



Australian Government
Australian Sports Commission

2016-17 Annual Report





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

This report

This report has been prepared in accordance with parliamentary reporting and legislative requirements and provides details of the Australian Sports Commission's performance and operations for the financial year ending 30 June 2017. This report details how effective the ASC has been at achieving its outcomes for the year as outlined in the ASC 2016–20 Corporate Plan and the 2016–17 Portfolio Budget Statements (PBS).

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Produced by ASC's Communications and Governance teams.

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Australian Government

Australian Sports Commission

The Hon Greg Hunt
Minister for Health
Minister for Sport
Parliament House
CANBERRA ACT 2600

Dear Minister

On behalf of the Board of the Australian Sports Commission, I am pleased to submit our 33rd Annual Report, for the financial year ended 30 June 2017. This report has been prepared in accordance with Government legislative requirements including section 48 of the *Australian Sports Commission Act 1989*, sections 39 and 46 of the *Public Governance, Performance and Accountability Act 2013* and the *Public Governance, Performance and Accountability Rule 2014*.

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

This report has been approved for presentation to you at the meeting of the Australian Sports Commission Board on 24 August 2017. I hereby submit this report to you as a true and accurate record of our compliance and achievements.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'J Wylie'.

John Wylie AM
Chair
Australian Sports Commission

13 September 2017

Australian Sports Commission

A SNAPSHOT

Who we are

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

Our purpose

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

How we operate

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

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



ASC staff and program locations



*Full Time Equivalent Employees as at 30 June 2017, excluding post graduate scholars, secondments and casual employment
**The ASC offices in Darwin, Hobart and Cairns closed during the 2016-17 FY

38 buildings
and venues

35 BRUCE 1 PIZZEY PARK
1 ETC 1 YARRALUMLA

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



8,000
sports camp
attendees

17
NSOs
ON SITE

14 BRUCE
1 YARRALUMLA
2 PIZZEY PARK



86,000
bed nights
46,000 high
performance
bed nights

ACT Academy of Sport and Australian Sports Foundation
located on Bruce Campus





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OVERVIEW AND HIGHLIGHTS

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John Wylie AM

CHAIR

AUSTRALIAN SPORTS COMMISSION



Australia has always had grand sporting aspirations, at the elite level and by involving and inspiring the next generation through their school and community environments. Our goal is to be the most active sporting nation, known for its integrity, thriving sports organisations, exceptional international successes and world-leading sports industry.

We have a sweeping vision for the future and a clear focus on the present, following another outstanding year of results at home and abroad. Our efforts as a system have targeted delivering on Australia's high performance strategy.

For women, there has never been a better time to be playing a team sport in Australia. The rewards are greater, and long overdue. From netball's ground-breaking new national league, to cricket's historic pay deal, to AFL Women's spectacular debut season, football's soaring Matildas and beyond, our women are breaking new ground.

Individuals, too, continue to shine. Tyler Wright won her first world surfing championship in October, and despite missing the chance to defend her 100-metre hurdles 2012 Olympic Gold Medal at the Rio 2016 Games, hurdler Sally Pearson completed a remarkable comeback from injury at the world athletics championships in July, 2017.

It was in Rio that Australia finished 10th on the Olympic medal table, and fifth at the Paralympics. While proud of those efforts, and all who helped to achieve them, we continue to aim higher. One exceptional Olympic performance among many was 18-year-old Kyle Chalmers' in becoming the first Australian since 1968 to claim the 100-metre freestyle gold.

Closer to home, A-League champions Sydney FC completed one of the greatest domestic seasons in any sport, finishing with the highest number of points (66) and wins (20) in A-League history.

Yet no team can afford to stand still – including ours. We welcome the Federal Government's \$15.5 million commitment in the 2017-18 budget to maintain high performance funding and support Australia's athletes leading into the 2018 Commonwealth Games, as well as the development of a National Sport Plan (NSP). The Australian public has been canvassed for its opinion about priorities in the sport sector, along with other key stakeholders. The NSP will supply a long-term strategy for Australian sport, improving participation and performance and ensuring people remain physically and mentally healthy.

As well as preparing the NSP with the Minister for Health and Minister for Sport, The Hon. Greg Hunt MP, and his office, the Commission is committed to: steering sport in a bold new direction and showing strong leadership; driving participation and physical activity; connecting the sector digitally; strengthening workforce capability and; partnering with organisations that can strengthen sport and connect with communities. The AIS will strengthen its capability in athlete care, data intelligence, research and innovation and in developing people in our system.

Through the growth of our Sporting Schools program, we continue to emphasise the importance of the school environment, and will roll out our blueprint for physical literacy in the year ahead.

The first results from AusPlay have now been revealed. This is an important new tool to capture insights into participation trends and assist sports with strategies to grow their numbers. This data is also delivered to State Governments to aid their decision making.

Two major international events feature in early 2018: the XXIII Olympic Winter Games and Paralympics in PyeongChang, South Korea, and the Gold Coast Commonwealth Games. Performance-wise, the Commonwealth Games is one of Australia's key benchmark events; participation-wise, it will involve more than 6,600 athletes and team officials from 70 nations and territories. Good luck and best wishes to all involved.

There are many who make significant contributions to Australian sport. Together with my Board, I would like to acknowledge Mr Hunt for his active involvement and ongoing commitment through the establishment of the NSP.

We thank the ASC stakeholders and partners who contribute to the success and sustainability of sport, including national sporting organisations (NSOs), the Australian Olympic Committee (AOC), the Australian Paralympic Committee (APC), Commonwealth Games Australia (CGA), state institutes and academies of sport (SIS/SAS), state departments of sport and recreation (SDSR), sponsors and business partners, coaches, support staff and families.

We also thank former CEO Simon Hollingsworth and AIS Director Matthew Favier for five years of exceptional leadership and service in those two key roles. Meanwhile, the vision and drive of new CEO Kate Palmer are already apparent as she oversees a major organisational restructure and leads the next exciting stage of the Commission's evolution. I would also like to acknowledge the appointment of Alisa Camplin-Warner as Deputy Chair of the ASC. With her strong business acumen and high performance knowledge, Alisa will continue to help shape the direction of sport in Australia. As Chair, it is a privilege to be reappointed to the role and serve the Australian community and Australian sport.

To our staff and our Board members, your contributions may sometimes go unheralded, but they are never unappreciated. Australian sport is stronger and healthier for them.



John Wylie AM

Chair

Australian Sports Commission

Kate Palmer

CHIEF EXECUTIVE OFFICER AUSTRALIAN SPORTS COMMISSION




It is such an honour and privilege to have the opportunity to lead the ASC. As CEO, I am driven by the breadth of work, the complexity, the quality of the people, the massive opportunity for change and an overwhelming sense that what I am doing is meaningful and will make a difference.

As the former CEO of an NSO I was a beneficiary of the work of the ASC. I knew that I was joining a well-governed and managed organisation. I had watched my predecessor Simon Hollingsworth and his leadership team develop strong and successful partnerships with sport; deliver on a corporate plan that has improved the governance of sport, increased the capability of sport in the digital, financial and commercial areas; and focus on improving high performance and participation outcomes. On behalf of sport I offer my congratulations on these results and wish Simon the best of luck for the next stage of his career.

The past six months has been an exciting time as I met with most NSO CEOs and representatives from all key agencies including our close colleagues at the SIS/SAS, APC, CGA and AOC. The consultations with stakeholders about the future of sport as part of our strategy development and more recently around the Government's NSP has given us a clear picture of what the ASC must focus on to move Australian sport forward. The annual sector survey strengthened our views on the purpose and role of the ASC. The sector wants the ASC to strengthen our leadership, focus on high performance and participation outcomes and importantly play a major role in promoting the value of sport and its role in building a healthier Australia.

Minister Hunt and our colleagues in the Department of Health have been welcoming and very supportive of our desire to transform the way we do business. There is a real sense of shared purpose and commitment to improving the system, to set clear long term targets and to deliver better results. The Government, through the ASC, has made significant levels of investment into sport to increase their capability to deliver the Australian sport system.



During the past six months the ASC has focused on a newly drafted strategy and organisation design, NSP consultation, a strategic asset management review, the reform of the National Institute Network (NIN), investigation of a national sports lottery, launch of the next stages of the physical literacy standard and an important piece of work around child protection. Our Stepping In program, which provides intensive targeted leadership development opportunities for future women leaders, has been a fantastic success, with places oversubscribed and positive feedback. Similarly, the AIS Centre for Performance Coaching and Leadership continues to deliver world-best approaches to learning and development for coaches and performance leaders. We also welcomed the National Basketball Association (NBA) Global Academy on site, an elite training centre for Australian and international male and female basketball prospects.

The sector has a collective challenge and opportunity and we will be measured on the quality of execution and our ability to remain focused on 'game changers'. Some of the key initiatives are review of the investment model, freeing up resources to increase investment in sport outcomes, evolution of the highly valued Sporting Schools program and promoting the critical role sport and physical activity plays in the development of children. We will work on building capability of NSOs through their workforce and digital transformation and maximise the use and utility of the AIS site to deliver the AIS high performance strategy. We will seek greater clarity and real purpose around our leadership role and how we work in partnership, and across the sector, to strengthen sport.

Thank you to Chair John Wylie AM and all Commissioners for their support and clear direction. We are fortunate to have a Board with strong expertise and skills to lead the organisation. Thank you also to the ASC staff members, who looked at me, smiled and rolled up their sleeves when I said that we are going to set our sights on transforming the organisation. Thank you to my fellow CEOs who work so hard to grow their sport and for your contribution to the system and to my colleagues in each of the State and Territory Departments and SIS/SAS who I look forward to working closely with on our shared outcomes across the system.



Kate Palmer

Chief Executive Officer
Australian Sports Commission

The Australian sporting environment

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

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

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

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

On the international stage, competition is constantly intensifying and improving. Many other nations have now replicated our innovations, tapped into our expertise and made strategic investments, and as a result have become stronger competitors in international sport. To retain our pre-eminent position in world sport, the Australian high performance system needs to do things smarter and better.



Our priorities



WIN

**INTERNATIONAL
SUCCESS**



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

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



PLAY

**MORE
PARTICIPATION**



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

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



THRIVE

SUSTAINABLE SPORTS



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

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



PERFORM

ORGANISATIONAL EXCELLENCE



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

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

highlights



WIN

**INTERNATIONAL
SUCCESS**



National Athlete Pathways Workshops

In 2016-17 more than 170 people attended AIS Winning Pathways Workshops. Participants came from national sporting organisations, states institutes and regional academies of sport, universities and state departments of sport and recreation. These facilitated workshops focused on creating and strengthening partnerships across the sector to improve the pathway for athletes to develop from grassroots to the elite level. These forums provided opportunity for the sharing of information, best practice and practical solutions in the areas of talent identification and development and highlighted a number of examples where system partners were working in partnership for the benefit of athletes.



Commonwealth Games Australia/AIS dAIS Program

The AIS and CGA established a new partnership that resulted in the CGA contributing \$2 million to directly assist athletes in their preparations for the 2018 Gold Coast Commonwealth Games. In 2016–17 CGA funding was distributed to more than 250 athletes from 20 sports. This included 90 new emerging athletes who would not have received dAIS funding otherwise. In addition the AIS and CGA partnership has identified a number of initiatives and areas where both organisations are working together to support the preparation of Australian athletes and teams in the lead up to and during the Games.



myAISbasecamp

Launched in November 2016, myAISbasecamp is an online, interactive program that provides fun and challenging physical sessions and educational courses to ensure emerging athletes, reach their full sporting potential. The program was developed to address a number of gaps in the athlete pathway including a decline in physical literacy, high levels of musculoskeletal injury, high levels of dropout and poor practice of the required athlete and lifestyle skills. The platform has been custom-designed to appeal to the athletes through its innovative learning environment and community, recognition of competency on completion of modules, video tips from international-level athletes and inclusion of educational resources. A key target of the strategy are athletes located in rural and remote communities where access to specialist sport services is limited.

highlights



PLAY

**MORE
PARTICIPATION**



AusPlay Survey

AusPlay is the single-source participation data currency for the Government and the sport sector to help better understand the participation landscape and identify strategies to grow participation. Sector engagement with AusPlay is increasing with Government, states and NSOs working closely with the ASC to make the most of its rich data and insights. AusPlay has been in field since October 2015. About 400 interviews are conducted every week. The ASC has committed to updating AusPlay data every six months with the next release scheduled for October 2017 (based on 2016-17 financial year fieldwork data).



Sporting Schools

The Sporting Schools program is a \$160 million Australian Government initiative designed to help schools increase children's participation in sport and to connect them with community sporting opportunities. In 2016-17 the program continued to grow with over 7,000 schools registered with the program representing 83 per cent of all primary, combined and special schools across Australia. This led to the ASC achieving the target of 5,760 funded schools in May 2017. Each term the program funds approximately 3,000 schools to connect with more than 30 NSOs to deliver sport before, during and after school hours. Importantly, this has resulted in more than 300,000 primary school students participating in sport activities through Sporting Schools each term. The program continues to attract high satisfaction ratings from schools with 93 per cent of participating schools either very satisfied or satisfied with the program as a whole.



Physical Literacy Project

The Physical Literacy project was established to define physical literacy and bring a common language and approach to the concept. In June 2016, the ASC engaged 14 Australian and international researchers to develop an Australian Physical Literacy Definition and Standard which provides a framework for Australians to use to support lifelong participation in sport and physical activity. By defining physical literacy, all sectors have a common language to use as they seek to counteract the decline in movement and support an increase in participation across sport, physical activity and recreation. The Standard supports parents, teachers and coaches to help children learn the skills that build physical literacy from a young age.

highlights



THRIVE

**SUSTAINABLE
SPORTS**



Sport Sector Partner Survey

Since 2011 the ASC has sought feedback from its partners via an annual survey called the Sport Sector Partner Survey. The survey gathers information on the ASC's performance and is the primary tool for gathering valid data for a number of organisational key performance indicators. The ASC has received overwhelming input from our partners over the last six surveys, with a response rate of 95 per cent or more in each year. The 2017 edition once again had a high response rate (98 per cent) and also sought comment on the ASC's priorities and potential areas of focus in the future. The results are being used by the ASC to inform planning.



