



Australian Government
Australian Sports Commission

2022–2026 **CORPORATE PLAN**

Australian Sports Commission Acknowledgement of Country

The Australian Sports Commission (ASC) acknowledges the Traditional Custodians of the lands where its offices are located, the Ngunnawal people, the Wurundjeri Woi-wurrung people of the Kulin Nation, the people of the Yugambah Nation and the Gadigal people of the Eora Nation.

The ASC extends this acknowledgment to all the Traditional Custodians of the lands and First Nations Peoples throughout Australia and would like to pay its respects to all Elders past, present and emerging.

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





Australian Government

Australian Sports Commission

The Australian Sports Commission Board is pleased to present the Corporate Plan 2022-26, which covers the period of 2022-23 to 2025-26.

This Corporate Plan meets 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 also meets the requirements of the Corporate Plan and Annual Operational Plan as required under paragraph 26 of the *Australian Sports Commission Act 1989*.

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From our Chair

It gives me great pleasure to present the 2022-26 Corporate Plan on behalf of the Australian Sports Commission (ASC).

The ASC is proud to lead, support and grow Australian sport at all levels.

On behalf of the Australian Government, we aim to ensure that every single person involved in sport, regardless of their role, has the best possible experience.

The decade ahead holds incredible opportunity. We are now embarking on a green-and-gold runway of major events towards the Brisbane 2032 Games and it is our chance to showcase the value and benefits of sport to all Australians.

Earlier this year, the ASC Board was delighted to appoint Kieren Perkins OAM as CEO and under his leadership we continue to strengthen the connection between community sport and high performance so that both can thrive.

We are helping develop community sport through our participation programs and governance advisory services and also offering support to 2.9 million sport volunteers.

The launch of our new community coaching approach is an impactful example of how we're helping to strengthen the sport workforce. We're now working alongside sporting organisations across the country to reboot their community coach education and enhance the experience for their participants.

At the high performance level, we remain committed to helping athletes, coaches and support staff succeed both in sport and in life. We intend on building sustainable success.

The Australian Institute of Sport (AIS) campus in Canberra remains the central and essential focus of our operations. We will continue working with government to pursue facility upgrades to the 40-year-old campus, confident it provides sports and athletes with the unique performance environment to excel. In 2021, more than 40 sports and 3700 athletes booked to train at the AIS campus.

We're investing in innovation and technology, undertaking research in medicine and sport science and offering bespoke programs focused on wellbeing, coaching, leadership and community engagement.

Further to this, we're committed to becoming world-leaders in high performance coaching and are building a long-term vision to increase the diversity of our Australian coaches; from the grassroots to the elite level.

Our focus and investment in development pathways, for athletes and coaches, is critical to achieving sustainable success.

We have helped guide Australian sport through a challenging period over these past few years. Now we're focusing on the opportunities ahead to inspire and unite the nation through sport.

Brisbane 2032 is the brightest of lights on the hill, and a string of international events will put the international spotlight on Australian sport over the next 10 years. The 2026 Commonwealth Games in Victoria is among a plethora of world cups and world championships that will be hosted in Australia over the coming years, across sports such as cricket, basketball, cycling, football, rugby, netball and more.

We've got a great head start with a clear and collective vision outlined in the National High Performance Sport Strategy 2024. Now we're working towards an even more ambitious strategy with a 2032+ timeframe to ensure our legacy goes far beyond the 2032 home Games.

This is a pivotal time for our sector and on behalf of the ASC I wish to thank each person for the role they play in helping make Australia stronger through sport.



Josephine Sukkar AM
Chair
Australian Sports Commission





About us

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

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

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



The Australian sporting environment

The sporting landscape has undergone its biggest transformation since the COVID-19 pandemic began in early 2020.

Australians involved in sport at all levels have endured constant interruptions and learnt to adapt to a highly changeable environment.

Despite all of this, we are seeing positive signs that sport is starting to make a real comeback. The ASC's latest AusPlay report reveals that club participation is showing signs of recovery.

Furthermore, insights from our most recent Community Perceptions Monitor show 89% of current participants and pre-COVID participants are eager to play sport in the next 12 months.

The same can be said for our incredible sport volunteers, with 81% planning to continue in their role.

Helping sports grow their volunteer base is one of the ASC's key priorities. Our leadership of the sector's Sport Volunteer Coalition will play a critical role in working with sports to attract and retain volunteers in the coming years.

It's also pleasing to see that since the start of the pandemic more Australians recognise the mental health and social benefits that being active offers. The latest AusPlay data for 2021 shows 30% of Australians who participate in sport or physical activity report 'psychological/mental health/therapy' as one of their reasons for doing so. This is up from 21% in 2019, prior to the pandemic.

Long-term we want to ensure our athletes, coaches and high performance staff feel supported. To achieve this, we recently launched the AIS Wellbeing Health Check to help sports measure

and improve their wellbeing culture. We expanded the AIS Mental Health Referral Network (MHRN) to meet unprecedented demand, providing free, confidential advice from expert psychologists and mental health clinicians. The AIS MHRN received 444 referrals in 2021, an increase of 68% on the previous year's record 264 referrals, a reflection of greater awareness and trust in the support service.

