



Australian Government
Australian Sports Commission

Corporate Plan

2017-21



The Australian Sports Commission (ASC) Board is pleased to present the ASC's Corporate Plan 2017-21, which covers the period of 2017-18 to 2020-21. It has been developed in accordance with the requirements under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and paragraphs 23 and 25 of the *Australian Sports Commission Act 1989*.

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

From our Chair

I am delighted to present the four-year plan for the Australian Sports Commission (ASC) for 2017–2021.

This is an important time for Australian sport. Last year's Olympic Games and Paralympic Games underscored the challenge for Australia in retaining its status as one of the world's pre-eminent sporting nations, given rising competition from developed and developing nations alike. We also face increasing challenges in keeping Australians – particularly young Australians – fit, healthy and engaged in sport.

The ASC, as our country's peak sports agency, has a central role to play in helping Australia meet these challenges. We are delighted that this year we will for the first time be able to do this through Australia's inaugural National Sports Plan – an integrated vision and plan for Australian sport spanning the grassroots all the way up to the rarefied air of world-best competition, that reflects input from across the sector. We thank and congratulate Minister for Sport the Hon. Greg Hunt for his leadership and vision in proposing this important initiative.

The National Sports Plan and the ASC's strategy will build upon important work by the ASC in recent years. Under our leadership, governance standards in the sector have improved markedly, which will produce significant long-term benefits for sports. Second, we have given sports control over their high performance programs and how they spend the funding grants for them – we believe the best decisions will be made by sports themselves about how to run their own programs, rather than by third parties. Third, we have devised and implemented the highly popular and effective Sporting Schools

sports participation program, now delivered in over 5,600 schools around Australia with greater effect and lower cost than its predecessor. Fourth, we have encouraged and enabled our nine national institutes to work together much more closely towards common goals. And fifth, we have separated the Australian Sports Foundation out of the ASC to give it an increased profile to raise philanthropic funds for Australian sport, which I am pleased to report has achieved the result envisaged by the ASC.

But nothing stands still for long in modern life. The relentless pace of change, disruption and globalisation apply equally in the world of sport today. We must keep innovating, being bold and willing to change if we are to succeed.

To this end, we must find new and innovative sources of funding for Australian sport. A national lottery is one possibility. Our nine national institutes must work more closely together than ever before to give athletes, coaches and sports what they want – a consistent and high-quality support and daily training environment. We need to keep raising governance and leadership standards, and meet the rising challenge of preserving sports integrity. This corporate plan forms a key part of our blueprint for sport in this changing environment.

We appreciate the ongoing support of our many sector partners and of the Commonwealth Government which is deeply committed to Australia being a healthy and successful sporting nation.

John Wylie AM
Chair

About us

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*.

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.

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.

Our work is built around three interconnected pillars.



High Performance

We are focused on leading and enabling a united high performance sector that supports Australian athletes to achieve podium success.

We will work with sports and the high performance sector to achieve sustainable and ethical international success through leadership, expertise, world class service delivery and research and investment.



Participation

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

To achieve this, we will drive lifelong participation with a focus on physical literacy and our national participation program – Sporting Schools. We will work to better understand the changing sport environment, and support the network that supplies sport – our sporting organisations.



Sport Industry Growth

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

To achieve this, we will work across the sector to build capability in the areas of governance, product development and commercial sustainability, workforce development, coaching and officiating, digital capability, and member and child protection in sport.

How we operate

The ASC plays a central leadership role in the development and operations of the Australian sport sector, building collaboration, alignment and effectiveness.

The ASC works directly with sporting organisations, peak bodies, the Office for Sport, state and territory departments, institutes and academies of sport, and the business sector.

Now and into the future, the ASC will focus on three key roles: leading, enabling and investing.

The ASC will continue to evolve its leadership role within the sector, taking a whole of sector view, understanding the systems in which we operate both here and overseas, and the challenges and trends which will impact on operations. We will champion the value of sport across Governments and the broader community.

We will work with partners to improve the capacity and capability of sports organisations to enable them to thrive as viable operations and maximise their contribution to high performance and participation outcomes. We will translate and share analytics and insights for partners to drive improved decision making.

We will invest in organisations to achieve mutually beneficial outcomes, targeting our investment to those who are ready to deliver, and holding them accountable for achieving results.





The environment in which we operate

Sport is a defining characteristic of our national culture – one that is recognised across the world. In sport, Australia's diverse population discovers a shared identity. We flock to great stadiums around the country to watch the contest, and celebrate and exude national pride when our athletes represent us on the world stage.

