan Ley MP, 15 awards were presented including the Lifetime Achievement Award.

**Table 3:** ASC Media Awards results

Award	2015 Winner
Best contribution to sport by an organisation through digital media	2015 Ashes Test series – cricket.com.au
Best coverage of sport for people with disability	Amanda Shalala, Grandstand para-sport profiles – ABC
Best coverage of women in sport	The 2015 FIFA Women's World Cup – SBS
Best depiction of the value of sport to Australians in a community setting	Dan Goldberg, Adam Kay and Anthony De Sylva, 'Pitch Battle' – Mint Pictures and ABC
Best sports photography	Brett Costello, 'Shark splash' – Daily Telegraph
Best sports journalism from rural, regional or suburban media	Matthew McInerney – APN Fraser Coast Chronicle
Best analysis of the business of sport	Simon King, 'Charting a bold course' – The Australian's Deal Magazine
Best coverage of a sporting event by a media organisation	The 2014 AFL grand final – The Age
Best profiling of an athlete, team or coach – print media	Robert Drane, 'The blame game' – Inside Sport
Best profiling of an athlete, team or coach – broadcast media	Brad Smith, Mike Hirschfield and Mick Neill, 'Dan Menzel – a long way home' – Fox Footy
Best coverage of sport by an individual – digital media	David Weiner – Fox Sports
Best coverage of sport by an individual – print media	Will Swanton – The Australian
Best coverage of sport by an individual – broadcast media	Gerard Whateley – ABC, Fox Footy
Best reporting of an issue in sport	Caro Meldrum-Hanna, Sam Clark and Max Murch, 'Making a killing' – Four Corners, ABC TV
Lifetime achievement award for contribution to sports journalism	Mike Coward







# ANNUAL PERFORMANCE STATEMENTS

# 02

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**Australian Government**  
**Australian Sports Commission**

**Statement by the Commissioner – Annual Performance Statements**

On behalf of the Board of the Australian Sports Commission, I am pleased to submit the Annual Performance Statements for the year ended 30 June 2016, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013*.

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

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

Yours sincerely

A handwritten signature in blue ink, appearing to read 'John Wylie'.

John Wylie AM  
Chair  
Australian Sports Commission

30 August 2016

## Our purpose

The ASC promotes and supports the development of a cohesive and national sport sector that creates opportunities for all Australians to participate and excel in sport.

*Our purpose is to strengthen Australian sport – to enable more people to play sport and Australian athletes to succeed on the world stage.*

The ASC's 2015–19 Corporate Plan introduced four strategic pillars which underpin our purpose and guide our core activities and objectives.

# WIN



**INTERNATIONAL  
SUCCESS**

# PLAY



**MORE  
PARTICIPATION**

# THRIVE



**SUSTAINABLE  
SPORTS**

# PERFORM



**ORGANISATIONAL  
EXCELLENCE**

In 2015–16, work across the four pillars: Win, Play, Thrive and Perform, contributed to the achievement of the ASC purpose and the ASC's two outcomes identified within the Portfolio Budget Statements 2015–16.

### OUTCOME 1

Improved participation in structured physical activity, particularly organised sport, at the community level, including through leadership and targeted community based sports activity.

### OUTCOME 2

Excellence in sports performance and continued international sporting success, by talented athletes and coaches, including through leadership in high performance athlete development, and targeted science and research.

# our performance




WIN



*We are focused on getting more Australians, on more podiums, more often.*

*Australia's Winning Edge*, with its clear definition of success, defines the role of the AIS and our key partners in the Australian high performance system and provides a national strategy outlining international performance targets for Australia. Our objective is for Australia to achieve a top 5 finish at the Summer Olympic and Paralympic Games, top 15 at the Olympic and Paralympic Winter Games and more than 20 world champions annually. To enable this, the AIS provides targeted investment to those sports that demonstrate the greatest chances of short, medium and long-term international success. The AIS also administers the dAIS scheme that provides financial support to Australia's emerging and top performing athletes and grants to encourage innovation in high performance through the NSO Competitive Innovation Fund.



The AIS also assists sports in the area of governance, commercialisation, research, coaching and leadership, and talent identification. These initiatives aim to ensure that the high performance sector is positioned to achieve sustainable success. The long-term sustainability of the AIS is a key priority and in 2015–16 the AIS commenced the AIS Future Directions project to consider the role and operating model of the AIS Campus in Bruce.

The Win pillar is the cornerstone in delivery of PBS outcome 2 to achieve excellence in sports performance and continued international sporting success.

## Our approach

In 2015–16 the AIS continued to embed initiatives and priorities under *Australia's Winning Edge* with a focus on providing strong foundations and support to enable success at the Rio 2016 Olympic and Paralympic Games. This has included the delivery of the AIS Coach and Athlete forum, the annual Sports Draft and Talent Identification Program and the Competitive Innovation Fund. The AIS also hosted Campaign Rio forums delivered in partnership with the AOC and APC, and the Personal Excellence Program.

Key activity areas included:

- providing targeted investment to NSOs and athletes to enable them to develop high performance programs that achieve international success
- providing high performance advice and guidance to assist sports with strategy, planning and program delivery
- delivery of customised athlete, coach and leader talent initiatives to optimise high performance outcomes
- delivery of sports science and sports medicine expertise to ensure Australia's athletes get the right support at the right time
- promoting the growth of new knowledge and expertise for high performance sport
- facilitating a more aligned and streamlined performance network that supports *Australia's Winning Edge* identified athletes and teams across jurisdictions.

On the cusp of the Rio 2016 Olympic and Paralympic Games, our success in 2015–16 has been gauged by the performance of *Australia's Winning Edge*-funded sports against their performance targets and the effective delivery of AIS support, funding and sport science sport medicine services to athletes, teams and NSOs.

## Our Results

**Table 4:** ASC performance against Win deliverables

Deliverable	Result	Supporting statement
33 NSOs received high performance funding to implement high performance plans <sup>1,2</sup>		<b>Achieved</b> 33 priority NSOs were funded to implement high performance plans in 2015-16.
More than 20 world champions <sup>1</sup>		<b>Achieved</b> 20 able bodied athletes or teams and 29 Paralympic athletes or teams hold world championship titles in 2015-16.
750 athletes received dAIS funding to help achieve their high performance outcomes <sup>1,2</sup>		<b>Achieved</b> 735 dAIS offers were made with 721 athletes accepting dAIS funding. In addition, a further 20 athletes met performance criteria but not offered funding due to means test considerations.
1500 <i>Australia's Winning Edge</i> athletes being tracked through the national Athlete Management System (AMS) <sup>1,2</sup>		<b>Exceeded</b> 2,603 elite athletes were tracked through the AMS.
20 high performance innovation projects funded that focus on improving sport performance <sup>1,2</sup>		<b>Exceeded</b> 27 high performance innovation projects were completed in 2015-16.
80% of AIS assigned sports science sports medicine servicing meets the deliverables agreed with NSOs <sup>1</sup>		<b>Exceeded</b> 25 out of 30 sports (83%) agreed that the AIS sports science sports medicine services had met agreed deliverables.
80% of <i>Australia's Winning Edge</i> -funded sports rated by the AIS as achieving the performance targets		<b>Significant Progress</b> 30 out of 41 (73%) <i>Australia's Winning Edge</i> -funded sports achieved their targets in benchmark events during 2015-16, an increase from 70% in 2014-15.
90% of the projects identified within the NIN review recommendation implementation schedule are completed on time		<b>Significant Progress</b> 90% of recommendations due for completion in year 1 are on track, while recommendations scheduled for year 2 are estimated to be 50% complete.

1. Source: 2015-19 Corporate Plan and Annual Operational Plan

2. Source: Portfolio Budget Statements 2015-16



The AIS has successfully delivered a number of key initiatives under the Win pillar in 2015–16, including provision of funding to 33 NSOs, with more than \$102.4 million in high performance funding distributed. A total of 73% of *Australia's Winning Edge* funded sports achieved their targets in benchmark events<sup>1</sup> during 2015–16, which although less than the target of 80%, represents an increase from 70% reported in 2014–15. Under the *Australia's Winning Edge* measurement criteria,<sup>2</sup> there were 20 able bodied world champions in 2015–16, including 15 athletes or teams which have been crowned world champion between July 2015 and June 2016 and a further five athletes who continue to reign as world champion from 2014–15 because their sport has not held a benchmark event. For Paralympic sports, there were 24 new world champion athletes or teams and four athletes who continue to hold the world championship title.

Under the dAIS program, 755 athletes were identified as meeting the performance criteria. A small number of athletes were either ineligible to receive grants due to means testing or elected not to accept dAIS offers for other reasons, resulting in 721 athletes receiving the \$12.1 million allocated through grants in 2015–16. As of June 2016, over 2,600 athletes are being tracked through the national AMS and 2,299 athletes are registered on *myAISplaybook*, an online resource developed as part of the Personal Excellence Program providing support and guidance for elite athletes.

The AIS successfully delivered 27 innovation projects, exceeding the target of 20. Project examples include the supply of performance optimised athlete tools for Paralympic athletes, research and design of world leading sports technology and equipment, and the modernisation of a Race Analysis Video System to incorporate tracking technology and improved accuracy for coaches and athletes. In addition, 83% of sports receiving sports science and sports medicine support from the AIS reported that these services were meeting agreed deliverables, against a target of 80%. These actions demonstrate the continued focus of the AIS to provide coordinated and targeted support to high performance athletes.

The ASC has continued to lead the implementation of recommendations from the National Institute Network (NIN) Review and more than 90% of recommendations due by December 2015 have been completed. Outstanding actions are on average 50% complete and it is expected that a large number of recommendations will be finalised during the 2016–17 NSO annual planning and assessment process. In June 2016 the AIS conducted a review of progress and as a result the implementation schedule has been updated to better reflect high performance priorities leading into the Rio Olympics Games.

In the latter part of 2015–16, the AIS Future Directions panel convened to assess the current operating model of the AIS in the context of the Australian high performance system. This project will continue into 2016–17, assisting the AIS to maintain its focus post-Rio on continuous improvement and the effective delivery of high performance sport outcomes for Australia.

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1. Benchmark events include the world championship event or equivalent for: all Olympic & Paralympic disciplines; non Olympic disciplines in Foundation sports; and peak events for other able bodied *Australia's Winning Edge* sports.  
2. Where an athlete is crowned world champion in multiple events or disciplines the athlete is only counted once for the purpose of the *Australia's Winning Edge* target.

# our performance



## PLAY



*We want more Australians, particularly young Australians, participating in sport more often.*

*Play.Sport.Australia.*, our participation game plan, sets out how the ASC can best support national participation outcomes. Our ambitions for sport are simple; at the national level we want to see more Australians participating in sport and at the individual sport level we want to see sports which the ASC invests in achieving year on year membership and participation growth.

To enable this, the ASC has focused on better understanding what is happening in sport through the launch of AusPlay, a new national participation survey on sport and physical recreation, and driving demand for lifelong participation in sport through our national Sporting Schools program. Through *Play.Sport.Australia.* the ASC continues to invest in NSOs through a refined Participation Investment Categorisation Framework and the provision of strategy and project support.





Our objective is to achieve sustained participation growth across the sector and for Sporting Schools to be a core feature of Australian junior sport, helping to develop a love of sport in the next generation. In delivering these objectives, the ASC aims to work effectively with sport sector partners to develop and share industry knowledge and evidence to help address participation challenges.

The Play pillar is an important component in the delivery of PBS outcome 1 to achieve improved participation in structured physical activity at the community level.

## Our approach

In 2015–16 the ASC has focused on delivery of the Sporting Schools program, which officially launched on 20 July 2015, and the launch of the AusPlay survey. In addition, the new participation investment model based on categorisation was implemented, providing a more consistent and transparent approach to participation funding.









Key activity areas include:

- providing targeted investment to NSOs to help them grow their participation base
- providing services and support that assist NSOs with participation strategies, planning and operations
- developing and disseminating high-quality information, research and data to better understand what is happening in sport
- driving demand for lifelong participation in sport by focusing on younger Australians through the Sporting Schools program.

Our success is measured in the uptake of Sporting Schools and the trends in sport participation data, including membership growth of NSOs, and how effectively the ASC is assisting the sector through targeted investment and support.

## Our Results

**Table 5:** ASC performance against Play deliverables

Deliverable	Result	Supporting statement
Implementation of the new participation investment model <sup>1</sup>		<b>Achieved</b> The ASC implemented the NSO Participation Investment Categorisation Framework for 2015-16 participation investment. The ASC continues to use this framework to prioritise investment to NSOs.
62 NSOs funded to deliver participation in line with new participation investment principles <sup>1</sup>		<b>Achieved</b> 61 NSOs received participation funding in 2015-16.
80% of priority participation NSOs are growing their participation base <sup>1,2</sup>		<b>Achieved</b> 28 of the 35 identified priority sports (80%) have increased full active participation, with 25 of these also achieving increased participation through exposure.
Initial phase of data collection and analysis to establish benchmark participation data and enable development of key performance indicators <sup>1,2</sup>		<b>Achieved</b> Data collection for the AusPlay survey commenced in November 2015. As of 30 June 2016, more than 18,200 surveys have been completed. It is anticipated that the first AusPlay results will be published in November 2016.
4030 schools funded to deliver practical physical activity in a school setting through Sporting Schools <sup>1,2</sup>		<b>Exceeded</b> 4393 schools were funded under the Sporting Schools program in 2015-16.
600,000 children participating in the Sporting Schools program <sup>1,2</sup>		<b>Exceeded</b> 1.29 million Sporting Schools program attendances.
Delivery of the <i>Play.Sport. Australia.</i> communication approach with high social media engagement including online video content and public relations activity <sup>1</sup>		<b>Significant Progress</b> During 2015-16, the ASC released two video campaigns, titled 'No time for Never' and 'Stick with it'. A third video campaign has been developed and is planned for release in 2016-17.
Completion of 47 capability projects across 43 NSOs <sup>1</sup>		<b>Significant Progress</b> 38 Participation Investment Capability grant projects were undertaken in 2015-16. The remaining nine projects are expected to be completed in 2016-17.

1. Source: 2015-19 Corporate Plan and 2015-16 Annual Operational Plan

2. Source: Portfolio Budget Statements 2015-16



The ASC successfully delivered a number of key initiatives under the Play pillar in 2015-16, including exceeding planned performance targets for the Sporting Schools program, with funding provided to 4393 schools and over 1.29 million program attendances. The program continues to grow rapidly, demonstrating a successful partnership between the ASC and NSOs to deliver quality sporting programs, including access to coaches, resources and funding. In the latter part of 2015-16, the ASC also reaffirmed its focus on sport and education through a commitment to leading the development and implementation of a national initiative that aims to improve opportunities for all children to participate in sport in the school environment, including the development of a national literacy standard.

AusPlay was launched in November 2015 and fills a major gap in sport and recreation data. During 2015-16, the ASC collected participation data from 15,250 adults and 2,970 children. The AusPlay survey is a key component of *Play.Sport.Australia*. and demonstrates the ASC's commitment to providing robust data to help inform strategies to grow participation. The AusPlay survey is on track to collect data from 20,000 adults and 3,600 children annually and in May 2016 interim findings from the first year were shared with the sport sector to ensure that data is relevant and available to users.

Supplementing the AusPlay data, the ASC continues to use the ASPR to track NSO participation across a range of measures. This includes membership with sporting organisations, or active participation, and broader exposure to sports through events, school sport or program-level activities. In 2015, 80% of priority category sports reported increases in membership based participation while 71% of NSOs reported increases in the participation base through broader measures.

The Participation Investment Categorisation Framework was successfully implemented in 2015-16 to prioritise funding to those NSOs who are best placed to deliver participation outcomes. Under the new categorisation framework, 61 NSOs received participation funding in 2015-16. The implementation of the new investment model resulted in the removal of one funding category, reducing the number of NSOs receiving funding to 61 from an expected 62. The full application of the participation investment model will take effect from 2016-17 with future categorisation to be informed by ASPR and the AusPlay survey. Participation Investment Capability grants and project delivery support was provided to 43 NSOs to deliver 47 projects. All projects commenced during 2015-16, however, nine projects have been delayed and the ASC will work with NSOs to deliver these projects in 2016-17.

A major focus in 2015-16 has been communications to support *Play.Sport.Australia*. and further promote the benefits of sport. A series of videos were released by the ASC during the year along with a dedicated Facebook page, which attracted high levels of social media engagement. The 'No Time for Never' video, released in October 2015, attracted more than 1.5 million views while the two 'Stick With it' videos, featuring elite athletes Laura Geitz and Stephen Moore, have been viewed almost 646,000 times since being released in March 2016. A third video campaign was prepared but its release withheld until 2016-17.

# our performance



## THRIVE



*We want more sports to have the capability, workforce and leadership capacity to develop and run successful sport programs.*

In order to achieve *Australia's Winning Edge* targets and participation outcomes under *Play.Sport.Australia.*, we need sports to be effective organisations. To enable this, the ASC is focused on supporting the network that supplies sport through improving governance, leadership and business systems of NSOs. This includes the implementation of MSGP and the provision of support for coaching and officiating, product development and workforce capability.