The ASC recognises that we must also acknowledge, learn and improve on our core capabilities, including the recognition of when the ASC may not have lived up to the high standards expected of our institution. To support delivery of our objectives in the Corporate Plan, the ASC remains strongly committed to ensuring that all Australian sport environments are safe, supportive and friendly for all. We are committed to working with all Australians (involved in sport), so that everyone can enjoy sport and feel safe, valued and encouraged - thereby reaching their full potential.

This is a defining era for Australian sport. In the coming decade Australia will host the 2026 Commonwealth Games in Victoria, along with world cups and world championships across a plethora of sports including cricket, basketball, cycling, football, swimming, rugby, netball and more.

This presents an incredible opportunity to unite and inspire Australia through sport. Our green-and-gold runway to Brisbane 2032 has begun and the sporting strategies, programs and facilities we deliver now will shape Australia's long-term prosperity, well beyond the sporting field. A thriving Australian sport system is enormously influential to a thriving Australia.





Our purpose

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

To achieve this purpose, our strategy is centred around three strategic pillars.



MORE AUSTRALIANS INVOLVED IN ORGANISED SPORT



A THRIVING ORGANISED SPORT SECTOR



WORLD'S BEST HIGH PERFORMANCE SYSTEM

We invest in national sporting organisations (NSOs) and national sporting organisations for people with a disability (NSODs) and work with them to achieve greater sport participation outcomes and industry growth. We will work on generating a competitive advantage for Australian athlete success at the Olympic, Paralympic and Commonwealth Games. We also identify opportunities to work strategically in partnership with sports and organisations that enhance the broader Australian sport sector.



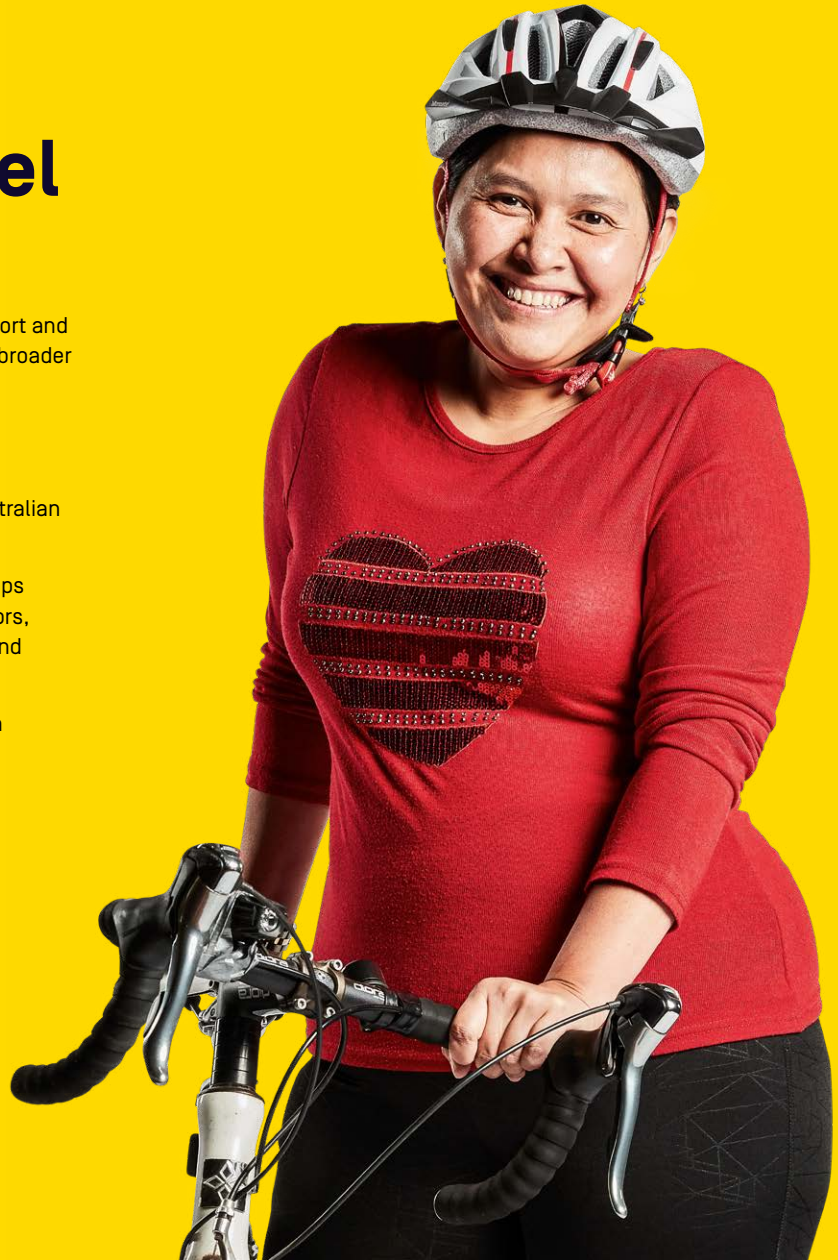
Our operating model

At the ASC, we champion the value of sport. We encourage and help Australians of all backgrounds, ages and abilities to get involved in sport and enjoy the many benefits. We play a central leadership role across the broader sport sector through collaboration and direction.

