



Australian Government
Australian Sports Commission

2020-2024 **CORPORATE PLAN**

Australian Sports Commission Acknowledgement of Country

The Australian Sports Commission acknowledges the Traditional Owners of the lands on which it stands and pays its respects to their Elders past, present and emerging.

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

From our Chair

The start of 2020 has been an extraordinarily tough time for Australians, including all of us committed to sport. The impact of bushfires and the COVID-19 pandemic has been confronting for communities, where sport plays such an important role. This was also to be the year of the 2020 Olympics and Paralympics in Tokyo. Instead, it has been postponed to 2021.

At the Australian Sports Commission (ASC), comprising Sport Australia and the Australian Institute of Sport (AIS), our energy has been focused on supporting our sector through these enormous challenges. These challenging times are compelling the ASC to re-examine our priorities and targets, to prepare as much as possible for the transition to life after COVID-19 and drive Australian sport into the future.

Our long-term vision remains the same: to make Australia the world's most active sporting nation, known for its integrity, sporting success and world leading sport's industry. It will be more important than ever for the ASC to drive engagement and participation in sport, so sport can again play a prominent role in lifting the nation's energy and spirits.

Sport Australia's Return to Sport Toolkit has been launched to help guide sport at all levels, knowing too well that millions of volunteers are the driving force behind so many of our teams, clubs and associations.

We will continue to support sports to build a capable, efficient, connected and sustainable sector. This means working with sports to modernise traditional governance structures in Australian sporting organisations and encouraging environments that are inclusive, diverse, safe and welcoming, making sport the benchmark for a more equitable society. We will continue to advocate the importance of sport to our nation, including our economy, productivity, health, wellbeing and culture.

The AIS has taken enormous strides in leading a united and collaborative high performance sport system, highlighted by the launch late last year of the National High Performance Sport Strategy 2024. A joint strategy endorsed by National Sporting Organisations and the National Institute Network, with a common goal: national pride and inspiration through international sporting success.

The AIS is playing a central role in the broader return to sport at all levels. The AIS Framework for Rebooting Sport in a COVID-19 Environment, designed by the AIS Medical Team, has informed the Australian Government's principles for a return to sport and recreation.

In the past few years, the AIS has also enhanced support to athlete wellbeing and engagement, a move that is essential, especially given the unprecedented disruption this year.

The AIS funds and prepares our athletes for Olympic, Paralympic and Commonwealth Games to represent us at the highest level in international competition. We have witnessed a great deal of positivity from Olympic and Paralympic athletes who now need to re-set for 2021. I'm confident, as a united sport system, we will do the same.



John Wylie AM

Chair
Australian Sports Commission



Australian Government

Australian Sports Commission

The Australian Sports Commission Board is pleased to present the ASC's Corporate Plan 2020-24, which covers the period of 2020-21 to 2023-2024. 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 outlined under paragraph 26 of the *Australian Sports Commission Act 1989*.

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About us

The [Australian Sport Commission](#) (ASC) is the Australian Government agency responsible for supporting and investing in sport.

We were established in 1985 under the *Australian Sports Commission Act 1989* and operate 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.

The ASC comprises; [Sport Australia](#) — responsible for driving the broader sport sector including participation, supporting activities linked to sport and sport industry growth, and the [Australian Institute of Sport](#) (AIS) — leading our high-performance sport system.

From grassroots sport right up to the pinnacle of elite international competition, we work together with the sport industry and the wider community to champion the role sport can play in engaging every Australian.

Our 2020-24 Corporate Plan aligns with Sport 2030 — the Australian Government's strategic sports plan launched in 2018 — and the National High Performance Sport Strategy.



Our focus

Our focus is to improve the health and wellbeing of Australians and build stronger communities through participation and engagement with sport. From grassroots right up to the pinnacle of elite international competition, we work together with the sport industry and the wider community to champion the role sport can play in engaging every Australian regardless of age, race, gender, cultural background and physical ability.