National Framework for Ethical Behaviour and Integrity in Basketball

In 2015 the board of Basketball Australia (BA) were made aware of the dangers the sport faced from sports betting, especially in semi-professional and amateur competitions. Realising there were minimal integrity controls in the sport and recognising it needed to take action, BA approached the ASC and the National Integrity in Sport Unit (NISU) to assist in developing an integrity framework. The framework incorporates values, principles and a code of conduct to guide BA's operations and helps to develop clear education and communication strategies. It also implements a robust set of reporting, investigatory and sanctioning provisions to deal with conduct that could bring the integrity of the sport into disrepute. As a result of this successful project, the ASC and NISU will now use the 'template' framework developed to build the capability of Australian sports facing similar integrity threats.



Connecting Sport and Technology

In the past year, the ASC has sought to understand how technology is changing Australians' sport experiences and how sports should respond. Outside of a few professional sports, digital capability within sports organisations is low. Sport boards and CEOs need to focus on increasing their digital literacy and building digital capability within their sport if they are going to meet the changing needs of consumers. A series of whole-of-sport digital strategies were developed for golf, rowing, basketball and canoeing to understand how people interact with and experience each sport. This provided each sport with a deep understanding of how Australians want to engage with them both physically and digitally and provided a roadmap on how to create the desired sport experience. This work contributed to a larger piece of research about how digital services are impacting the Australian sport industry as a whole.

highlights



PERFORM

ORGANISATIONAL EXCELLENCE



Male Champions of Change

The ASC identified the promotion of women in leadership roles in both the ASC, and in the sporting sector, as a key priority. To accelerate change in this area the ASC committed to the Male Champions of Change Sport (MCCS) program. The program involved leaders from national and elite sporting organisations, most of whom are male, taking action to advance gender equality in Australian sport and their own organisations. Initiatives implemented by the ASC to create an environment where both women and men can thrive include:

- > expansion of flexible working arrangements
- > introduction of Future Female Leaders program to help participants step up into a CEO or executive level position
- > piloting of Sponsorship of Talent program to develop and foster a network of sponsor relationships between ASC leaders and high-potential female middle managers.



Flexible Work Agreements

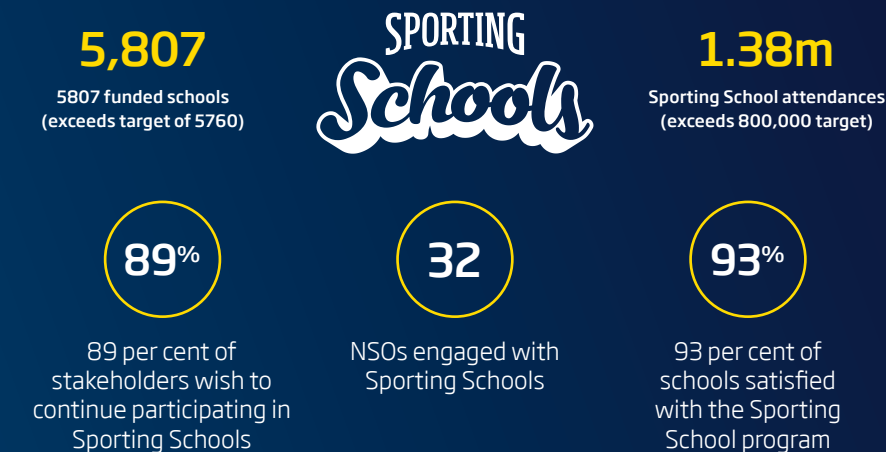
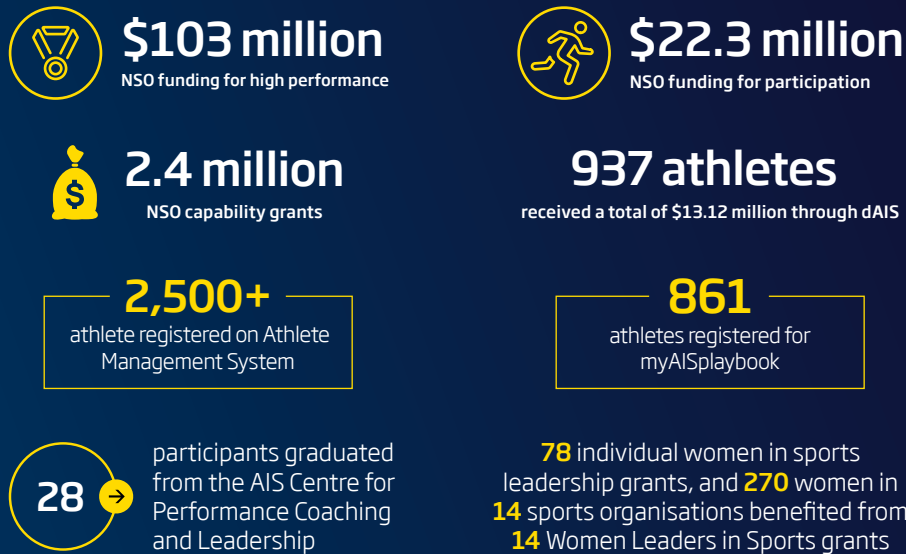
The ASC recognises employees need to balance their work and lifestyle to meet work, personal and family commitments. The ASC conducted a pilot Flexible Work Program for the Corporate Operations Division, from October 2016 to March 2017, to trial the introduction of a more flexible approach to work arrangements. These arrangements can include compressed hours, part-time work, working from home or teleworking, flexible start and finish times, job sharing, phased retirement and breastfeeding or lactation breaks. The pilot was successful and endorsed by all employees and managers in the participant group. As a result, the ASC expanded the program, promoting it across the workforce and the uptake of Flexible Work Agreements increased from 45 staff in 2015-16 to 105 staff in 2016-17.



Strategic Asset Review

The ASC has a substantial asset base mainly comprising specialised sporting facilities in Australia and the European Training Centre in Varese, Italy as well as some supporting administration facilities. During 2017 the ASC commenced a Strategic Asset Management Review to develop a capital investment strategy that represents the ASC's long term vision for its site and facilities, and supports the ASC's business strategy and operating model. The result of the capital investment strategy will be used to inform the submission to Government as part of the National Sport Plan.

Key achievements



2016 Rio Olympics

The 2016 Olympic Games were held in Rio de Janeiro, Brazil from 5–21 August 2016. Australia was represented by 422 athletes across 26 sports and finished 10th on the medal tally with eight gold, 11 silver and 10 bronze medals for a total of 29 medals. Australia's medals were spread across 12 different sports with gold medals won in six sports.

As part of *Australia's Winning Edge*, in the four years prior to the 2016 Olympic Games, the Australian Government invested \$340 million through the Australian Institute of Sport, \$27 million of which was provided directly to athletes through the dAIS funding program.

Table 1: 2016 Olympic Games medallists

Medal	Sport	Name/Team	Event
Gold	Modern Pentathlon	Chloe Esposito	Modern Pentathlon
Gold	Rowing	Kim Brennan	Single Sculls
Gold	Rugby 7s	Women's 7s Team	Women's Event
Gold	Sailing	Tom Burton	Laser
Gold	Shooting	Catherine Skinner	Women's Trap
Gold	Swimming	Bronte Campbell, Cate Campbell, Madison Wilson, Brittany Elmslie, Emma McKeon	4 x 100m Freestyle
Gold	Swimming	Kyle Chalmers	100m Freestyle
Gold	Swimming	Mack Horton	400m Freestyle
Silver	Athletics	Jared Tallent	50km Race Walk
Silver	Cycling	Jack Bobridge, Alexander Edmondson, Michael Hepburn, Callum Scotson, Sam Welsford	Team Pursuit
Silver	Rowing	Alexander Belonogoff, Karsten Forsterling, Cameron Girdlestone, James McRae	Quad Skulls
Silver	Rowing	Joshua Booth, Joshua Dunkley-Smith, Alexander Hill, William Lockwood	Fours
Silver	Sailing	Iain Jensen, Nathan Outteridge	49er

Medal	Sport	Name/Team	Event
Silver	Sailing	Lisa Darmanin, Jason Waterhouse	Nacra
Silver	Sailing	Mathew Belcher, Will Ryan	470
Silver	Swimming	Cate Campbell, Brittany Elmslie, Madeline Groves, Emma McKeon, Taylor McKeown, Emily Seebohm, Madison Wilson	4 x 100m Medley Relay
Silver	Swimming	Jessica Ashwood, Bronte Barratt, Tamsin Cook, Emma McKeon, Leah Neale,	4 x 200m Freestyle
Silver	Swimming	Madeline Groves	200m Butterfly
Silver	Swimming	Mitch Larkin	200m Backstroke
Bronze	Archery	Alec Potts, Ryan Tyack, Taylor Worth	Team Event
Bronze	Athletics	Dane Bird-Smith	20km Walk
Bronze	Canoe Slalom	Jessica Fox	K1
Bronze	Canoe Sprint	Lachlan Tame, Ken Wallace	K2 1000m
Bronze	Cycling	Anna Meares	Keirin
Bronze	Diving	Maddison Keeney, Anabelle Smith	Synchronised 3m Springboard
Bronze	Equestrian	Chris Burton, Sam Griffiths, Shane Rose, Stuart Tinney	Team Eventing
Bronze	Swimming	Emma McKeon	200m Freestyle
Bronze	Swimming	Matt Abood, Kyle Chalmers, James Magnussen, James Roberts, Cameron McEvoy	4 x 100m Freestyle
Bronze	Swimming	Mitch Larkin, Cameron McEvoy, David Morgan, Jake Packard, Kyle Chalmers	4 x 100m Medley Relay

2016 Rio Paralympics

The 2016 Paralympic Games were held in Rio de Janeiro, Brazil from 7–18 September 2016. Australia was represented by 177 athletes in 16 sports and finished 5th on the medal tally with 22 gold, 30 silver and 29 bronze medals for a total of 81 medals. Australia’s medals were spread across 11 different sports with gold medals won in seven sports.

As part of *Australia’s Winning Edge* the Australian Government invested \$65 million in summer Paralympic sports through the Australian Institute of Sport in the four years prior to the 2016 Rio Paralympic Games. This funding included \$13.5 million which was provided directly to athletes through the dAIS funding program.

Table 2: 2016 Paralympic Games medallists

Medal	Sport	Name / Team	Event
Gold	Athletics	Brayden Davidson	Men’s Long Jump T36
Gold	Athletics	James Turner	Men’s 800m T36
Gold	Athletics	Scott Reardon	Men’s 100m T42
Gold	Canoe	Curtis McGrath	Men’s KL2 Sprint
Gold	Cycling Road	Carol Cooke	Women’s Time Trial T1-2
Gold	Cycling Road	Carol Cooke	Women’s Road Race T1-2
Gold	Cycling Track	David Nicholas	Men’s 3km Pursuit C3
Gold	Sailing	Colin Harrison, Russell Boaden, Jonathan Harris	3-Person Sonar
Gold	Sailing	Daniel Fitzgibbon, Leisl Tesch	2-Person SKUD18
Gold	Swimming	Brendan Hall	Men’s 400m Freestyle S9
Gold	Swimming	Ellie Cole	Women’s 100m Backstroke S9
Gold	Swimming	Ellie Cole, Lakeisha Patterson, Maddison Elliot, Ashleigh McConnell	Women’s 4 x 100m Freestyle Relay 34pts

Medal	Sport	Name / Team	Event
Gold	Swimming	Lakeisha Patterson	Women's 400m Freestyle S8
Gold	Swimming	Maddison Elliott	Women's 100m Freestyle S8
Gold	Swimming	Maddison Elliott	Women's 50m Freestyle S8
Gold	Swimming	Rachael Watson	Women's 50m Freestyle S4
Gold	Swimming	Tiffany Thomas Kane	Women's 100m Breaststroke SB6
Gold	Swimming	Timothy Disken	Men's 100m Freestyle S9
Gold	Triathlon	Katie Kelly (guide – Michellie Jones)	Women's PT5
Gold	Wheelchair Rugby	The Australian Steelers	
Gold	Wheelchair Tennis	Dylan Alcott	Men's Quad Singles
Gold	Wheelchair Tennis	Dylan Alcott Heath Davidson	Men's Quad Doubles
Silver	Athletics	Deon Kenzie	Men's 1500m T38
Silver	Athletics	Evan O'Hanlon	Men's 100m T38
Silver	Athletics	Isis Holt	Women's 100m T35
Silver	Athletics	Isis Holt	Women's 200m T35
Silver	Athletics	Kurt Fearnley	Men's Marathon T54
Silver	Athletics	Madison de Rozario	Women's 800m T53
Silver	Athletics	Rheed McCracken	Men's 100m T34
Silver	Athletics	Taylor Doyle	Women's Long Jump T38
Silver	Athletics	Angela Ballard, Madison de Rozario, Jemima Moore, Christie Dawes	Women's 4x400m Relay T53/54

Medal	Sport	Name / Team	Event
Silver	Canoe Sprint	Amanda Reynolds	Women's KL3
Silver	Cycling Road	Alistair Donohoe	Men's Time Trial C5
Silver	Cycling Road	Kyle Bridgwood	Men's Time Trial C4
Silver	Cycling Road	Stuart Tripp	Men's Time Trial H5
Silver	Cycling Track	Alistair Donohoe	Men's 4km Pursuit C5
Silver	Cycling Track	Amanda Reid	Women's 500m Time Trial C1-3
Silver	Cycling Track	Kyle Bridgwood	Men's 4km Pursuit C4
Silver	Cycling Track	Susan Powell	Women's 3km Pursuit C4
Silver	Rowing	Erik Horrie	AS Men's Single Sculls ASM1x
Silver	Sailing	Matthew Bugg	1-Person 2.4mR
Silver	Swimming	Blake Cochrane	Men's 100m Breaststroke SB7
Silver	Swimming	Brendan Hall	Men's 100m Freestyle S9
Silver	Swimming	Ellie Cole	Women's 400m Freestyle S9
Silver	Swimming	Ellie Cole	Women's 50m Freestyle
Silver	Swimming	Ellie Cole, Madeleine Scott, Maddison Elliott, Lakeisha Patterson	Women's 4 x 100m Medley Relay 34 points
Silver	Swimming	Lakeisha Patterson	Women's 100m Freestyle S8
Silver	Swimming	Lakeisha Patterson	Women's 50m Freestyle S8
Silver	Swimming	Maddison Elliot	Women's 100m Backstroke S8
Silver	Swimming	Monique Murphy	Women's 400m Freestyle S10
Silver	Swimming	Timothy Disken	Men's 50m Freestyle S9

