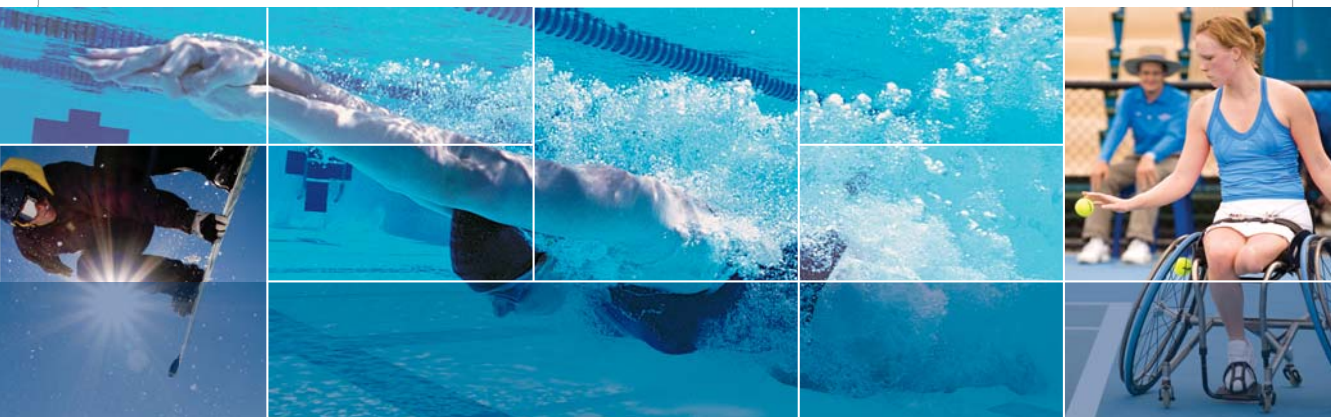




Australian Government
Australian Sports Commission

Strategic Plan *2011-2012 to 2014-2015*



Working Together for Australian Sport

Strategic Plan 2011-2012 to 2014-2015



Working Together for Australian Sport

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MESSAGE FROM THE CHAIR

This is an exciting and challenging time for Australian sport.

The substantial contribution of sport to the Australian community is well recognised by all involved, from athletes competing at the highest level to those involved in weekend club competition and social play, as well as parents and volunteers.

However, there is an increasing recognition that Australian sport is at a critical junction. While our traditional sporting structures with a central focus on delivering international success, along with our innovative systems and practices, have enabled us to ‘punch above our weight’ in the past, new challenges confronting our nation both on and off the sporting field highlight the need for urgent change.

The active lifestyle that has played a significant role in establishing our nation’s identity, culture and international reputation is being challenged. Demographic shifts, sport integrity issues and competition from other activities are challenging the market relevance and value of sport to many Australians, resulting in an increasingly sedentary lifestyle, particularly among our children.

It has become clear that in order to reinvigorate engagement in sport among our community and regain our competitive edge in the international sporting arena, there is a need to do things differently.

In November 2009, the Australian Government released the Independent Sport Panel’s report on its review of Australian sport. The Panel highlighted a number of challenges for Australian sport and recommended a range of reforms to the sport sector.

In May 2010, the Government responded to the report with a new sports policy — *Australian Sport: The Pathway to Success*.

The policy is significant on a number of fronts. It recognises the need to strengthen our sport sector as a whole and to bolster the pathways that guide participants through the stages of their sporting life. This means building sport starting from the grassroots, investing in sporting pathways to ensure sustained participation and international success built on a solid base.

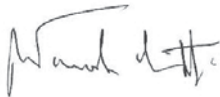
It also forecasts the beginning of a new era of collaboration and cooperation in Australian sport. The National Sport and Active Recreation Policy Framework will provide a central focus, enabling better alignment of activities across tiers of government and optimising resources to benefit sport and the broader community. Linked to this, a new national model for Australia's institutes and academies of sport will improve alignment across the agencies, providing clarity on roles and responsibilities and supporting coordinated national high performance programs led by national sporting organisations.