To deliver on our objectives, the ASC is comprised of three divisions:

- **Australian Institute of Sport** leads and enables a united and collaborative high performance sport system, that supports Australian athletes to achieve international podium success.
- **Sport Division** manages national participation programs, develops sector wide resources, builds tools to support sport administrators, community coaches and volunteers, and promotes the values and benefits of sport.
- **Corporate Division** supports the delivery of the strategy through effective and aligned enabling services and resources.

As a Corporate Commonwealth Entity (CCE), the ASC is funded by the Australian Government to support and invest in sport at all levels. The ASC delivers a variety of grants through investment in high performance and national sport participation programs, performance pathways, people development and wellbeing, and research and innovation. We manage high performance operations at the AIS Campus in Canberra, supporting seven National Training Centres of Excellence, and a European Training Centre in Italy. Further, we individually support thousands of athletes and dozens of Australian sports through guidance and collaboration.





Cooperation and partnerships

We wish to recognise our partners across the sport sector.

Alongside our sports, we continue to collaborate closely with our state and territory partners, including the National Institute Network and our key high performance Games partners which include the Australian Olympic Committee, Paralympics Australia and Commonwealth Games Australia.

We welcome the growing government ecosystem now available to support Australian sport, including Sport Integrity Australia, the National Sports Tribunal and partnerships with Government agencies, such as the Office for Sport, and the Office for Women and other Australian state and territory government agencies.

Our collaboration with all of these organisations, along with other Commonwealth Departments, academia and other sectors, will help us achieve our objectives and showcase the values and benefits of sport.



Strategy map

PORTFOLIO BUDGET STATEMENT OUTCOME STATEMENT

Increase participation in organised sport and continued international sporting success 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.

STRATEGIC PILLARS



MORE AUSTRALIANS INVOLVED IN ORGANISED SPORT



A THRIVING ORGANISED SPORT SECTOR



WORLD'S BEST HIGH PERFORMANCE SYSTEM

OBJECTIVES

Help
Australians
understand
the value
and benefits
of sport

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

Drive
involvement
and inclusion
in organised
sport

A more cohesive,
innovative and
effective sector

Support
organisations
running sport
to improve their
effectiveness

Build system
capability
and the ability
of individuals
in the Australian
sport workforce

Targeted high
performance
investment

Support safe
and holistic high
performance
cultures
including the
prioritisation of
athlete wellbeing
and community
connection

Be on the
frontier of
science and
technology
to support all
athletes



Performance measures

MORE AUSTRALIANS INVOLVED IN ORGANISED SPORT

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



Objective

Help Australians understand the value and benefits of sport

Key programs and projects

To achieve this objective, we will continue to undertake the following:

- lead and deliver the National Sport Research Agenda to identify opportunities, priorities and expand the evidence base for the benefits of sport
- deliver strategic communications to promote the value and benefits of sport to all Australians
- generate the data needed to understand Australians' involvement in sport by conducting the national AusPlay survey.



Objective

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

Key programs and projects

To achieve this objective, we will continue to undertake the following:

- embed the modernised community coaching approach across the sport sector
- develop more online modules through the Australian Sport Learning Centre to support the education of community coaches, officials, and volunteers
- support sports to develop national plans to grow their participation.

Objective

Drive involvement and inclusion in organised sport

Key programs and projects

To achieve this objective, we will continue to undertake the following:

- deliver national participation programs, including Sporting Schools to help millions of Australians be more physically active through sport
- grow the Women Leaders in Sport, Local Sporting Champions and Local Para Champions programs to ensure everyone who wants to be involved in sport, can be
- continue to deliver key programs and partnerships such as the Barkly Sport Program and Share a Yarn.

Performance criteria for 2022-23 and beyond

MEASURE: Percentage of Australians who understand the value and benefits of sport

Targets	2022-23	2023-24	2024-25	2025-26
	Establish baseline.	Increase year on year.	Increase year on year.	Increase year on year.
Measurement methodology	Data sourced through the Australian Sports Commission, Community Perceptions Monitor (CPM) survey. The CPM survey tracks views and perceptions held by Australian adults (18 years and over) about sport, including the level of awareness of the value and benefits of sport.			

MEASURE: Increase sport participation by Australian children aged 5-14 years

Targets	2022-23	2023-24	2024-25	2025-26
	47% of children in Australia aged 5 to 14 years participate in at least 2 hours per week of organised sport outside of school hours. ¹ Participant attendances in the Sporting Schools Program to reach 1.7m.	As per 2022-23. Participant attendances in the Sporting Schools Program to reach 1.7m.	As per 2022-23. Participant attendances in the Sporting Schools Program to reach 850,000. ²	To be determined following results from 2022-23, 2023-24 and 2024-25 and whether participation figures have returned to pre-COVID levels.
Measurement methodology	Data sourced through the Australian Sports Commission, AusPlay survey. The AusPlay survey is a national population level survey that provides insights into the sport and physical activity behaviours of all Australians, including organised out-of-school sport and physical activity participation by Australian children aged 5 to 14. Sporting Schools participation attendances are calculated via the program acquittal process.			