Medal	Sport	Name / Team	Event
Silver	Table Tennis	Sam von Einem	Men's Table Tennis Singles Class 11
Bronze	Archery	Jonathan Milne	Men's Individual Compound – Open
Bronze	Athletics	Aaron Chatman	Men's High Jump T45/46/47
Bronze	Athletics	Angela Ballard	Women's 100m T53
Bronze	Athletics	Angela Ballard	Women's 400m T53
Bronze	Athletics	Carlee Beattie	Women's Long Jump T45/46/47
Bronze	Athletics	Chad Perris	Men's 100m T13
Bronze	Athletics	Claire Keefer	Women's Shot Put F41
Bronze	Athletics	Ella Pardy, Isis Holt, Jodi Elkington-Jones, Erin Cleaver	Women's 4 x 100m Relay T35-38
Bronze	Athletics	Jodi Elkington-Jones	Women's Long Jump T37
Bronze	Athletics	Katherine Proudfoot	Women's Shot Put F36
Bronze	Athletics	Kurt Fearnley	Men's 5000m T53/54
Bronze	Athletics	Louise Ellery	Women's Shot Put F32
Bronze	Athletics	Michael Roeger	Men's 1500m T45/46
Bronze	Athletics	Rheed McCracken	Men's 800m T33/34
Bronze	Athletics	Todd Hodgetts	Men's Shot Put F20
Bronze	Canoe Sprint	Susan Seipel	Women's KL2
Bronze	Cycling Road	Kieran Modra (pilot – David Edwards)	Men's Time Trial B
Bronze	Cycling Road	Susan Powell	Women's Time Trial C4

Medal	Sport	Name / Team	Event
Bronze	Cycling Track	Jessica Gallagher (pilot – Madison Janssen)	Women's 1km Time Trial B
Bronze	Swimming	Brenden Hall	Men's 100m Backstroke S9
Bronze	Swimming	Daniel Fox	Men's 200m Freestyle S14
Bronze	Swimming	Ellie Cole	Women's 100m Freestyle S9
Bronze	Swimming	Katja Dedekind	Women's 100m Backstroke S13
Bronze	Swimming	Lakeisha Patterson	Women's 200m Individual Medley SM8
Bronze	Swimming	Matthew Levy	Men's 200m Individual Medley SM7
Bronze	Swimming	Tiffany Thomas Kane	Women's 50m Butterfly S6
Bronze	Swimming	Tiffany Thomas Kane	Women's 50m Freestyle S6
Bronze	Swimming	Tiffany Thomas Kane	Women's 200m Individual Medley SM6
Bronze	Swimming	Timothy Disken	Men's 200m Individual Medley SM9

World Champions

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

Between July 2016 and June 2017, Australia had 10 able bodied athletes or teams and five Paralympic athletes or teams crowned as world champions.² A further 16 able bodied athletes and teams and 19 Paralympic athletes who won world championships in 2015-16 continue to be the reigning world champion where their sports have not held benchmark events during the reporting period. The number of sports that did not hold benchmark events during the reporting period was high due to the 2016 Olympic and Paralympic Games.

Table 3: 2016-17 World champions at benchmark events

Sport	Athlete	Event
Lawn Bowls	Carla Krizanic, Natasha Scott, Rebecca Van Asch	World championships – Women's Triples
Lawn Bowls	Kelsey Cotterell, Natasha Scott, Rebecca Van Asch and Carla Krizanic	World championships – Women's Four
Lawn Bowls	Karen Murphy	World championships – Women's Singles
Lawn Bowls	Aaron Wilson and Brett Wilkie	World championships – Men's Pairs
Canoe Slalom	Jessica Fox	World championships – Women's C1
Canoe Slalom	Jessica Fox, Alison Borrows, Rosalyn Lawrence	World championships – Women's C1 Team
Canoe Sprint	Lachlan Tame, Ken Wallace	World championships – Men's K2 500
Canoe Sprint	Ken Wallace	World championships – Men's K1 5000
Cricket	The Australian Women's Team	ODI World Cup – Women
Cricket	The Australian Men's Team	ODI World Cup – Men
Cycling BMX	Caroline Buchanan	World championships – Time Trial

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

Sport	Athlete	Event
Cycling – Track	Sam Welsford, Cameron Meyer, Alexander Porter, Nicholas Yallouris	World championships – Team Pursuit
Cycling – Track	Jordan Kerby	World championships – Men's 4km Individual Pursuit
Cycling – Track	Cameron Meyer	World championships – Points Race
Netball	Diamonds	World Cup – Women
Rowing	Kim Crow	World championships – Women's Single Scull
Rugby 7s	Women's Team	IRB World Sevens
Sailing	Mathew Belcher, Will Ryan	World championships – Men's 470
Shooting	Ben Emms	World Long Range Championships
Surfing	Tyler Wright	World Surf League – Women
Swimming	Bronte Campbell	World championships – 50m Freestyle
Swimming	Bronte Campbell	World championships – 100m Freestyle
Swimming	Mitchell Larkin	World championships – 100m Backstroke
Swimming	Mitchell Larkin	World championships – 200m Backstroke
Swimming	Emily Seebohm	World championships – 100m Backstroke
Swimming	Emily Seebohm	World championships – 200m Backstroke
Swimming	Emily Seebohm, Emma McKeon, Bronte Campbell, Cate Campbell (Heats Madison Wilson, Melanie Wright, Bronte Barratt)	World championships – 4 x 100m Freestyle
Winter Sports	Scotty James	World championships – Men's Snowboard Halfpipe
Winter Sports	Britt Cox	World championships – Women's Mogul Skiing

Table 4: 2016-17 World champions at benchmark events (Paralympic disciplines)

Sport	Athlete	Event
Athletics – Para	Angie Ballard	World championships – 400m T53 Women
Athletics – Para	Carlee Beattie	World championships – Long Jump T47 Women
Athletics – Para	Madison De Rozario	World championships – 800m T53 Women
Athletics – Para	Todd Hodgetts	World championships – Shot Put F20 Men
Athletics – Para	Isis Holt	World championships – 100m T35 Women
Athletics – Para	Isis Holt	World championships – 200m T35 Women
Athletics – Para	Scott Reardon	World championships – 100m T42 Men
Canoe – Para	Curtis McGrath	World championships – Canoe single VL2 200m
Canoe – Para	Curtis McGrath	World championships – Kayak single KL2 200m
Canoe – Para	Susan Seipel	World championships – Canoe single VL2 200m
Cycling – Para	Simone Kennedy	World championships – C3 – 3km Pursuit
Cycling – Para	David Nicholas	World championships – C3 – 3km Pursuit
Cycling – Para	Amanda Reid	World championships – C2 – 500m Time Trial
Cycling – Para	Amanda Reid	World championships – C2 – 3km Pursuit
Cycling – Para (Road)	Kyle Bridgewood	World championships – Men's Time Trial (C4)

Sport	Athlete	Event
Cycling – Para (Road)	Carol Cooke	World championships – Women's 14km Time Trial (T2)
Cycling – Para (Road)	Alistair Donohue	World championships – Men's Road Race (C5)
Rowing – Para	Erik Horrie	World championships – Arms & Shoulders Single Scull
Rowing – Para	Kathryn Ross & Gavin Bellis	World championships – Trunk & Arms Mixed Double Scull
Swimming – Para	Ellie Cole	World championships – Women's 100m Freestyle (S9)
Swimming – Para	Ellie Cole	World championships – Women's 100m Backstroke (S9)
Swimming – Para	Maddison Elliott	World championships – Women's 50m freestyle (S8)
Swimming – Para	Maddison Elliott	World championships – Women's 100m freestyle (S8)
Swimming – Para	Maddison Elliott	World championships – Women's 100m backstroke (S8)
Swimming – Para	Brenden Hall	World championships – Men's 100m backstroke (S9)
Swimming – Para	Brenden Hall	World championships – Men's 400m freestyle (S9)
Swimming – Para	Tiffany Thomas Kane	World championships – Women's 100m breaststroke (SB6)
Swimming – Para	Ashleigh McConnell, Lakeisha Patterson, Maddison Elliott, Ellie Cole	World championships – Women's 4x 100m freestyle relay (34 points)
Winter Sports – Para	Mitchell Gourley	World championships – Super Combined – Standing – Alpine

AIS Sport Performance Awards

The ASC held the third annual AIS Sport Performance Awards (ASPAs) on 14 December 2016, recognising and celebrating the outstanding achievements of Australian athletes, teams, coaches and administrators. Awards were presented across ten categories, including two people's choice awards decided by public vote, for performances achieved during the 2016 calendar year.

In addition to the 10 category awards, Gary West (cycling), best known for his role as coach of champion cyclist Anna Meares, was inducted into the AIS 'Best of Best'.

Female Athlete of the Year

Kim Brennan – rowing

Kim has been one of rowing's most consistent international performers in recent years and her crowning moment was winning gold in the women's single sculls at the 2016 Rio Olympic Games. The 31-year-old's victory was the first time Australia had won an Olympic women's sculling gold medal and Australia's second-ever female Olympic rowing gold medal. Kim is a true leader, sitting on the rowing team's leadership group, Rowing Australia Athletes' Commission and the Australian Olympic Council's Athletes' Commission.

Male Athlete of the Year

Kyle Chalmers – swimming

Australian swimming unearthed a superstar in 2016 when 18-year-old Kyle broke a 48-year drought to win gold in the blue riband 100-metre freestyle at the Rio Olympics. His performance won him Swimming Australia's Golden Moment of the Year Award and the Olympic program Swimmer of the Year award. On the way to that victory he broke the world junior record in the heat, semi-final and final. He then backed up to help Australia to bronze in the 4 x 100-metre freestyle and 4 x 100-metre medley relays. Kyle's maturity and modesty throughout the Olympics defied his young age.

Team of the Year

Australian women's team – rugby sevens

In 2016 the Australian women's rugby sevens team won the first gold medal for the new Olympic sport defeating New Zealand at the Rio Games. The gold medal capped a year of dominance, with the team also winning its first world championship. The team won the first three tournaments of the 12-team series, along with a third and a second placing to win by a margin of 16 points. The team is highly regarded for its conduct on and off the field with the players being outstanding ambassadors for rugby and women's sport.

Emerging Athlete of the Year

Curtis Luck – golf

In 12 months Curtis moved from the 27th-ranked Australian amateur to world No. 2 amateur. In that time the young Perth golfer has won his state Open Championship against the leading players of the Australian PGA Tour and represented Western Australia for a fifth time at senior level – all by the age of 20. Curtis then won a record eight consecutive holes to charge to the prestigious US Amateur Championship and set up major championship appearances throughout 2017. The following month he was part of the Australian team which won the Eisenhower Trophy – amateur golf's highest team accolade – by a record-equalling margin.

Para Performance of the Year

Australian Steelers – wheelchair rugby

One of the enduring memories of the 2016 Paralympic Games was the Steelers' epic victory in the gold medal clash against arch rival the United States of America. The double overtime victory backed up their London 2012 Paralympic gold and confirmed their world No. 1 ranking. The Rio win was that much sweeter because it came against the team the Steelers had never beaten in a major international competition. Spearheaded by the sport's best player, Ryley Batt, the Steelers became the first team to successfully defend a Paralympic wheelchair rugby title.

Coach of the Year

Michael Blackburn – sailing

Michael became a back-to-back Olympic gold-medal winning coach when Tom Burton won the Laser class at the Rio Games in 2016, a race that will be remembered for Tom and Michael's tactical brilliance. This win followed Tom Slingsby's victory in London 2012. Michael also coaches Matt Wearn, who jostled with Tom for No. 1 spot in world sailing laser rankings for a year before the Olympics. Michael was an instrumental part of the Australian Sailing Rio coaching and support team, and in the very successful technology program that supported our sailing team before the Games.

Award for Leadership

Kate McLoughlin – Australian Paralympic Committee

Kate was Australia's first female Chef de Mission of a Paralympic Team. Her leadership and support for the 177 athletes and 150 officials leading up to and during the Rio Paralympic Games generated wide praise from the national federations, athletes and staff on the Australian Paralympic Team in Rio. Kate brought back team captains which lead to the instigation of 'The Mob', where athletes and team members shared experiences to help understand their place within the history of the Paralympic movement in Australia.

Sporting Moment of the Year – media vote

Schoolboy Kyle Chalmers swims to Olympic gold – swimming

Australia had not won the Olympic men's 100-metre freestyle since 1968, but nobody saw the 18-year-old coming. With an incredible finishing burst, Kyle flashed home to win Olympic gold. He also helped Australia to two bronze medals in the 4 x 100-metre freestyle and medley relays.

Team of the Year – public vote

Western Bulldogs – AFL

The Western Bulldogs broke a 62-year premiership drought in defeating the Sydney Swans by 22-points, in front of a crowd of almost 100,000 at Melbourne Cricket Ground. The Bulldogs, having finished the season seventh on the ladder, embarked on a fairy-tale run through the finals series culminating with victory over the ladder-topping Swans.

The ABC Sports Personality of the Year – public vote

Chloe Esposito – modern pentathlon

Chloe came from seventh position in the final event – the run-shoot – to overhaul the field in a thrilling race and claim an historic gold medal at Rio. It was Australia's first medal in modern pentathlon and catapulted the sport, and Chloe, into the public eye. Chloe's engaging personality and passion for the sport endeared her to the Australian public as she became one of the faces of Australia's Olympic campaign.

ASC Media Awards

The 15th annual ASC Media Awards were held in Melbourne on 16 February 2017, recognising excellence in sports journalism and broadcasting and the role of the media in connecting Australians with sport. Attended by Minister Hunt, 15 awards were presented including the Lifetime Achievement Award.