Our objective is for sports to be strategic, well-governed and financially sound, including fostering less reliance on government funding. We aim for NSOs to have the right people, structure and systems in place to achieve high performance and participation outcomes and deliver the sport opportunities that Australians want.

By providing leadership to build capability and sustainability across the sector, the Thrive pillar is a key component of the ASC's delivery of PBS outcomes 1 and 2.

## Our approach

In 2015–16 the ASC has continued to focus on the delivery of commercialisation and capability projects and the implementation of the MSGP, working with NSOs and state and territory departments of sport and recreation to support and monitor progress. In addition, the ASC has progressed work to enable long term monitoring of the organisational capability of NSOs through the development of Sport.Scan.





Key activity areas include:

- continuing to help sporting bodies improve their governance and drive alignment through national, state and territory levels
- delivering sector initiatives to optimise coach, official and leader talent and support sports to develop workforce strategies
- assisting sports to develop relevant products and identify commercial opportunities to improve their financial sustainability
- helping sports develop their digital capability to ensure they are connecting with their customers effectively and utilising technology to support growth and innovation
- evolving the Play by the Rules resources to help deliver safe, fair and inclusive sporting environments.

Our success is measured by how well sports are meeting the MSGP and the long-term improvement in the organisational capability and financial sustainability of NSOs, including increasing commercial revenue streams.

## Our Results

**Table 6:** ASC performance against Thrive deliverables

Deliverable	Result	Supporting statement
Increase in the number of NSOs complying with the MSGP <sup>1</sup>		<b>Achieved</b> The number of NSOs monitored against the MSGP was increased to 21, up from 15 in 2014. The average compliance rating increased across sports that have been monitored since 2014.
20 governance, commercialisation and workforce capability projects completed with NSOs <sup>1,2</sup>		<b>Exceeded</b> 76 capability projects were completed in 2015-16.
Increase in the number of NSOs developing non-government revenue streams <sup>1</sup>		<b>Significant Progress</b> Nine commercialisation projects were undertaken to assist NSOs to develop non-government revenue streams, including six NSO and three sector wide projects. A pilot workshop, based on market research conducted by the ASC, was delivered to educate NSOs on increasing commercial revenue.
Initial data collected against the ASC organisational development framework to establish benchmark organisational capability measures <sup>1,2</sup>		<b>Commenced</b> The organisational development tool Sport.Scan was successfully developed in 2015-16. Data collection across 23 priority NSOs is planned to coincide with the 2016 ASPR process.

1. Source: 2015-19 Corporate Plan and 2015-16 Annual Operational Plan

2. Source: Portfolio Budget Statements 2015-16



The ASC maintained a strong focus across governance, workforce capability and commercialisation in 2015–16, delivering 76 projects and significantly exceeding planned performance targets. Project examples included the new Board evaluation tool, coach education resources and assisting NSOs with go to market strategies. Further work across a large pipeline of projects is currently underway and expected to be completed in 2016–17.

The ASC has undertaken nine projects designed to increase non-government revenue streams of NSOs, including conducting a sponsorship workshop and two sector specific projects aimed at the commercialisation of women's sport. The ASC has supported Hockey Australia with a go to market strategy to develop *Hookin2Hockey* into a nationally consistent junior product, and has continued to assist Netball Australia with the implementation and development of technology to support the *Fast5* product. The success of these commercialisation projects will be monitored in the 2016 ASPR, however, these initiatives have created real opportunities for NSOs to reduce reliance on government revenue.

In 2015 the ASC continued to support best practice governance and the number of sports which are required to demonstrate compliance against the MGSP was expanded to 21. The average rating of the 15 sports that have been assessed for more than one year increased from 'adopting' to 'implemented' in 2015–16, demonstrating that the number of NSOs complying with the MSGP continues to increase. For sports outside of this group, the ASC provided advice and support to ensure that good governance is achievable across the sport sector. The ASC has also commenced work on new governance initiatives, including the launch of *Integrity Guidelines for directors and leaders of sporting organisations* in May 2016, and the next wave of governance reform in June 2016. These projects are a part of the ASC continued focus and commitment to advocating for effective governance and will be further implemented in 2016–17.

During 2015–16 the ASC has finalised the organisational development tool, Sport.Scan, which is designed to measure and track improvements in the organisational capability of NSOs. To ensure strategic alignment and streamlined engagement with NSOs, the ASC has delayed initial data collection to coincide with the 2016 ASPR process.



# our performance




## PERFORM



*Our focus is on being a high performing organisation that is recognised for strong leadership and culture, attracting and retaining top talent and for achieving our corporate objectives.*

The key goal for the Perform pillar is ensuring that the ASC has the resources, facilities and capability to drive progress across Win, Play and Thrive to deliver the best outcomes for Australian sport.

The ASC is a unique organisation with a broad reach of activities and operations and diverse workforce who are passionate about working together to benefit Australian sport. We support *Play.Sport.Australia.* through 12 regional offices across Australia, while the high performance program in support of *Australia's Winning Edge* is delivered at the AIS Campus in Bruce, a smaller facility in Pizzey Park on the Gold Coast and the AIS European Training Centre in Italy.



Optimising the use of these facilities, including through commercial activities, is important to ensure that the ASC is well positioned for the future.

The ASC has an important role to play in promoting the sport sector and the value that sport participation and high performance activities deliver. Central to this are the delivery of key events and conferences, including the ASPAs and regular communications across the sport sector and the broader public on the priorities, developments and achievements in Australian sport.

## Our approach

In 2015–16 there has been a focus on supporting the business to achieve deliverables under the Win, Play and Thrive pillars and the continued development of systems and support for ASC people. The implementation of targeted communication strategies across both participation and high performance has been a key priority this reporting period, along with the implementation of the ASC commercialisation strategy.

Key activity areas were:





- communication of priorities, goals and successes of the ASC and Australian sport
- effective management of resources
- identification of revenue generation opportunities that present the greatest values
- establishment of AIS facilities as world-recognised centres of excellence
- a focus on strategic priorities and operational effectiveness.

Success is gauged by our media profile and our stakeholders' satisfaction with the ASC's performance as a leader in the sport sector, the results of our staff culture surveys, and how effectively we deliver on our strategies.

## Our Results

**Table 7:** ASC performance against Perform deliverables

Deliverable	Result	Supporting statement
Conduct Our Sporting Future conference, ASPAs and ASC Media Awards <sup>1</sup>		<b>Achieved</b> The Our Sporting Future conference was held on the Gold Coast from 21-23 October 2015. The ASC Media Awards was held in Melbourne on 26 November 2015. The 2016 ASPAs was held in Sydney on 24 February 2016.
Increased positive media profile and engagement <sup>1</sup>		<b>Achieved</b> The ASC has conducted regular proactive media engagement and received widespread media attention across key publications and events, including the release of <i>Sports Tally for the Year 2015</i> , a position statement on concussion in sport and the launch of the Sporting Schools program.
Development of a revised learning and development framework in line with better practice approaches <sup>1</sup>		<b>Achieved</b> The ASC Learning and Development Policy was approved in June 2016.
Actions from the 2015 staff survey are identified and implemented <sup>1</sup>		<b>Achieved</b> The 2015 staff survey identified two key action areas: communications and employee development. A new communications strategy and the ASC Learning and Development Policy have been implemented in 2016.
Increase in the proportion of ASC funding coming from non-government revenue <sup>1</sup>		<b>Achieved</b> Non-government revenue comprised 9.6% of funding in 2015-16 compared to 8.1% in the previous period.
Unqualified financial statement and no 'A' category audit findings <sup>1</sup>		<b>Achieved</b> An unqualified audit opinion was issued by the Australian National Audit Office (ANAO) for the 2015-16 financial statements.
Stakeholder satisfaction with the ASC leadership of the sector <sup>1</sup>		<b>Achieved</b> 91% of sport sector partners agree that the ASC demonstrated effective leadership of the sector.

Deliverable	Result	Supporting statement
Five-year data centre strategy developed <sup>1</sup>		<p><b>Commenced</b></p> <p>In search of further efficiencies and innovation, the ASC opted to test the market prior to the development of the data centre strategy. The ASC has finalised an approach to market and evaluation process around a suite of ICT services. This process will be completed in 2016-17 including the development of a new data centre operational model.</p>
Develop a long-term plan to manage depreciation and capital for the ASC, including the AIS Bruce campus <sup>1</sup>		<p><b>Commenced</b></p> <p>The depreciation and capital plan for the Bruce campus has been developed to the extent possible prior to the final outcomes of the AIS Future Directions project. Outcomes from AIS Future Directions project will inform the finalisation of the depreciations and capital plan in 2016-17.</p>
AIS Bruce Campus facility master plan developed <sup>1</sup>		<p><b>Commenced</b></p> <p>In May 2016 the AIS Bruce Campus was included as a Designated Area under the National Capital Plan. As a result, requirements for facility planning have changed.</p> <p>These changed requirements will be reflected in the Master Plan which will be informed by the outcomes from the AIS Future Directions project.</p>
<p>A Sport High Performance portal with linked up information systems for the NIN</p> <p>Operational use of the Sport High Performance portal by the AIS and 20% of NIN members<sup>1</sup></p>		<p><b>Commenced</b></p> <p>The development of a sport portal was postponed until 2016-17. Work commenced in June 2016 to develop a detailed scope for the Sport Partner Portal.</p>

1. Source: 2015-19 Corporate Plan and 2015-16 Annual Operational Plan

The ASC has engaged with international, national and regional media to raise the profile of both participation and high performance sport in 2015-16. The Our Sporting Future conference, ASC Media Awards and ASPAs were successfully delivered and recorded strong attendance. The ASPAs were broadcast live on ABC radio for the first time, celebrating the outstanding achievements of Australian's leading athletes, team, coaches and administrators. The Sporting Schools program received regular national and regional news coverage and the ASC's continued focus on strong governance has been reflected in media coverage, with the release of the second phase of governance reform and the *Integrity Guidelines for directors and leaders of sporting organisations* both reported nationally.

In the build up to the 2016 Rio Olympics, the ASC has proactively engaged with the media to promote the role of the AIS and has continued to grow audiences on social media, including dedicated platforms on Facebook, Twitter and Instagram. The ASC has taken a leading role in the promotion and recognition of women's sport and attracted strong media attention with the launch of the AIS-funded camps for the Australian Matilda's football squad, the Change the Game female mentoring program partnership and the announcement of new requirements for NSOs to implement gender-neutral travel policies.

The ASC has progressed with a number of internal planning, commercialisation and policy development projects, including the successful implementation of a new enterprise agreement and the approval of the ASC Learning and Development Policy. The development of a long-term strategy for the management of depreciation and capital and the AIS Bruce Campus facility master plan have commenced in 2015-16, however factors such as the AIS Future Directions project and designation under the National Capital Authority have resulted in the suspension of these projects. A significant body of work on an ICT transformation project including an approach to market was progressed in late 2015, resulting in the Sport Partner Portal being postponed. Work to progress a detailed project scope for the Sport Partner Portal commenced in June 2016.

The ASC has successfully grown its commercial revenue in 2015-16 including an increase in revenue from sponsorships and strong growth in high performance camps held at the AIS, with residential high performance bed nights increasing 8 per cent since the previous period. The growth of non-government revenue sources will continue to be a focus for the ASC in 2016-17.

In the latter part of 2015-16, the ASC also committed to a number of strategic projects to set the scene for the ASC's operations over the year ahead, including opportunities to access new sources of non-government funding. Key projects include the development of a business case for a national sport lottery and initiatives to support the national coordination of sports infrastructure.



## Performance summary

The ASC has made strong progress against the priorities set out in the 2015-19 Corporate Plan and 2015-16 Annual Operational Plan, delivering on our purpose to strengthen Australian sport. The majority of deliverables and performance indicators across the Win, Play and Thrive pillars were successfully completed, with a small number of projects delayed to better align with strategic priorities.

The 2016 Rio Olympic and Paralympic Games represent a major milestone for high performance sport and the continued implementation of *Australia's Winning Edge* initiatives to support preparations remains a key focus for the AIS. Australian athletes have demonstrated success on the world stage during the reporting period and high performance investment and innovation projects through the AIS are laying the foundations for long term and sustainable success.

The ASC has successfully delivered key projects under *Play.Sport.Australia.*, including the launch of Sporting Schools and AusPlay and the provision of support to NSOs to build capability. These initiatives are helping to enable more people to play sport more often.

The ASC has made significant progress to strengthen our capability through the delivery of the Perform pillar, introduced for the first time in 2015-16. There have been a number of achievements to continue to build our high performing organisation. Our focus in 2015-16 was on supporting the business across Win, Play and Thrive pillars and responding to their emerging strategic priorities. As a result, some deliverables have been rescheduled for 2016-17 to ensure the relevant strategy and operational elements are known to appropriately inform the projects.







# OUR ORGANISATION

# 03

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## About the ASC

### Our history

The ASC is a corporate Commonwealth entity within the Australian Government's Department of Health portfolio. It was established on 13 September 1984, when the then Prime Minister, the Honourable Bob Hawke, and Minister for Sport, the Honourable John Brown, announced the membership of the Commission and its terms of reference. The ASC was formally established by the *Australian Sports Commission Act 1985*.

The Australian Government announced its decision in August 1987 to rationalise federal assistance to Australian sport. As a result, the AIS – first established as a public company under the Australian Capital Territory's Companies Ordinance in 1981 – was amalgamated with the ASC. The Commission subsequently became the principal Australian Government agency responsible for sport in accordance with the revised *Australian Sports Commission Act 1989*.

### Our role

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.

The ASC plays a central leadership role in the development and operations of the Australian sport system, including providing investment and support to NSOs to achieve *Australia's Winning Edge* targets and delivering programs under *Play.Sport.Australia*. The ASC also acts as the leading sports agency in Australia, building collaboration, alignment and effectiveness within the Australian sport sector.

The ASC works together with our partners, recognising that a shared approach that brings together expertise from a range of organisations will deliver greater results than any single agency working alone.

The ASC has staff and offices across Australia and is headquartered at the AIS campus in Bruce, Canberra, a 65-hectare multipurpose facility with sporting, administration, commercial and residential functions. The ASC also has 12 regional offices across Australia which support the Sporting Schools program and high performance centres in Pizzey Park on the Gold Coast and at the AIS European Training Centre in the Italian province of Varese.

# Organisational structure



## Our people

**Table 8:** Employee classification by gender

Classification	Female (%)	Male (%)
Executive Level	33%	67%
ASC 8	11%	89%
ASC7	31%	69%
ASC6	38%	62%
ASC5	54%	46%
ASC4	49%	51%
ASC3	51%	49%
ASC2	41%	59%
ASC1	67%	33%
Child Care Workers	88%	13%
<b>Total</b>	<b>45%</b>	<b>55%</b>

Note: 'Executive level' includes CFO and DGM PCC role, which while ASC 8 level, are full members of the ASC Executive based on defined roles such as membership of executive and inclusion in executive level decision making.

## Enterprise bargaining

Bargaining for a new ASC enterprise agreement concluded in late 2015 and the proposed Agreement was approved by the Public Service Commissioner on 16 December 2015. A staff ballot was conducted in January 2016, with a substantial majority (95 per cent) approving the new three-year Agreement. The Fair Work Commission subsequently approved the *ASC Enterprise Agreement 2016-2019* with a commencement date of 19 February 2016.

The Agreement provides a total pay rise of 9 per cent over three years for approximately 80 per cent of the workforce, and introduces a new classification and remuneration structure. It is underpinned by commensurate cash and productivity savings. The agreement demonstrates the ASC's commitment to achieving a positive outcome for employees within the public sector bargaining framework.

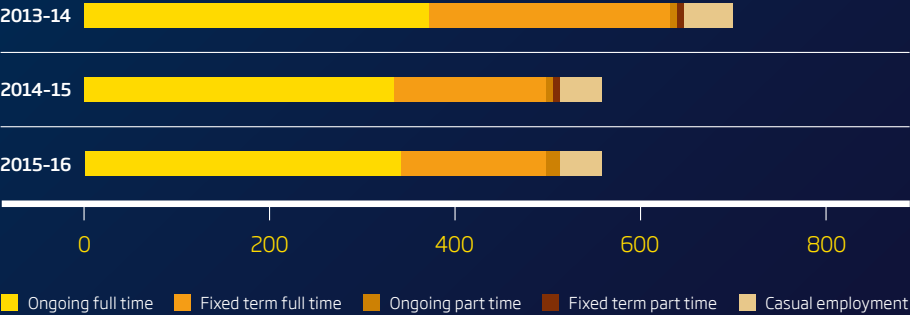
### ASC employees age breakdown

UNDER 30	12%
30-39	42%
40-49	24%
50-59	18%
60+	4%

### Years of service to the ASC

0-6 MONTHS	8%
7-12 MONTHS	8%
1-2 YEARS	12%
2-5 YEARS	21%
5-10 YEARS	26%
10-15 YEARS	14%
15 YEARS+	11%

### Full time equivalent employees



**92%** → OF EMPLOYEES FEEL FAIRLY TREATED IRRESPECTIVE OF RACE, GENDER OR SEXUAL ORIENTATION

**45** → EMPLOYEES WORKING UNDER FLEXIBLE WORK ARRANGEMENTS

**96%** → OF EMPLOYEES FEEL PHYSICALLY SAFE AT WORK

**42** → EMPLOYEES ACHIEVING LONG SERVICE AWARDS



## Work health and safety

The ASC Work Health and Safety (WHS) Policy outlines the ASC's commitment to providing a safe and healthy workplace for staff and visitors and our approach to continuous improvement of health and safety. The WHS Policy and operations are overseen by the ASC Work Health & Safety Governance Forum and the WorkSafe Committee.