MEASURE: Increase the number of Australians involved in organised sport

Targets	2022–23	2023–24	2024–25	2025–26
	47% of Australians aged 15 years and over are involved ³ in organised ⁴ sport. ⁵	As per 2022–23.	As per 2022–23.	As per 2022–23.
Measurement methodology	Data sourced through the Australian Sports Commission, AusPlay survey. The AusPlay survey is a national population level survey that provides insights into the sport and physical activity behaviours of all Australians, including involvement by participants aged 15 and over in organised sport in both playing and non-playing roles such as coaching and officiating.			

1. Filtered by sport-related activities (as reported through AusPlay).
2. Funded until 31 December 2024.
3. 'Involved' means having participated/played and/or been involved in a non-playing role (such as coaching, officiating, volunteering, etc.) at least once in the last 12 months.
4. Participated through an organisation or at a venue.
5. Filtered by sport-related activities (as reported through AusPlay).



A THRIVING ORGANISED SPORTS SECTOR

We will continue to focus our work on ensuring that the Australian sport sector is connected, sharing insights, coordinating projects, and integrating systems to operate more effectively and as a result, deliver greater value to participants and communities. We will help the sector workforce access the development and support necessary to successfully perform their roles and build their capability.



Objective

A more cohesive, innovative and effective sector

Key programs and projects

To achieve this objective, we will undertake the following:

- drive collaboration and innovation through organisational enhancement and governance projects
- lead and facilitate knowledge sharing across the sport sector to support informed decision-making and sport delivery through the Clearinghouse for Sport
- help sport participants and sporting organisations connect more securely and easily to digital services across the sport sector through SportAUS Connect.

Objective

Support organisations running sports to improve their effectiveness

Key programs and projects

To achieve this objective, we will undertake the following:

- guide sporting organisations at all levels to embed best practice sport governance principles and standards
- support sporting organisations to be more effective, by providing access to our online diagnostic tool Game Plan and resources
- lead and deliver the Sport Volunteering National Plan
- deliver the National Sport Injury Database project to inform safer practices in community sport and contribute to injury prevention
- deliver the NSO HP planning project to support more effective planning and monitoring across the HP system.

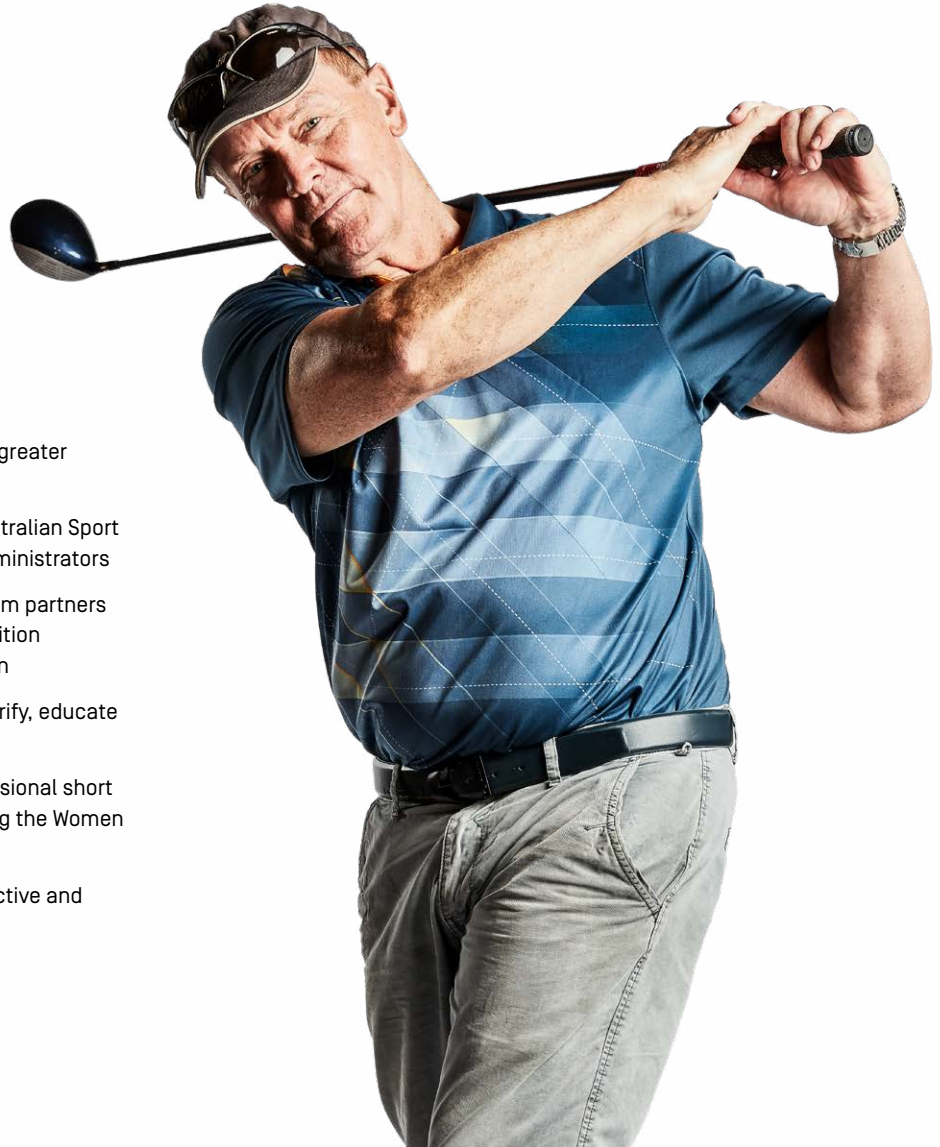
Objective

Build system capability and the ability of individuals in the Australian sport workforce