Table 5: ASC Media Awards results

Award	2016 Winner
Lifetime achievement award for contribution to sports journalism	Rebecca Wilson (posthumously)
Best reporting of an issue in sport	Gotcha: The Parramatta Eels Salary Cap Scandal; Nick Tabakoff, <i>Daily Telegraph</i>
Best coverage of sport by an individual – broadcast	Bruce McAvaney, Seven Network
Best coverage of sport by an individual – print media	Will Swanton, <i>The Australian</i>
Best coverage of sport by an individual – digital media	Investigations, features and analysis; Jack Kerr, freelancer
Best coverage of a sporting event by a media organisation	2015–16 Big Bash League, Network Ten
Best coverage of sport for people with disability	Rio 2016 Paralympic Games, Seven Network
Best coverage of women in sport	2015–16 Women's Big Bash League, Network Ten
Best profiling of an athlete, team or coach – broadcast media	"True Grit" – David Pocock; Winsome Denyer, Tim Wilson and Marc Smith, <i>Australian Story</i> , ABC
Best profiling of an athlete, team or coach – print media	'Jarryd Hayne'; Will Swanton, <i>The Australian</i>
Best sports journalism from rural, regional or suburban media	Dreams and Knightmares; Robert Dillon, <i>Newcastle Herald</i>
Best sports photography	Say Cheese; Cameron Spencer, Getty Images
Best depiction of the value of sport to Australians in a community setting	From Little Things; Tim Sheridan, Matt Weiss, Fox Footy
Best contribution to sport by an organisation through digital media	Olympics on 7, Seven Network
Best analysis of the business of sport	The 0.1 percenters; Jeff Centenera, <i>Inside Sport</i>

02

ANNUAL PERFORMANCE STATEMENTS

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Australian Government
Australian Sports Commission

STATEMENT BY THE COMMISSIONER – ANNUAL PERFORMANCE STATEMENTS

On behalf of the Board of the Australian Sports Commission, I am pleased to submit the Annual Performance Statements for the year ended 30 June 2017, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013*.

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

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

Yours sincerely,

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

John Wylie AM
Chair
Australian Sports Commission

24 August 2017

Our purpose

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

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

The ASC's 2016–20 Corporate Plan outlined four strategic pillars which underpin our purpose and guide our core activities and objectives.



WIN

**INTERNATIONAL
SUCCESS**



PLAY

**MORE
PARTICIPATION**



THRIVE

**SUSTAINABLE
SPORTS**



PERFORM

**ORGANISATIONAL
EXCELLENCE**

In 2016–17, work across the four pillars: Win, Play, Thrive and Perform, contributed to the achievement of the ASC purpose and the ASC's Outcome 1 as identified within the Portfolio Budget Statements (PBS) 2016–17.

OUTCOME 1

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

our performance




WIN

**INTERNATIONAL
SUCCESS**



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

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



The ASC also assists sports in the area of governance, commercialisation, research, coaching and leadership, and talent identification. These initiatives aim to ensure that the high performance sector is positioned to achieve sustainable success. The long-term sustainability of the AIS is a key priority and in 2016–17 the ASC finalised the AIS Future Directions project which will be used to inform the role and operating model of the AIS, its services and facilities in the national high performance network.

The Win pillar is the cornerstone in the delivery of PBS Program Objective A, delivering international sporting success. Program Objective A outlines how the AIS will contribute to the ASC PBS Outcome 1.

Our approach

In 2016–17 the AIS continued to support the NSO high performance programs and their athletes under *Australia's Winning Edge* as they undertook the final preparations for the 2016 Rio Olympics and Paralympics.

The AIS continued to lead improved alignment between the AIS and all system partners, particularly state and territory institutes and academies of sport, and lead the discussion around practical, alternative, high performance institute operating models that suit the Australian sporting environment.

Key activity areas included:

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

Our Results

Table 6: ASC performance against Win deliverables

Deliverable	Result	Supporting statement
Top 5 at Rio Olympics ¹	Not Achieved	10th on the medal tally. Total medals: 29 (eight gold, 11 silver, 10 bronze).
Top 5 at Rio Paralympics ¹	Achieved	5th on the medal tally. Total medals: 81 (22 gold, 30 silver, 29 bronze).
More than 20 world champions ¹	Achieved	26 able bodied world champions (16 carried over due to no world championship level event and 10 new world champions). 24 Paralympic world champions (19 carried over due to no world championship level event and five new world champions).
85 per cent of <i>Australia's Winning Edge</i> funded sports rated by the AIS as achieving the performance targets ^{1,2}	Significant Progress	30 out of 39 able bodied sports achieved benchmark targets. 11 out of 16 Paralympic sports achieved benchmark targets. Overall this provides a result of 75 per cent.
2016 Annual Sport Performance Review (ASPR) shows improvement in the high performance (HP) capability of NSOs across the six HP drivers ^{1,2}	Significant Progress	Across the six HP drivers there have been improvements in the three areas of coaching, daily training environment and Research and Innovation. However slight declines in the three areas of athletes, leadership and competition.
Remaining National Institute Network (NIN) recommendations implemented on schedule ¹	Achieved	Implementation of the NIN Review is now completed. The recommendations have been agreed and addressed as a result of targeted actions, ongoing evolution of <i>Australia's Winning Edge</i> and the national high performance system, or are being incorporated in new undertakings of <i>Australia's Winning Edge</i> , the AIS or the NIN.

1. Source: ASC Corporate Plan 2016-20, page 21

2. Source: Portfolio Budget Statements 2016-17, program objective A

Deliverable	Result	Supporting statement
AIS Future Directions Project considers the role of the AIS in driving national system alignment and coordination ¹	Achieved	The primary objective of this project was to assess the future role and responsibilities of the AIS both as a national sports agency as well as a provider of high performance daily training and research and medical facilities. Consultation conducted throughout the project sought stakeholder feedback on the role of the AIS in the context of the national system, with a particular focus on achieving improved system alignment and co-ordination.
750 athletes received dAIS funding to help achieve their high performance outcomes ^{1,2}	Achieved	936 athletes from 33 sports received a total of \$13.12 million through dAIS grants in 2016-17.
AIS Future Directions Project informs the AIS operating model ¹	Achieved	The outcomes of the AIS Future Directions Project have been incorporated into the ASC's strategic planning process that includes the future design of the AIS operating model.

Australia finished tenth on the medal tally at the 2016 Rio Olympic Games with 29 medals (8 gold, 11 silver and 10 bronze). While this fell short of the *Australia's Winning Edge* target of a top-five position there were promising signs for the future with 136 athletes aged 20-24 finishing in the top eight of their event. Athletes in this age bracket accounted for half of all the Australian athletes that recorded top eight results. The Australian Paralympic team was fifth on the medal tally at the Rio Paralympic Games and strong performances resulted in 81 medals: 22 gold, 30 silver and 29 bronze. The AIS provided support throughout both the Olympic and Paralympic Games with high performance staff seconded to the Australian Olympic Committee and Australian Paralympic Committee teams.

The AIS has delivered a number of key initiatives under the Win pillar in 2016-17, including provision of funding to 41 NSOs, with more than \$103 million in high performance funding distributed. A total of 75 per cent of *Australia's Winning Edge* funded sports achieved their targets in benchmark events³ during 2016-17. This is below the target of 80 per cent, however represents an increase from the 73 per cent reported in 2015-16. Under *Australia's Winning Edge* measurement criteria,⁴ there were 26 able bodied world champions in 2016-17, including 10 athletes or teams crowned world champion between July 2016 and June 2017

3. Benchmark events include the world championship event or equivalent for: all Olympic & Paralympic disciplines; non Olympic disciplines in Foundation sports; and peak events for other able bodied *Australia's Winning Edge* sports.

4. Where an athlete is crowned world champion in multiple events or disciplines the athlete is only counted once for the purpose of the *Australia's Winning Edge* target.


and a further 16 athletes who reign as world champions from 2015-16 because their sport has not held a benchmark event. For Paralympic sports, there were five new world champion athletes or teams and 19 athletes or teams who hold the world championship title for a total of 24 world champions.

Under the dAIS program, 983 athletes from 33 sports were identified as meeting the performance criteria. A small number of athletes were either ineligible to receive grants due to means testing or elected not to accept dAIS offers for other reasons, resulting in 936 athletes receiving the \$13.12 million allocated through grants in 2016-17. Commonwealth Games Australia's contribution to dAIS in 2016-17 enabled additional support to athletes. This included an additional 90 emerging athletes who otherwise would not have achieved dAIS funding. As of June 2016, more than 2,500 athletes are being tracked through the Athlete Management System and 861 athletes are registered on *myAISplaybook*, an online resource developed as part of the Personal Excellence Program providing support and guidance for elite athletes. Since the launch in 2014-15 a total of 3,227 athletes have enrolled in *myAISplaybook*.

The AIS works with sector partners to evolve and refine the national high performance system under *Australia's Winning Edge*. The NIN review was completed with actionable recommendations agreed to and the AIS Future Directions project considered the AIS' role in the network. This project work, which included assessing the future role and responsibilities of the AIS both as a national sports agency as well as a provider of high performance daily training and research and medical facilities, is being incorporated into the ASC strategic planning process.

The Centre for Performance Coaching and Leadership (CPCL) offered a range of customised solutions for coach and leader talent across 2016-17. This included the three core programs (Performance Coach, Podium Coach and Performance Leaders) which continue to be oversubscribed. CPCL have also focused on delivering sport specific coaching, leadership and coaching science programs in 15 sports which have included profiling, HP strategy development, competition readiness and coach transition support. Systemic offerings have included WC2WB Conference, Rio prebrief and debrief and Rio Benchmark Event Survey.

Mental Health in Sport workshops conducted in 2016-17 were evidence-based and facilitated initiatives designed to educate and up-skill those who work in high performance sport on aspects of promotion, prevention and early intervention of mental health issues. The workshop demonstrated the relevance of mental health to performance in a sporting context and equipped participants with the knowledge and skills to identify and respond to the management of mental health. There has been strong demand for these workshops with 273 people across four states and nine NSOs engaged through the eight workshops.



The AIS remains a leader in promoting gender equality and in 2016-17 designed a new Women in Sport Leadership Program '*Stepping In*'. The program was launched on International Women's Day, 8 March 2017, by Minister Hunt and the Minister for Women, Senator the Hon Michaelia Cash. The program aims to provide intensive targeted leadership development opportunities for identified future women leaders in sport. The program is being delivered by Melbourne Business School over one year through a series of face-to-face residential labs, immersive experiences, executive coaching, individual assessment and regular feedback and reflection sessions. In its first year the program is supporting 18 women with placements determined through a competitive selection process.

Investment in the next generation continues with the *Local Sport Champions* program funding 5,699 emerging sportswomen and sportsmen with a total of \$2.85m in 2016-17. The program provides \$500 grants for athletes, coaches, umpires or referees aged 12-18 years old to attend an official NSO or School Sport Australia endorsed state, national or international sporting. The funding assists in covering the cost of travel, accommodation, uniforms or equipment and helps reduce monetary barriers for families with children participating in elite sport.

our performance



PLAY

**MORE
PARTICIPATION**



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

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

To achieve this, the ASC will develop and share research and data including intelligence from the AusPlay national participation survey to better understand what is happening in sport, support the network that supplies sport – our sporting organisations – and help drive demand for lifelong participation in sport and physical activity through delivery of the Sporting Schools program.

Through *Play.Sport.Australia.*, the ASC invests in NSOs through a Participation Investment Categorisation Framework and the provision of strategy and project support.

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

The Play pillar outlines the primary strategies that will deliver the PBS Program Objective B of more Australians, particularly young Australians, participating in sport more often.

Our approach

In 2016-17 the ASC has focused on the delivery of the Sporting Schools program, and preparations for expansion of the program to include students in years seven and eight of secondary school in 2017-18.

The ASC invests in NSOs to achieve participation outcomes aligned to *Play.Sport.Australia.* This investment is determined by using Participation Investment Categorisation Framework which provides for a fixed funding amount per category. This framework provides a simpler, more consistent and transparent approach for sports to participation funding.

Key activity areas include:

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

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

Our Results

Table 7: ASC performance against Play deliverables

Deliverable	Result	Supporting statement
AusPlay survey results show an increase in organised sport participation compared to the baseline established in 2015-16 ^{1,2}	Achieved	The updated AusPlay data release showed an increase in sport participation with 11.3 million people participating once a year and 3.9 million people participating three times per week.
80 per cent of priority participation NSOs are growing their participation base ^{1,2}	Achieved	21 of 26 priority NSOs grew their participation base in 2016-17. A further nine NSOs were not considered in 2016-17 due to changes in their methodology for producing participation data.
860,000 children participating in the Sporting Schools program ^{1,2}	Achieved	There were 1,384,920 participations in the Sporting Schools Program, far exceeding the program target.
5,760 schools funded for Sporting Schools ^{1,2}	Achieved	The Sporting Schools program achieved the target by funding 5,807 schools across Australia.

1. Source: ASC Corporate Plan 2016-20, page 24

2. Source: Portfolio Budget Statements 2016-17, program objective B

The ASC delivered a number of key initiatives under the Play pillar in 2016-17, led by another strong year for the Sporting Schools program where it exceeded the planned performance target, with funding provided to 5,807 schools, a 32.1 per cent increase on 2015-16 and more than 1.38 million program attendees, a 7.2 per cent increase on 2015-16. The program continues to grow rapidly, demonstrating a successful partnership between the ASC, schools and NSOs to deliver quality sporting programs, including access to coaches, resources and funding. Sporting Schools has received overwhelmingly positive feedback from all user groups, including school principals, teachers and coaches. A total of 89 per cent or more in each user group strongly endorse Sporting Schools and have indicated high levels of ongoing commitment to the program.

Following the success of the primary school program, Sporting Schools will roll out a targeted program for secondary school students in years seven and eight during term three 2017. In order to help sports develop their approach for secondary schools, the ASC undertook the Youth Participation Project with 80 secondary schools in 2016 to determine the most successful strategies for engaging the youth sector through sport.

The Youth Participation Project sought to identify and address the barriers to sports participation amongst youth (aged 13–17) in the secondary school environment. La Trobe University were engaged by the ASC to conduct research and capture findings from a teacher, student, parent and NSO perspective. The research revealed a number of significant findings, relevant to the education and sports sectors; these included;

- what a deliverer says and how they say it has a significant influence on student engagement and participation
- for parents/guardians, sport becomes more stressful due to increased and ongoing costs
- many parents/guardians value academic performance or other extra-curricular activities above sport
- for teaching staff, sport is more stressful in a secondary school environment (compared to primary school)
- for principals, academic performance is the priority
- for funding bodies and NSOs/deliverers, delivering sport in a secondary school environment is an administrative challenge.