The WHS Governance Forum provides leadership and strategic oversight of workplace health and safety management systems and employee rehabilitation. The forum is responsible for ensuring compliance and overseeing performance reporting, including periodic reporting to the ASC Executive and the ASC's Finance, Audit and Risk Committee.

The WorkSafe Committee is an operationally focused consultative forum which comprises employee Health and Safety Representatives (HSRs) and senior management. The committee meets every two months and three HSRs from the committee are also members of the WHS Governance Forum.

Key initiatives during 2015-16 included:

- > the formal adoption and implementation of a Smoke Free Workplaces and Premises Policy
- > refinement of the WHS and rehabilitation management systems performance reporting
- > implementation of a new medical expenses model, which enables employees to recover certain medical costs prior to completion of an expected successful workers compensation claim
- > provision of education and training on mental health first aid, workplace bomb threats, hostile intruders and bullying and harassment
- > completion of the annual program of WHS-related training and workplace hazard inspections.

## Notifiable incidents

A total of seven incidents arising from the conduct of ASC business were reported during 2015-16. There were no investigations undertaken in 2015-16 under Part 10 of the *Work Health and Safety Act 2011*.

## Corporate partners

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

- > **Brand endorsement** – the opportunity to leverage the power of the AIS brand to endorse consumer products.
- > **Product validation** – testing provided by the AIS research team, to enhance on-going product development and validate product claims.

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

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## Our corporate partners



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## Our event partners



## Our operations

### Operational highlights



#### **Smoke Free campus**

The ASC implemented a new Smoke Free Workplaces and Premises Policy on 1 January 2016, to protect the health and wellbeing of staff and visitors to the AIS campus in Bruce. All staff, visitors and contractors must comply with this policy which restricts all smoking, including electronic cigarettes, on the AIS campus. Smoking is only allowed in six designated outdoor areas and new signage was installed to identify these areas. Through the Smoke Free Policy, the ASC aims to support healthy lifestyle choices and prevent exposure to environmental tobacco smoke across the AIS campus.



#### **Enhanced national facilities**

Throughout 2015-16, the ASC has enhanced facilities across Australian locations to better support the Sporting Schools program and NSO Centres of Excellence. Offices in Sydney and Adelaide were upgraded to provide improved meeting and communications facilities, including video conferencing, for use by the Sporting Schools program, NSOs and ASC staff. Fit-out works were completed at the AIS campus in Bruce to assist NSOs including Netball Australia, Volleyball Australia and Taekwondo Australia to streamline administration. These improvements allow NSOs to better support elite athletes permanently based at the AIS or visiting during high performance camps.



## Site management

The ASC operates facilities, sports training and residential services and delivers activities for high performance NSO programs, sporting groups and commercial visitors to the AIS campus in Bruce. The ASC also operates strategic sports training facilities at Pizzey Park and at the AIS European Training Centre.

During 2015-16, the ASC undertook a number of key facility refurbishment projects to maintain and improve the high-quality training environment at the AIS and to enhance facilities in support of *Australia's Winning Edge*. Other works included improved signage and brand exposure and continued improvements to site safety, security and energy consumption. Project examples include:

- **AIS Basketball and Netball Centre** – installation of a flooring upgrade to state of the art FIBA accredited ActionCush II Plus, new electrical and data cabling for the timing and score boards and installation of LED lights.
- **AIS Athletics Track and Field Centre** – completion of the concrete terrace viewing area, accessible shower block, kitchenette and new shade structures at the track start and finish lines.
- **AIS Aquatic and Fitness Centre** – installation of new shade structure covering the courtyard between pools and installation of new starting blocks and sound system.
- **AIS Football Centre** – new office fit-out for Football Federation Australia (FFA) referees and upgrading of car parking and security facilities at the Football Centre of Excellence.
- **Multi-fields** – reconfiguration of the change room layout to provide four change rooms to support the FFA Centre of Excellence athletes and other users of the adjoining fields.
- **Childcare Centre** – construction of replacement storage sheds and upgrade of the landscaping for the rear playing area.
- **AIS Visitor Centre** – upgrade of Sportex including re-configuration and replacement of interactives.

On 5 May 2016 the AIS campus at Bruce became a 'Designated Area' under the National Capital Plan. As a result, all planning approvals are processed through the National Capital Authority (NCA), including fixed infrastructure and external equipment for short-term events.

## Environment and heritage

The ASC Environmental Sustainability Policy was revised in March 2016 and is based on the International Standard for Environmental Management Systems (ISO 14001:2015). The Policy outlines the ASC's commitment to sustainable development and to minimising the impact of our operations on the environment.

Throughout 2015-16, the ASC monitored its energy and water usage and implemented specific environmental initiatives. Key activities and achievements included:

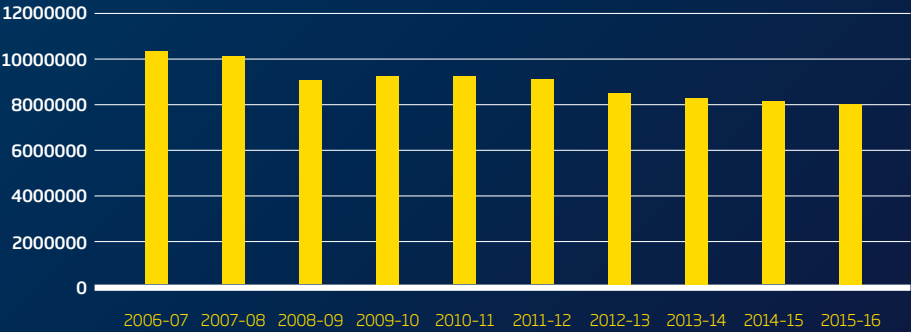
- > continued implementation of the lighting upgrade program to install energy efficient LED lighting and improved lighting control systems across internal facility and external lighting
- > implementation of a 60/40 split for recycling and general waste bins across all work areas on the AIS campus
- > implementation of two cardboard recycling stations to provide a high-value uncontaminated recycling stream
- > operation of the organic waste recycling program, including four worm farms on site accepting approximately 900kg of organic waste each week
- > development and scoping of an initiative to produce worm farm fertiliser bi-products for use as an alternative to commercial grade fertilisers within the ASC horticulture program.

The ASC has continued to enhance its capability to identify and manage its buildings and artefacts of heritage or cultural significance. In 2015-16 the ASC has:

- > continued operation of the ASC Heritage and Culture Committee (HACC) to oversee the ASC's heritage commitments, including appointment of two independent HACC members, Petria Thomas OAM, Olympic swimmer and NSO employee and Greg Blood, sports historian and ASC staff alumni
- > developed the Heritage Strategy 2016-2019 which maintains compliance with the Environment Protection and Biodiversity Conservation Act 1999
- > completed cataloguing of ASC heritage and cultural items
- > undertaken Heritage Assessments of three buildings in preparation for capital works approvals by the NCA
- > demonstrated commitment to Indigenous reconciliation through sport with the erection of an Acknowledgement of Country in the AIS Visitor Centre
- > erected a memorial plaque and 'Lone Pine' tree outside the AIS Visitors Centre to commemorate the sportspeople who have been casualties of war
- > managed and maintained its heritage collection, including accepting transfer of 12 official gifts of sport and Olympic memorabilia from the Department of Prime Minister and Cabinet.

No property with heritage values was acquired or disposed of during 2015-16.

## Annual electricity consumption (kWh)



12%



DECREASE IN ELECTRICITY  
USAGE COMPARED TO  
9-YEAR AVERAGE

3.6%



DECREASE IN NATURAL  
GAS USAGE COMPARED  
TO 9-YEAR AVERAGE

9.5%



DECREASE IN WATER  
CONSUMPTION COMPARED  
TO 9-YEAR AVERAGE

900



NUMBER OF KILOGRAMS OF  
WASTE RECYCLED THROUGH  
WORM FARM EACH WEEK

## Authority and direction

### Legislation requirements

The ASC's enabling legislation is the *Australian Sports Commission Act 1989 (ASC Act)*, which defines the Commission's role, corporate governance and financial management framework. As a corporate Commonwealth entity, the ASC is accountable to the Minister for Sport.

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

The objects of the ASC are set out in section 6 of the *Australian Sports Commission Act*. They are:

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

The functions of the ASC are set out in section 7 of the *Australian Sports Commission Act*. They are:

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



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

## Planning and accountability

The ASC's planning and accountability approach supports the organisation to effectively deliver upon outcomes and meet legislative responsibilities as set out in the *Public Governance, Performance and Accountability (PGPA) Act 2013* and the *ASC Act*.

The ASC's 2015–19 Corporate Plan sets the direction, strategies and key priorities for the Commission during the reporting period, with the associated Annual Operational Plan outlining specific targets for 2015–16. These documents introduced the ASC strategic pillars Win, Play, Thrive and Perform which shape the ASC's broad approach in meeting its statutory objectives and achieving the outcomes under the 2015–16 PBS. Chapter 2: Our Performance – outlines progress against our key deliverables and targets.

Looking ahead, the ASC has developed a consolidated 2016–20 Corporate Plan, which replaces and updates the 2015–16 Corporate Plan and Annual Operational Plan, to meet strategic planning requirements under the *PGPA Act* and the *ASC Act*.

## Ministerial direction

For the 2015–16 reporting period, the Hon. Sussan Ley MP was the responsible Minister for Sport. Ms Ley did not make any directions to the ASC under subsection 11(1) of the *ASC Act* during the reporting period.

No government policy orders were issued to the ASC under section 22 of the *PGPA Act* during the reporting period.

## Board and committees

### Board appointments

The ASC Board is the accountable authority under the *PGPA Act*. The *ASC Act* provides for between eight and thirteen Board members, appointed by the responsible Minister, including an ex-officio Commissioner representing the Department embracing the Federal Sport Portfolio.

Changes to Board membership during 2015-16 included the completion of Mr John Lee's term as Commissioner on 22 September 2015 and the appointment of Ms Danielle Roche on 4 May 2016.

Consistent with the ASC's focus on increasing female representation on sporting boards, four of the nine current ASC Commissioners are women.

### Board members

#### Mr John Wylie AM – Chair



John Wylie is principal of investment firm Tanarra Group. He was previously CEO of the Australian business of global financial services firm Lazard; co-founded advisory and investment firm Carnegie Wylie & Company in 2000 which was acquired by Lazard in 2007; and was chair of investment bank Credit Suisse First Boston in Australia. In these roles, Mr Wylie has advised companies and governments globally for more than 25 years.

In addition to his role at the ASC, Mr Wylie is president of the Library Board of Victoria, a trustee of the Rhodes Scholarship Trust at Oxford University, a director of the Melbourne Stars Big Bash League cricket team, and a member of the Melbourne Grammar School Finance Committee. He was formerly chairman of the Melbourne Cricket Ground Trust, and in that role chaired the MCG Redevelopment Steering Committee for the 2006 Commonwealth Games. Mr Wylie is a former board member and Honorary Treasurer of the Howard Florey Institute for Neuroscience and a former director of CSR Limited.

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

*Mr Wylie was appointed to the ASC Board on 10 September 2012 and is also Chair of the ASC Governance and Executive Performance Committee.*

### Mr Mark Stockwell – Deputy Chair



Mark Stockwell is an Olympic and Commonwealth Games swimming medallist. He was also an AIS scholarship holder from 1982–84 and in 1987. Mr Stockwell studied engineering and commerce at the University of Queensland, and economics at the Australian National University.

After his retirement from swimming in 1992, Mr Stockwell joined the business established by his parents Bill and Necia Stockwell. As managing director, Mr Stockwell has seen the company diversify as an investor, developer, builder, project manager and property manager of industrial, retail, commercial, residential and leisure developments.

Mr Stockwell is a former president of the Property Council of Australia, Queensland Division, and served on the national board for two years. Mr Stockwell was also previously the chairman of the Gold Coast 2018 Commonwealth Games Organising Committee.

Mr Stockwell is Chairman of Trade and Investment Queensland, the Queensland Government's export and foreign investment agency which assists international companies to invest in Queensland and local businesses to expand into new markets. Mr Stockwell is also a trustee of the Stockwell Foundation.

*Mr Stockwell was appointed to the ASC Board and as the Chair of the Australian Sports Foundation in June 2014. On 18 January 2015 Mr Stockwell was appointed Deputy Chair of the ASC Board.*

### Ms Alisa Camplin-Warner OAM



Alisa Camplin-Warner represented Australia in freestyle aerial skiing at two consecutive Winter Olympic Games, winning gold in Salt Lake City in 2002 and bronze in Turin in 2006, where she was Australia's flag bearer at the Opening Ceremony. She was also the Australian Olympic Committee chef de mission for the 2012 Winter Youth Olympic Games.

Ms Camplin-Warner worked globally with the IBM Corporation for 16 years, most recently holding the position of strategy and transformation executive, Global Technology Services. She is currently a non-executive director of the Collingwood Football Club, Royal Children's Hospital Foundation and the Olympic Winter Institute of Australia. Ms Camplin-Warner was also chair of the Australian Sports Foundation from 2009 to 2014. Ms Camplin-Warner holds a Bachelor of Information Technology with a Business Major. She is a high performance consultant, regular keynote speaker, sports commentator and co-founder of the charity Finnan's Gift.

*Ms Camplin-Warner was appointed to the ASC Board on 23 March 2007 and is a member of the Governance and Executive Performance Committee.*

### **The Hon. Pat Farmer AM**



Patrick Farmer is a multiple world-record holder for endurance running. He has run from the North to the South Pole, and across Australia, New Zealand, Vietnam and North America. Mr Farmer served as a Member of Australia's Parliament for eight years, with three years as parliamentary secretary for Education, Science and Training.

Mr Farmer has raised millions of dollars for causes during his 20-year running career, including Lifeline, Cancer Council, Australian Red Cross and Diabetes Australia. He received the 2000 Achiever of the Year award from Prime Minister John Howard.

Mr Farmer was made a Member of the Order of Australia in 2015 for significant service to the community through fundraising support for charitable organisations, to ultra-marathons and to Parliament in Australia.

*Mr Farmer was appointed to the Board on 7 November 2014.*

### **Mr Andrew Plympton**



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

Mr Plympton has held a number of positions in sport administration, including chairman/president for AFL club St Kilda for eight years before retiring in 2000. He was the president of Yachting Australia for more than seven years and was elected to the Australian Olympic Committee in 2008. Mr Plympton is currently a director of the Australian Olympic Foundation Limited and is a member of the Audit Committee. He is Chairman of three ASX listed companies, a director of one, and director of an NZX company.

*Mr Plympton was appointed to the ASC Board in January 2011 and was reappointed in November 2015. Andrew is the Chair of the Finance, Audit and Risk Committee.*

### Ms Katherine Bates



Katherine Bates is a renowned international cyclist who represented Australia at the highest levels of road and track cycling. She now works in broadcasting and maintains a close involvement with the cycling community at the grass-roots and elite levels. Ms Bates has a Bachelor of Business (Accounting) and has sat on a number of boards including Bicycle NSW, Cycling Australia Women's Commission and the Cycling Australia Athletes Commission.

On her retirement from professional cycling at the end of the 2011 season, Ms Bates turned her passion and knowledge of sport into a new career, and is regularly seen on Australia's major networks including Channel 7, 9, ABC, SBS and Fox Sports News.

In addition to her broadcasting duties, Ms Bates is highly sought as a motivational speaker, and executive coach where she applies the lessons and experience of elite sport to facilitate leadership development in the corporate environment.

*Ms Bates was appointed to the Board on 22 June 2015 and is the member of the Finance, Audit and Risk Committee.*

### Mr Stephen Moneghetti AM



Steve Moneghetti represented Australia in the marathon at four Commonwealth Games, winning gold (1994), silver (1990) and two bronze (1986 and 1998) medals. Mr Moneghetti achieved three top 10 finishes in his four appearances at the Olympic Games (1988, 1992, 1996 and 2000). He also attended six World Athletics Championships, winning a Bronze medal in the marathon event in Athens in 1997.

Mr Moneghetti was Mayor of the Commonwealth Games Village at the 2006 Melbourne Commonwealth Games and the Australian team's Chef de Mission for the 2010 Delhi Commonwealth Games. From 2001-2010 he served as Chair for the Victorian Institute of Sport, and he also chaired the Victorian State Review into Physical and Sport Education in schools (the Moneghetti Report).

Mr Moneghetti is active in the corporate community and is currently a sports consultant with his own business. He is also on the executive board of the Victorian Olympic Council.

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

*Mr Moneghetti was appointed to the Board on 22 June 2015 and is a member of the Governance and Executive Performance Committee.*

**Ms Jennifer Morris OAM**



Jennifer Morris is a dual Olympic gold medallist, having represented Australia in hockey from 1991 to 2000, winning gold at the Atlanta 1996 Olympics and then leading the Hockeyroos to victory at the Sydney 2000 Olympics.