Key programs and projects

To achieve this objective, we will undertake the following:

- lead the National Participation Leaders Network to build greater collaboration and knowledge sharing
- develop more online education modules through the Australian Sport Learning Centre to support Board Directors and sport administrators
- provide support and guidance to high performance system partners through Workforce Development, including talent acquisition framework, talent pipeline and retention of senior women
- implement the National Coaching Strategy to identify, verify, educate and develop Australia's high performance coaches
- deliver leadership and culture programs including professional short courses and leadership development programs, including the Women Leaders in Sport Program, to key NSO and NIN staff
- deliver the AIS Team Dynamics programs to support effective and cohesive high performing teams.



Performance criteria for 2022-2023 and beyond

MEASURE: Adoption of, and engagement with, the Clearinghouse for Sport – the sector's cross-jurisdictional knowledge sharing platform

Targets	2022–23	2023–24	2024–25	2025–26
	31,000 members. 1.1 million transactions. Maintain 100% state and territory jurisdictional engagement.	33,000 members. 1.2 million transactions. Maintain 100% state and territory jurisdictional engagement.	35,000 members. 1.3 million transactions. Maintain 100% state and territory jurisdictional engagement.	37,000 members. 1.4 million transactions. Maintain 100% state and territory jurisdictional engagement.
Measurement methodology	Measuring the level of membership subscription and information transaction performed through the Clearinghouse for Sport web portal.			

MEASURE: Increase in the adoption of SportAUS Connect – the ASC's digital identity and data integration service

Targets	2022–23	2023–24	2024–25	2025–26
	35,000 sporting clubs connected. 2 million digital identities created.	40,000 sporting clubs connected. 3 million digital identities created.	>40,000 sporting clubs connected. >4 million digital identities created.	45,000 sporting clubs connected. 4.5 million digital identities created.
Measurement methodology	Measuring the level of subscription to the SportAUS Connect digital identity and data integration service.			

MEASURE: Improvement in NSOs and NSODs business operations

Targets	2022–23	2023–24	2024–25	2025–26
	On average, 70% of National Sporting Organisations and National Sporting Organisations for People with Disability have achieved the targets of their Governance and Organisational Enhancement Plan.	On average, 75% of National Sporting Organisations and National Sporting Organisations for People with Disability have achieved the targets of their Governance and Organisational Enhancement Plan.	On average, 80% of National Sporting Organisations and National Sporting Organisations for People with Disability have achieved the targets of their Governance and Organisational Enhancement Plan.	On average, 85% of National Sporting Organisations and National Sporting Organisations for People with Disability have achieved the targets of their Governance and Organisational Enhancement Plan.
Measurement methodology	Each funded NSO and NSOD will work with ASC to establish an annual Governance and Organisational Enhancement Plan and will be required to deliver the agreed outcomes under the Plan.			

MEASURE: Increase access to world class sport learning resources for all Australians involved in sport

Targets	2022–23	2023–24	2024–25	2025–26
	Baseline index of number of participants (coaches, directors, volunteers) accessing and completing education in the Australian Sport Learning Centre.	Increase number of participants compared to 2022-2023. 75% of participants reported the Australian Sport Learning Centre enhanced their capability for their sport role.	Increase number of participants compared to 2023-2024. 75% of participants reported the Australian Sport Learning Centre enhanced their capability for their sport role.	Increase number of participants compared to 2024-2025. 75% of participants reported the Australian Sport Learning Centre enhanced their capability for their sport role.
Measurement methodology	Australian Sport Learning Centre will capture the number of individuals completing courses and survey the individuals on their practical application of course content.			



WORLD'S BEST HIGH PERFORMANCE SYSTEM

We will continue to deliver a range of key high performance programs and initiatives to support Australia's elite athletes, their support staff, our sport partners and the sector more broadly to ensure success on the road to the Brisbane 2032 Games and beyond. We will continue to lead the high performance system through specialised sports engineering to develop new equipment and technology, and deliver the world's best medical leadership, athlete wellbeing and mental health services.



Objective

Targeted high performance investment

Key programs and projects

To achieve this objective, we will undertake the following:

- lead the development of a national performance strategy for the high performance system to enable success at Brisbane 2032 Games and beyond
- invest in sports high performance programs to enable success for the Paris 2024 cycle and beyond
- provide national frameworks and guidelines to support and educate NSOs to maximise high performance investment, including Athlete Categorisation and Direct Athlete Support (dAIS) leading into Paris 2024
- implement the Performance Pathways grants support and solutions for emerging potential Commonwealth, Summer, Winter and Paralympic champions in 2026 and beyond, and increase the capacity and capability of the pathways workforce.