We are delivering three key outcomes:

	GETTING MORE AUSTRALIANS MOVING MORE OFTEN THROUGH SPORT
	BUILDING THE CAPABILITY OF SPORT TO CREATE A ROBUST, CONNECTED INDUSTRY
	CREATING NATIONAL PRIDE AND INSPIRATION THROUGH INTERNATIONAL SPORTING SUCCESS

We will deliver these outcomes through five important strategies:

- Driving greater engagement and participation in sport across Australia
- Leading a sustainable and efficient Australian sports sector
- Leading and enabling a united and collaborative high-performance system that supports Australian athletes to consistently win medals at major international events
- Our high performance system being recognised as world-leading, prioritising athlete wellbeing, and athletes positively influencing the Australian community
- Driving a leaner more efficient organisation and building a stronger workforce culture



OUR VISION: Australia is the world's most active sporting nation, known for its integrity, sporting success and world-leading sports industry.

OUR STRATEGIC PRIORITIES

Drive greater engagement and participation in sport across Australia

Lead a sustainable and efficient Australian sports sector

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

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

Driving a leaner and more efficient organisation and building a strong workforce culture

MORE AUSTRALIANS MOVE MORE OFTEN THROUGH SPORT

BUILDING THE CAPABILITY OF SPORT TO CREATE A ROBUST, CONNECTED INDUSTRY

NATIONAL PRIDE AND INSPIRATION THROUGH INTERNATIONAL SPORTING SUCCESS

The Australian sporting environment

These are unprecedented times for the world in our lifetimes and the consequences of COVID-19 on sport are, and will continue to be, profound.

Global and domestic professional competitions were paused or cancelled, while Australian community sport, a lifeblood of Australian physical activity and culture, was on hold. Only World Wars I and II have seen the modern Olympics cancelled, but the Tokyo Olympics and Paralympics scheduled for late 2020 have been postponed until 2021.

Australian sport has been in a hibernation phase and both Sport Australia and the AIS have been intent on doing everything we can to support sport through this immensely challenging period, but also to prepare for its full return. We believe sport will play a prominent role in lifting the nation's energies and spirits again.

'The AIS Framework for Rebooting Sport in a COVID-19 Environment' was central to the Australian Government's National Principles for the Resumption of Sport and Recreation. Sport Australia has complemented that with the Return to Sport Toolkit and material for community sport. On the international stage, competition is continually intensifying and improving. The postponement of the Tokyo 2020 Olympic and Paralympic Games means we are optimising all our resources to maximise outcomes for next year.

The COVID-19 pandemic has brought significant challenges to the sport sector and international sport more broadly. The AIS remains confident that a united high performance system has the expertise and capacity to emerge from this crisis, continue to re-build and deliver international sporting success.



Our operating model

SPORT AUSTRALIA

Our purpose

Sport Australia will contribute to improving the health and wellbeing of Australians and making communities stronger through sport.

How we operate

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



SPORTAUS

OUR PURPOSE: Sport Australia will contribute to improving the health and wellbeing of Australians and making communities stronger through sport.

MORE AUSTRALIANS MOVE MORE OFTEN THROUGH SPORT

Drive greater engagement and participation in sport across Australia

- Lead the system to increase access to sport for all Australians
- Implement an enhanced Sporting Schools program that delivers sustainable outcomes for all children
- Continue to raise awareness of the importance of sport and support participation outcomes

BUILDING THE CAPABILITY OF SPORT TO CREATE A ROBUST, CONNECTED INDUSTRY

Lead a sustainable and efficient Australian sports sector

- Continue to support the reactivation of sport through the COVID-19 pandemic recovery
- Transform the sport business model to improve sport governance
 - Build the capability of the sport sector workforce
 - Support sport through a shared data, analytics and integration platform
 - Continue to support and promote Play for Purpose

DRIVING A LEANER AND MORE EFFICIENT ORGANISATION AND BUILDING A STRONG WORKFORCE CULTURE

MORE AUSTRALIANS MOVE

MORE OFTEN THROUGH SPORT



Strategic Priority

Drive greater engagement and participation in sport across Australia

Key Activities

To achieve this strategic priority, we will undertake the following:

- Lead the system to increase access to sport for all Australians
- Implement an enhanced Sporting Schools program that delivers sustainable outcomes for all children
- Continue to raise awareness of the importance of sport and support participation outcomes