AusPlay, first launched in November 2015, provides participation data for the government and the sport sector to help better understand the participation landscape and identify strategies to grow participation. The first update was released in April 2017 and the reporting showed an increase in organised sport participation. There was overlap with the initial reporting period and subsequent reports will show valuable trend data. The ASC has committed to updating AusPlay data every six months with the next release scheduled for October 2017.

Supplementing the AusPlay data, the ASC continues to use the ASPR to track NSO participation across a range of measures. This includes membership with sporting organisations, or active participation, and broader exposure to sports through events, school sport or program-level activities. In 2016, nine sports updated their methodology for calculating participation rates which will provide greater accuracy for future datasets. Whilst the data collection is an improved process it will not present a valid comparison to 2015 figures and for this reason those nine sports have been excluded from the overall NSO participation growth figures. Of the 26 sports considered, 21 NSOs recorded an increase in participation rates for 2016.

The Participation Investment Categorisation Framework was fully implemented in 2016–17 to prioritise funding to those NSOs who are best placed to deliver participation outcomes. The level of investment for each category remained consistent with the 2015–16 funding. A new category was established for sports with revenue greater than \$250 million which resulted in four sports receiving a reduction in funding for 2016–17. Eight sports achieved participation growth to an extent where they advanced to a higher category and subsequently, an increase in funding. In all, 60 NSOs received participation funding in 2016–17. Future categorisation of sports will be informed by ASPR and the AusPlay survey.

The Drivers of Sports Participation (Drivers, equivalent to the AIS performance drivers) is a framework developed by the ASC to support industry stakeholders in the delivery of stronger participation outcomes. The ASC engaged Nielsen Sports in 2016 to undertake a comprehensive consultation process which included 13 workshops. These involved the sports sector and external business leaders to test and validate the key strategic areas of a business which drive growth in sports participation, and develop the Drivers. The Drivers will be released publicly in 2017-18 and provide a shared language around the pillars of participation. Additional resources and toolkits are being developed to support the implementation of the Drivers in 2017-18.

A critical enabling factor behind increased participation is the quality and availability of sufficient and appropriate sporting infrastructure. In 2017 the ASC commenced two projects aimed at; (1) better understanding the important contribution community sport infrastructure makes to the Australian economy, community strengthening and the nation's health, and (2) supporting organisations to be more competitive in attracting investment into community sport infrastructure projects.

The ASC partnered in launch of the *Let Kids be Kids* campaign in February 2017. The campaign addresses the issue of poor sideline behaviour at junior sport – and received significant media coverage across the country with special features on ABC, the Seven Network and SBS. Videos featuring children discussing poor sideline behaviour and how it negatively affects their sporting experience were produced. Current elite sportspeople were also featured in videos recalling how they experienced the same issues as juniors and how that behaviour does not belong in sport. The videos were distributed through social media and the campaign has been viewed over 500,000 times on Facebook whilst the online resources have been downloaded more than 38,000 times from the website.



our performance




THRIVE

SUSTAINABLE SPORTS



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

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



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

By providing leadership to build capability and sustainability across the sector, the Thrive pillar is a key component of the ASC's delivery of PBS Program Objective C, improving the sustainability of sports. PBS Program Objective C contributes to the ASC's PBS Outcome 1.

Our Approach

In 2016-17 the ASC has continued to focus on the delivery of commercialisation and capability projects and the implementation of the Mandatory Sports Governance Principles, working with NSOs and state and territory departments of sport and recreation to support and monitor progress. In addition, the ASC has progressed work to enable long term monitoring of the organisational capability of NSOs through the development of *Sport.Scan*, an organisational development tool.

Key activity areas include:

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

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

Our Results

Table 8: ASC performance against Thrive deliverables

Deliverable	Result	Supporting statement
Baselines established across the four components of the organisational development tool. ¹	Achieved	The ASC has engaged all of the top 23 NSOs and baseline data has been assessed through <i>Sport.Scan</i> .
90 per cent of targeted NSOs demonstrated satisfactory progress towards compliance with the MSGP. ²	Significant Progress	87 per cent of targeted NSOs have progressed towards compliance with the MSGP. Three NSOs regressed against the MSGP, two sports had not maintained board evaluations and one sport changed their key management personnel remuneration disclosure.


1. Source: ASC Corporate Plan 2016-20, page 28

2. Source: Portfolio Budget Statements 2016-17, program objective C

During 2016-17 the ASC launched *Sport.Scan*, an organisational development tool. *Sport.Scan* is a resource which is designed to measure and track improvements in the organisational capability of NSOs. *Sport.Scan* assessments were included as part of the 2016 ASPR process with 23 NSOs completing the initial assessment. This assessment will be repeated annually, allowing the ASC to measure the impact of its capability work through *Sport.Scan*.

In 2016-17 the ASC continued to support best practice governance across the sector and increased the number of sports required to demonstrate compliance against the MSGP to 23. Of the 23 NSOs that were assessed against the MSGP, 87 per cent demonstrated satisfactory progress towards compliance. In 2016 the Sports Governance and Business Capability (SGBC) branch used feedback from NSOs to simplify and streamline the assessment process. The review of the process resulted in a more tailored assessment and an overall reduction of red tape on the NSOs.

The inaugural Commercially Sustainable Sport Forum was hosted in December 2016. NSO CEOs and Commercial Managers from 35 NSOs attended the forum at the MCG. The forum provided sports with the tools, resources and networks to generate sustainable commercial revenue. Attendees were also provided with a copy of *Generating Commercial Revenue – the sustainable approach* on the day, which was then made available to all sports via the Commercially Sustainable Sport Hub in the Clearinghouse. The hub was created as a central space for NSOs to access all relevant commercial information and includes content open to all NSOs and some locked down specific to each sport.



The ASC continued to reform community coaching and officiating in the sector. New guidelines and resources were released to provide NSO personnel with tools to develop contemporary coaching/officiating frameworks and training programs. This was supported by a series of workshops attended by 30 NSOs to assist in finalising their new frameworks.

On the back of research showing a need for guided experiential learning as an integral part of all coach/official training, the ASC collaborated with cricket, football, gymnastics, hockey, netball, rugby league and the Gold Coast City Council (GCCC) on Coach Developer pilots. On a small scale, these pilots proved the concepts, showing improved coach quality, player enjoyment, parental support and pointed to increased coach retention. Cricket and football have already expanded the pilots, while gymnastics and netball have incorporated new techniques into their coaching frameworks. The ASC is assisting hockey, the NRL and the GCCC with future plans. The Community Coaching General Principles online course reached 150,000 enrolments, while the companion Community Officiating General Principles online course was updated, with a launch intended for mid-August 2017.

The Sports Governance and Business Capability team continued to work on strategic projects with NSOs to build their business capability. A major project was undertaken with Hockey Australia (HA) to redesign its current National League (Australian Hockey League) to adopt a format and brand which puts the fans first and creates growth opportunities for commercial investors, event organisers and greater exposure for the sport of hockey in Australia. A project team, led by the SGBC team, in partnership with HA, worked together utilising a user-centred design approach combined with quantitative market research and financial modelling to deliver a business model for a new product and approach that is commercially viable and sustainable. The final product will use exciting game modifications, new team brands, fan experiences and targeted marketing to deliver hockey in a new way.

The ASC continues to ensure that sport is a safe environment for all those involved, particularly those most vulnerable including children. In late 2016 the ASC worked with the Australian Childhood Foundation to conduct organisational readiness assessments with 43 participating NSOs to establish baseline information about their current child protection policies, procedures, and their operational capacity to protect children from abuse and exploitation. Each participating NSO was provided with a personalised report identifying strengths, challenges and risks for the NSO and recommendations. The data from these individual reports was then collated to inform a sport sector *National Benchmarking Report* which included a series of recommendations and actions for the strategy's implementation in 2017-18 and beyond.

our performance



PERFORM

ORGANISATIONAL EXCELLENCE



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

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

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

AIS European Training Centre in Italy. Optimising the use of these facilities, including commercial activities, is important in ensuring that the ASC is well positioned for the future.

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

The Perform Pillar forms an integral role in supporting and strengthening ASC staff, resources and facilities to assist in delivering PBS Program Objectives A, B and C which form PBS Outcome 1.

Our Approach

In 2016-17 there has been a focus on supporting the business to achieve deliverables under the Win, Play and Thrive pillars and the continued development of systems and support for ASC programs and people. A number of projects have been undertaken to assist and inform the review into the ASC's strategic priorities and the role that the ASC organisational structure and assets will play in the future of the ASC. The implementation of targeted communication strategies across both participation and high performance has been a key priority this reporting period.

Key activity areas were:

- communication of priorities, goals and successes of the ASC and Australian sport
- effective management of resources
- implementation of revenue generation opportunities that deliver the greatest value
- a focus on strategic priorities and operational effectiveness.

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

Our Results

Table 9: ASC performance against 'Perform' deliverables

Deliverable	Result	Supporting statement
Maintenance of stakeholder satisfaction levels ¹	Not Achieved	65 per cent of sport sector partners agree that the ASC demonstrated effective leadership of the sector in the 12 months prior to May/June 2017; down from 91 per cent in 2016. This decrease reflects partners' view that change is needed, particularly in the areas of modelling good governance, funding clarity and stability, and the ASC focusing more on partnership than compliance. A number of partners have expressed optimism the new ASC leadership will bring about positive change.
Maintained high levels of engagement and improvement in learning and development, performance management and internal communications satisfaction compared to 2014-15 survey results ¹	Achieved	High levels of engagement were maintained whilst learning and development and performance achieved strong improvements. Internal communication levels have progressed since 2015.
Increased following on ASC social media platforms and increased media reach ¹	Achieved	The ASC & AIS social media channels saw strong growth in 2016-17, with a 10.5 per cent fan increase to 111,133 for the main AIS Facebook page. The Ausport twitter account grew 27.5 per cent and the AIS Instagram account saw a 47.6 per cent rise in followers.
Increase in the diversity and amount of revenue from commercial activities ¹	Achieved	The ASC achieved an overall increase of 3.8 per cent in non-government revenue. Value-in-kind sponsorship, rental income and interest all increased on 2015-16 figures.

1. Source: ASC Corporate Plan 2016-20, page 44



The ASC has continued to strategically promote the value of sport to local and global media.

The 2016–17 year included the 2016 Rio Olympic and Paralympic Games. The ASC generated proactive media in the lead-up to the Games, including information and media factsheets detailing the funding and support provided to sports during the four-year Olympic and Paralympic cycle. A press conference after the Olympic and Paralympic Games attracted extensive national coverage as the ASC recommitted to the principles of its high performance strategy.

The AIS Sport Performance Awards celebrated the outstanding achievements of Australia's leading athletes, teams, coaches and administrators. The ABC continued as media partner for the event and broadcast the awards live on ABC radio. ABC Grandstand hosted and promoted the public voting site for the ASPAs, which attracted almost 21,000 votes – a rise of 18 per cent on the previous event.

Other key events and issues that received strong media coverage included: the launch of AusPlay, the ASC's comprehensive national survey to assess the sport and physical activity trends of Australians; the appointment of the ASC new CEO, Ms Kate Palmer, in December; the launch of the National Sport Plan consultation period by Minister Hunt, at the AIS in May.

The ASC continues to use social media effectively to promote participation and high performance initiatives, celebrate Australian sporting success and engage with the Australian public. The ASC maintained ASC and AIS accounts whilst diversifying communication through the use of accounts for Sporting Schools, *Play.Sport.Australia*, and *Experience AIS*, the account for the commercial operations at the AIS campus in Bruce.

The ASC has grown its commercial revenue in 2016–17 including an increase in value-in-kind sponsorship revenue and gains in revenue from commercial activities across the site. ASC staff continued working towards the goal of introducing a national sports lottery aimed at providing the ASC with an additional, substantial source of non-government revenue. A number of key sponsors committed to new agreements with the ASC. In July 2016 the ASC expanded its relationship with apparel sponsor, 2XU, to include co-branded sporting wear for commercial sale and provision of staff uniforms across the commission enhancing the corporate identity of the ASC. The growth of non-government revenue sources will remain a focus for the ASC in 2017–18.

A number of key initiatives were implemented during 2016–17 to maintain a positive working environment for ASC staff. The Flexible Workplace Agreement (FWA) program, trialled initially in the Corporate Operations Division, was expanded organisation-wide with 105 staff using a FWA during 2016–17. February 2017 saw the launch of the Sponsorship of Talent program which aims to develop and foster a network of sponsor relationships between ASC leaders and high-potential employees to advance females in the ASC and the sport sector. The program intake included 14 female ASC level six staff members and futures programs may be expanded following feedback from the initial program.

The ASC had a high response to the Australian Public Service Employee Census with 87 per cent of full time staff completing the survey, a 14 per cent increase on the corresponding survey in 2015. The survey provided positive feedback on the staff's attitudes regarding working at the ASC with 89 per cent indicating that they are proud to work at the ASC and 83 per cent would recommend the ASC as a good place to work. The Learning and Development (+9.1 per cent) and Performance (+24.8 per cent) survey indicators achieved strong results whilst the internal communication feedback continues to improve.

Minister Hunt, launched The National Sport Plan on 22 May 2017. Through a consultative process involving all Australians, the National Sport Plan seeks to understand Australia's expectations of the sports sector, including our shared goals for high performance sport; sporting participation; cultural and public health outcomes and our willingness to pay for these services, opportunity and success. Lead by the National Sport Plan, the ASC began work in the second half of 2016-17 to review the Australian sporting environment and how the ASC can be best placed to operate as the sector leader into the future. This work will draw on a number of sources and recent bodies work to shape the strategic direction of the ASC including:

- > National Sport Plan
- > AIS Future Directions
- > ASC Future Game Plan
- > National Institute Network Review
- > *Australia's Winning Edge*
- > *Play.Sport.Australia.*
- > Strategic Asset Review
- > Stakeholder workshops with State Departments of Sport and Recreation
- > ASC staff workshops and consultation.

Work on the ASC Strategic Direction will continue through 2017-18 as the ASC seeks to evolve its operations to take a stronger leadership role, working together with the key players with the sector to enable sport to deliver on its potential to deliver on its potential, now and in the future.