Objective

Support safe and holistic high performance cultures including the prioritisation of athlete wellbeing and community connection

Key programs and projects

To achieve this objective, we will undertake the following:

- support athlete and staff wellbeing through the AIS Mental Health Referral Network and NSO Wellbeing Health Checks
- facilitate professional development, career/education programs and services for athletes and high performance staff through initiatives such as the Elite Athlete Education Network and the Career Practitioner Referral Network
- provide community engagement offerings through various programs including the AIS Mental Fitness Program, AIS Share a Yarn Indigenous program and AIS Thrive with Pride program
- lead the National Wellbeing and Engagement Managers Network to build greater collaboration and knowledge sharing
- deliver the Wellbeing Health Check to all HP funded NSOs and support the development of associated action plans.

Objective

Be on the frontier of science and technology to support all athletes

Key programs and projects

To achieve this objective, we will undertake the following:

- drive the forward agenda for Performance Support in the high performance system through the implementation of the collaboratively developed Performance Support 2032+ vision and plan
- drive best practice through the provision of direct programs that support the efficient and effective development of practitioners, facilitate the National Quality Management Framework and benchmark performance support in the high performance system
- lead the system with key initiatives such as the Female Performance Health Initiative, Athlete Performance Health Checks, REST Hub and Gender Diversity in high performance sport
- provide ongoing national medical leadership to proactively address key issues for sport such as COVID-19, concussion and disordered eating
- implement the National High Performance Research Agenda, develop a high performance data strategy, and support sports with world-leading specialised sports engineering, equipment and technology
- connect with athletes and the high performance workforce through the AIS Hub
- provide world leading services and support to sports for high performance camps at the AIS Campus and European Training Centre.

Performance criteria for 2022-23 and beyond

MEASURE: Percentage of high performance funded sports rated by the AIS as achieving benchmark targets

Targets	2022-23	2023-24	2024-25	2025-26
	<p>On average, 85% of high performance funded National Sporting Organisations achieve agreed performance outcomes⁶ at their pinnacle event (Olympic, Paralympic and/or Commonwealth Games).</p> <p>90% of all high performance funded National Sporting Organisations demonstrate clear progression on annual agreed action plans and implementation of best practice systems and processes within their high performance program, as identified through the annual review process with the AIS.</p>	As per 2022-23.	As per 2022-23.	As per 2022-23.
Measurement methodology	<p>High performance targets are agreed with sports at the beginning of each four-year cycle. Benchmark targets or annual milestones are agreed based on sport's preparations for achieving their overall cycle targets at their pinnacle event i.e. performances at Olympic, Paralympic or Commonwealth Games. The annual measure is determined by the number of benchmark targets achieved that year divided by the number of benchmark targets identified prior to the reporting period. The figures are then averaged across all high performance funded sports.</p>			

6. Performance outcomes are measured as agreed between the AIS and each funded NSO, and progression toward these is monitored annually.

MEASURE: Build capability in national sporting organisation high performance athletes and staff through development and wellbeing programs

Targets	2022-23	2023-24	2024-25	2025-26
	85% of high performance funded sports demonstrate progression against agreed wellbeing action plans.	As per 2022-23.	As per 2022-23.	As per 2022-23.
Measurement methodology	Sports that receive high performance funding are measured on an AIS Wellbeing Health Check survey and associated action plans.			

MEASURE: Community pride in, and inspiration from, Olympic, Paralympic and Commonwealth Games athletes and teams

Targets	2022-23	2023-24	2024-25	2025-26
	80% of Australians say Olympic, Paralympic and Commonwealth Games athletes and teams can make them proud.	As per 2022-23.	As per 2022-23.	As per 2022-23.
Measurement methodology	Data sourced through the Australian Sports Commission, Community Perceptions Monitor (CPM) survey. The CPM survey tracks views and perceptions held by Australian adults (18 years and over) about sport, including perceptions and sentiments held toward Australia's Olympic, Paralympic and Commonwealth Games athletes and teams.			

Summary of programs and activities by strategic objective

KEY PROGRAMS AND PROJECTS	MORE AUSTRALIANS INVOLVED IN ORGANISED SPORT			A THRIVING ORGANISED SPORT SECTOR			WORLD'S BEST HIGH PERFORMANCE SYSTEM		
	Help Australians understand the value and benefits of sport	Enable organised sport providers to deliver an inviting and enjoyable experience for all	Drive involvement and inclusion in organised sport	A more cohesive, innovative and effective sector	Support organisations running sports to improve their effectiveness	Build system capability and the ability of individuals in the Australian sport workforce	Targeted HP Investment	Support athlete wellbeing and facilitate their engagement with Communities	Be on the frontier of science and technology to support all athletes
AIS HUB	✓	✓	✓	✓	✓	✓	✓	✓	✓
AIS Mental Fitness Program			✓					✓	
Australian Sport Learning Centre		✓		✓	✓	✓			
Barkly Sport Program			✓						
Brisbane 2032+ HP Strategy	✓	✓	✓	✓	✓	✓	✓	✓	✓
Clearinghouse for Sport	✓			✓		✓			
Coach Development			✓		✓	✓		✓	
Community Coaching Framework	✓	✓	✓		✓	✓			
Community Engagement Programs	✓	✓	✓		✓			✓	
Engineering			✓			✓		✓	✓
Female Performance Health Initiative	✓			✓	✓	✓		✓	✓
Game Plan online diagnostic tool		✓	✓	✓	✓	✓			
Governance and organisational enhancement projects			✓	✓	✓	✓			
High Performance Camps – AIS and ETC					✓	✓		✓	✓
High Performance – Cycle Investment							✓	✓	