Performance criteria for 2020-21 and beyond¹

Performance Measure	Increase in sport and physical activity levels by Australian children aged 5–14 years			
Measurement Methodology	The AusPlay survey measures Australians' physical activity levels. Under current physical activity guidelines each age group has a recommended level of daily activity. The measure is calculated by estimating the number of Australians who meet or exceed their respective age group's physical activity level.			
Targets	2020–21	2021–22	2022–23	2023–24
	31% of children in Australia aged 5 to 14 years participate for at least 3.2 hours per week in organised physical activity outside of school hours. 850,000 participant attendances in the Sporting Schools Program ²	32% of children in Australia aged 5 to 14 years participate for at least 3.2 hours per week in organised physical activity outside of school hours.	As for 2021-22	As for 2021-22

¹ Attainment of some measures may be impacted by the COVID-19 pandemic and finalisation of the 20-21 Budget.

² The Sporting Schools program is funded until December 2020.

Performance Measure	An increase in Australians participating in sport and physical activity			
Measurement Methodology	The AusPlay survey measures Australian's physical activity levels. Under the current physical activity guidelines, each age group has a recommended level of daily activity. The measure is calculated by estimating the number of Australians who meet or exceed their respective age group's physical activity guidelines			
Targets	2020–21	2021–22	2022–23	2023–24
	An increase of one percentage point in Australians aged 15 and above meeting current physical activity guidelines for this age group.	As for 2020-21	As for 2020-21	As for 2020-21