Last but not least, the policy is supported by significant additional investment in sport by the Australian Government — the biggest increase in sports funding in Australia's history. What is also significant to Australian sport is the continuation of previous funding packages within the base funding of the Australian Sports Commission, enabling a more collaborative long-term focus to make the critical changes within Australian sport.

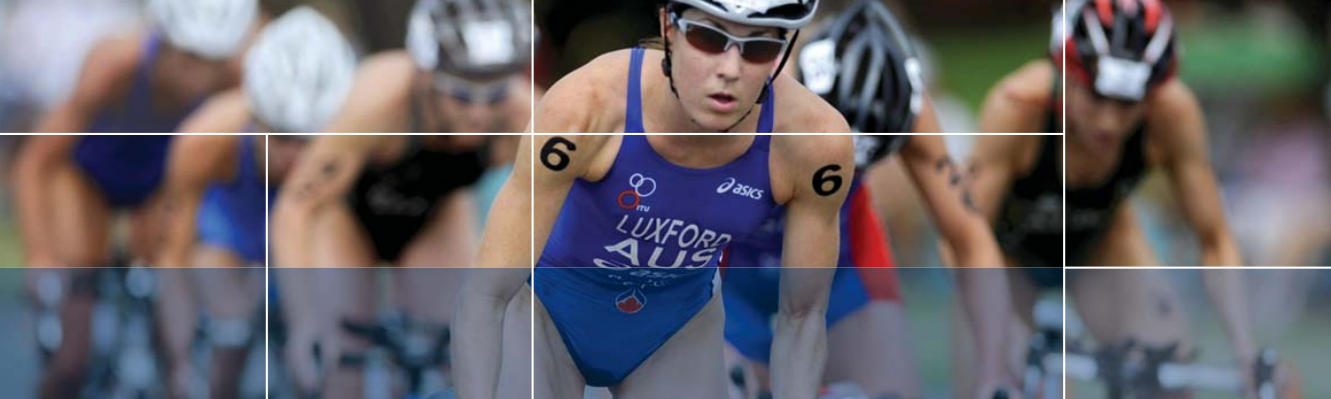
The Australian Sports Commission welcomes the Australian Government's new policy, and the confidence which the Government has shown in tasking the Commission with leading and implementing the way forward.

Working Together for Australian Sport, the Australian Sports Commission's Strategic Plan (the Plan) for 2011–12 to 2014–15 reflects the Government's new policy and the Australian Sports Commission's central role in its delivery.

The Plan outlines the challenges facing Australian sport, the direction for the Australian Sports Commission to address these challenges, and the broad framework and strategies that will allow the Commission to meet its statutory objectives and to achieve the outcomes required by Government.



The Hon Warwick Smith AM
Chair
Australian Sports Commission



THE AUSTRALIAN SPORTING CONTEXT

In the process of its review of Australian sport, the Independent Sport Panel considered input from meetings and submissions involving more than 650 organisations and individuals. This input was consolidated into eight fundamental issues which the Panel considered needed to be addressed if:

- > Australia was to continue to be successful at the elite level
- > all Australians were able to participate in their sport or sports of choice
- > the health and wellbeing of our population was to be improved.

These key issues were:

1. *The absence of a national sports vision*

The Panel highlighted the lack of a national policy framework or vision against which objectives for government funding could be set and evaluated. It also identified the need for robust data to inform and support policy development and assist with the ongoing evaluation of a national sport policy framework.

2. *Positioning the Australian Sports Commission to lead the sports sector*

The Panel identified the need for a single point of focus for the Australian sport sector, with the Australian Sports Commission to fulfil that role. It focused on the various components of that role, with a core element being building collaboration across the sport sector.

3. *Reform and re-alignment of our institutes and academies of sport*

The Panel noted that while many aspects of the current high performance system have clearly worked well to produce outstanding international results over the past 15 to 20 years, there were a number of areas where a better system would achieve better results. In an international environment where the demand and competition for medals is increasing and more nations are boosting their investment in high performance sport, the Panel identified the need for a new national operational model for the institutes and academies of sport to enable greater clarity of role and efficiency.

4. *Building the capacity of our national sporting organisations*

The Panel recognised the critical importance of building the capacity and sustainability of our national sporting organisations, noting that while national sporting organisations are key drivers of high performance programs, their role in community sport was less well-developed but potentially huge.