KEY PROGRAMS AND PROJECTS	MORE AUSTRALIANS INVOLVED IN ORGANISED SPORT			A THRIVING ORGANISED SPORT SECTOR			WORLD'S BEST HIGH PERFORMANCE SYSTEM		
	Help Australians understand the value and benefits of sport	Enable organised sport providers to deliver an inviting and enjoyable experience for all	Drive involvement and inclusion in organised sport	A more cohesive, innovative and effective sector	Support organisations running sports to improve their effectiveness	Build system capability and the ability of individuals in the Australian sport workforce	Targeted HP Investment	Support athlete wellbeing and facilitate their engagement with Communities	Be on the frontier of science and technology to support all athletes
High Performance Data Strategy				✓	✓	✓	✓	✓	✓
Mental Health Referral Network						✓		✓	
National High Performance Sport Research Agenda	✓			✓	✓	✓		✓	✓
National Investment Frameworks				✓	✓	✓	✓	✓	
National Medical Leadership	✓			✓	✓	✓		✓	✓
National Participation Managers Network		✓	✓	✓	✓	✓			
National Sport Research Agenda, including AusPlay Survey	✓			✓	✓	✓			
Participation Grants	✓	✓	✓		✓	✓			
Performance Pathways			✓	✓	✓	✓	✓	✓	
Performance Support 2032+				✓	✓	✓		✓	✓
Promote the value and benefits of organised sport	✓		✓	✓	✓			✓	
Share a Yarn Program			✓					✓	
SportAUS Connect			✓	✓		✓			
Sporting Schools Program	✓	✓	✓			✓			
Sport Volunteering National Plan	✓	✓	✓	✓	✓	✓			
Thrive with Pride			✓					✓	
Wellbeing Health Checks		✓			✓	✓		✓	
Women Leaders in Sport Program			✓	✓	✓	✓	✓		
Workforce Development					✓	✓		✓	



Our capability

Our people

The ASC employs staff from a broad range of backgrounds, including former athletes, coaches, officials, sports administrators and subject matter experts from the public and private sectors. Supported by effective enabling services, the ASC's diversity and depth of talent fosters excellence, innovation, collaboration and delivery. Staff are employed under the Australian Sports Commission Enterprise Agreement.

The ASC supports and develops our workforce and culture through our Enterprise Learning and Leadership, Performance Management, Wellbeing and Culture programs. In response to the growing challenge of attracting talent across both public and private sectors, the ASC is specifically increasing our focus on our employee value proposition, employee experience and diversity and inclusion strategies. The ASC has returned all staff to ASC workplaces but has retained support for flexible and hybrid working arrangements. The ASC continues to foster a high performance culture underpinned by our core values of Respect, Integrity, Teamwork and Excellence.

Infrastructure

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

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

The AIS campus remains a key focal point for high performance sport in Australia. It brings national sporting organisations and institutions together and enables elite athletes, coaches and support specialists to innovate and prepare for major sporting competitions. The ASC continues to work with government to develop options to ensure the AIS campus is modernised to ensure it remains a source of pride, inspiration and international success and delivers infrastructure to support the National High Performance Sport Strategy and the role of AIS to lead the system.

Technology

As society continues to embrace digitisation and the digital economy, so too does sport. Diverse technology needs across the ASC, in combination with close collaboration and connection with sector partners are driving innovative responses for sport. The ASC provides a range of technology solutions to support sports from participation to coaching development through athlete health initiatives and high end digital capabilities that drive performance outcomes. Technology has always been at the forefront of being the best in sport, our role continues to be a key partner to support our sport sector to engage and enhance the collaboration between sport and technology.

Child and athlete safeguarding

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

Our aim is to be a leader in child safe practices on our sites and through the way we work and with our stakeholders. We are implementing the Commonwealth Child Safe Framework and our Child Safe Policy outlines our approach to child safety.

In 2021, the ASC Board offered an apology and ongoing support to former AIS athletes treated inappropriately in the past. We have committed to ongoing action and want every athlete who has been part of the AIS to feel supported and to get help if, and when, they need it. The ASC is a participating institution in the National Redress Scheme.

Reconciliation Action Plan (RAP)

Our vision is to reduce inequality and promote reconciliation between Aboriginal and Torres Strait Islander Peoples and non-Indigenous Australians through sport. The ASC strives to be a culturally safe place where diversity is valued and opportunities to partner with Aboriginal and Torres Strait Islander peoples are actively sought through employment, procurement and engagement.