Our participation in and passion for sport creates significant benefits for Australia, driving a range of economic, health, educational and community benefits as well as enhancing our international reputation. It is for these reasons the Australian Government is a significant investor in sport.

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

On the international stage, competition is continually intensifying and improving. Many other nations have replicated Australia's innovations, tapped into our expertise and made strategic investments, and as a result have become strong competitors in international sport.

On the participation front, research into the sports market tells us Australians are increasingly time poor, have limited budgets and are being inundated by new forms of entertainment. With these changes, new preferences are emerging; Australians want greater flexibility, more tailored products and sports that work for them.

Together, these trends are rapidly changing the environment in which sport operates and are placing pressure on the sector to change. However, the nature of the sport sector itself weakens its ability to adapt.

The Australian sport sector is comprised of a range of government and non-government organisations, business entities and community groups. These organisations are often working independently to develop and deliver high performance sport, sport participation and physical activity opportunities, and other related products and services to the Australian community.

However, across the tiers of government, this support could be delivered in a more coordinated manner, with greater benefits achieved as a result of clear delineation between national, state and local responsibilities and agreed goals and measures of success.

CHARTING THE WAY FORWARD

Within this context, the ASC has been undertaking a major review of its strategic direction. Its high performance considerations build on a number of reviews and consultation processes, including the AIS Future Directions Review. These considerations have highlighted the importance of the ASC evolving its operations to take a stronger leadership role, working together with the key players within the sector to enable sport to deliver on its potential, now and into the future.

On 22 May 2017, the Hon. Greg Hunt MP, Minister for Sport invited all Australians and the sporting community to contribute to the development of a National Sports Plan. Through a National Sports Plan the Government seeks to understand Australia's expectations of the sport sector, including our shared goals for high performance sport; sporting participation; cultural and public health outcomes and our willingness to pay for these services, opportunity and success. The Plan will help to inform clear policy objectives across the entire sector.

The ASC welcomes the development of the National Sports Plan, which will shape the ASC's strategic direction over the period of this plan and beyond. In light of this, the ASC will substantially continue to operate within the strategic framework as outlined in its 2017-18 Portfolio Budget Statement until the National Sports Plan has been released and any resulting changes to the ASC's strategic framework considered.



Our focus

HIGH PERFORMANCE

What will we do

- Provide targeted investment to national sporting organisations (NSOs) to enable them to deliver high performance programs that achieve international success
- Provide support and advice that assists sports with high performance strategy, planning and program delivery
- Develop and deliver customised athlete, coach and leader talent initiatives to optimise high performance outcomes
- Plan, coordinate and deliver sport science and sports medicine expertise to ensure Australia's athletes get the right support at the right time
- Support innovative solutions for prioritised sports and promote the growth of new knowledge and expertise for high performance sport
- Lead a more streamlined performance network that supports identified athletes and teams across jurisdictions.

What will success look like

We will gauge our success at two levels: at a sector level, through Australia's performance at major international events, recognising the lead role which the AIS plays in the Australian high performance system and the range of groups contributing to these results. And at the AIS level, we will monitor the impact of its services, including improvement in the capability of NSOs to deliver effective high performance programs, and alignment of the high performance network.

Performance criteria for 2017-21 and beyond

Performance Criteria	2017-18	2018-19	2019-20	2020-21
Australia's performance at major international events	Number 1 ranked country at 2018 Commonwealth Games Maintain top 15 at Pyeongchang 2018 Winter Olympic Games Maintain top 15 at Pyeongchang 2018 Winter Paralympic Games			Maintain top 10 ranking at 2020 Tokyo Olympic Games Maintain top 10 ranking at 2020 Tokyo Paralympic Games
Improved capability of NSOs to deliver effective high performance programs	The Annual Sports Performance Review shows improvement in the high performance capability of NSOs, compared to previous year's results	As per 2017-18	As per 2017-18	As per 2017-18

PARTICIPATION

What will we do

- Provide targeted investment to NSOs to help them grow their participation base
- Provide leadership that assists NSOs with participation strategies, planning and operations
- Develop and share high-quality information, research and data to enable better decision making concerning participation
- Drive demand for lifelong participation in sport and physical activity by focusing on younger Australians through the Sporting Schools program and a focus on physical literacy.

What will success look like

We will gauge our success at two levels: at a system level through the number of Australians, particularly young Australians, participating in sport and related physical activity, and the delivery of ASC programs including the reach of our Sporting Schools program.