5. *Putting sport and physical education back into education*

The need to reunite sport and the education system was one of the strongest and most consistent themes in the Panel's consultations. The Panel recommended that physical education and sport be given a higher priority within the national curriculum, and that consideration be given to the greater use of school and other education facilities outside of school hours.

6. *Addressing community sport infrastructure — people and places*

The Panel identified that the infrastructure of community sport — made up of both volunteers and facilities — was under threat, with no coherent approach to building community sports and the physical facilities they need.

7. *Ensuring Australia's sport sector is open to all*

The Panel noted that there were groups within the community that had not participated in sport and highlighted the importance of understanding and removing existing barriers to participation through the creation of inclusive environments where participation could grow.

8. *Sustaining the funding base for sport*

The Panel highlighted stakeholder calls for increased funding of sport and better coordination of the funds available, recognising that there was significant capacity for improved harmonisation and allocation of government funds between agencies and levels of government.

As would be anticipated, these issues and challenges were consistent with those identified as part of the Australian Sports Commission's extensive consultation processes with key sport sector stakeholders in developing this strategic plan.

The Government's response to these issues and challenges, articulated in the policy document *Australian Sport: The Pathway to Success*, provides a clear direction for moving forward.

The National Sport and Active Recreation Policy Framework, endorsed by the Commonwealth and State and Territory Ministers for Sport and Recreation in February 2011, provides the basis for continued collaborative work between governments and includes clarification around the role of each layer of Australian sport.

The Framework provides a guide for the development and alignment of policies, strategies and programs for Government, and defines priority areas for cooperation with underpinning objectives and measures as illustrated on the following page.

NATIONAL SPORT AND ACTIVE RECREATION POLICY FRAMEWORK

PRINCIPLES

Fostering a federal, state/territory partnership with a shared approach to investment, responsibility and accountability

Committing to strategic policy alignment to achieve outcomes of shared significance

Retaining flexibility to respond to localised needs and environments

Focussing on partnership approaches to shared agendas and public policy

Ensuring a long term strategic approach applicable across governments

Adopting the ethos of continuous improvement and evidence based policy and practice

Respecting that each national sport and active recreation organisation has the primary responsibility for the determination of the direction and plans for their sport or active recreation