The ASC RAP Steering Committee works collaboratively across the organisation to deliver our identified RAP goals. The primary responsibilities of the Steering Committee are to:

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

In 2022, the ASC launched our 2022-2024 Innovate RAP which will focus on:

- building positive relationships with Aboriginal and Torres Strait Islander peoples and communities, embedding differing perspectives and learnings into our daily operations, ensuring representation, and understanding of a diverse Australia
- educating staff on Aboriginal and Torres Strait Islander cultures to build cultural safety in the workplace
- encouraging two-way knowledge sharing and co-design practices
- create Aboriginal and Torres Strait Islander employment pathways, and business opportunities to help close the gap on Aboriginal and Torres Strait Islander economic and health disparities to enhance the diversity of our workforce and network.





Corporate governance

The ASC is governed by a Board of Commissioners who guide the work and strategic direction of the ASC. Under the *Australian Sports Commission Act 1989*, a Board of between eight and 13 members is appointed by the responsible Minister, including an ex-officio Commissioner representing the Department of Health.

There are many committees within the ASC to support the Executive and Board in decision-making and governance of the organisation. Committees can either be decision making or perform as an advisory function.

The ASC Executive, led by the ASC Chief Executive Officer also includes the Chief Operating Officer, AIS Director and the Sports Division General Manager. These executives are supported by the ASC senior leaders and staff to deliver the ASC objectives.

Managing our risks

The management of risk underpins ASC strategy delivery and operations. The ASC's risk management framework is based on current best practice, including the Commonwealth Risk Management Policy and encompasses our strategic, enterprise, operational risks and risk appetite statement. Positive risk outcomes are being achieved through ASC's Risk Management Policy and Framework, which exists to inform practice and embed a risk culture at all levels across the organisation.

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

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

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

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

Strategic risks	Risk responses
Strategy execution	
Failure to deliver on our strategy.	<p>Together, we will:</p> <ul style="list-style-type: none"> — use our established budget and planning processes, to ensure our resources are both sufficient and effective — prioritise, implement and monitor the Strategy's program of work — maintain well-established compliance programs — improve our assurance processes — maintain strong and enduring relationships with key partners across government and the sport sector.
Reputation	
Loss of stakeholder confidence in our ability to lead the sport sector in Australia.	<p>Together, we will:</p> <ul style="list-style-type: none"> — encourage the ASC values and core principles of leadership and integrity — publish robust policies and guidance materials, to provide clear direction for both our staff and key stakeholders — continue to encourage evidence-based decision-making, within our day-to-day activities and investment in Sports — establish a high-quality workforce, through strategic workforce planning initiatives — continue to offer resilience and wellbeing-focused staff development opportunities, within our learning curriculum — continue to monitor our organisational health and responding with clear action plans against priority areas of focus, thereby improving governance — maintain strong and enduring relationships with key partners across government and the sport sector.

Strategic risks	Risk responses
Innovation/Competitive	
Failure to achieve world's best.	<p>Together, we will:</p> <ul style="list-style-type: none"> — ensure that the fundamentals for elite performance are well implemented across all sports — leverage insights into our stakeholders needs, to identify opportunities to enhance our engagement approach — commit to maximising our research data — ensure Government funding is appropriately directed towards Athlete Wellbeing and Engagement and the improvement of talent pathways — promote the value and benefits of organised sport — use strategic communications and program promotions to ensure our sport participation opportunities are available for all Australians — support sports to improve the effectiveness and sustainability of their business operations by providing high quality information, guidance and resources — maintain strong and enduring relationships with key partners across government and the sport sector.
Operational	
Failure of the AIS Facilities to deliver the services and experience, at the standard commensurate with high performance sport and community expectations.	<p>Together, we will:</p> <ul style="list-style-type: none"> — continue to engage our stakeholders to ensure high performance service offerings meet Australian sport requirements and future needs — focus on efficiency, effectiveness, design and implementation for all our operational processes, to achieve world's best — respond to any agreed business changes in an agile manner — use our Infrastructure Prioritisation Plan to ensure immediate priorities are addressed and that any development is conducted within our means — ensure infrastructure and staff at the AIS Campus are resourced appropriately — maintain strong and enduring relationships with key partners across government and the sport sector.

Risk management and oversight

The ASC Board's - Finance, Audit and Risk (FAR) Committee is committed to the effective identification, management, monitoring and the oversight of risk. Our Executive teams including the FAR Committee play a key role in driving improvements in risk culture for the ASC. A new Internal Risk Committee (IRC) was established in 2021-22, to enhance governance and oversight including:

- monitoring risks and mitigation strategies identified in the ASC strategic and enterprise risk registers
- identifying any emerging risks to the ASC that require assessment and control
- providing the FAR Committee with greater insight into cross-enterprise risks.

To support the active management of risk within the ASC, risk management is embedded within our planning processes and is incorporated into key ASC processes including: procurement; funding decisions; project management; internal audit; financial management; work health and safety; and daily business activities.

Audit and assurance

The ASC's risk management framework also informs the development and management of our internal audit program to ensure appropriate independent and objective assurance over risk occurs. External assurance oversight is provided by the Australian National Audit Office (ANAO) through annual financial and performance statements audit activity, along with performance based audits where appropriate.





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