Ms Morris is the Consulting Human Capital Partner at Deloitte in Perth. Ms Morris has more than 12 years of experience and works across the public sector and higher education environments.

In addition to her current business career, Ms Morris is a former director of the Fremantle Football Club, a former board member of the Western Australian Institute of Sport and the immediate past Chairperson of the Board of Healthway, the government's peak health promotion body.

Ms Morris won the National Deloitte Businesswoman of the Year 2007.

*Ms Morris was appointed to the Board on 22 June 2015 and is a member of the Governance and Executive Performance Committee.*

**Ms Danielle Roche OAM** (appointed 4 May 2016)



Danielle Roche is a former Australian representative who played for the Hockeyroos at the peak of their success when they won gold at the 1996 Atlanta Olympics.

Ms Roche holds a Master of Business Administration and has served as a Director with Hockey Australia and is a current Director with the St Kilda Football Club. Ms Roche was awarded the Medal of the Order of Australia in 1997 for her service to sport.

Ms Roche is an investment advisor with Ord Minnett and has held finance and commercial positions with Telstra; was formally a Director at global financial services company UBS; a Partner at Evans and Partners; and a Director of a privately owned fraud and risk management business.

*Ms Roche was appointed to the ASC Board on 4 May 2016.*

**Mr John Lee** (appointment ceased 22 September 2015)



John Lee is Chief Executive Officer of the Sydney Roosters overseeing all commercial, administrative and football operations of one of the sport's oldest and most successful clubs in Australia.

Previously Mr Lee was head of the NSW Public Service as director general of the Department of Premier and Cabinet. Before this Mr Lee was head of the Department of Transport, Commerce and State Transit Authority.

Mr Lee has extensive experience in governance having served on the Advertising Standards Board, Events NSW Board, North Queensland Cowboys Board, Parramatta Stadium Trust Board, Mary MacKillop Board and served as president of the Institute of Public Administration Australia (NSW Branch).

*Mr Lee was appointed to the Board on 1 October 2011 and was a member of the ASC Governance and Executive Performance Committee.*

**Mr Martin Bowles PSM** (Ex-officio)



Martin Bowles was appointed as Secretary of the Department of Health on 13 October 2014.

Previously Mr Bowles was the Secretary of the Department of Immigration and Border Protection, overseeing the management of migration, humanitarian, citizenship and visa policy and program, managing the lawful entry, stay and departure of people crossing the Australian border and managing the Immigration Detention network and regional processing centres.

Mr Bowles previously held the position of Deputy Secretary in the Department of Climate Change and Energy Efficiency and the Department of Defence.

In 2012 Mr Bowles received a Public Service Medal for delivering highly successful energy efficiency policies and remediation programs for the Home Insulation and Green Loans programs.

Prior to joining the Commonwealth Mr Bowles held senior executive positions within education and health portfolios in the Queensland and New South Wales public sector.

Mr Bowles has a Bachelor of Business degree, a Graduate Certificate of Public Sector Management and is a Fellow of the Australian Society of Certified Practising Accountants.



## Board activity

The ASC Board convened on seven occasions throughout 2015-16, one of which was via teleconference.

*Play.Sport.Australia.*, the ASC's participation game plan for boosting participation in sport in Australia, continued to be a focus during 2015-16. A key part of *Play.Sport.Australia.* is AusPlay, which was launched in November 2015. AusPlay is a demonstration of the ASC's commitment to providing robust data and sport market insights to help the sector better understand the participation landscape and identify strategies to grow participation.

The Board continued to work closely with ASC management in growing the Sporting Schools program. The number of registered and funded schools and the participation levels of students are both well ahead of the targets and as at 30 June 2016 there have been 1.29 million Sporting Schools attendances. The Sporting Schools program continued to strengthen the connection between 5870 registered schools and sports to ensure long term outcomes are maximised.

Continued development of the *Australia's Winning Edge* high performance investment model saw the Board monitor targets and assess investment requirements to maintain clear performance outcomes. The Board is also playing an important role in overseeing commercialisation opportunities so the ASC can continue to invest in sport and support elite athletes.

Following a period of extensive consultation, the Board launched a second round of governance reform, calling for sports to take a nationally unified approach to behaviours, processes and supporting systems. Additionally, in May 2016 the ASC released a set of new practical guidelines for every sport and professional club in Australia to assist leaders with the management and oversight of integrity issues and help sports to further strengthen their own integrity frameworks.

Under the guidance of the Board, the ASC has also been working closely with NSOs in other areas such as capability building, commercialisation, technology, and women in sport.

In late 2015-16 the ASC Board developed seven strategic projects to position Australian sport and the ASC for the future. These projects are targeted at addressing contemporary challenges facing sport and include a focus on education in sport, accessing new sources of non-government funding, national infrastructure planning, and the continuation of efforts across governance and NIN reform.

Other activities overseen by the Board included a range of ASC governance and compliance related matters such as the endorsement of the ASC's Financial Statements, the ASC Annual Report, Corporate Plan, and reporting on the compliance requirements in accordance with the *PGPA Act*.

**Table 9:** ASC Board meeting attendance

Name	Position	Meetings eligible to attend	Meetings attended
John Wylie <sup>AM</sup>	Chair	7	7
Mark Stockwell	Deputy Chair	7	6
Alisa Camplin-Warner <sup>OAM</sup>	Member	7	7
Pat Farmer <sup>AM</sup>	Member	7	6
Andrew Plympton	Member	5	5
Jennifer Morris <sup>OAM</sup>	Member	7	7
Stephen Moneghetti <sup>AM</sup>	Member	7	6
Katherine Bates	Member	7	7
Danielle Roche <sup>OAM</sup> *	Member	1	1
John Lee**	Member	1	1
Martin Bowles <sup>PSM</sup>	Ex-officio	7	5

\*appointed 4 May 2016

\*\*appointment ceased 22 September 2015

Throughout the year officials from the Department of Health attended several Board meetings in an observer capacity.

## Board committees

### Finance, Audit and Risk Committee

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

During the reporting period the Committee continued to have a particular focus on reviewing and reporting on NSO finances, reviewing the ASC's financial statements, monitoring the ASC's *PGPA Act* legislative compliance, and overseeing the internal audit program.

Changes in the composition of the ASC Board in 2015-16 resulted in amendments to the membership of the Committee. The August Committee meeting was chaired by John Lee, with Andrew Plympton appointed Chair from December 2015. The Finance, Audit and Risk Committee met on five occasions during 2015-16.

**Table 10:** ASC Finance, Audit and Risk Committee meeting attendance

Name	Position	Meetings eligible to attend	Meetings attended
Andrew Plympton	Chair	4	4
Robert Dalton	Member	5	5
Katherine Bates	Member	4	4
John Lee	Chair	1	1
Jennifer Morris OAM	Member	1	0

### Governance and Executive Performance Committee

The ASC Governance and Executive Performance Committee advises the Board on better practice corporate governance for the ASC and NSOs, and executive performance and remuneration issues.

During the reporting period, the Committee focused on monitoring NSO governance, reviewed and established performance objectives for the ASC CEO and senior executives, considered the committee structures and skills mix of the Board and Committees, reviewed arrangements for succession planning and performance development, and tracked conflicts of interest. A key area of work was monitoring NSO compliance with the MSGP, and overseeing the development of the framework for the next stage of NSO governance reform.

The Governance and Executive Performance Committee met three times in 2015-16.

**Table 11:** ASC Governance and Executive Performance Committee meeting attendance

Name	Position	Meetings eligible to attend	Meetings attended
John Wylie AM	Chair	3	3
John Lee	Member	1	1
Alisa Camplin-Warner OAM*	Member	2	2
Jennifer Morris OAM	Member	2	2
Steve Moneghetti AM	Member	2	2

\*Attended a third meeting as an observer

## Risk management and assurance

### Risk management

The ASC's risk management framework assists the Commission to manage the risks involved in its activities to optimise opportunities and minimise adverse consequences. At the highest level, the ASC's organisational risk register highlights the key strategic risks and controls, while the business continuity and emergency response plan, internal audit program and fraud control plan are important components of the risk management framework.

Key risk management activities undertaken during 2015-16 included:

- quarterly review and reporting against the ASC's organisational risk register
- further maturing risk management processes with closer links between risk management and ASC business planning
- completion of the Comcover risk management benchmarking survey
- implementation of regular organisational health reporting to the ASC Executive.

### Internal audit

The ASC's internal audit program provides independent, management-orientated advice on the ASC's operations and performance. The objective of internal audit is to:

- provide assurance to the ASC Executive and the Finance, Audit and Risk Committee that the key risks to achieving the ASC's objectives are being appropriately mitigated
- assist management to continuously improve business performance.

During 2015-16, the ASC continued its contractual relationship with PricewaterhouseCoopers for delivery of the internal audit program. The annual internal audit plan focused on key areas of operational risk and the development of the plan was informed by discussions with management, business planning and the ASC's assurance map. Throughout the year the Finance, Audit and Risk Committee maintained oversight of the internal audit program and implementation of open internal audit recommendations.

The following audits were completed during 2015-16 as part of the ASC's internal audit program:

- control of corporate credit card use
- review of payroll processes
- review of progress of information security audit recommendations.



## Fraud

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

During 2015–16, the ASC implemented recommendations from the 2015–17 Fraud Control Plan to strengthen internal controls and further promoted the fraud awareness training package to new Commission staff members. During the reporting period, one instance of suspected fraud was reported to the ASC and addressed in accordance with the ASC's Fraud Control Plan.

## Indemnities and insurance

The ASC is insured through the Australian Government's self-managed fund, Comcover. Insurance includes directors' and officers' liability cover to the extent permitted by the *PGPA Act*. The entire premium is paid by the ASC. In 2015–16 the ASC did not give any indemnity to a current or former officer of the Commission.

## External scrutiny

### Judiciary decisions

There were no judicial decisions or decisions of administrative tribunals during 2015-16 that had, or may have, significant impact on the operations of the ASC.

No reports were issued about the authority by the Auditor General, a parliamentary committee, Commonwealth Ombudsman or the Office of the Australian Information Commissioner.

### Royal Commission on Institutional Responses to Child Sexual Abuse

The ASC considers the protection of children in sport is of paramount concern and is committed to providing a leadership role in supporting the sport sector to safeguard children.

In April 2016, the ASC CEO Simon Hollingsworth appeared at the Royal Commission into Institutional Responses to Child Sexual Abuse public hearing regarding sporting organisations.

The ASC's template Member Protection Policies (MPPs), first introduced in 2001, were noted during the hearing. All NSOs funded or recognised by the ASC are required to implement MPPs that address child protection. It was also acknowledged in the hearing that Play by the Rules, a joint initiative of various bodies including the ASC which provides resources to promote safety, fairness and inclusion in sport, was well regarded within the sector. The ASC recognises that more needs to be done to build upon these initiatives and to further progress the dissemination of child protection guidance across all tiers of sport.

The ASC has initiated the second phase of a project with the Australian Childhood Foundation (ACF) and CASRO to develop the National Safeguarding Children in Sport Strategy. This work will include the establishment of a broader strategic framework for NSOs to achieve greater levels of child protection within their sports, underpinned by practical resources to assist sporting clubs, parents and young people.

### Privacy

In 2015-16 the ASC received no complaints that it had breached the privacy of an individual.





## Freedom of Information

The ASC received 13 Freedom of Information requests in 2015–16 and had one outstanding request from 2014–15. Seven requests were granted in full, two were granted in part, two were refused, three were withdrawn.

One request from 2014–15 that was granted in part is in review by the Office of the Australian Information Commissioner.

Processing times were met in all completed requests.

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





# FINANCIAL PERFORMANCE

04

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## Summary of financial outcomes

The ASC incurred an operating loss of \$15.2 million in 2015-16. The key factors contributing to this loss were:

- > an unfunded depreciation expense as a result of revaluations to land, buildings, property, plants and equipment since 2010.
- > timing differences between the recognition of expenses incurred in 2015-16 and associated revenue from external parties received in prior years.
- > the carry-over of funding provided by the Department of Health in 2014-15.

Table 12 compares the 2015-16 results to 2014-15 results and to original Budget estimates.

Key results against 2014-15 are primarily within revenue and grants. The decrease in revenue across years is primarily due to decreases in Government appropriations and non-ongoing contributions from Government agencies such as the Department of Health and the Department of Foreign Affairs and Trade. The decrease in grant expenses was primarily due to the transfer of the International Sport for Development program to DFAT from 1 July 2015 and a reduced number of transition and one-off grants paid in 2015-16.

The overall ASC performance against the Original Budget position is detailed in Note 17 of the financial statements.

**Table 12:** Comparison of actual results for 2015-16 with the 2015-16 Original Budget and actual results for 2014-15

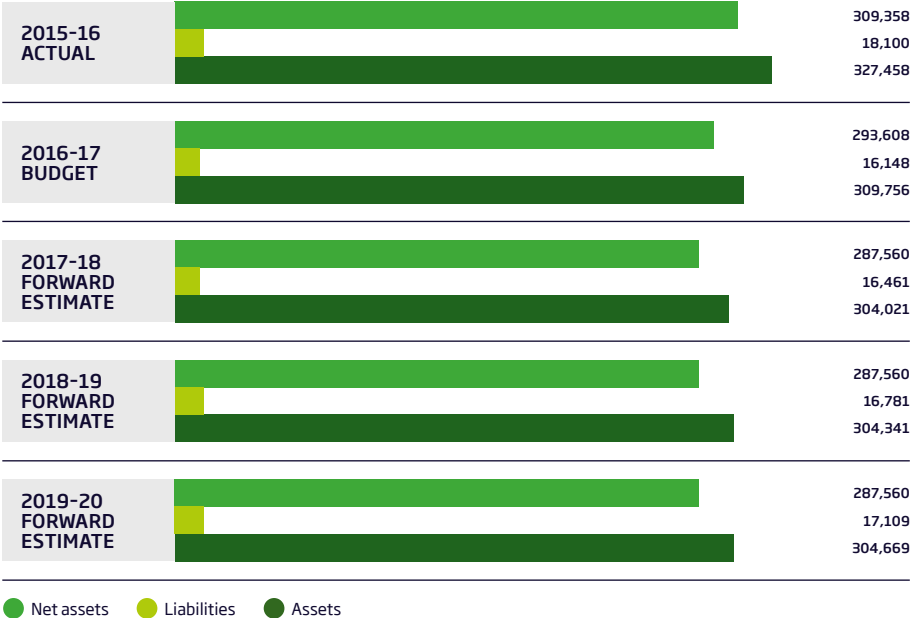
	Actual 2015-16 \$m	Actual 2014-15 \$m	Variance	Actual 2015-16 \$m	Original Budget 2015-16 \$m	Variance \$m
Income	282.0	311.4	(29.4)	282.0	277.4	4.6
Expenses	297.2	315.6	(18.4)	297.2	283.4	13.8
Surplus/(Deficit)	(15.2)	(4.2)	(11.0)	(15.2)	(6.0)	(9.2)

Note: Budget figures are based on the 2015-16 Portfolio Budget Statements.

## Financial position

Key indicators of the health of the ASC’s financial position are demonstrated by its ability to sustain its asset base, pay debts as they fall due in the short-term and maintain prudent levels of long-term liabilities. The ability of the ASC to sustain its asset base is indicated by changes in net assets. Figure 1 shows that net assets are stable in relation to 2015-16 and the Forward Estimates.

**Figure 1:** Net asset position – actual results and budgeted financial year estimates



Note: Budget and forward estimates are based on the figures published in the Portfolio Budget Statements 2016-17.

## Asset management

While the financial position of the ASC is considered to be sound over the Budget and Forward Estimates, the Commission is reviewing its ongoing capital funding for the refurbishment and replacement of buildings and infrastructure, plant and equipment, to ensure the requirements and strategic direction of the ASC into the forward years, within available resources.

## Statement of Compliance

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



## INDEPENDENT AUDITOR'S REPORT

### To the Minister for Sport

I have audited the accompanying annual financial statements of the Australian Sports Commission for the year ended 30 June 2016, which comprise:

- Statement by the Chair of the Board, Chief Executive Officer and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to and forming part of the financial statements comprising a summary of significant accounting policies and other explanatory information.

### *Opinion*

In my opinion, the financial statements of the Australian Sports Commission:

- (a) comply with Australian Accounting Standards and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Australian Sports Commission as at 30 June 2016 and its financial performance and cash flows for the year then ended.

### *Commissioner's Responsibility for the Financial Statements*

The Board of Commissioners of the Australian Sports Commission is responsible under the *Public Governance, Performance and Accountability Act 2013* for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards and the rules made under that Act. The Board of Commissioners is also responsible for such internal control as the Board determines is necessary to enable the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial statements based on my audit. I have conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. These auditing standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Accountable Authority of the entity, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

#### *Independence*

In conducting my audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the requirements of the Australian accounting profession.