ROLES AND RESPONSIBILITIES

Of the Commonwealth Government

Of State and Territory Governments

PRIORITY AREAS FOR COOPERATION

Participation

International performance

National competition

System sustainability

System alignment and collaboration

Helping to achieve broader objectives

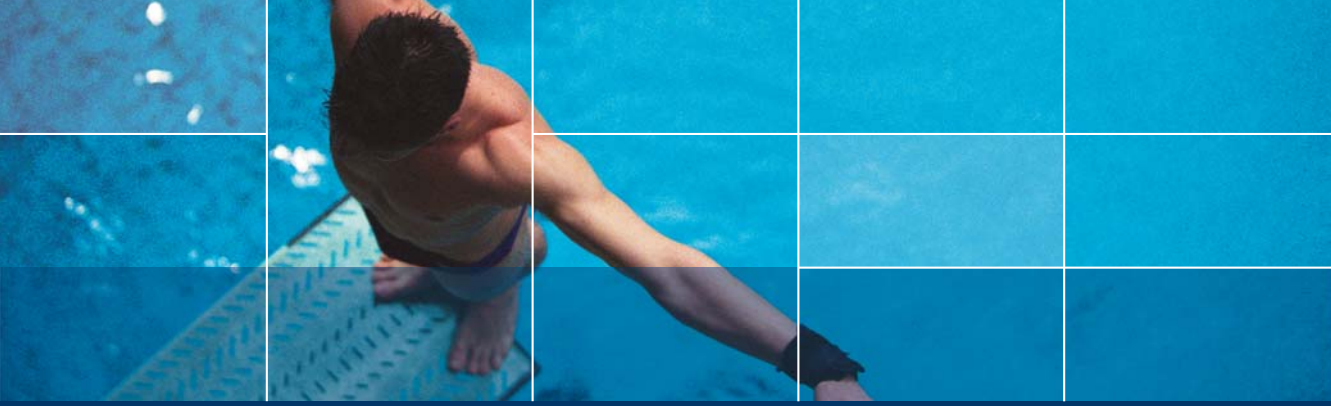
Research and data review

OBJECTIVES

For each priority area

MEASURES

For each objective



THE AUSTRALIAN SPORTS COMMISSION AND THIS PLAN

About the Australian Sports Commission

The Australian Sports Commission is a statutory authority within the Australian Government's Regional Australia, Local Government, Arts and Sport portfolio. It was established in 1985 and operates under the *Australian Sports Commission Act 1989*.

The Commission is focused on getting more Australians participating and excelling in sport, by:

- > delivering key programs in line with the Australian Government's sport policy objectives
- > providing financial support and other assistance to national sporting organisations to deliver participation and high performance results and improve their capability, sustainability and effectiveness
- > building collaboration, alignment and effectiveness within the Australian sport sector.

This Plan and its implementation

This is the Australian Sports Commission's 2011–12 to 2014–15 Strategic Plan. It was developed collaboratively by staff with input from sector partners under the guidance of the Commission's Board.

The plan aligns to and shows how the Australian Sports Commission will contribute to the achievement of the objectives detailed in the National Sport and Active Recreation Policy Framework.

Our Plan has five key components:

- > Our **mission** describes the key role which the Commission is working to achieve.
- > Our **goals** detail what we will do to realise our mission.
- > Our **approach** describes how we will operate.
- > Our **measures** demonstrate our commitment to measuring our performance.
- > Our **strategies** translate our goals and our approach into action. Each year, our goals and these strategies will be operationalised by the Commission's Annual Operational Plan.

AUSTRALIAN SPORTS COMMISSION STRATEGIC PLAN

MISSION
To lead the national sport sector and support national sporting organisations and other sector partners to deliver sport to Australians
GOALS
<ol style="list-style-type: none">1. Increased participation in sport2. Increased international success3. Sustainable sport4. Enhanced ASC capability to lead, partner and support
OUR APPROACH
OUR MEASURES
OUR STRATEGIES

Our approach

The key parts of our mission are to **lead** the national sport sector and **support** national sporting organisations and other sector partners to deliver sport to Australians. The way in which we do this is important.

In leading the sector, we will work together with our partners, recognising that a shared approach that brings together expertise from a range of organisations will deliver greater results than any single agency working alone.

We commit to working in **partnership** with and bringing together key sport sector organisations as well as other agencies where appropriate to deliver on this plan.

We will support national sporting organisations and other sector partners to **build** their **capability and sustainability**. In doing this, we will listen to their specific requirements and be responsive to their needs.

We understand that our goals are **interconnected**, and success in any one area cannot be achieved in isolation from others.

We recognise that our goals cannot be achieved overnight. We are committed to taking a **long-term strategic approach** to our work, and progressively monitoring the success of our strategies and programs.

We will invest in organisations to achieve mutually beneficial outcomes, **targeting our investment** to organisations that are the most capable and ready to deliver on our outcomes, and holding them accountable for the delivery of results.

We will work to **streamline our operations** and maximise our outcomes for Government and the Australian sport sector.

We will hold ourselves **accountable** for what we do with our sport investment by increasing our focus on monitoring and measurement.

We will look to **continually 'raise the bar'** on our performance and that of our partners. We will identify and promote best practice from both here and overseas.

Our key sport sector partners

The term 'sport sector partners' is used throughout this document. These partners are:

- > national sporting organisations
- > Australian Olympic Committee
- > Australian Paralympic Committee
- > Australian Commonwealth Games Association
- > Office for Sport, Department of Regional Australia, Local Government, Arts and Sport
- > state and territory departments of sport and recreation
- > state and territory institutes and academies of sport
- > state and territory sports federations.



OUR GOALS

GOAL 1: INCREASED PARTICIPATION IN SPORT

Results

More Australians participate in sport.

Under-represented groups participate in sport in increased numbers.

National Sport and Active Recreation Policy Framework link

Work in this goal contributes to the participation priority area within the Framework.