03

OUR ORGANISATION

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About the ASC

Our history

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

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

Our role

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

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

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

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

Organisational structure



Our people

Classification	Female (%)	Male (%)
Executive Level*	66%	33%
ASC 8	33%	67%
ASC7	32%	68%
ASC6	38%	62%
ASC5	58%	42%
ASC4	49%	51%
ASC3	50%	50%
ASC2	36%	64%
ASC1	67%	33%
Child Care Workers	100%	0%
Total	47%	53%

* 'Executive level' includes CFO and DGM PCC roles which, while ASC8 level, are full members of the ASC Executive.

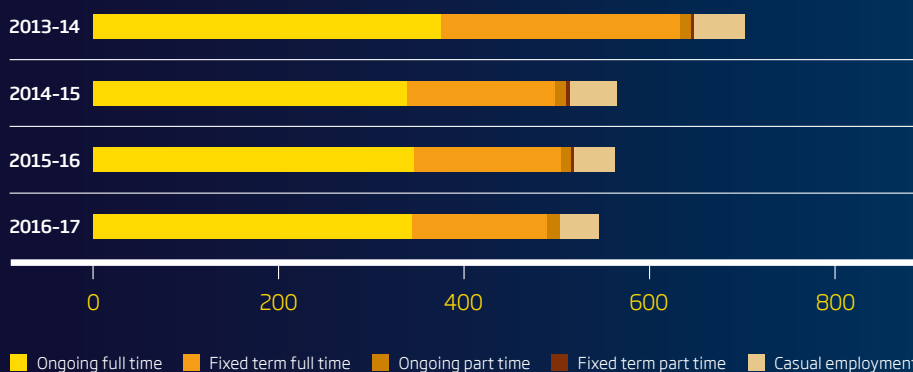
ASC employees age breakdown

UNDER 30	12%
30-39	40%
40-49	27%
50-59	17%
60+	4%

Years of service to the ASC

0-6 MONTHS	5%
7-12 MONTHS	3%
1-2 YEARS	12%
2-5 YEARS	26%
5-10 YEARS	24%
10-15 YEARS	18%
15 YEARS+	12%

Full time equivalent employees



89%

OF EMPLOYEES ARE PROUD
TO WORK AT THE ASC

91%

OF EMPLOYEES FEEL THEIR
COLLEAGUES BEHAVE IN
AN ACCEPTING MANNER
TOWARDS PEOPLE FROM
DIVERSE BACKGROUNDS

83%

OF EMPLOYEES WOULD
RECOMMEND THE ASC AS
A GOOD PLACE TO WORK

81%

OF EMPLOYEES FEEL THE
ASC SUPPORTS A GOOD
WORK-LIFE BALANCE

105

EMPLOYEES WORKING
UNDER FLEXIBLE WORK
ARRANGEMENTS

28

EMPLOYEES
ACHIEVING LONG
SERVICE AWARDS

Work health and safety

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

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

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

Key initiatives during 2016-17 included:

- > audit completed of the Rehabilitation Management System refinement of the WHS and rehabilitation management systems performance reporting
- > continued refinement of the WHS and rehabilitation management systems performance reporting
- > continuation of the early intervention scheme which had a positive impact on the Comcare premium
- > provision of education and training on first aid, fire warden, emergency response accompanied by emergency exercises
- > completion of the annual program of WHS-related training and workplace hazard inspections.

Notifiable incidents

A total of four incidents arising from the conduct of ASC business were reported during 2016-17. There were no investigations undertaken in 2016-17 under Part 10 of the *Work Health and Safety Act 2011*.

Corporate partners

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

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

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

Our corporate partners



Our event partners



Our operations

Operational highlights

Welcome ACTAS to the AIS Campus

The ACT Academy of Sport (ACTAS) was welcomed to the AIS campus. The ACTAS Strength and Conditioning Gym re-located to the Sports Training Facility in October 2016 and following an extensive fit-out their administrative offices re-located from Lyneham in June 2017.

Establishment of NBA Global Academy at the AIS Campus

Following agreement between the AIS, Basketball Australia and the National Basketball Association (NBA), the NBA Global Academy was established at the AIS Campus. The Academy is a pathway to the NBA for selected 17 and 18 year old players from various countries and Australia. The Academy takes advantage of the world-class basketball facilities and services at the AIS and was officially opened in June 2017.



Gas Contract Renewal

The ASC major user gas contract was negotiated in conjunction with a number of Canberra's Commonwealth Cultural Institutions and was awarded to Origin Energy for the next five years. This contract provides certainty of costs during its term and will provide significant savings to the ASC during a volatile period in the Australian gas market.

Site management

The ASC continued to maintain and enhance facilities at the AIS campus, Bruce, in support of high performance NSO programs and participation. Fourteen sports have entered into facilities agreements with the ASC to operate from the Bruce Campus for the next four years. The Australian Sports Foundation (ASF) and ACTAS also have active facilities agreements for operations at this site.

In addition, the ASC operates strategic sports training facilities at Pizzey Park on the Gold Coast (two NSO facilities agreements) and at the AIS European Training Centre in Italy. Rowing Australia operates from a purpose-built facility at Yarralumla, fronting Lake Burley Griffin in Canberra, under a lease arrangement.

The campus is also used by a variety of community, sporting and commercial groups and is a popular national attraction for visitors.

In support of sports participation, Sporting Schools continued to operate from leased premises in Brisbane, Sydney, Melbourne, Adelaide and Perth. Offices in Darwin, Cairns and Hobart operated for part of the year and have now closed following changes to the program's operating model.

The ASC undertook many key refurbishment and enhancement projects to provide high-quality training, testing and athlete servicing facilities in support of NSO programs. Significant projects included:

- **AIS Basketball and Netball Centre** – commencement of external cladding replacement, air-conditioning system upgrade and re-configuration of the mechanical plant pods
- **AIS Athletics Track and Field Centre** – a new entry gate and fence, improved swipe access system for wheelchair athletes and a maintenance and warm-up shed for wheelchair athletes
- **AIS Aquatic and Fitness Centre** – replacement of the southern grand-stand in the 50m pool, construction of new storage sheds, concrete repairs, tiling of the wet corridors in preparation for tiling of the entire pool surrounds in 2017-18, refurbishment of the lifeguard office and de-commissioning of the spa and plunge pools
- **Grass fields** – replacement of turf on the playing surface of two multi-purpose fields, improvements to field surrounds including footpaths and access road
- **AIS High Performance Centre** – extension to the building to provide a workshop to house a new 5-axis milling machine
- **Athletes Village** – fit-out of new office space for ACTAS
- **Sports Training facility** – upgrading of lighting and audio-visual equipment within the Charlesworth Theatre


- > **Multi-Sport Facility** – replacement of specialist floor covering in Strength and Conditioning
- > **AIS Visitor Centre** – completion of the upgrade and replacement of a number of the exhibits in the Sportex interactive sporting exhibition
- > **Storage Units** – a new nine bay storage shed was constructed at the northern carpark for allocation to NSO's for additional storage
- > **Yarralumla, ACT** – replacement of one pontoon for Rowing Australia
- > **Chandler, Qld** – new office fit-out for Diving Australia.

Environment and heritage

The ASC Environmental Sustainability Policy was revised in March 2016 and is based on the International Standard for Environmental Management Systems (ISO 1401:2015). The Policy outlines the ASC's commitment to sustainable development and to minimising the impact of our operations on the environment.

Throughout 2016-17, the ASC continued to monitor its energy and water usage and progressed specific environmental initiatives highlighted in 2015-16. Key activities and achievements included:

- > continued implementation of the lighting upgrade program to install energy efficient LED lighting and improve lighting control systems
- > implementation of a 65/35 split for recycling and general waste bins within all work areas on the AIS campus
- > maintaining two cardboard recycling stations to provide a high-value uncontaminated recycling stream which reduced cardboard waste by 18 cubic metres a week
- > continued operation of the organic waste recycling program, with an increase of 10 per cent, or an average of 1,000 kg, of organic waste, being channeled through the ASC's four worm farms each week
- > the introduction of AIS branded 'worm juice', a bi-product of the worm farms, which is now used as a substitute for some commercial-grade fertilisers within the ASC horticulture program
- > being presented with the 2017 Excellence Award for the ASC worm farm initiative as part of the ACTSmart Business Sustainability Awards program
- > water and gas usage remaining relatively constant while there was a gradual reduction in electricity use.

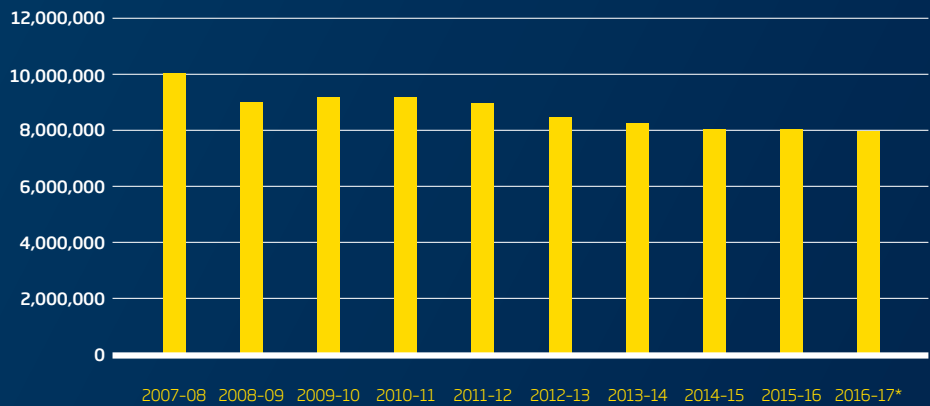


The ASC has continued to enhance its capability to identify and manage its buildings and artefacts of heritage or cultural significance. In 2016–17 the ASC has:

- continued operation of the ASC Heritage and Culture Committee (HACC) to oversee the ASC's heritage commitments
- developed criteria for borrowing and receiving donated memorabilia from members of the public
- received Heritage Reports for:
 - Gymnastics Centre (Building 12)
 - Basketball and Netball Centre (Building 13)
 - Combat Centre (Building 14)
- commenced work on an online AIS Scholarship Holders Alumni history. One sport has been completed and is available online – clearinghouse.gov.au/people/ais_alumni/swimming
- catalogued an additional 27 items for a total of 308 items in the ASC Heritage catalogue
- held the ASC's first ANZAC Day Memorial Service at the commemorative Aleppo pine that was planted in 2016
- created a draft of 'Reflect' Reconciliation Action Plan for submission to Reconciliation Australia.

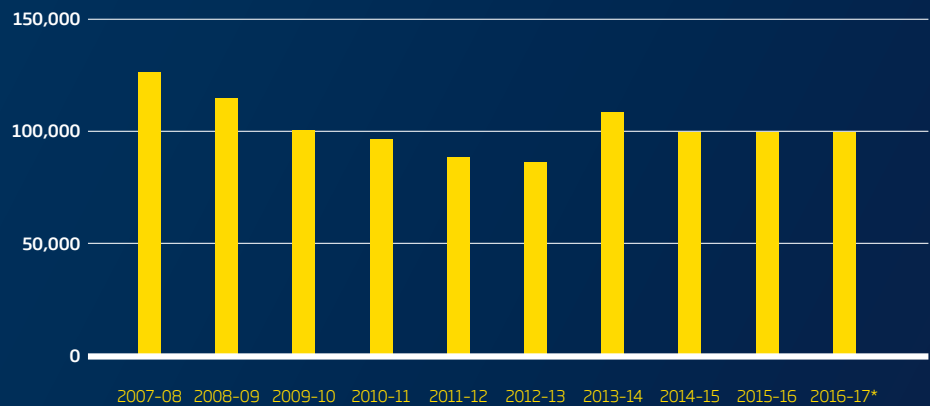
No property with heritage values was acquired or disposed of during 2016–17.

Electricity consumption (kWh)



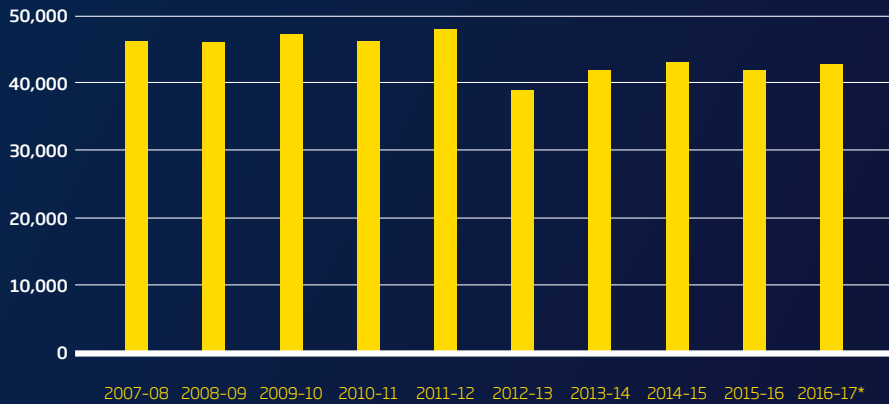
* Electricity consumption for 2016-17 estimated. Awaiting electricity bills for June 2017.

Annual electricity consumption (kWh)



*Icon Water have estimated water usage during 2014-2016. Accurate reading resumed on 1 January 2017. This has affected the actual water usage over the last three years. The graph shows averaged water usage for the period of 2014 to 2017

Electricity consumption (kWh)



* Gas consumption for 2016-17 estimated. Awaiting gas bills for June 2017.

11.4%



DECREASE IN ELECTRICITY USAGE
COMPARED TO 9-YEAR AVERAGE

4.9%



DECREASE IN WATER CONSUMPTION
COMPARED TO 9-YEAR AVERAGE

2.5%



DECREASE IN NATURAL GAS USAGE
COMPARED TO 9-YEAR AVERAGE

940
KGS



OF WASTE IS PROCESSED THROUGH
48M² OF WORM FARM PER WEEK.

Authority and direction

Legislation requirements

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

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

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

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

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

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

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

Planning and accountability

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

The ASC's 2016–20 Corporate Plan sets the direction, strategies, and specific targets for the Commission during the reporting period. The 2016–20 Corporate Plan introduced the ASC strategic pillars Win, Play, Thrive and Perform which shaped the ASC's broad approach in meeting its statutory objectives and achieving the outcomes under the 2016–17 Portfolio Budget Statements.

Chapter 2 – Our Performance – outlines progress against our key deliverables and targets.