Australian National Audit Office



Peter Kerr

Executive Director

Delegate of the Auditor-General

Canberra

30 August 2016



**Australian Government**  
**Australian Sports Commission**

**AUSTRALIAN SPORTS COMMISSION**

**STATEMENT BY THE CHAIR OF THE BOARD, CHIEF EXECUTIVE OFFICER, AND CHIEF FINANCIAL OFFICER**

In our opinion, the attached financial statements for the Australian Sports Commission for the year ended 30 June 2016 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

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

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

Signed: .....

John Wylie  
Chair

Signed: .....

Simon Hollingsworth  
Chief Executive Officer

Signed: .....

Fiona Johnstone  
Chief Financial Officer

30 August 2016



AUSTRALIAN SPORTS COMMISSION  
**STATEMENT OF COMPREHENSIVE INCOME**  
For the year ended 30 June 2016

2016 Budget \$'000		Notes	2016 Actual \$'000	2015 Actual \$'000
<b>NET COST OF SERVICES</b>				
<b>EXPENSES</b>				
63,626	Employee benefits	3A	<b>62,400</b>	66,625
34,945	Suppliers	3B	<b>41,652</b>	45,107
161,962	Grants	3C	<b>168,890</b>	179,928
22,936	Depreciation and amortisation	6	<b>22,207</b>	21,841
-	Write-down and impairment of assets	3D	<b>1,449</b>	748
-	Foreign exchange losses - not speculative		<b>30</b>	72
-	Other expenses	3E	<b>524</b>	1,244
<b>283,469</b>	<b>TOTAL EXPENSES</b>		<b>297,152</b>	<b>315,565</b>
<b>OWN-SOURCE INCOME</b>				
<b>Own-source revenue</b>				
20,261	Sale of goods and rendering of services		<b>21,667</b>	19,226
355	Contributions from Government entities		<b>1,136</b>	20,142
3,056	Interest	4A	<b>3,054</b>	3,623
107	Rental income	4B	<b>157</b>	137
-	Other revenue		<b>2,204</b>	2,050
<b>23,779</b>	<b>Total own-source revenue</b>		<b>28,218</b>	<b>45,178</b>
<b>Gains</b>				
-	Reversals of impairment losses		<b>59</b>	75
-	Gain from sale of assets	4C	<b>57</b>	56
-	<b>Total gains</b>		<b>116</b>	<b>131</b>
<b>23,779</b>	<b>TOTAL OWN-SOURCE INCOME</b>		<b>28,334</b>	<b>45,309</b>
<b>259,690</b>	<b>NET COST OF SERVICES</b>		<b>268,818</b>	<b>270,256</b>
253,646	Revenue from Government (corporate Commonwealth entity payment)		<b>253,646</b>	266,068
<b>(6,044)</b>	<b>SURPLUS / (DEFICIT)</b>		<b>(15,172)</b>	<b>(4,188)</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>ITEMS NOT SUBJECT TO SUBSEQUENT RECLASSIFICATION TO NET COST OF SERVICES</b>				
-	Changes in asset revaluation reserves		<b>9,931</b>	6,956
-	<b>TOTAL OTHER COMPREHENSIVE INCOME</b>		<b>9,931</b>	<b>6,956</b>
<b>(6,044)</b>	<b>TOTAL COMPREHENSIVE INCOME / (LOSS)</b>		<b>(5,241)</b>	<b>2,768</b>

The above statement should be read in conjunction with the accompanying notes.  
Explanations of major budget variances are provided at Note 17.

AUSTRALIAN SPORTS COMMISSION  
**STATEMENT OF FINANCIAL POSITION**  
For the year ended 30 June 2016

2016 Budget		Notes	2016 Actual	2015 Actual
\$'000			\$'000	\$'000
<b>ASSETS</b>				
<b>Financial assets</b>				
24,262	Cash and cash equivalents - on hand and deposit	9	25,842	11,798
6,828	Trade and other receivables	5A	4,989	5,092
60,000	Term deposits		50,000	65,000
1,550	Loans	5B	3,005	2,721
<b>92,640</b>	<b>Total financial assets</b>		<b>83,836</b>	<b>84,611</b>
<b>Non-financial assets</b>				
212,661	Land and buildings	6	224,651	227,555
8,699	Infrastructure, plant and equipment	6	12,892	12,343
2,192	Computer software	6	3,292	4,210
486	Inventories		419	467
2,610	Prepayments		2,368	1,749
<b>226,648</b>	<b>Total non-financial assets</b>		<b>243,622</b>	<b>246,324</b>
<b>319,288</b>	<b>TOTAL ASSETS</b>		<b>327,458</b>	<b>330,935</b>
<b>LIABILITIES</b>				
<b>Payables</b>				
2,113	Suppliers		2,354	2,764
1,608	Grant payables		86	40
2,787	Other payables	7	1,481	1,213
<b>6,508</b>	<b>Total payables</b>		<b>3,921</b>	<b>4,017</b>
<b>Provisions</b>				
13,564	Employee provisions	8A	14,107	12,241
145	Other provisions	8B	72	78
<b>13,709</b>	<b>Total provisions</b>		<b>14,179</b>	<b>12,319</b>
<b>20,217</b>	<b>TOTAL LIABILITIES</b>		<b>18,100</b>	<b>16,336</b>
<b>299,071</b>	<b>NET ASSETS</b>		<b>309,358</b>	<b>314,599</b>
<b>EQUITY</b>				
150,210	Contributed equity		150,210	150,210
183,904	Asset revaluation reserve		193,836	183,905
(35,043)	Retained surplus / (accumulated deficit)		(34,688)	(19,516)
<b>299,071</b>	<b>TOTAL EQUITY</b>		<b>309,358</b>	<b>314,599</b>

The above statement should be read in conjunction with the accompanying notes.  
Explanations of major budget variances are provided at Note 17.

AUSTRALIAN SPORTS COMMISSION  
**STATEMENT OF CHANGES IN EQUITY**  
For the year ended 30 June 2016

	Retained surplus / (accumulated deficit)			Asset revaluation reserve			Contributed equity / capital			Total equity		
	2016 Budget \$'000	2016 Actual \$'000	2015 Actual \$'000	2016 Budget \$'000	2016 Actual \$'000	2015 Actual \$'000	2016 Budget \$'000	2016 Actual \$'000	2015 Actual \$'000	2016 Budget \$'000	2016 Actual \$'000	2015 Actual \$'000
Balance carried forward from previous period	(28,999)	(19,516)	(15,328)	183,904	183,905	176,949	150,210	150,210	148,710	305,115	314,599	310,331
<b>Opening balance</b>	<b>(28,999)</b>	<b>(19,516)</b>	<b>(15,328)</b>	<b>183,904</b>	<b>183,905</b>	<b>176,949</b>	<b>150,210</b>	<b>150,210</b>	<b>148,710</b>	<b>305,115</b>	<b>314,599</b>	<b>310,331</b>
Other comprehensive income	-	-	-	-	9,931	6,956	-	-	-	-	9,931	6,956
Deficit for the period	(6,044)	(15,172)	(4,188)	-	-	-	-	-	-	(6,044)	(15,172)	(4,188)
<b>Total comprehensive income</b>	<b>(6,044)</b>	<b>(15,172)</b>	<b>(4,188)</b>	<b>-</b>	<b>9,931</b>	<b>6,956</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(6,044)</b>	<b>(5,241)</b>	<b>2,768</b>
<b>Transactions with owners:</b>												
Appropriation (equity injection)	-	-	-	-	-	-	-	-	1,500	-	-	1,500
<b>Total transactions with owners</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,500</b>	<b>-</b>	<b>-</b>	<b>1,500</b>
<b>Closing balance attributable to the Australian Government</b>	<b>(35,043)</b>	<b>(34,688)</b>	<b>(19,516)</b>	<b>183,904</b>	<b>183,836</b>	<b>183,905</b>	<b>150,210</b>	<b>150,210</b>	<b>150,210</b>	<b>299,071</b>	<b>309,358</b>	<b>314,599</b>

The above statement should be read in conjunction with the accompanying notes.  
Explanations of major budget variances are provided at Note 17.

AUSTRALIAN SPORTS COMMISSION

**CASH FLOW STATEMENT**

For the year ended 30 June 2016

2016 Budget			2016 Actual	2015 Actual
\$'000		Notes	\$'000	\$'000
<b>OPERATING ACTIVITIES</b>				
<b>Cash received</b>				
20,261	Sale of goods and rendering of services		24,865	24,323
355	Contributions from Government entities		1,136	20,142
253,646	Receipts from Government		253,646	266,068
3,000	Interest		2,861	3,791
-	Net GST received		16,788	18,077
<b>277,262</b>	<b>Total cash received</b>		<b>299,296</b>	<b>332,401</b>
<b>Cash used</b>				
(63,394)	Employees		(60,423)	(70,810)
(34,945)	Suppliers		(47,596)	(49,594)
(161,962)	Grants		(181,417)	(195,475)
<b>(260,301)</b>	<b>Total cash used</b>		<b>(289,436)</b>	<b>(315,879)</b>
<b>16,961</b>	<b>Net cash from operating activities</b>	9	<b>9,860</b>	<b>16,522</b>
<b>INVESTING ACTIVITIES</b>				
<b>Cash received</b>				
-	Proceeds from sales of property, plant and equipment		516	1,177
29	Repayments of loans and interest		89	9
<b>29</b>	<b>Total cash received</b>		<b>605</b>	<b>1,186</b>
<b>Cash used</b>				
(3,537)	Purchase of property, plant and equipment		(10,371)	(12,701)
-	Loans issuance		(1,050)	(2,700)
<b>(3,537)</b>	<b>Total cash used</b>		<b>(11,421)</b>	<b>(15,401)</b>
<b>(3,508)</b>	<b>Net cash used by investing activities</b>		<b>(10,816)</b>	<b>(14,215)</b>
<b>FINANCING ACTIVITIES</b>				
<b>Cash received</b>				
-	Appropriations - contributed equity		-	1,500
-	<b>Total cash received</b>		-	<b>1,500</b>
-	<b>Net cash from financing activities</b>		-	<b>1,500</b>
13,560	<b>Net increase / (decrease) in cash held</b>		<b>(956)</b>	3,807
70,702	Cash and cash equivalents at the beginning of the reporting period		<b>76,798</b>	72,991
<b>84,155</b>	<b>Cash and cash equivalents at the end of the reporting period</b>	9	<b>75,842</b>	<b>76,798</b>

The above statement should be read in conjunction with the accompanying notes.  
Explanations of major budget variances are provided at Note 17.

AUSTRALIAN SPORTS COMMISSION

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

For the year ended 30 June 2016

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Note	1 :	Summary of significant accounting policies
Note	2 :	Events after the reporting period
Note	3 :	Expenses
Note	4 :	Own-source income
Note	5 :	Financial assets
Note	6 :	Non-financial assets
Note	7 :	Other payables
Note	8 :	Provisions
Note	9 :	Cash flow reconciliation
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Note	11 :	Related party disclosures
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Note	16 :	Reporting of outcomes
Note	17 :	Explanations of major variances

AUSTRALIAN SPORTS COMMISSION

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

For the year ended 30 June 2016

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**Note 1: Summary of significant accounting policies**

**1.1 Objectives of the Australian Sports Commission**

The Australian Sports Commission (the Commission) is an Australian Government controlled entity. It is a not-for-profit corporate Commonwealth entity. The purpose of the Commission is to strengthen Australian sport – to enable more people to play sport and Australian athletes and teams to succeed on the world stage. The Commission promotes and supports the development of a cohesive and effective national sports sector that creates opportunities for all Australians to participate and excel in sport.

The Commission is structured to meet two outcomes:

**Outcome 1:** Improved participation in structured physical activity, particularly organised sport, at the community level, including through leadership and targeted community-based sports activity.

**Outcome 2:** Excellence in sports performance and continued international sporting success, by talented athletes and coaches, including through leadership in high-performance athlete development, and targeted science and research.

On 1 July 2016 the Commission will transition to the following single outcome:

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

The continued existence of the Commission in its present form and with its present program is dependent on Government policy and on continuing funding by Parliament for the Commission's administration and program.

**1.2 Basis of preparation of the Financial Statements**

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

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

- the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR) for reporting periods ending on or after 1 July 2014; and
- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

## AUSTRALIAN SPORTS COMMISSION

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2016

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

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

#### 1.3 Significant accounting judgements and estimates

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

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

No accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next accounting period.

#### 1.4 New Australian Accounting Standards

##### Adoption of new Australian Accounting Standard Requirements

The Commission has elected to apply *AASB 2015-7 Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities* for this financial year, even though the Standard is not required to be applied until annual reporting periods beginning on or after 1 July 2016. AASB 2015-7 provides relief from disclosing quantitative information about significant unobservable inputs used in fair value, where property, plant and equipment is held for its current service potential rather than to generate future net cash inflows.

No new, revised or amended standards were issued prior to the signing of the Statement by the Chair of the Board, Chief Executive Officer and the Chief Financial Officer applicable to the current reporting period that have a material effect, and are not expected to have a future material effect, on the Commission's financial statements.

##### Future Australian Accounting Standard Requirements

The following new standards, amendments to standards or interpretations were issued by the Australian Accounting Standards Board prior to the signing of the Statement by the Chair of the Board, Chief Executive Officer and Chief Financial Officer and are expected to have an impact on the Commission for future reporting periods.

- AASB 9 *Financial instruments* (applicable to reporting periods beginning on or after 1 January 2018) represents the first phase of a three-phase process to replace AASB 139 *Financial Instruments*:

AUSTRALIAN SPORTS COMMISSION

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

For the year ended 30 June 2016

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*Recognition and Measurement.* The standard reduces the four categories of financial asset to two: amortised cost and fair value. Given the make-up of the Commission's financial assets (amortised cost items such as loans, receivables, term deposits), the new standard is not expected to impact its treatment or valuation of these assets.

- AASB 15 *Revenue from Contracts with Customers* (applicable to reporting periods beginning on or after 1 January 2018) establishes principles for reporting information about the nature, amount, timing and uncertainty of revenue and cash flows arising from an entity's contracts with customers, with revenue recognised once performance obligations are satisfied. While this will apply for contracts that are exchange transactions, non-exchange transactions will continue to come under AASB 1004 *Contributions*. The Commission's treatment of exchange transactions and performance obligations is consistent with the requirements of the standard, and its introduction is not expected to materially impact revenue recognition.
- AASB 16 *Leases* (applicable to reporting periods beginning on or after 1 January 2019) requires all lessees to account for their leases (except those at low value or less than 12 months) on the Statement of Financial Position. Accounting treatment for lessors will be unchanged. This will impact the treatment and disclosure of the operating leases the Commission has entered into as the lessee.

Other reissued standards and amendments that were issued prior to the signing of the Statement by the Chair of the Board, Chief Executive Officer and the Chief Financial Officer and are applicable to the future reporting periods are not expected to have a future financial impact on the Commission.

## 1.5 Revenue

Revenue from the sale of goods is recognised when:

- the risks and rewards of ownership have been transferred to the buyer;
- the Commission retains no managerial involvement or effective control over the goods;
- the revenue and transaction costs incurred can be reliably measured; and
- it is probable that the economic benefits associated with the transaction will flow to the Commission.

Revenue from the rendering of services is recognised by reference to the stage of completion of contracts at the reporting date. The revenue is recognised when:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- the probable economic benefits associated with the transaction will flow to the Commission.

The stage of completion of contracts at the reporting date is determined by reference to the proportion that costs incurred to date, bear to the estimated total costs of the transaction.

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



## AUSTRALIAN SPORTS COMMISSION

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2016

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Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

#### **Resources received free of charge**

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

#### **Revenue from Government**

Funding received or receivable from non-corporate Commonwealth entities (appropriated to the entity as a corporate Commonwealth entity payment item for payment to the Commission) is recognised as Revenue from Government unless they are in the nature of an equity injection or a loan.

#### **Contributions received**

Revenue arising from the contribution of an asset to the Commission (including sponsorship) is recognised when:

- the Commission obtains control of the contribution or has the right to receive the contribution;
- it is probable that the economic benefits comprising the contribution will flow to the entity; and
- the amount of the contribution can be reliably measured.

Revenue is recognised irrespective of whether restrictions or conditions are imposed on the use of the contribution.

### **1.6 Gains**

#### **Sale of assets**

Gains from disposal of non-current assets are recognised when control of the asset has passed to the buyer.

### **1.7 Transactions with the Government as owner**

#### **Equity injections**

Amounts which are designated as 'equity injections' for a year are recognised directly in contributed equity in that year.

#### **Other distributions to owners**

Other distributions to owners are debited to contributed equity unless in the nature of a dividend.

### **1.8 Employee benefits**

Liabilities for short-term employee benefits (as defined in AASB 119 *Employee Benefits*) and termination benefits expected within twelve months of the end of the reporting period are measured at their nominal amounts.

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

AUSTRALIAN SPORTS COMMISSION

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

For the year ended 30 June 2016

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**Leave**

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

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

The liability for long service leave and annual leave has been determined by reference to the work of an actuary as at 30 June 2015. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

**Separation and redundancy**

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

**Superannuation**

Staff of the Commission are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap), Australian Super, CARE Superannuation, CBUS Industry Super Pty Ltd, Health Employees Super Trust (HESTA), Media Super (MEDIA) and Labour Union Co-operative Retirement Fund (LUCRF).