Performance criteria for 2017-21 and beyond

Performance Criteria	2017-18	2018-19	2019-20	2020-21
Increase in the percentage of Australians participating in organised sport (traditional or social)	AusPlay survey results show an increase in sport participation compared to previous year	As per 2017-18	As per 2017-18	As per 2017-18
Number of student attendances in the Sporting Schools program	≥750,000	≥1,100,000 Cumulative total from 1 July 2017 to 31 Dec 2018	N/A	N/A





SPORT INDUSTRY GROWTH

What will we do

- Continue to help sporting organisations improve their governance and drive united behaviours through national, state and territory levels
- Develop and deliver sector initiatives to optimise coach, official and leader talent and support the development of workforce strategies
- Assist sports to identify commercial opportunities to improve their financial sustainability
- Help sports develop their digital capability to ensure they are connecting with their customers effectively and utilising technology to support growth and innovation
- Evolve member and child protection to better support those who participate in, and deliver Australian sport for children.

What will success look like

We will gauge our success through improved organisational capability of NSOs.

Performance criteria for 2017-21 and beyond

Performance Criteria	2017-18	2018-19	2019-20	2020-21
Improved organisational capability of NSOs	The organisational development assessment shows improvement in the organisational capability of targeted NSOs, compared to the previous year	As per 2017-18	As per 2017-18	As per 2017-18

Our capability

ASC capability is best considered in the context of the scope and reach of our activities and operations.

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 five state 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.

OUR PEOPLE

The ASC employs staff from a broad range of backgrounds, including former athletes, coaches and sports administrators. This diversity and depth of experience fosters a pursuit of excellence and an environment of passion, professionalism, drive, daring innovation and resilience.

The ASC is recognised as a world leader in the development of sporting excellence at all levels. The expectation is that the ASC workforce, with an average staffing level of 570*, will also deliver to the same performance standards that we expect from our medal-winning athletes and the sports we support.

Within this context, in 2016-17, the ASC commissioned a project to analyse talent management across the employee lifecycle, with a focus on defining talent. A distinction was drawn between talent and excellence, with talent referring to the innate abilities and attitudes of the individual which need to be activated in order to contribute to performance, and excellence being the activation of talent.

The project highlighted the role which the ASC plays within the broader sport sector, including the Commission's role in explicitly nurturing and growing capability for the transfer of talent both into and out of the ASC from sport. Within this context, the need for a broader view of talent management designed to deliver on the ASC's purpose and business objectives within the context of government and the sport sector was recognised.

This project subsequently identified a number of elements of the ASC's business practice which could be strengthened in order to be more effective in acquiring, developing and supporting talent. Progressing the key elements of this project, through a strengthened strategic HR capability, will be a focus within the ASC in 2017-18.

**This includes our core workforce as well as casuals for commercial operations, post graduate scholars and Board members.*

OUR SITE AND FACILITIES

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

The ASC has been working to redefine its capital strategic direction and explore a range of future options for the AIS site in the context of our future strategic direction. This includes the development of a capital strategy and an asset management framework and associated governance arrangements that will be used to prioritise future investments and ensure alignment with the ASC's strategic objectives.

These will be further informed by the finalisation of the ASC's strategic framework following the release of the National Sports Plan.

BUILDING AN ASC FOR THE FUTURE

The strategic planning work undertaken in 2017 has identified the need to build an organisation that can influence and rapidly adapt in a changing environment. While the ASC's strategic direction will not be finalised until after the release of the National Sports Plan, the ASC will commence a program of work in 2017-18 to modernise the organisational culture, build capability and position the organisation for the future.

Initial areas of focus will be on simplifying processes and devolving accountability, strengthening leadership capability at all levels of the organisation and transforming the way the ASC does business through technology.



RESOURCING

The table below provides a breakdown of ASC budgeted expenses for 2017-18 and beyond, as represented in the 2017-18 ASC Entity Budget Statements (Portfolio Budget Statement 2017-18).

	2017-18 Budget (\$'000)	2018-19 Forward estimate (\$'000)	2019-20 Forward estimate (\$'000)	2020-21 Forward estimate (\$'000)
Revenue from government	264,595	227,557	207,942	209,083
Revenue from independent sources	23,806	22,898	22,438	22,312
Operating deficit (surplus)	8,386	8,857	8,958	8,958
Total expenses	296,787	259,312	239,338	240,353

Managing our risks

The ASC is committed to the effective identification and management of risk. The ASC's risk management framework assists the Commission to manage the risks involved in its activities to optimise opportunities and minimise adverse consequences. Acceptance and effective management of risk is important to enable the ASC to deliver upon its purpose.