Looking ahead, the ASC has developed a 2017–21 Corporate Plan, which replaces and updates the 2016–20 Corporate Plan, to meet strategic planning requirements under the *PGPA Act* and the *ASC Act*.

Ministerial direction

For the 2016–17 reporting period, two Ministers have been responsible for sport.

The Honourable Sussan Ley MP was Minister for Sport from 1 July 2016 to 13 January 2017.

The Honourable Greg Hunt MP was appointed Minister for Sport 24 January 2017.

Neither Ms Ley nor Mr Hunt made any directions to the ASC under subsection 11(1) of the *ASC Act* during the reporting period.

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

Board and committees

Board appointments

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

Alisa Camplin-Warner was appointed as Deputy Chair on 27 June 2017 following the resignation of Mr Mark Stockwell as Deputy Chair and Commissioner on 2 March 2017. During 2016-17 Mr John Wylie was re-appointed as Chair until November 2020 and Mr Pat Farmer had his term extended until February 2020.

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

Board members

Mr John Wylie AM – Chair



John Wylie is principal of investment firm Tanarra Group and was previously CEO of the Australian business of global financial services firm Lazard. He co-founded advisory and investment firm Carnegie Wylie & Company in 2000 which was acquired by Lazard in 2007, and before that was chair of investment bank Credit Suisse First Boston in Australia. In these roles, Mr Wylie has advised companies and governments globally for more than 30 years.

Mr Wylie is president of the Library Board of Victoria, a trustee of the Rhodes Scholarship Trust at Oxford University, and a Director of the Melbourne Stars Big Bash League cricket team. He was formerly chair of the Melbourne Cricket Ground Trust, and in that role chaired the MCG Redevelopment Steering Committee for the 2006 Commonwealth Games.

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

He is an active sports participant, especially running and cycling, and is an accredited junior cricket coach. A personal sporting highlight was running the New York City Marathon in 2000 in three hours 20 minutes.

Mr Wylie was appointed as ASC Chair in September 2012 and was reappointed to that role in 2015 and again in 2017 for a further three-year term to 2020. He is also Chair of the ASC Governance and Executive Performance Committee.

Ms Alisa Camplin-Warner OAM – Deputy Chair



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

Ms Camplin-Warner represented Australia in freestyle aerial skiing at two consecutive Winter Olympic Games, winning gold in Salt Lake City in 2002 and bronze in Turin in 2006, where she was Australia's flag bearer at the opening ceremony. Ms Camplin-Warner was the Australian Olympic Committee chef de mission for the inaugural Winter Youth Olympic Games in 2012 and is the performance manager for the 2018 Winter Olympic Games in PheongChang, South Korea.

Ms Camplin-Warner was appointed to the ASC Board on 23 March 2007 and is a member of the ASC Governance and Executive Performance Committee. On 27 June 2017 she was appointed Deputy Chair of the ASC Board.

The Hon. Pat Farmer AM



Pat Farmer, best known as the only man who has run continuously from the North Pole to the South Pole (2012), is a multiple world-record holder for endurance running.

He has also run around and across Australia and New Zealand, the length of India and Vietnam, around the Middle East (2014) and across North America. Mr Farmer served eight years as a Member of Australia's Parliament, with three years as Parliamentary Secretary for Education, Science and Training.

Winner of 'Achiever of the Year' in 2000 and National Geographic's Adventurer of the Year in 2012, Mr Farmer has raised millions of dollars for causes during his 30-year running career, including Lifeline, Cancer Council, Australian Red Cross, Diabetes Australia and the Nani Khali Foundation for education of female children in India.

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

Mr Andrew Plympton



Andrew Plympton continues to undertake a wide range of business and sport administration activities.

He has 40 years background principally as a CEO or chair in the financial services sector, experience as chair or non-executive director with nine ASX-listed companies and numerous senior roles in sport.

Mr Plympton has been a competitive sailor at the highest level for more than 45 years. He has won a world championship, and numerous Australian championships in one design and ocean racing yachts.

Previous positions in sport include eight years as chair of St Kilda Football Club and eight years on the Australian Olympic Committee. He was the longest-serving president of Australian Sailing (seven years), and is a life member of both the St Kilda Football Club and Australian Sailing.

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

Ms Katherine Bates



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

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

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

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

Mr Stephen Moneghetti AM



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

Mr Moneghetti was mayor of the Commonwealth Games Village at the 2006 Melbourne Commonwealth Games and the Australian team's chef de mission for the 2010 Delhi Commonwealth Games. From 2001-10 he served as Chair for the Victorian Institute of Sport, and he also chaired the Victorian State Review into Physical and Sport Education in schools (the Moneghetti Report).

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

He received an Australian Sports Medal in 2000 and a Centenary Medal in 2001. In 2014 Mr Moneghetti was awarded an Order of Australia medal for significant service to athletics as a marathon runner, administrator and mentor to young athletes. In 2017 he was inducted into the Athletics Australia Hall of Fame.

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

Ms Jennifer Morris OAM



Jennifer Morris is a recently retired Partner of the Consulting Division of Deloitte with 13 years' experience, specialising in complex large-scale business transformation programs and strategy development. Recently Ms Morris changed career direction and took a senior role at the Minderoo Foundation, as Chief Executive Officer of The Walk Free Foundation. As part of her role she is also co-leading the Bali Process Government and Business Forum working with foreign ministers across 45 countries in the Indo-Pacific region and the most senior and influential business leaders to eradicate modern slavery.

Ms Morris has senior corporate governance experience and is a non-executive director of Fortescue Metals Group, was a director of the Fremantle Football Club for six years, chair of WA Government peak health promotion body Healthway, and was a board member of the Western Australian Institute of Sport for seven years.

Prior to her career at Deloitte, Ms Morris was as an integral member of the Australian Women's Hockey Team, where she won Olympic gold medals at the Atlanta 1996 and Sydney 2000 Olympic Games.

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

Ms Danielle Roche OAM



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

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

Ms Roche is an investment advisor with Ord Minnett and has held finance and commercial positions with Telstra; has been a director at global financial services company UBS; a partner at Evans and partners; and a director of a privately owned fraud and risk management business.

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

Martin Bowles PSM (Ex-officio)



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

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

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

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

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

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

Mr Mark Stockwell – Deputy Chair (appointment ceased 2 March 2017)



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

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

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

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

Mr Stockwell was appointed to the ASC Board and as the Chair of the Australian Sports Foundation in June 2014. On 18 January 2015 Mr Stockwell was appointed Deputy Chair of the ASC Board. Mr Stockwell resigned from the ASC Board on 2 March 2017.

Board activity

The ASC Board met formally on six occasions throughout 2016-17.

Throughout the year the Board continued to oversee a range of strategic priorities aimed at addressing the challenges facing our sector and identifying opportunities to ensure that more Australians are engaged in sport, and that we remain one of the world's pre-eminent sporting bodies. Under the guidance of the Board, the highly popular and effective Sporting Schools program continued to grow, with more than 5,600 schools delivering the program across Australia. We have also been working closely with our state counterparts to further align the high performance network, and work more closely towards shared, common goals that support athletes, coaches and sports.

In the second half of the year the Board was actively engaged in leading the development of a new strategic direction for the ASC, one that will enable it to continue to lead the sector in high performance and participation, and ensuring that we can continue to support sports with improved governance and leadership capabilities. This work is ongoing and will remain a key focus as we lead into 2017-18.

Other activities overseen by the Board included a range of ASC governance and compliance related matters such as the endorsement of the ASC's Financial Statements, the ASC's Performance Statements, the ASC Annual Report and Corporate Plan.

Table 10: ASC Board meeting attendance

Name	Position	Meetings eligible to attend	Meetings attended
John Wylie ^{AM}	Chair	6	6
Mark Stockwell*	Deputy Chair	4	4
Alisa Camplin-Warner ^{OAM**}	Member/Deputy Chair	3	3
Pat Farmer ^{AM}	Member	6	5
Andrew Plympton	Member	6	6
Jennifer Morris ^{OAM}	Member	6	6
Stephen Moneghetti ^{AM}	Member	6	6
Katherine Bates	Member	6	5
Danielle Roche ^{OAM***}	Member	1	1
Martin Bowles ^{PSM}	Ex-officio	6	5

*resigned 2 March 2017

**leave of absence 1 July 2016 – 1 January 2017. Appointed Deputy Chair 27 June 2017.

***leave of absence 20 March 2017 – 6 May 2017

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

Board committees

Finance, Audit and Risk Committee

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

During the reporting period the Committee, chaired by Andrew Plympton, continued to have a particular focus on reviewing and reporting on NSO finances, reviewing the ASC's financial statements, monitoring the ASC's *PGPA Act* legislative compliance, oversight of the ASC's capital and infrastructure projects, and overseeing the internal audit program.

The Finance, Audit and Risk Committee met on six occasions during 2016-17.

Table 11 : ASC Finance, Audit and Risk Committee meeting attendance

Name	Position	Meetings eligible to attend	Meetings attended
Andrew Plympton	Chair	6	6
Robert Dalton	Member	6	5
Katherine Bates	Member	6	6

Governance and Executive Performance Committee

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

During the reporting period, the Committee had oversight of the CEO recruitment process; continued its focus on governance reform in sport; established and monitored strengthened performance objectives for the CEO, AIS Director and General Manager, Participation and Sustainable Sports; conducted a Board performance self-assessment; reviewed the ASC's approach to talent management; and, monitored Board and ASC senior management conflict of interest declarations.

The Governance and Executive Performance Committee met five times in 2016-17.

Table 12: ASC Governance and Executive Performance Committee meeting attendance

Name	Position	Meetings eligible to attend	Meetings attended
John Wylie AM	Chair	5	5
Alisa Camplin-Warner OAM*	Member	2	2
Jennifer Morris OAM	Member	5	5
Steve Moneghetti AM	Member	5	5

*leave of absence 1 July 2016 – 1 January 2017

Risk management and assurance

Risk management

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

Key risk management activities undertaken during 2016-17 included:

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

Internal audit

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

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

During 2016-17, the ASC continued its contractual relationship with PricewaterhouseCoopers (PwC) as the Commission's internal audit provider. The annual internal audit plan, approved by the Finance, Audit and Risk Committee, focused on key areas of operational risk. The development of the plan was informed by discussions with management, business planning and the ASC's assurance map. Throughout the year the Finance, Audit and Risk Committee maintained oversight of the internal audit program and implementation of open internal audit recommendations.

Fraud

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

During 2016-17, the ASC implemented recommendations from the 2015-17 Fraud Control Plan to strengthen internal controls and further promoted the fraud awareness training package to new ASC staff members. During the reporting period, one instance of suspected fraud was reported to the ASC and addressed in accordance with the ASC's Fraud Control Plan.

Indemnities and insurance

The ASC is insured through the Australian Government's self-managed fund, Comcover. Insurance includes directors' and officers' liability cover to the extent permitted by the PGPA Act. The entire premium is paid by the ASC. In 2016-17 the ASC did not give any indemnity to a current or former officer of the ASC.

External scrutiny

Judiciary decisions

There were no judicial decisions or decisions of administrative tribunals during 2016-17 that had, or may have, significant impact on the operations of the ASC.

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

Privacy

In 2016-17 the ASC received no complaints that it had breached the privacy of an individual.

Freedom of Information

The ASC received 15 Freedom of Information requests in 2016-17. Six requests were granted in full, four were granted in part, three were refused, one was withdrawn and one is ongoing.

The Information Commissioner partially reversed one request which was granted in 2014-15. The matter is currently in review by the Administrative Appeals Tribunal. Two requests made during 2016-17 are under review by the Office of the Australian Information Commissioner.

Processing times were met in all completed requests.

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



04

FINANCIAL PERFORMANCE

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Summary of financial outcomes

The ASC incurred an operating loss of \$7.150 million in 2016-17. The key factors contributing to this loss were:

- > An unfunded depreciation expense as a result of revaluations to land, buildings, property, plants and equipment since 2010.
- > An increase in contributions from Government entities to partially maintain grant funding levels.

Table 13 compares the 2016-17 results to 2016-17 and to Original Budget estimates, and 2015-16 Actuals.

Key elements to the financial statement results are primarily associated with revenue and grants. The increase in revenue across years is primarily driven by a one-off agreement with the Department of Health to contribute to the ASC maintaining grant funding levels to NSOs. The overall increase in grant funding was in-part due to additional dAIS athlete funding supported by contributions from the Commonwealth Games Association, as well as additional participation grants.

The overall ASC performance against the Original Budget position is detailed in Note 11 of the financial statements.

Table 13: Comparison of actual results for 2016-17 with the 2016-17 Original Budget and actual results for 2015-16

	Actual 2016-17 \$m	Actual 2015-16 \$m	Variance	Actual 2016-17 \$m	Original Budget 2016-17 \$m	Variance \$m
Income	289.0	282.0	7.0	289.0	273.6	15.4
Expenses	296.1	297.2	1.1	296.1	279.6	16.5
Surplus/(Deficit)	(7.1)	(15.2)	8.1	(7.1)	(6.0)	(1.1)

Note: Budget figures are based on the 2016-17 Portfolio Budget Statements.

Financial position

Key indicators of the health of the ASC's financial position are demonstrated by its ability to sustain its asset base, pay debts as they fall due in the short-term and maintain prudent levels of long-term liabilities. The ability of the ASC to sustain its asset base is indicated by changes in net assets. Figure 2 shows that net assets are stable in relation to 2016-17 and the Forward Estimates. However, the ASC is in the process of undertaking a Strategic Asset Management Review to support its business strategy. Decisions taken around this strategy will be done to also the ongoing financial sustainability of the ASC.

Asset management

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

Statement of Compliance

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



INDEPENDENT AUDITOR'S REPORT

To the Minister for Sport

Opinion

In my opinion, the financial statements of the Australian Sports Commission for the year ended 30 June 2017:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Australian Sports Commission as at 30 June 2017 and its financial performance and cash flows for the year then ended.