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

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

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

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

## AUSTRALIAN SPORTS COMMISSION

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2016

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#### 1.9 Leases

Operating lease payments are expensed evenly over the lease term. The Commission does not have any finance leases.

#### 1.10 Cash

Cash is recognised at its nominal amount. Cash and cash equivalents include cash on hand and demand deposits in bank accounts that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

#### 1.11 Financial assets

The Commission classifies its financial assets in the following categories:

- held-to-maturity investments; and
- loans and receivables.

Financial assets are recognised and derecognised upon trade date.

##### Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset, or, where appropriate, a shorter period.

Income is recognised on an effective interest rate basis.

##### Held-to-maturity investments

Term deposits held by the Commission are classified as 'held-to-maturity investments' and are initially recognised at fair value. Term deposits are subsequently recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis.

##### Loans and receivables

Loans, trade and other receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate.

Loans and other receivables provided on more favourable terms than the borrower could obtain in the market place contain a concessional discount. The concessional loan is initially recognised at fair value and the difference between notional and fair values is expensed upon initial recognition, if material. Concessional loans are subsequently amortised using the effective interest rate method.

AUSTRALIAN SPORTS COMMISSION

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

For the year ended 30 June 2016

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***Impairment of financial assets***

Financial assets are assessed for impairment at the end of each reporting period. If there is objective evidence that an impairment loss has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the asset's original effective interest rate. The carrying amount is reduced by way of an allowance account.

The loss is recognised in the Statement of Comprehensive Income.

**1.12 Financial liabilities**

Supplier and other payables are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis. Financial liabilities are recognised and derecognised upon trade date. Supplier and other payables are settled within 30 days.

Liabilities are recognised to the extent that the goods or services have been received (irrespective of having been invoiced).

**1.13 Contingent liabilities and contingent assets**

The Commission has no quantifiable or unquantifiable contingent assets or liabilities as at 30 June 2016 (2015: nil).

**1.14 Acquisition of assets**

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

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

**1.15 Property, plant and equipment**

***Asset recognition threshold***

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

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make-good' provisions in property leases taken up by the Commission where there exists an obligation to restore the property to its original condition. These costs

## AUSTRALIAN SPORTS COMMISSION

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2016

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are included in the value of the Commission's leasehold improvements with a corresponding provision for the make-good recognised.

#### **Revaluations**

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

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

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

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised through operating result. Revaluation decrements for a class of asset are recognised directly through operating result except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its re-valued amount.

#### **Depreciation**

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

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

## AUSTRALIAN SPORTS COMMISSION

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2016

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

Asset Class	Sub-class	2016	2015
Buildings	Buildings	3 - 75 years	3 - 75 years
Land improvements	Land improvements	15 - 40 years	15 - 40 years
Leasehold improvements	Leasehold improvements	Lease term	Lease term
Property, plant and equipment	Furniture, fittings, plant and equipment	4 - 25 years	4 - 25 years
Property, plant and equipment	Computer hardware	3 - 5 years	3 - 5 years
Property, plant and equipment	Marine fleet	2 - 20 years	2 - 20 years
Property, plant and equipment	Motor vehicles	2 - 10 years	2 - 10 years

#### Impairment

All assets were assessed for impairment at 30 June 2016. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

#### Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

### 1.16 Intangibles

The Commission's intangibles comprise purchased and internally-developed software.

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

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

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the Commission's software are 3 to 7 years (2015: 3 to 7 years).

All software assets were assessed for indications of impairment as at 30 June 2016.

### 1.17 Inventories

Inventories held for sale are valued at the lower of cost and net realisable value. Inventories held for distribution are valued at cost, adjusted for any loss of service potential.

Inventories acquired at no cost or for nominal consideration are initially measured at current replacement cost at the date of acquisition. All inventories are expected to be sold or distributed in the next 12 months.

## AUSTRALIAN SPORTS COMMISSION

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2016

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#### 1.18 Taxation

The Commission is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST). Revenues, expenses, liabilities and assets are recognised net of GST except:

- where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- for receivables, payables and commitments.

#### 1.19 Grants

Grant expenses and liabilities are recognised to the extent that:

- (i) the services required to be performed by the grantee have been performed; or
- (ii) the grant eligibility criteria have been satisfied, but payments due have not been made.

Where some or all of a grant is required to be repaid, the Commission recognises the amount to be repaid, or due to be repaid as:

- (i) a reduction in grant expenses if the repayment of grant monies arises in the same financial year that the grant expense was incurred; or
- (ii) an increase in income if the grant expense was incurred in a prior financial year.

#### 1.20 Foreign currency

Transactions denominated in a foreign currency are converted at the exchange rate at the date of the transaction. Foreign currency receivables and payables are translated at the exchange rates current as at the end of the financial year. Net foreign exchange gains and losses (both realised and unrealised) arising from foreign currency transactions are reported in the Statement of Comprehensive Income.

### Note 2: Events after the reporting period

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

AUSTRALIAN SPORTS COMMISSION

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

For the year ended 30 June 2016

	2016	2015
	\$'000	\$'000

**Note 3: Expenses**

**Note 3A: Employee benefits**

Wages and salaries	48,119	50,572
Superannuation:		
Defined contribution plans	4,751	4,932
Defined benefit plans	3,161	3,450
Leave and other entitlements	5,990	4,915
Separation and redundancies	379	2,756
<b>Total employee benefits</b>	<b>62,400</b>	<b>66,625</b>

**Note 3B: Suppliers**

**Goods and services**

Consultants and contractors	12,478	14,201
Travel	3,062	3,545
Property operating	11,806	11,183
Materials	4,068	4,573
Communications and IT	3,553	3,349
Other	4,717	5,486
<b>Total goods and services</b>	<b>39,684</b>	<b>42,337</b>

**Other suppliers**

Operating lease rentals – external parties:		
Minimum lease payments	1,521	1,870
Workers compensation expenses	447	900
<b>Total other suppliers</b>	<b>1,968</b>	<b>2,770</b>

**Total suppliers**

**41,652 45,107**

**Operating Lease Commitments**

The Commission in its capacity as lessee has obligations for offices, accommodation, motor vehicles and the lease obligation under the Heads of Agreement for the European Training Centre in Varese, Italy. The lease payments for offices are subject to annual increases in accordance with upward movements in the Consumer Price Index. The lease obligation for the European Training Centre is based on the final construction costs for the facility. With respect to motor vehicle leases there are no renewal or purchase options available.

2016	2015
\$'000	\$'000

Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:

One year or less	1,172	974
From one to five years	2,573	2,824
Over five years	25	302
<b>Total operating lease commitments payable</b>	<b>3,770</b>	<b>4,100</b>



AUSTRALIAN SPORTS COMMISSION

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

For the year ended 30 June 2016

	2016	2015
	\$'000	\$'000

**Note 3: Expenses**

**Note 3C: Grants**

Public sector:		
Australian Government entities	130	342
State and Territory Governments	19,988	14,485
Local Governments	-	147
Private sector:		
Non-profit organisations	133,693	148,906
Other	40	232
Overseas	24	627
Other	15,015	15,189
<b>Total grants</b>	<b>168,890</b>	<b>179,928</b>

**Note 3D: Write-down and impairment of assets**

Impairment of financial instruments	820	83
Non-financial assets:		
Write-down and impairment - land and buildings	571	364
Write-down and impairment - property, plant and equipment	50	215
Write-down and impairment - intangibles	2	29
Write-down and impairment of inventory	6	57
<b>Total write-down and impairment of assets</b>	<b>1,449</b>	<b>748</b>

**Note 3E: Other expenses**

Return of program funds	15	497
Sponsorship in kind	416	302
Other	93	445
<b>Total other expenses</b>	<b>524</b>	<b>1,244</b>

AUSTRALIAN SPORTS COMMISSION

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

For the year ended 30 June 2016

	2016	2015
	\$'000	\$'000

**Note 4: Own-source Income**

**Note 4A: Interest**

Investments	2,912	3,579
Loans	142	44
<b>Total interest</b>	<b>3,054</b>	<b>3,623</b>

**Note 4B: Rental income**

Rental income	157	137
<b>Total rental income</b>	<b>157</b>	<b>137</b>

**Operating lease commitments receivable**

The Commission in its capacity as lessor has rental agreements with national sporting organisations to access specified facilities and services at the AIS Campus.

Commitments for rental income receivables are as follows:

One year or less	171	154
From one to five years	-	149
<b>Total rental income commitments</b>	<b>171</b>	<b>303</b>

**Note 4C: Gain from sale of assets**

Property, plant and equipment:

Proceeds from sale	516	1,177
Carrying value of assets sold	(425)	(1,078)
Selling expense	(34)	(43)
<b>Total gain from sales of assets</b>	<b>57</b>	<b>56</b>

AUSTRALIAN SPORTS COMMISSION

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

For the year ended 30 June 2016

	2016	2015
	\$'000	\$'000

**Note 5: Financial assets**

**Note 5A: Trade and other receivables**

Goods and services	2,942	2,421
GST receivable from the Australian Taxation Office	1,675	2,451
Interest	407	326
<b>Total trade and other receivables (gross)</b>	<b>5,024</b>	<b>5,198</b>
Less impairment allowance:		
Goods and services	(35)	(106)
<b>Total trade and other receivables (net)</b>	<b>4,989</b>	<b>5,092</b>

Receivables (gross) are aged as follows:

Not overdue	4,014	4,362
Overdue by:		
Less than 30 days	532	369
30 to 60 days	278	121
61 to 90 days	62	16
More than 90 days	138	330
<b>Total receivables (gross)</b>	<b>5,024</b>	<b>5,198</b>

The impairment allowance account is aged as follows:

More than 90 days	(35)	(106)
<b>Total impairment allowance account</b>	<b>(35)</b>	<b>(106)</b>

Reconciliation of the impairment allowance account:

Opening balance	(106)	(111)
Amounts written-off	31	83
Amounts recovered and reversed	59	75
Decrease in impairments recognised in net surplus	(19)	(153)
<b>Closing balance</b>	<b>(35)</b>	<b>(106)</b>

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For the year ended 30 June 2016

	2016	2015
	\$'000	\$'000

**Note 5: Financial assets**

**Note 5B: Loans**

Cycling Australia	1,544	1,521
Australian Paralympic Committee	2,250	1,200
<b>Total loans (gross)</b>	<b>3,794</b>	<b>2,721</b>
Less impairment allowance:		
Cycling Australia	(789)	-
<b>Total loans (net)</b>	<b>3,005</b>	<b>2,721</b>

	2016	2015
	\$'000	\$'000
Loans expected to be recovered in:		
No more than 12 months	167	-
More than 12 months	2,838	2,721
<b>Total loans</b>	<b>3,005</b>	<b>2,721</b>

	2016	2015
	\$'000	\$'000
Reconciliation of the impairment allowance account:		
Opening balance	-	-
Increase in impairments recognised in net surplus	(789)	-
<b>Closing balance</b>	<b>(789)</b>	<b>-</b>

**Australian Paralympics Committee Ltd Loan**

In June 2015, the Commission provided a \$2,500,000 loan facility to the Australian Paralympics Committee Ltd (APC) as part of an assistance package for restructuring and other financial assistance. At 30 June 2016, \$2,250,000 of this facility was drawn and no further payments are expected from the undrawn portion of the facility. The loan is repayable over a 6 year loan term and attracts a floating interest charge.

**Cycling Australia Ltd Loan**

In September 2014, the Commission provided two loans of \$500,000 and \$1,000,000 to Cycling Australia Ltd (CA) as part of an assistance package for restructuring and other financial assistance. The loans are repayable over 4 and 6 year loan terms (respectively) and both loans attract a floating interest charge.

During 2016, the Commission recognised an impairment allowance in connection with the loans to CA. The amount has been measured as the difference between the loan carrying amount and the value of estimated future cashflows. Estimated future cash flows are based on the ASC's best estimate after assessing all available evidence and considering a range of potential outcomes. The ASC is working closely with CA to address this financial situation.

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**Note 6: Non-financial assets**

**Reconciliation of the opening and closing balances of property, plant, equipment and intangibles (2015-16)**

	Land \$'000	Buildings & land improvements \$'000	Total land, buildings & land improvements \$'000	Infrastructure, plant & equipment \$'000	Purchased software \$'000	Internally developed software \$'000	Total Computer Software \$'000	Total \$'000
<b>As at 1 July 2015</b>								
Gross book value	10,000	514,325	524,325	29,279	5,641	4,196	9,837	563,441
Accumulated depreciation and impairment	-	(296,770)	(296,770)	(16,936)	(4,094)	(1,533)	(5,627)	(319,333)
<b>Net book value 1 July 2015</b>	<b>10,000</b>	<b>217,555</b>	<b>227,555</b>	<b>12,343</b>	<b>1,547</b>	<b>2,663</b>	<b>4,210</b>	<b>244,108</b>
Additions:								
By purchase	-	4,899	4,899	4,696	47	-	47	9,642
by internal development	-	-	-	-	-	409	409	409
Revaluations recognised in other comprehensive income	-	9,931	9,931	-	-	-	-	9,931
Write-down and impairment recognised in the net cost of services	-	(571)	(571)	(50)	(2)	-	(2)	(623)
Written-down value of assets sold	-	-	-	(425)	-	-	-	(425)
Depreciation and amortisation	-	(17,163)	(17,163)	(3,672)	(562)	(810)	(1,372)	(22,207)
<b>Net book value 30 June 2016</b>	<b>10,000</b>	<b>214,651</b>	<b>224,651</b>	<b>12,892</b>	<b>1,030</b>	<b>2,262</b>	<b>3,292</b>	<b>240,835</b>
<b>Net book value as of 30 June 2016 represented by:</b>								
Gross book value	10,000	531,509	541,509	30,336	5,686	4,605	10,291	592,136
Accumulated depreciation	-	(316,858)	(316,858)	(17,444)	(4,656)	(2,343)	(6,999)	(341,301)
<b>Total as at 30 June 2016</b>	<b>10,000</b>	<b>214,651</b>	<b>224,651</b>	<b>12,892</b>	<b>1,030</b>	<b>2,262</b>	<b>3,292</b>	<b>240,835</b>

The above carrying values include work in progress costs for buildings and land improvements (\$1,485,967) and computer software (\$510,512).

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For the year ended 30 June 2016

**Reconciliation of the opening and closing balances of property, plant, equipment and intangibles (2014-15)**

	Land \$'000	Buildings & land improvements \$'000	Total land, buildings & land improvements \$'000	Property, plant & equipment \$'000	Purchased Software \$'000	Internally developed software \$'000	Total Computer Software \$'000	Total \$'000
<b>As at 1 July 2014</b>								
Gross book value	10,000	497,401	507,401	28,468	5,237	1,977	7,214	543,083
Accumulated depreciation and impairment	-	(274,015)	(274,015)	(15,881)	(3,635)	(1,053)	(4,668)	(294,584)
<b>Net book value 1 July 2014</b>	<b>10,000</b>	<b>223,386</b>	<b>233,386</b>	<b>12,587</b>	<b>1,602</b>	<b>924</b>	<b>2,526</b>	<b>248,499</b>
<b>Additions</b>								
By purchase	-	4,819	4,819	4,636	507	-	507	9,962
By internal development	-	-	-	-	-	2,219	2,219	2,219
Revaluations recognised in other comprehensive income	-	6,603	6,603	352	-	-	-	6,955
Write-down and impairment recognised in the net cost of services	-	(364)	(364)	(215)	(29)	-	(29)	(608)
Written-down value of assets disposed	-	-	-	(1,078)	-	-	-	(1,078)
Depreciation and amortisation	-	(16,889)	(16,889)	(3,939)	(533)	(480)	(1,013)	(21,841)
<b>Net book value 30 June 2015</b>	<b>10,000</b>	<b>217,555</b>	<b>227,555</b>	<b>12,343</b>	<b>1,547</b>	<b>2,663</b>	<b>4,210</b>	<b>244,108</b>
<b>Net book value as of 30 June 2015 represented by:</b>								
Gross book value	10,000	514,325	524,325	29,279	5,641	4,196	9,837	563,441
Accumulated depreciation	-	(296,770)	(296,770)	(16,936)	(4,094)	(1,533)	(5,627)	(319,333)
<b>Total as at 30 June 2015</b>	<b>10,000</b>	<b>217,555</b>	<b>227,555</b>	<b>12,343</b>	<b>1,547</b>	<b>2,663</b>	<b>4,210</b>	<b>244,108</b>

The above carrying values include work in progress costs for buildings and land improvements (\$1,216,812) and computer software (\$1,072,572).

**Revaluation of property, plant and equipment**

All revaluations were conducted in accordance with the revaluation policy stated at Note 1. An independent valuer conducted the most recent revaluation of land and buildings as at 30 June 2016 and infrastructure, plant and equipment as at 31 December 2014.

**Contractual commitments for the acquisition of property, plant, equipment and intangibles**

The Commission had \$155,367 outstanding contractual commitments for property, plant, equipment and intangibles as at 30 June 2016 (2015: \$280,776). Contractual commitments primarily relate to equipment purchases. The Commission expects all contractual commitments to be settled within 12 months.