The ASC risk management framework is aligned with current best practice and the principles outlined in the Australian and New Zealand standard and the Commonwealth Risk Management Policy. The ASC uses the annual Comcover risk management benchmarking survey as a tool to monitor the performance of our risk management function and identify relevant actions required to continually improve our risk management approach.

The ASC has an Organisational Risk Register which aligns with our corporate plan and reflects the ASC's approach to managing risks that threaten the achievement of our objectives across the three pillars of our plan. This register is monitored on an ongoing basis, with quarterly reports provided to the ASC Executive and the ASC's Finance, Audit and Risk Committee. This Organisational Risk Register also informs the ASC's internal audit program.

Underpinning this, risk management is linked to business planning particularly at the division and branch levels, and incorporated into key ASC processes including procurement, management of key projects, internal audit, financial management, travel management and work health and safety.

As the organisation's new strategic direction is finalised in the year ahead, shaped by the National Sports Plan, the ASC will apply its risk management processes to inform decision making and underpin the creation of a robust, well considered strategic framework.

MONITORING OUR PROGRESS

This rolling four-year corporate plan covers the period 2017-18 to 2020-21, and is underpinned by business planning within the ASC.

Business planning assists us to define how individual parts of the ASC are contributing to the strategies, performance criteria and specific targets listed in our corporate plan. It also helps staff understand how their work is contributing to organisational outcomes.

The ASC's planning and reporting approach is outlined below:

Planning		Reporting
Organisational	ASC corporate plan (Rolling 4 years)	Annual performance statement (In annual report)
Business units	Annual business plans	Regular internal reporting
Individual	Annual performance development plans	Regular discussions and annual performance review

2017-18 IN FOCUS

High performance

What are we going to do?	Our performance criteria	2017-18 target
<p>Provide targeted investment to NSOs to enable them to deliver high performance programs that achieve international success</p> <p>Provide support and advice that assists sports with high performance strategy, planning and program delivery</p>	<p>Australia's performance at major international events</p>	<p>Number 1 ranked country at 2018 Commonwealth Games</p> <p>Maintain top 15 at Pyeongchang 2018 Winter Olympic Games</p> <p>Maintain top 15 at Pyeongchang 2018 Winter Paralympic Games</p>
<p>Develop and deliver customised athlete, coach and leader talent initiatives to optimise high performance outcomes</p> <p>Plan, coordinate and deliver sports science and sports medicine expertise to ensure Australia's athletes get the right support at the right time</p> <p>Support innovative solutions for prioritised sports and promote the growth of new knowledge and expertise for high performance sport</p> <p>Lead a more streamlined performance network that supports identified athletes and teams across jurisdictions.</p>	<p>Improved capability of NSOs to deliver effective high performance programs</p>	<p>The Annual Sports Performance Review shows improvement in the high performance capability of NSOs, compared to previous year's results</p>

Participation

What are we going to do?	Our performance criteria	2017-18 target
<p>Provide targeted investment to NSOs to help them grow their participation base</p> <p>Provide leadership that assists NSOs with participation strategies, planning and operations</p> <p>Develop and share high-quality information, research and data to enable better decision making concerning participation</p> <p>Drive demand for lifelong participation in sport and physical activity by focusing on younger Australians through the Sporting Schools program and a focus on physical literacy.</p>	<p>Increase in the percentage of Australians participating in organised sport (traditional or social)</p> <p>Number of student attendances in the Sporting Schools program</p>	<p>AusPlay survey results show an increase in sport participation compared to previous year</p> <p>≥750,000</p>

Sport Industry Growth

What are we going to do?	Our performance criteria	2017-18 target
<p>Continue to help sporting organisations improve their governance and drive united behaviours through national, state and territory levels</p> <p>Develop and deliver sector initiatives to optimise coach, official and leader talent and support the development of workforce strategies</p> <p>Assist sports to identify commercial opportunities to improve their financial sustainability</p> <p>Help sports develop their digital capability to ensure they are connecting with their customers effectively and utilising technology to support growth and innovation</p> <p>Evolve member and child protection to better support those who participate in and deliver Australian sport for children.</p>	<p>Improved organisational capability of NSOs</p>	<p>The organisational development assessment shows improvement in the organisational capability of targeted NSOs, compared to the previous year</p>



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