3 Target for 2023-24 will be set as we re-examine our priorities and targets.

BUILDING THE CAPABILITY OF SPORT TO CREATE A ROBUST, CONNECTED INDUSTRY



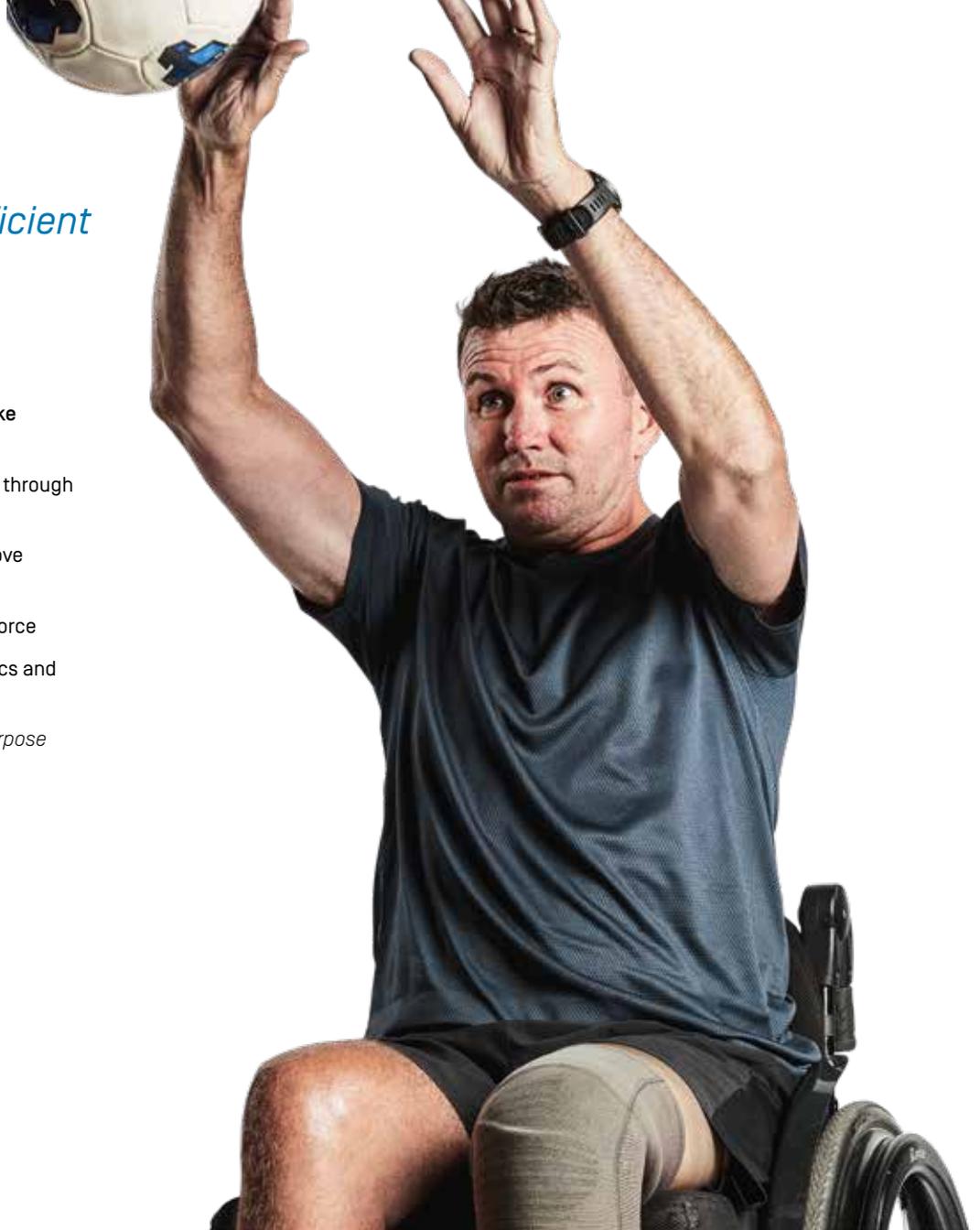
Strategic Priority

Lead a sustainable and efficient Australian sports sector

Key Activities

To achieve this strategic priority, we will undertake the following:

- Continue to support the reactivation of sport through the COVID-19 pandemic recovery
- Transform the sport business model to improve sport governance
- Build the capability of the sport sector workforce
- Support sport through a shared data, analytics and integration platform
- Continue to support and promote *Play for Purpose*



Performance criteria for 2020-21 and beyond⁴

Performance Measure	Improving the organisational capability of targeted national sporting organisations (NSOs)			
Measurement Methodology	Project reporting provides an assessment of NSOs' achievement of pre-defined criteria in each of the work streams: strategy, workforce, financial management			
Targets	2020-21	2021-22	2022-23	2023-24
	Eight sports in total transitioned to a whole of sport business model, incorporating the three operating model streams of; strategy, workforce and financial management	Twelve sports in total transitioned to a whole of sport business model incorporating the three operating model streams of; strategy, workforce and financial management	n/a*	n/a*

*The One Management project is currently funded until December 2022.

⁴ Attainment of some measures may be impacted by the COVID-19 pandemic and finalisation of the 20-21 Budget.

Performance Measure	Improving the financial performance and financial capability of NSOs			
Measurement Methodology	Rating of each directly funded NSO or national sporting organisation for people with a disability (NSOD) using the Annual Sports Performance Review (APSR). An organisation's ASPR financial assessment risk rating is based on a weighted combination of measures of financial position/performance taken from audited financial statements.			
Targets	2020-21	2021-22	2022-23	2023-24
	<15% of assessed NSOs and NSODs are rated as Higher Risk or Extreme Risk under the annual financial assessment tool.	<13% of assessed NSOs and NSODs are rated as Higher Risk or Extreme Risk under the annual financial assessment tool.	<10% of assessed NSOs and NSODs are rated as Higher Risk or Extreme Risk under the annual financial assessment tool.	As for 2022-23

Performance Measure	Improving the digital capability of the Australian sports sector			
Measurement Methodology	Sport Australia completes <i>Sport.Scan</i> for 23 targeted NSOs, an organisational capability assessment tool. The digital maturity for each NSO is assessed via <i>Sport.Scan</i> . Each question is measured by either a five-point scale or four-point scale to determine the NSOs level of maturity in being able to develop and implement their digital strategy. The score range is 0-90.			
Targets	2020-21	2021-22	2022-23	2023-24
	40% of NSOs completing <i>Sport.Scan</i> have an overall digital maturity score of 50 and above 20% of NSOs completing <i>Sport.Scan</i> have an overall digital maturity score of 60 and above	50% of NSOs completing <i>Sport.Scan</i> have an overall digital maturity score of 50 and above 25% of NSOs completing <i>Sport.Scan</i> have an overall digital maturity score of 60 and above	60% of NSOs completing <i>Sport.Scan</i> have an overall digital maturity score of 50 and above 30% of NSOs completing <i>Sport.Scan</i> have an overall digital maturity score of 60 and above	n/a ⁵

5 Target for 2023-24 will be set as we re-examine our priorities and targets.

AUSTRALIAN INSTITUTE OF SPORT

Our Purpose

Our purpose is to build sustainable winning systems for Australian athletes that are measured through consistently producing podium success over multiple cycles, inspiring the next generation.