Measures

We will measure this by the:

- > proportion of the Australian population participating regularly in sport
- > proportion of the Australian population of specific under-represented groups participating regularly in sport.

Key strategies

We will achieve this goal by:

- 1.1 providing children with a positive introduction to sport that encourages their ongoing participation
- 1.2 building the capability of identified national sporting organisations to grow their sport's participation base, particularly with under-represented groups (women, Indigenous Australians, people with disability, and people from culturally and linguistically diverse backgrounds)
- 1.3 working together with sport and government partners (including national sporting organisations and state and territory departments of sport and recreation) to support the implementation of national strategies to grow participation.

GOAL 2: INCREASED INTERNATIONAL SUCCESS

Result

Athletes achieve international success which improves over time.

National Sport and Active Recreation Policy Framework link

Work in this goal contributes to the international performance priority area within the Framework.

Measures

We will measure this by:

- > medals at Olympic, Paralympic and Commonwealth Games
- > world rankings and results at benchmark events, including world championship and World Cup results
- > the number of athletes and teams by world class, international class, developing international and potential international definitions.

Key strategies

We will achieve this goal by:

- 2.1 delivering programs and initiatives, including applied research, in an athlete-centred, coach-driven environment that contributes to international success
- 2.2 building the high performance capability of identified national sporting organisations
- 2.3 working together with sport and government (including national sporting organisations, peak sporting bodies, and state and territory institutes and academies of sport) to strengthen the capability of the Australian high performance system.

GOAL 3: SUSTAINABLE SPORT

Results

Sporting organisations have the capacity and capability to deliver agreed outcomes for their members and stakeholders.

Sport is valued and relevant.

Sector partner activity is aligned and collaborative.

National Sport and Active Recreation Policy Framework link

Work in this goal contributes to the Framework priority areas of system alignment and collaboration, system sustainability, helping to meet broader objectives, and research and data review.

Measures

We will measure this by the:

- > organisational health of national sporting organisations
- > proportion of people who believe that sporting organisations offer a fair, safe, ethical and inclusive environment
- > percentage of national sporting organisations with alignment between national and state strategic plans.

Key strategies

We will achieve this goal by:

- 3.1 supporting national sporting organisations to develop, implement and review their plans and strategies in collaboration with their state associations and other delivery partners
- 3.2 strategically investing in national sporting organisation participation and high performance plans
- 3.3 supporting identified national sporting organisations to develop their organisation, workforce and business capability
- 3.4 providing advice on the use of sport as a tool to meet other portfolio outcomes
- 3.5 developing and sharing knowledge, innovations and an evidence base for sport
- 3.6 developing national strategies and supporting other initiatives which assist the sport sector to plan for and shape its future
- 3.7 coordinating the implementation of relevant Government policy with state and territory departments of sport and recreation and state and territory institutes and academies of sport.

GOAL 4: ENHANCED AUSTRALIAN SPORTS COMMISSION CAPABILITY TO LEAD, PARTNER AND SUPPORT

Result

Australian Sports Commission business capability, capacity and culture enables the Commission to deliver on its strategic plan.

National Sport and Active Recreation Policy Framework link

This is an internally focused Commission goal.

Measures

We will measure this by:

- > the percentage of sector partners satisfied with Australian Sports Commission sector leadership
- > customer satisfaction with the quality of service and advice provided by the Australian Sports Commission.

Key strategies

We will achieve this goal by:

- 4.1 developing and implementing a human resources strategy to enable the Commission to deliver on its strategic plan
- 4.2 developing and implementing an information technology transformation strategy that supports the Commission's current and future business needs
- 4.3 developing and implementing a finance strategy with asset and resource management approaches that support the Commission's business
- 4.4 enhancing the Commission's compliance framework to meet business needs
- 4.5 making available high-quality facilities and services to support Commission business.



REPORTING FRAMEWORK

The Australian Sports Commission is funded by the Australian Government to achieve agreed outcomes and measures defined each year in the Commission's Portfolio Budget Statements.

Each year the Commission prepares an annual report which details its performance against the agreed outcomes and reports on other matters as required by Government.

The Commission also reports regularly to the Board and Minister on progress against its annual operational plan.