AUSTRALIAN SPORTS COMMISSION

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

For the year ended 30 June 2016

	2016	2015
	\$'000	\$'000

**Note 7: Other payables**

Wages and salaries	255	-
Superannuation	30	-
Unearned income	1,042	965
Redundancies	154	248
<b>Total other payables</b>	<b>1,481</b>	<b>1,213</b>

**Note 8: Provisions**

**Note 8A: Employee provisions**

Leave	14,107	12,241
<b>Total employee provisions</b>	<b>14,107</b>	<b>12,241</b>

Employee provisions are expected to be settled

No more than 12 months	4,835	4,241
More than 12 months	9,272	8,000
<b>Total employee provisions</b>	<b>14,107</b>	<b>12,241</b>

**Note 8B: Other provisions**

Provision for make good	49	49
Lease incentive	23	29
<b>Total other provisions</b>	<b>72</b>	<b>78</b>

1. The ASC currently has one agreement (2014-15: one) for the leasing of premises which have provisions requiring the Commission to restore the premises to their original condition at the conclusion of the lease. The Commission has made a provision to reflect the present value of this obligation.

2. The ASC currently has one agreement (2014-15: one) for the leasing of premises which has a lease incentive requiring the Commission to recognise a lease incentive provision for the life of the lease. The Commission has made a provision to reflect the present value of this obligation.

AUSTRALIAN SPORTS COMMISSION

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

For the year ended 30 June 2016

	2016	2015
	\$'000	\$'000

**Note 9: Cash flow reconciliation**

**Reconciliation of cash and cash equivalents as per Statement of Financial Position to Cash Flow Statement**

<b>Cash and cash equivalents as per Cash Flow Statement</b>	<b>75,842</b>	<b>76,798</b>
Statement of Financial Position items comprising cash and cash equivalents		
Cash in hand or on deposit	<b>25,842</b>	11,798
Term deposits	<b>50,000</b>	65,000
<b>Total cash and cash equivalents per Statement of Financial Position</b>	<b>75,842</b>	<b>76,798</b>

**Reconciliation of net cost of services to net cash from operating activities:**

Net cost of services	<b>(268,818)</b>	(270,256)
Revenue from Government	<b>253,646</b>	266,068
Investing income included in net cost of services	<b>(142)</b>	(44)

**Adjustments for non-cash items:**

Depreciation and amortisation	<b>22,207</b>	21,841
Impairment of assets	<b>1,449</b>	608
Assets now recognised	-	(28)
Gain on disposal of assets	<b>(91)</b>	(98)
Other non-cash income	<b>(81)</b>	-

**Movements in assets / liabilities:**

(Increase) / decrease in interest receivable	<b>(51)</b>	209
(Increase) / decrease in net receivables	<b>(623)</b>	1,493
(Increase) / decrease in inventories	<b>42</b>	19
(Increase) / decrease in prepayments	<b>(219)</b>	1,410
(Increase) / decrease in tax receivable	<b>776</b>	33
Increase / (decrease) in employee provisions	<b>1,865</b>	(1,797)
Increase / (decrease) in supplier payables	<b>(410)</b>	651
Increase / (decrease) in revenue received in advance	<b>77</b>	326
Increase / (decrease) in grant payables	<b>47</b>	(1,568)
Increase / (decrease) in other payables	<b>191</b>	(2,278)
Increase / (decrease) in other provisions	<b>(5)</b>	(67)
<b>Net cash from operating activities</b>	<b>9,860</b>	<b>16,522</b>



AUSTRALIAN SPORTS COMMISSION  
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For the year ended 30 June 2016

**Note 10: Fair value measurement**  
Fair value measurements, valuation technique and inputs used

	2016 \$'000	2015 \$'000	Category (Level 1, 2 or 3)	Valuation technique(s) <sup>1</sup>	Significant Inputs
<b>Non-financial assets</b>					
Land	10,000	10,000	Level 2	Market approach	Sales price of comparable land
Buildings	214,651	217,555	Level 3	Depreciated replacement cost	Replacement cost, expected useful life, adjustments for obsolescence
Infrastructure, plant and equipment	9,740	9,612	Level 2	Market approach	Sales price of similar items in the market
Infrastructure, plant and equipment	3,152	2,731	Level 3	Depreciated replacement cost	Replacement cost, expected useful life, adjustments for obsolescence
<b>Total non-financial assets</b>	<b>237,543</b>	<b>239,898</b>			

<sup>1</sup> No changes in valuation technique occurred during the period.

The highest and best use of all non-financial assets is the same as their current use.

**Recurring and non-recurring Level 3 fair value measurements - valuation processes**

With regard to land improvements, leasehold improvements and buildings, the Commission procured valuation services in 2015-16 from Preston Rowe Patterson National Property Consultants (PRP) and has relied on valuation models provided by PRP, which are contractually required to be in line with AASB 13. The Commission reviews the assumptions and outcomes of the valuer's services to obtain comfort that the movements in fair value are reasonable and the process in accordance with AASB 13.

With regard to other property, plant and equipment, the Commission procured valuation services from Pickles Valuation Services (PVS) in 2014-15, with a desktop review in 2015-16. For assets that PVS were unable to identify a market comparison an alternative approach was required. These assets were tested by a depreciated replacement cost (DRC) approach, containing Level 3 inputs. In doing so, PVS reviewed the estimated replacement cost rates.

AUSTRALIAN SPORTS COMMISSION

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

For the year ended 30 June 2016

**Note 11: Related party disclosures**

**Loans to Commissioners and Commissioner-related entities**

There were no loans made to Commissioners or Commissioner-related entities.

**Contributions to related organisations**

Contributions were made to various Commissioner-related sporting organisations. They were approved and made on normal terms and conditions. Commissioners are required to register conflicts of interest and are not part of decisions where there is a real or perceived conflict. These are disclosed in the table below.

Entity	Commissioner	2016 \$'000	2015 \$'000
Australian Rugby League Commission <sup>1</sup>	Mr A Fraser	-	2,171
Australian Sports Foundation	Ms S Carbon OAM	68	200
Australian Olympic Committee	Mr M Stockwell	-	100
Football Federation Australia <sup>1</sup>	Mr A Plympton	-	3,669
Olympic Winter Institute	Mr D Gallop	-	-
Swimming Australia <sup>2</sup>	Ms A Camplin-Warner OAM	2,854	2,739
Victorian Olympic Council	Mr Mark Stockwell	11,235	-
WA Institute of Sport <sup>1</sup>	Mr Steve Moneghetti	3	-
Yachting Australia	Ms S Carbon OAM	-	81
	Mr A Plympton	9,155	9,863

<sup>1</sup> The entity was considered a related party in 2014-15 but not in 2015-16. Any payments made in 2015-16 have not been disclosed.

<sup>2</sup> The entity became a related party in 2015-16; any payments made prior to this have not been disclosed.

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

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

AUSTRALIAN SPORTS COMMISSION

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

For the year ended 30 June 2016

	2016	2015
	\$	\$

**Note 12: Senior management personnel remuneration**

**Short-term employee benefits:**

Salary	3,524,349	3,421,000
Performance bonuses	54,798	9,852
<b>Total short-term employee benefits</b>	<b>3,579,147</b>	<b>3,430,852</b>

**Post-employment benefits:**

Superannuation	498,957	491,910
<b>Total post-employment benefits</b>	<b>498,957</b>	<b>491,910</b>

**Other long-term benefits:**

Annual leave accrued	252,106	239,293
Long-service leave	113,448	107,681
<b>Total other long-term benefits</b>	<b>365,554</b>	<b>346,974</b>

**Termination benefits**

Redundancy payments	217,309	70,765
<b>Total termination benefits</b>	<b>217,309</b>	<b>70,765</b>
<b>Total senior executive remuneration expenses</b>	<b>4,660,967</b>	<b>4,340,501</b>

The total number of senior management personnel (noting this includes board members) in the above table is 26 individuals (2014-15: 36 individuals).

The total number of substantive senior management personnel (noting this includes board members) in the above table is 28 positions (2014-15: 28 positions).

The variance between these figures reflects substantive commencements and cessations of senior management personnel throughout the year.

Note 12 is prepared on an accrual basis.

Note 12 excludes short-term acting arrangements.

**Note 13: Remuneration of auditors**

	2016	2015
	\$'000	\$'000

The cost of financial statement audit services provided to the Commission were:

The fair value of the services provided was:	69	67
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Other non-audit services provided by Synergy Group Australia Pty Ltd, the firm contracted by the ANAO to complete the financial statement audit, amounted to \$59,000. These services were primarily for capital and budgeting support.

AUSTRALIAN SPORTS COMMISSION

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

For the year ended 30 June 2016

	2016	2015
	\$'000	\$'000

**Note 14: Financial instruments**

**Note 14A: Categories of financial instruments**

**Financial assets**

**Loans and receivables**

Cash and cash equivalents	25,842	11,798
Receivables for goods and services	2,907	2,315
Interest receivable	407	326
Loans	3,005	2,721

**Total loans and receivables** **32,161** **17,160**

Investments held-to-maturity:

Investments under s59 of the PGPA Act	50,000	65,000
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**Total investments held-to-maturity** **50,000** **65,000**

**Total financial assets** **82,161** **82,160**

**Financial liabilities**

Other financial liabilities:

Suppliers	2,354	2,764
Grant payables	86	40

**Total financial liabilities** **2,440** **2,804**

**Note 14B: Net gains or losses on financial assets**

**Loans and receivables**

Foreign exchange loss	(30)	(72)
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Impairment of loans and receivables	(820)	(83)
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**Net loss loans and receivables** **(850)** **(155)**

**Investments held-to-maturity**

Interest revenue	3,054	3,623
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**Net gain held-to-maturity** **3,054** **3,623**

AUSTRALIAN SPORTS COMMISSION  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
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**Note 14: Financial instruments**

**Note 14C: Fair value of financial instruments**

	Carrying amount 2016 \$'000	Fair value 2016 \$'000	Carrying amount 2015 \$'000	Fair value 2015 \$'000
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**Financial assets**

Loans	3,005	2,682	2,721	2,461
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The carrying amount of all other financial assets and liabilities equal fair value.

**Note 14D: Credit risk**

The Commission is exposed to low overall credit risk. The majority of loans and receivables are cash, and receivables for goods and services. Investments held-to-maturity represent investments held with financial institutions with an approved credit rating, in accordance with the Commission's Investment Policy.

The maximum exposure to credit risk is the risk that arises from potential default of a debtor or financial institution. The Commission's maximum exposure to credit risk at the reporting date in relation to each class of recognised financial assets is the gross amount of those assets as indicated in the Statement of Financial Position (\$7,143,000 in 2015-16 and \$5,468,000 in 2014-15). The Commission has assessed the risks of default on payments and has allocated \$824,000 in 2015-16 (2014-15: \$106,000) to an impairment allowance accounts.

The Commission has a significant exposure to Authorised Deposit-taking Institutions (ADIs), as the majority of its cash-holdings and investments are with Australian-owned ADIs. Given that ADIs are all regulated by the Australian Prudential Regulation Authority in accordance with the *Banking Act 1959*, the level of credit risk is considered low. In addition, the Commission has an Investment Policy to only deposit funds with financial institutions with credit ratings of A-2 or greater, and to diversify across these financial institutions, which further reduces the Commission's exposure to credit risk.

The Commission has policies and procedures in place to manage its credit risk including general security deeds.

**Note 14E: Liquidity risk**

The Commission has sufficient financial assets to meet all financial liabilities at 30 June 2016.

**Note 14F: Market risk**

The Commission holds basic financial instruments that do not expose it to certain market risks.

**Interest rate risk**

Interest rate risk refers to the risk that the fair value or future cash flow of a financial instrument will fluctuate because of changes in market interest rate. The ASC is exposed to interest rate risk primarily from interest bearing assets. The interest-bearing items on the Commission's Statement of Financial Position are cash, loans and term deposits.

Cash on deposit is held in a bank account with a floating interest rate. The investments bear fixed interest rates and will not fluctuate due to changes in the market interest rate.

The loans attract a floating interest rate. A +/- 60 basis point change is deemed to be reasonably possible and is used when reporting interest rate risk. The method used to arrive at the possible risk of +/- 60 basis point was based on both statistical and non-statistical analysis. The statistical analysis has been based on the cash rate for the past five years issued by the Reserve Bank of Australia (RBA) as the underlying dataset. This information is then revised and adjusted for reasonableness under the current economic circumstances. The ASC's sensitivity to a movement in interest rates of +/-60 basis points and the effect on net costs of services and equity for 2015-16 is negligible.

**Foreign currency risk**

Foreign currency risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. The Commission is exposed to foreign exchange risk primarily through undertaking certain transactions denominated in foreign currency and through the operation of a foreign currency bank account held in Italy for the Commission's European Training Centre. The Commission is exposed to foreign currency denominated in Euros.

AUSTRALIAN SPORTS COMMISSION

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

For the year ended 30 June 2016

**Note 15: Assets held in trust**

**Gary Knoke Memorial Scholarship Trust Account**

**Purpose** – The Gary Knoke Memorial Scholarship Trust Account is to be used for the provision of scholarships to eligible persons nominated by Athletics Australia. These monies are not available for other purposes of the Commission and are not recognised in the financial statements.

	2016 \$'000	2015 \$'000
Total amounts held at the beginning of the reporting period	49	48
Receipts	1	1
Payments	(4)	-
<b>Total amounts held at the end of the reporting period</b>	<b>46</b>	<b>49</b>

**Promoters Trust Account**

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

	2016 \$'000	2015 \$'000
Total amounts held at the beginning of the reporting period	856	65
Receipts	2,801	1,827
Payments	(3,436)	(1,036)
<b>Total amounts held at the end of the reporting period</b>	<b>221</b>	<b>856</b>

AUSTRALIAN SPORTS COMMISSION  
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**Note 16: Reporting of outcomes**

A review was conducted of all cost centres used by the Commission. Where a cost centre could be directly attributed to a particular outcome all costs associated with that cost centre were attributed to that outcome. Where a cost centre was an overhead cost centre, the attribution was based on the direct attribution percentage. The basis of attribution in the table below is consistent with the basis used for the Budget.

**Note 16A: Major classes of expenses, income, assets and liabilities by outcomes**

	Outcome 1		Outcome 2		Not attributed*		Total	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<b>Expenses:</b>								
Employee benefits	22,069	27,285	40,331	39,340			62,400	66,625
Suppliers								
Grants	16,908	18,052	24,744	27,055			41,652	45,107
Depreciation and amortisation	49,980	54,386	116,910	124,942			168,890	179,928
Write-down and impairment	7,467	6,866	14,740	14,975			22,207	21,841
Foreign exchange losses	198	293	1,251	455			1,449	748
Other	-	-	30	72			30	72
	170	678	354	566			524	1,244
<b>Total expenses</b>	<b>96,792</b>	<b>108,160</b>	<b>200,360</b>	<b>207,405</b>			<b>297,152</b>	<b>315,565</b>
<b>Own-source income:</b>								
Sale of goods and services	6,334	5,382	15,333	13,844			21,667	19,226
Contributions from Government entities	369	9,097	767	11,045			1,136	20,142
Interest	991	1,256	2,063	2,367			3,054	3,623
Rental income	51	46	106	91			157	137
Other	1,737	1,536	467	514			2,204	2,050
Reversal of previous asset write-downs and impairments	19	25	40	50			59	75
Gains from sale of assets	-	-	57	56			57	56
<b>Total own-source income</b>	<b>9,501</b>	<b>17,342</b>	<b>18,833</b>	<b>27,967</b>			<b>28,334</b>	<b>45,309</b>
<b>Net Cost of Services</b>	<b>(67,291)</b>	<b>(90,818)</b>	<b>(181,527)</b>	<b>(179,438)</b>			<b>(268,818)</b>	<b>(270,256)</b>

AUSTRALIAN SPORTS COMMISSION  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
For the year ended 30 June 2016

**Note 16: Reporting of outcomes**

**Note 16A: Major classes of expenses, income, assets and liabilities by outcomes (continued)**

	Outcome 1		Outcome 2		Not attributed*		Total	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<b>Assets</b>								
Cash and cash equivalents	-	-	183	86	25,659	11,712	25,842	11,798
Trade and other receivables	332	130	-	-	4,857	4,962	4,989	5,092
Investments	-	-	-	-	50,000	65,000	50,000	65,000
Loans	-	-	3,005	2,721	-	-	3,005	2,721
Land and buildings	390	282	75,284	83,582	148,977	143,691	224,651	227,555
Property, plant and equipment	180	424	6,589	5,948	6,123	5,971	12,892	12,343
Intangibles	1,886	1,587	683	529	723	2,094	3,292	4,210
Inventories	-	-	-	-	419	467	419	467
Other non-financial assets	336	58	973	502	1,059	1,189	2,368	1,749
<b>Total assets</b>	<b>3,124</b>	<b>2,481</b>	<b>86,717</b>	<b>93,368</b>	<b>237,617</b>	<b>235,086</b>	<b>327,458</b>	<b>330,935</b>
<b>Liabilities</b>								
Suppliers	-	-	-	-	2,354	2,764	2,354	2,764
Grants	76	12	10	28	-	-	86	40
Other payables	45	264	63	79	1,373	871	1,481	1,214
Employee provisions	2,965	2,572	6,102	5,161	5,040	4,507	14,107	12,240
Other provisions	72	78	-	-	-	-	72	78
<b>Total liabilities</b>	<b>3,158</b>	<b>2,926</b>	<b>6,175</b>	<b>5,268</b>	<b>8,767</b>	<b>8,142</b>	<b>18,100</b>	<b>16,336</b>

\* Assets and liabilities that can not be reliably attributed to outcomes.