How we operate

The AIS works with the National Institute Network (NIN), National Sporting Organisations (NSOs) and other key partners: the Australian Olympic Committee, Paralympics Australia and Commonwealth Games Australia. We are leading implementation of the return-to-sport strategy following the COVID-19 pandemic, including establishment of the AIS Reboot for Sport Framework and assisting sports to manage the postponement of the Tokyo Olympic and Paralympic Games to 2021.

We work closely with all our partners to develop collaborative and transparent relationships to achieve the best possible outcomes for all sports. Supported by the NIN, the National High-Performance Sport Strategy 2024 (NHPSS) was endorsed by all States and Territories in 2019.

The AIS allocates funding for; high-performance and national programs, research and innovation, the AIS Campus (Canberra), and the European Training Centre in Italy.

Our focus

Delivering national pride and inspiration through international sporting success. Our investment philosophy is to target multiple medalists over multiple cycles, and support our NSO partners through our resources, research and facilities. We know that success will be driven by innovation, athlete wellbeing, targeted investment and a commitment to being ahead of the game internationally.



OUR PURPOSE: Build sustainable winning systems for Australian athletes

NATIONAL PRIDE AND INSPIRATION THROUGH INTERNATIONAL SPORTING SUCCESS

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

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

Establish strong fundamental conditions for success throughout the system

Build system capability, particularly in NSOs and the NIN

Target investment for current and future cycles with performance accountability

Support athlete wellbeing and facilitate their engagement with communities

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

NATIONAL HIGH PERFORMANCE SYSTEM PARTNERS

NATIONAL INSTITUTE NETWORK

NATIONAL SPORTING ORGANISATIONS

GAMES PARTNERS

[Australian Olympic Committee, Paralympics Australia, Commonwealth Games Australia]

The National High Performance Sport Strategy [NHPSS]

The NHPSS reflects several national system reviews which identified the need for greater alignment and collaboration between partners operating across the high-performance sport system, as integral to future success. The NHPSS was developed to support the priorities and objectives of the Federal Government's National Sport Plan — Sport 2030. It is an aligned high-performance strategy that revolves around athletes, coaches and sports with the collective mission of 'sporting success at the highest level'. Key performance indicators for the NHPSS will be finalised in 2020. The following National System Guiding Principles define, progress and improve the national high-performance sport system.

National System Guiding Principles

PRINCIPLE 1

A NHPSS developed by the AIS with the state and territory institutes and academies of sport (SIS/SAS) and in consultation with sport, will inform the Federal, State and Territory governments' investment in this strategy.

PRINCIPLE 2

Sports have ownership for leading, developing and implementing their high performance plans to support the NHPSS.

PRINCIPLE 3

System partners within the high performance sport system will strive to provide a nationally consistent minimum level of resources to categorised athletes.

PRINCIPLE 4

The AIS will lead and enable a united and collaborative high performance system that supports Australian athletes to achieve international success.



PRINCIPLE 5

The SIS/SAS will support identified sports to develop and deliver high performance pathways for categorised athletes within their jurisdiction and available resources.

PRINCIPLE 6

The SIS/SAS and State and Territory Agencies for Sport and Recreation will work with sport to align support for athlete pathways in their jurisdiction that facilitate progression and development of athletes to categorised status.

PRINCIPLE 7

Decision making by system partners will be collaborative, informed and transparent.

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



Strategic Priority:

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

Key Activities

To achieve this strategic priority, we are undertaking the following:

- Establishing strong fundamental conditions for success throughout the system
- Continue to build system capability, particularly in NSOs and the NIN
- Targeting investment for current and future cycles with performance accountability
- Execution of the 'big things' on the frontiers of ethical sporting performance that no other body is naturally positioned to do, including through multi-disciplinary expert programs

Performance measures for 2020-21 and beyond

Performance Measure	Percentage of high-performance funded sports rated by the AIS as achieving their benchmark targets			
Measurement Methodology	High performance targets are agreed with NSO's before each reporting period. The measure is determined by a combination of athlete and team podium performances at Olympics, Paralympic, Commonwealth Games and World Championships. The measure is determined by the number of performance targets achieved divided by the number of performance targets identified prior to the reporting period. The figures are then averaged across all high-performance funded sports.			
Targets	2020-21	2021-22	2022-23	2023-24
	On average 85% of high performance funded NSOs performance targets are achieved	As for 2020-21	As for 2020-21	As for 2020-21

Strategic Priority

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

Key Activities

To achieve this strategic priority, we are undertaking the following:

- Supporting athlete wellbeing and facilitating their engagement with communities
- Growing programs across all five established streams to extend offerings to coaches and pathway athletes
- Add a Duty of Care offering, including NSO HP culture assessments
- Continue to build capability within NSOs to deliver and implement these programs

Performance Measure	Develop system capability to provide for athlete personal development and wellbeing			
Measurement Methodology	NSOs that receive athlete wellbeing and engagement funding are measured against tailored KPIs developed in each NSO's Athlete Wellbeing and Engagement Framework.			
Targets	2020–21	2021–22	2022–23	2023–24
	100% of NSOs receiving athlete wellbeing and engagement specific funding are biannually measured against their tailored Athlete Wellbeing Framework	As for 2020-21	As for 2020-21	As for 2020-21

Performance criteria for 2020-21 and beyond⁷

Performance Measure	Community perceptions of Australia's international sporting success			
Measurement Methodology	National pride and identity data sourced through the Sport Australia Community Engagement Monitor, demonstrates that Australians are inspired by Australian athlete performance outcomes on an international level.			
Targets	2020-21	2021-22	2022-23	2023-24
	80% of Australians believe Australian athlete performances at Olympic, Paralympic and Commonwealth Games are important to national pride and identity. 80% of Australians believe Australian Olympic, Paralympic and Commonwealth Games sport athletes are a positive influence on the community.	As for 2020-21	As for 2020-21	As for 2020-21

⁷ Attainment of some measures may be impacted by the COVID-19 pandemic and finalisation of the 20-21 Budget.



Our capability

Our people

The ASC employs staff from a broad range of backgrounds including former athletes, coaches, sports administrators and functional experts from the public and private sectors. This diversity and depth of experience fosters a pursuit of excellence and an environment of passion, professionalism, drive, daring innovation and resilience. The ASC has a funded average staffing level (ASL) of 491. 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 and Culture programs. We will continue to focus on delivering the core tools, technologies and insights to support high performance and participation outcomes and build a performance culture underpinned by our core values of Respect, Integrity, Teamwork and Excellence.

Our site

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

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

The ASC provides specialist in house capabilities to deliver repairs and maintenance of the buildings and surrounding sporting fields and landscaping. In addition, ASC has a project delivery function to upgrade and replace existing assets as well as deliver new infrastructure. The ASC continues to improve the quality and veracity of its management systems to enable more effective, evidence-based decision making.

AIS site revitalisation project

The AIS campus in Canberra is an Australian icon and is symbolic of Australia's commitment to sport and is a source of national inspiration. After almost 40 years, the AIS campus is aged and no longer meets international standards. To remedy this, following presentation of an initial capital investment proposal to the Government, the ASC continues to work with Government developing options to ensure the AIS remains a source of pride, inspiration and international success. We will continue to work collaboratively with Government to ensure the future of the AIS site and the ability to provide the AIS with world leading facilities.

ICT capability

Modernisation of ASC technology services has delivered an increasingly efficient enterprise that is flexible and resilient to emerging challenges such as security incidents and COVID19. ASC's adoption of Cloud technology services are leading examples of efficient Cloud services in government, positioning the ASC as a digital exemplar for collaboration, mobility and records handling.