## AUSTRALIAN SPORTS COMMISSION

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2016

#### **Note 17: Explanations of major variances**

##### **Note 17A: Major budget variances for 2015-16**

The following table provides explanations for major variances between the Original Budget as presented in the 2015-16 Portfolio Budget Statements (PBS) to the 2015-16 final outcome as presented in accordance with Australian Accounting Standards. The Budget is not audited.

The ASC provides high level commentary of major variances between original budgeted and actual amounts. Major variances are those deemed relevant to the analysis of ASC's performance and are not focussed merely on numerical differences between the Budget and actual amounts.

Affected line items (and statement)	Explanations of major variances
<b>Grants</b> (Statement of Comprehensive Income) <b>Grants</b> (Cash Flow Statement)	When compared to Original Budget, an additional \$6.928m in grant expenditure was paid in 2015-16. The increase against Original Budget was primarily driven by an increase in High Performance and Participation grants paid to national sporting organisations. These grants were provided through additional funding from the Department of Health received in 2014-15, and used in 2015-16 through an approved increase in the operating loss by the Minister for Finance.
<b>Suppliers</b> (Statement of Comprehensive Income) <b>Suppliers</b> (Cash Flow Statement)	Supplier expenses were \$6.707m higher than budgeted in the Original Budget. The increase was primarily driven by the increase in variable costs associated with increased commercial revenues along with costs carried over from 2014-15.
<b>Changes in asset revaluation reserves</b> (Statement of Comprehensive Income) <b>Reserves</b> (Statement of Financial Position)	When compared to Original Budget, the asset revaluation reserve has increased by \$9.931m due to the 2015-16 revaluation of land and buildings. Revaluation movements were not known at the time of the preparation of the Budget.
<b>Land and buildings</b> (Statement of Financial Position) <b>Infrastructure, plant and equipment</b> (Statement of Financial Position) <b>Reserves</b> (Statement of Financial Position) <b>Purchase of property plant and equipment</b> (Cash Flow Statement) <b>Asset revaluation reserve</b> (Statement of Changes in Equity)	When compared to Original Budget, total Non financial Assets have increased by \$16.974m. This is due to a \$9.931m asset revaluation increase, which was not known at the time of the preparation of the Budget and a movement of capital funds approved across years post-budget to replace ASC assets in 2015-16.





05

AUSTRALIAN  
SPORTS FOUNDATION

AUSTRALIAN SPORTS FOUNDATION

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## Australian Sports Foundation

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

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

In 2015-16 the ASF has prepared and published an Annual Report in line with *PGPA Act* requirements. Details of the ASF operations and a range of financial and performance information can be found in the Foundation's Annual Report and have subsequently not been reproduced here.

For copies of the ASF Annual Report, please refer to the foundation's website <https://asf.org.au/> or contact the distributions officer:

**Australian Sports Foundation**

Leverrier St Bruce ACT 2617

PO Box 176

BELCONNEN ACT 2616

Ph: 02 6214 7868

Email: [info@asf.org.au](mailto:info@asf.org.au)









# 06

## APPENDIXES AND REFERENCES

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## Appendix 1: Funding to sports

**Table 13:** NSO/NSOD\* 2015-16 Funding

Sport	High Performance (incl. Para)	Sport Participation	Sport Grant	Other	Total
Archery	615,800	80,000	0	0	695,800
Athletics	8,232,000	400,000	0	72,500	8,704,500
Australian Football	0	950,000	0	39,000	989,000
Australian Paralympic Committee	3,288,921	0	0	445,000	3,733,921
Badminton	460,000	200,000	0	60,000	720,000
Baseball	415,000	200,000	0	82,000	697,000
Basketball	5,910,000	910,000	0	183,320	7,003,320
Bicycle Motocross	678,500	185,000	0	0	863,500
Bocce	0	50,000	0	0	50,000
Bowls	667,200	625,000	0	86,250	1,378,450
Boxing	855,000	50,000	0	0	905,000

\*National Sporting Organisation for People with Disabilities



Sport	High Performance (incl. Para)	Sport Participation	Sport Grant	Other	Total
Canoeing	5,008,000	175,000	0	75,000	5,258,000
Cricket	200,000	950,000	0	70,000	1,220,000
Cycling	8,534,580	450,000	0	97,856	9,082,436
Diving	2,238,000	50,000	0	0	2,288,000
Equestrian	2,722,500	420,000	0	0	3,142,500
Fencing	0	50,000	0	0	50,000
Football	2,090,000	950,000	0	181,680	3,221,680
Golf	1,010,000	615,000	0	248,928	1,873,928
Gymnastics	2,520,971	650,000	0	70,000	3,240,971
Hockey	5,995,000	650,000	0	170,000	6,815,000
Ice Racing	0	50,000	0	0	50,000
Judo	692,800	50,000	0	0	742,800
Karate	0	100,000	0	0	100,000

<b>Sport</b>	<b>High Performance (incl. Para)</b>	<b>Sport Participation</b>	<b>Sport Grant</b>	<b>Other</b>	<b>Total</b>
Lacrosse	0	90,000	0	0	90,000
Modern Pentathlon	90,000	0	0	0	90,000
Motor Sport	0	100,000	0	4,750	104,750
Motorcycling	0	100,000	0	0	100,000
Netball	2,135,000	950,000	0	55,000	3,140,000
Orienteering	0	200,000	0	110,000	310,000
Polocrosse	0	50,000	0	0	50,000
Pony Club	0	100,000	0	0	100,000
Rowing	7,985,000	170,000	0	140,000	8,295,000
Rugby League	0	865,000	0	50,000	915,000
Rugby Union	1,040,000	650,000	0	199,090	1,889,090
Sailing	8,680,618	200,000	0	275,083	9,155,701
Shooting	2,290,000	170,000	0	0	2,460,000

<b>Sport</b>	<b>High Performance (incl. Para)</b>	<b>Sport Participation</b>	<b>Sport Grant</b>	<b>Other</b>	<b>Total</b>
Ski & Snowboard	1,742,078	155,000	0	40,500	<b>1,937,578</b>
Softball	1,000,000	200,000	0	112,217	<b>1,312,217</b>
Squash	530,000	200,000	0	73,000	<b>803,000</b>
Surf Life Saving	200,000	650,000	0	30,000	<b>880,000</b>
Surfing	925,000	450,000	0	305,246	<b>1,680,246</b>
Swimming	10,507,000	650,000	0	91,793	<b>11,248,793</b>
Synchronised Swimming	7,000	0	0	0	<b>7,000</b>
Table Tennis	543,200	200,000	0	113,670	<b>856,870</b>
Taekwondo	365,000	0	0	0	<b>365,000</b>
Tennis	261,250	950,000	0	355,455	<b>1,566,705</b>
Tenpin Bowling	0	200,000	0	78,500	<b>278,500</b>
Touch Football	0	450,000	0	60,000	<b>510,000</b>
Triathlon	2,460,000	425,000	0	54,890	<b>2,939,890</b>

Sport	High Performance (incl. Para)	Sport Participation	Sport Grant	Other	Total
University Sport	556,667	50,000	0	0	606,667
Volleyball	2,460,000	350,000	0	22,380	2,832,380
Water Polo	3,430,000	165,000	0	51,888	3,646,888
Waterski & Wakeboard	0	50,000	0	0	50,000
Weightlifting	362,600	50,000	0	0	412,600
Winter Sports (OWI)	2,703,645	0	0	150,000	2,853,645
Wrestling	7,300	50,000	0	0	57,300
<b>NSO TOTALS</b>	<b>102,415,630</b>	<b>17,700,000</b>	<b>0</b>	<b>4,254,996</b>	<b>124,370,626</b>

Sport	High Performance (incl. Para)	Sport Participation	Sport Grant	Other	Total
AUSRAPID	0	0	100,000	0	100,000
Blind Sports	0	0	65,000	0	65,000
Deaf Sports	0	0	85,000	0	85,000
Disability Sports	0	0	285,000	0	285,000
Disabled Wintersport	0	0	60,000	0	60,000
Riding for the Disabled	0	0	100,000	0	100,000
Special Olympics	0	0	545,000	0	545,000
Transplant	0	0	70,000	0	70,000
<b>NSOD TOTALS</b>	<b>0</b>	<b>0</b>	<b>1,310,000</b>	<b>0</b>	<b>1,310,000</b>
<b>OVERALL TOTALS</b>	<b>102,415,630</b>	<b>17,700,000</b>	<b>1,310,000</b>	<b>4,254,996</b>	<b>125,680,626</b>

High Performance – High Performance, Paralympic High Performance, Competitive Innovation Fund, Personal Excellence, and Athlete Pathways and Development  
Participation – Sport Participation  
Sport Grant (NSODs)  
Other – Includes Women Leaders in Sport, Sporting Schools Special Initiative Grants, Sporting Schools Capability and special initiatives (Classification).

## Appendix 2: Contact Officers

### Chair/CEO

Australian Sports Commission  
Leverrier Street  
BRUCE ACT 2617

or

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

### Distribution officer

People, Capability and Communications  
Australian Sports Commission  
PO Box 176  
BELCONNEN ACT 2616  
Tel: (02) 6214 1111  
Email: [communication@ausport.gov.au](mailto:communication@ausport.gov.au)

## Shortened forms

ACGA	Australian Commonwealth Games Association
AIS	Australian Institute of Sport
AMA	Australian Medical Association
AMS	Athlete Management System
ANAO	Australian National Audit Office
AOC	Australian Olympic Committee
APC	Australian Paralympic Committee
ASADA	Australian Sports Anti-Doping Authority
ASC	Australian Sports Commission
ASF	Australian Sports Foundation
ASPAs	AIS Sport Performance Awards
ASPR	Annual Sports Performance Review
CASRO	Committee of Australian Sport and Recreation Officials
ETC	European Training Centre
HSRs	Health and Safety Representatives
MPPs	Member Protection Policies
MSGP	Mandatory Sport Governance Principles
NCA	National Capital Authority
NIN	National Institute Network

## Summary of Compliance

The ASC is bound by legislative requirements to disclose certain information in its annual report. The main requirements are detailed in the *PGPA Act*, *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) and the *ASC Act*.

Annual report compliance requirements – PGPA Act	Page reference
s39. (1) The accountable authority of a Commonwealth entity must: a) Prepare annual performance statement for the entity as soon as practicable after the end of each reporting period for the entity; and b) Include a copy of the annual performance statement in the entity's annual report that in table in the parliament	43-61
s39. (2) the annual performance statements must a) Provide information about the entities performance in achieving its purposes; and b) Comply with any requirements prescribed by the rules	43-61
s46. The Annual Report must be given to the responsible Minister by the 15 <sup>th</sup> day of the fourth month after the end of the period for the entity	



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**Annual report compliance requirements – PGPA Rule****Page  
reference**

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16F(1) In preparing the annual performance statements, the accountable authority of the entity must measure and assess the entity's performance in achieving the entity's purposes in the reporting period in accordance with the method of measuring and assessing the entity's performance in the reporting period that was set out in the entity's corporate plan, and in any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement, that were prepared for the reporting period.

43-61

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16F(2) The following matter must be included in the annual performance statements for a Commonwealth entity

43-61

1. Statements

- a) a statement that the performance statements are prepared for paragraph 39(1)(a) of the Act;
- b) a statement specifying the reporting period for which the performance statements are prepared;
- c) a statement that, in the opinion of the accountable authority of the entity, the performance statements:
  - i) accurately present the entity's performance in the reporting period; and
  - ii) comply with subsection 39(2) of the Act.

3. The results of the measurement and assessment referred to in subsection (1) of this section of the entity's performance in the reporting period in achieving its purposes.

4. An analysis of the factors that may have contributed to the entity's performance in achieving its purposes in the reporting period, including any changes to:

- a) the entity's purposes, activities or organisational capability; or
- b) the environment in which the entity operated; that may have had a significant impact on the entity's performance in the reporting period.

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17BB The Annual Report must:

3

- a) Be approved by the accountable authority
- b) Be signed by the accountable authority or a member of the accountable authority
- c) Includes details of how and when approval of the annual report was given
- d) State that the accountable authority is responsible for preparing and giving the annual report to the entities responsible Minister in accordance with s46 of the *PGPA Act*

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17BC The annual report must comply with the guidelines for presenting documents to the Parliament

Throughout

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17BD Information included in the annual report must be relevant, reliable, concise, understandable and balanced, including through the following where practicable:

Throughout

143

- a) using clear design
  - b) defining acronyms and technical terms (for example, in a glossary)
  - c) using tables, graphs, diagrams and charts
  - d) including any additional matters as appropriate.
-

Annual report compliance requirements – PGPA Rule	Page reference
17BE The annual report must include:	74-75
<ul style="list-style-type: none"> <li>a) details of the legislation establishing the body <ul style="list-style-type: none"> <li>i) a summary of the objects and functions of the entity as set out in the legislation</li> <li>ii) the purposes of the entity as included in the entity's corporate plan</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>c) The names of the persons holding the position of responsible minister or responsible Ministers during the period, and the titles of those responsible Ministers</li> <li>d) Any directions given to the entity by the Minister under an Act or instrument during the period</li> </ul>	75
<ul style="list-style-type: none"> <li>e) Any government policy orders that applied in relation to the entity during the period under s22 of the Act</li> <li>f) If, during the period, the entity has not complied with a direction or order, particulars of non-compliance</li> </ul>	75
<ul style="list-style-type: none"> <li>g) The annual performance statements for the entity for the period</li> </ul>	43-61
<ul style="list-style-type: none"> <li>h) A statement of any significant issue reported to the responsible Minister that relates to non-compliance with the finance law in relation to the entity</li> <li>i) If a statement is included under para (h) – an outline of the action that has been taken to remedy the non-compliance</li> </ul>	93
<ul style="list-style-type: none"> <li>j) Information of the accountable authority, or each member of the accountable authority, of the entity for the period, including <ul style="list-style-type: none"> <li>i) The name of the accountable authority or members</li> <li>ii) The qualifications of the accountable authority or member</li> <li>iii) The experience of the accountable authority or member</li> <li>iv) For a member – the number of meetings of the accountable authority attended by the member for the period</li> <li>v) For a member – whether the member is an executive member or non-executive member</li> </ul> </li> </ul>	64, 76-85
<ul style="list-style-type: none"> <li>k) An outline of the organisational structure of the entity</li> </ul>	65
<ul style="list-style-type: none"> <li>l) An outline of the location (whether or not in Australia) of major activities or facilities of the entity</li> </ul>	6, 56, 64

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**Annual report compliance requirements – PGPA Rule****Page  
reference**

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m) Information in relation to the main corporate governance practices used by the entity during the period.	75, 86
n) The decision-making process undertaken by the accountable authority for making a decision if: <ul style="list-style-type: none"><li>i) the decision is to approve the entity paying for a good or service from another Commonwealth entity or a company, or providing a grant to another Commonwealth entity or company; and</li><li>ii) the entity, and the other Commonwealth entity or company are related entities; and</li><li>iii) the value of the transaction, or if there is more than one transaction, the aggregate value of those transactions is more than \$10,000 inclusive of GST.</li></ul>	97-129
o) If the annual report includes information under para (n): <ul style="list-style-type: none"><li>i) If there is only one transaction – the value of the transaction</li><li>ii) If there is more than one transaction – the number of transactions and the aggregate value of the transactions</li></ul>	
p) Any significant activities and changes that affected the operations or structure of the entity during the period	64
q) Particulars of judicial decisions or decisions of administrative tribunals made during the period that have had, or may have, a significant effect on the operations of the entity	88
r) particulars of any report on the entity given during the period by: <ul style="list-style-type: none"><li>i) The Auditor-General, other than a report on audit of annual financial statements</li><li>ii) A committee of either House or both Houses of Parliament</li><li>iii) The Office of the Australian Information Commissioner</li></ul>	
s) If the accountable authority has been unable to obtain information from a subsidiary of the entity that is required to be included in the annual report – an explanation of the information that was not obtained and the effect of not having the information on the annual report	Not applicable
t) Details of any indemnity that applied during the period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officers liability for legal costs);	87
u) An index identifying where the requirements of section are to be found	144-148

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48(a) – Specify the transactions and state of Affairs of the Australian Sports Foundation	132
48(b) – Include particulars of each direction given to it by the minister under subsection 11(1) that is applicable in relation to the period	75
48(c) – Include an assessment of the extent to which its operations during the period have implemented the relative operational plan	43-61
48(d) Particulars of: Significant capital works (if any) undertaken by the Commission during the period Significant acquisitions and dispositions of real property by the Commission during the period Variations to the operational plan agreed to by the minister during the period	71

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