Going forward, the ASC Information & Communication Technology strategy will:

- Utilise digital services to achieve national sector and HP leadership and collaboration. Principle amongst these measures is expanding the ASC Partner Portal to connect the sport sector nationally, particularly for data, resources and collaboration.
- Partner with the AIS and the NIN to deliver digital athlete support, wellbeing and engagement services — simplifying the athlete experience to make better use of athlete, coach and support team time.
- Collaborate with Sport Business to develop a blue-print for Cloud services adoption — using this, smaller sector partners will be able to obtain the benefits of back-office Cloud productivity, information security and national volume for reduced costs.

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



2020-21 Budget and Forward Financial Estimates

	2020-21 Forward Estimate (\$'000)	2021-22 Forward Estimate (\$'000)	2022-23 Forward Estimate (\$'000)	2023-24 Forward Estimate (\$'000)
Revenue from government	278,138	229,887	221,982	221,785
Revenue from independent sources	21,129	21,193	21,176	20,794
Total Revenue	299,267	251,080	243,158	242,579
Grants	174,814	134,035	130,687	130,340
Other expenses	133,420	126,024	121,438	121,164
Total Expenses	308,234	260,059	252,125	251,504
Operating surplus (deficit)	-8,967 ⁸	-8,979	-8,967	-8,925

8 The annual budgeted operating loss relates to unfunded depreciation expenses.

Managing our risks

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

We use the Comcover Risk Management Benchmarking Survey as a tool to monitor the performance of our risk management function against the requirements of the *Public Governance, Performance and Accountability Act 2013 (PGPA Act) and PGPA Rule (2014)*. In 2019 the survey assessed our overall risk management maturity level as 'Advanced'. The next Comcover Risk Management Benchmarking Survey is scheduled for early 2021.

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 the different types of risks, which aligns with our defined risk appetite and tolerances. The ASC's recently developed strategic risk register has been endorsed by the Board and we are currently working on identifying and implementing further mitigation strategies.

Strategic Risks	Impact
<p>Collaboration</p> <p>The ASC operating model is exposed to governance and oversight risk if internal and external collaboration is not consistently planned, managed and treated as a priority.</p>	<ul style="list-style-type: none"> - Non-compliance with the ASC Act 1989 - Duplication of effort - Inconsistent approach across the organisation - Uncoordinated engagement with the sector - Low staff morale - Conflicting priorities
<p>Sport Sector</p> <p>Our ability to identify opportunities to support and influence the sport sector impacts our efforts to engage and partner with our stakeholders.</p>	<ul style="list-style-type: none"> - Lack of agreement and clarity of the role of Sport Australia - Unable to increase sector capability in priority areas - Unable to contribute to positive outcomes for sport
<p>High performance system</p> <p>Our ability to deliver services to the high-performance system impacts our efforts to achieve international sporting success</p>	<ul style="list-style-type: none"> - Loss of stakeholder confidence (Government, Minister, sporting sector, members of the public) - Unable to deliver on key priorities
<p>Reputation</p> <p>Our ability to respond to increased media and public scrutiny impacts our capacity to deliver on strategic priorities.</p> <p>The ASC is unable to adequately plan for and respond to stakeholder and Government expectations.</p>	<ul style="list-style-type: none"> - Loss of stakeholder confidence (Government, Minister, Sporting Sector, members of the public) - Unable to deliver on key priorities - Uncertainty across the organisation - Low staff morale and resilience

Risk Management and Oversight

Our Executive teams and Finance, Audit and Risk Committee play an important role in the risk management process, which includes: identifying new risks, regularly identifying, monitoring and reviewing risks; and determining management and mitigation strategies. The ASC's risk management process also informs the development and management of our internal audit program.

Risk management is embedded within our business planning functions 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.

Cooperation and partnerships

We will continue working with our partners across the sport industry, including — sporting organisations, sports peak bodies, the Office for Sport and other Australian State and Territory Government agencies, including the National Institute Network. Our key high performance Games partners include the Australian Olympic Committee, Paralympics Australia and Commonwealth Games Australia. Our collaboration with all of these organisations, along with the Sport and Physical Activity Alliance, business and other sectors will enable us to achieve our objectives and champion the value of sport across governments and the broader community. The ASC will also continue to liaise with and invest in a wide range of national sporting organisations (NSOs) and national sporting organisations for people with a disability (NSODs).





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