The financial statements of the Australian Sports Commission, which I have audited, comprise the following statements as at 30 June 2017 and for the year then ended:

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

Basis for Opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Australian Sports Commission in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* to the extent that they are not in conflict with the *Auditor-General Act 1997* (the Code). I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's Responsibility for the Financial Statements

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

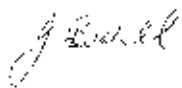
In preparing the financial statements, the Board is responsible for assessing the Australian Sports Commission's ability to continue as a going concern, taking into account whether the entity's operations will cease as a result of an administrative restructure or for any other reason. The Board is also responsible for disclosing matters related to going concern as applicable and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Josephine Bushell
Senior Director
Delegate of the Auditor-General
Canberra
24 August 2017



Australian Government
Australian Sports Commission


AUSTRALIAN SPORTS COMMISSION

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

In our opinion, the attached financial statements for the Australian Sports Commission for the year ended 30 June 2017 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

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

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

Signed: 

John Wylie
Chair
24 August 2017

Signed: 

Kate Palmer
Chief Executive Officer
24 August 2017

Signed: 

Fiona Johnstone
Chief Financial Officer
24 August 2017

AUSTRALIAN SPORTS COMMISSION
STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2017

2017 Budget \$'000		Notes	2017 Actual \$'000	2016 Actual \$'000
NET COST OF SERVICES				
EXPENSES				
65,494	Employee benefits	3A	58,673	62,400
34,744	Suppliers	3B	41,008	41,652
156,440	Grants	3C	171,556	168,890
22,940	Depreciation and amortisation	5	23,180	22,207
-	Write-down and impairment of assets	3D	1,138	1,449
-	Other expenses		581	554
279,618	TOTAL EXPENSES		296,136	297,152
OWN-SOURCE INCOME				
Own-source revenue				
20,235	Sale of goods and rendering of services		21,492	21,667
-	Contributions from Government entities		9,062	1,136
2,666	Interest		3,714	3,054
-	Rental income		682	157
-	Other revenue		3,306	2,204
22,901	Total own-source revenue		38,256	28,218
Gains				
-	Reversals of impairment losses		19	59
-	Gain from sale of assets		42	57
-	Total gains		61	116
22,901	TOTAL OWN-SOURCE INCOME		38,317	28,334
256,717	NET COST OF SERVICES		257,819	268,818
250,669	Revenue from Government (corporate Commonwealth entity payment)		250,669	253,646
(6,048)	SURPLUS / (DEFICIT)		(7,150)	(15,172)
OTHER COMPREHENSIVE INCOME				
ITEMS NOT SUBJECT TO SUBSEQUENT RECLASSIFICATION TO NET COST OF SERVICES				
-	Changes in asset revaluation reserves		-	9,931
-	TOTAL OTHER COMPREHENSIVE INCOME		-	9,931
(6,048)	TOTAL COMPREHENSIVE INCOME / (LOSS)		(7,150)	(5,241)

The above statement should be read in conjunction with the accompanying notes.
 Explanations of major budget variances are provided at Note 11.

AUSTRALIAN SPORTS COMMISSION
STATEMENT OF FINANCIAL POSITION
For the year ended 30 June 2017

2017 Budget \$'000		Notes	2017 Actual \$'000	2016 Actual \$'000
ASSETS				
Financial assets				
4,701	Cash and cash equivalents - on hand and deposit		21,673	25,842
5,129	Trade and other receivables	4A	6,298	4,989
60,000	Term deposits		55,000	50,000
3,646	Loans	4B	2,860	3,005
73,476	Total financial assets		85,831	83,836
Non-financial assets				
215,195	Land and buildings	5	213,552	224,651
14,198	Infrastructure, plant and equipment	5	12,567	12,892
4,671	Computer software	5	2,921	3,292
467	Inventories		682	419
1,749	Prepayments		3,697	2,368
236,280	Total non-financial assets		233,419	243,622
309,756	TOTAL ASSETS		319,250	327,458
LIABILITIES				
Payables				
2,764	Suppliers		2,216	2,354
40	Grant payables		26	86
1,482	Other payables		1,716	1,481
4,286	Total payables		3,958	3,921
Provisions				
11,813	Employee leave provisions		13,017	14,107
49	Property make-good and lease incentive		67	72
11,862	Total provisions		13,084	14,179
16,148	TOTAL LIABILITIES		17,042	18,100
293,608	NET ASSETS		302,208	309,358
EQUITY				
150,210	Contributed equity		150,210	150,210
183,904	Asset revaluation reserve		193,836	193,836
(40,506)	Retained surplus / (accumulated deficit)		(41,838)	(34,688)
293,608	TOTAL EQUITY		302,208	309,358

The above statement should be read in conjunction with the accompanying notes.
Explanations of major budget variances are provided at Note 11.

AUSTRALIAN SPORTS COMMISSION
STATEMENT OF CHANGES IN EQUITY
For the year ended 30 June 2017

	Retained surplus / (accumulated deficit)			Asset revaluation reserve			Contributed equity / capital			Total equity		
	2017 Budget \$'000	2017 Actual \$'000	2016 Actual \$'000	2017 Budget \$'000	2017 Actual \$'000	2016 Actual \$'000	2017 Budget \$'000	2017 Actual \$'000	2016 Actual \$'000	2017 Budget \$'000	2017 Actual \$'000	2016 Actual \$'000
Opening balance												
Balance carried forward from previous period	(34,458)	(34,688)	(19,516)	183,904	183,836	183,905	150,210	150,210	150,210	299,656	309,358	314,599
Opening balance	(34,458)	(34,688)	(19,516)	183,904	183,836	183,905	150,210	150,210	150,210	299,656	309,358	314,599
Comprehensive income												
Other comprehensive income	-	-	-	-	-	9,931	-	-	-	-	-	9,931
Deficit for the period	(6,048)	(7,150)	(15,172)	-	-	-	-	-	-	(6,048)	(7,150)	(15,172)
Total comprehensive income	(6,048)	(7,150)	(15,172)	-	-	9,931	-	-	-	(6,048)	(7,150)	(5,241)
Transactions with owners:												
Contributions by owners												
Appropriation (equity injection)	-	-	-	-	-	-	-	-	-	-	-	-
Total transactions with owners	-	-	-	-	-	-	-	-	-	-	-	-
Closing balance attributable to the Australian Government	(40,506)	(41,838)	(34,688)	183,904	193,836	193,836	150,210	150,210	150,210	293,608	302,208	309,358

The above statement should be read in conjunction with the accompanying notes.
Explanations of major budget variances are provided at Note 11.

AUSTRALIAN SPORTS COMMISSION

CASH FLOW STATEMENT

For the year ended 30 June 2017

2017 Budget \$'000		Notes	2017 Actual \$'000	2016 Actual \$'000
OPERATING ACTIVITIES				
	Cash received			
20,235	Sale of goods and rendering of services		26,152	24,865
-	Contributions from Government entities		9,062	1,136
250,669	Receipts from Government		250,669	253,646
2,500	Interest		3,636	2,861
-	Net GST received		16,103	16,788
273,404	Total cash received		305,622	299,296
	Cash used			
(66,228)	Employees		(59,740)	(60,423)
(34,744)	Suppliers		(46,867)	(47,596)
(156,440)	Grants		(184,766)	(181,417)
(257,412)	Total cash used		(291,373)	(289,436)
15,992	Net cash from operating activities		14,249	9,860
INVESTING ACTIVITIES				
	Cash received			
-	Proceeds from sales of property, plant and equipment		847	516
310	Repayments of loans and interest		329	89
310	Total cash received		1,176	605
	Cash used			
(23,010)	Purchase of property, plant and equipment		(14,594)	(10,371)
-	Loans issuance		-	(1,050)
(23,010)	Total cash used		(14,594)	(11,421)
(22,700)	Net cash used by investing activities		(13,418)	(10,816)
(6,708)	Net increase / (decrease) in cash held		831	(956)
71,409	Cash and cash equivalents at the beginning of the reporting period		75,842	76,798
64,701	Cash and cash equivalents at the end of the reporting period	6	76,673	75,842

The above statement should be read in conjunction with the accompanying notes.
Explanations of major budget variances are provided at Note 11.

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

Note 1 :	Summary of significant accounting policies
Note 2 :	Events after the reporting period
Note 3 :	Expenses
Note 4 :	Financial assets
Note 5 :	Non-financial assets
Note 6 :	Cash flow reconciliation
Note 7 :	Related party disclosures
Note 8 :	Key management personnel remuneration
Note 9 :	Assets held in trust
Note 10 :	Financial instruments
Note 11 :	Explanations of major budget variances

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

Note 1: Summary of significant accounting policies

1.1 Basis of preparation of the Financial Statements

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

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

- the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR) for reporting periods ending on or after 1 July 2016; and
- Australian Accounting Standards and Interpretations – Reduced Disclosure Requirements issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

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

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

1.2 Significant accounting judgements and estimates

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

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

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

1.3 New Australian Accounting Standards

Adoption of new Australian Accounting Standard Requirements

Amendments to the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* permits the ASC to prepare the financial statements in accordance with Tier 2 reporting requirements under AASB 1053 *Application of Tiers of Australian Accounting Standards*. The ASC's financial statements for the year ended 30 June 2017 have been prepared in accordance with Tier 2 disclosure requirements.

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

AASB 2015-6 *Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities* extends the requirements of AASB 124 *Related Party Disclosures* to not-for-profit public sector entities. AASB 2015-16 requires disclosure of material transactions with related parties and compensation paid to individuals defined as Key Management Personnel. The new disclosures have been included at Note 7 and 8 of the Financial Statements. Comparative disclosures are not required in the first year of application.

Future Australian Accounting Standard Requirements

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

- AASB 9 *Financial instruments* (applicable to reporting periods beginning on or after 1 January 2018) represents the first phase of a three-phase process to replace AASB 139 *Financial Instruments: Recognition and Measurement*. The standard reduces the four categories of financial assets to two: amortised cost and fair value. Given the make-up of the Commission's financial assets (amortised cost items such as loans, receivables, term deposits), the new standard is not expected to impact its treatment or valuation of these assets.
- AASB 15 *Revenue from Contracts with Customers* (applicable to reporting periods beginning on or after 1 January 2018) establishes principles for reporting information about the nature, amount, timing and uncertainty of revenue and cash flows arising from an entity's contracts with customers, with revenue recognised once performance obligations are satisfied. While this will apply for contracts that are exchange transactions, non-exchange transactions will be subject to the requirements of AASB 1058 *Income for Not-for-Profit Entities* (discussed further below). The Commission's treatment of exchange transactions and performance obligations is consistent with the requirements of the standard, and its introduction is not expected to materially impact revenue recognition.
- AASB 16 *Leases* (applicable to reporting periods beginning on or after 1 January 2019) requires all lessees to account for their leases (except those at low value or less than 12 months) on the Statement of Financial Position. Accounting treatment for lessors will be unchanged. This will impact the treatment and disclosure of the operating leases the Commission has entered into as the lessee, primarily the lease obligation for the European Training Centre in Varese, Italy.
- AASB 1058 *Income for Not-for-Profit Entities* (applicable to reporting periods beginning on or after 1 January 2019) works in conjunction with AASB 15 *Revenue from Contracts with Customers* and applies to transactions where:
 - the consideration given to acquire an asset is significantly less than the fair value of the asset received; and
 - is principally to enable the not-for-profit to further its objectives.

AASB 1058 replaces the majority of income recognition requirements for public sector not-for-profit entities under AASB 1004 *Contributions*. AASB 1058 requires revenue from non-exchange transactions, such as grants and donations, to be recognised when any sufficiently specific and enforceable performance obligations have been satisfied, rather than on receipt as typically occurs under AASB 1004. AASB 1058 does not impact the recognition of revenue from Government. The ASC will further assess the full impact of the changes on other revenue sources prior to adoption.

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

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

1.4 Revenue

Revenue from the sale of goods is recognised when:

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

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

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

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

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

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

Resources received free of charge by way of in-kind sponsorship

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

Revenue from Government

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

Contributions received

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

- the Commission obtains control of the contribution or has the right to receive the contribution;

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

- it is probable that the economic benefits comprising the contribution will flow to the entity; and
- the amount of the contribution can be reliably measured.

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

1.5 Gains

Sale of assets

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

1.6 Transactions with the Government as owner

Equity injections

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

Other distributions to owners

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

1.7 Employee benefits

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

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

Leave

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

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

The liability for long service leave and annual leave has been determined by reference to the work of an actuary as at 30 June 2015 (and reconfirmed as at 30 June 2017). The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Separation and redundancy

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

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

Superannuation

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

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

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

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

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

1.8 Leases

Operating lease payments are expensed evenly over the lease term.

1.9 Cash

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

1.10 Financial assets

The Commission classifies its financial assets in the following categories:

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

Financial assets are recognised and derecognised upon trade date.

Effective interest method

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

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

Income is recognised on an effective interest rate basis.

Held-to-maturity investments

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

Loans and receivables

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

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

Impairment of financial assets

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

The loss is recognised in the Statement of Comprehensive Income.

Market Risk – Interest rates

The ASC is exposed to interest rate risk primarily from interest bearing assets. The interest-bearing items on the Commission's Statement of Financial Position are cash, loans and term deposits. Cash on deposit is held in a bank account with a floating interest rate. The investments bear fixed interest rates and will not fluctuate due to changes in the market interest rate.

The loans attract a floating interest rate. A +/- 200 basis point change is deemed to be reasonably possible and is used when reporting interest rate risk. The method used to arrive at the possible risk of +/- 200 basis point was based on both statistical and non-statistical analysis. The statistical analysis has been based on the cash rate for the past five years issued by the Reserve Bank of Australia (RBA) as the underlying dataset. This information is then revised and adjusted for reasonableness under the current economic circumstances. The ASC's sensitivity to a movement in interest rates of +/- 200 basis points and the effect on net costs of services and equity for 2016-17 is negligible.

1.11 Financial liabilities

Supplier and other payables are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

basis. Financial liabilities are recognised and derecognised upon trade date. Supplier and other payables are settled within 30 days.

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

1.12 Contingent liabilities and contingent assets

The Commission has no quantifiable or unquantifiable contingent assets or liabilities as at 30 June 2017 (2016: nil).

1.13 Acquisition of assets

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

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

1.14 Property, plant and equipment

Asset recognition threshold

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

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make-good' provisions in property leases taken up by the Commission where there exists an obligation to restore the property to its original condition. These costs are included in the value of the Commission's leasehold improvements with a corresponding provision for the make-good recognised.

Revaluations

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

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

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

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

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

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

Depreciation

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

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

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

Asset Class	Sub-class	2017	2016
Buildings	Buildings	3 - 75 years	3 - 75 years
Land improvements	Land improvements	15 - 40 years	15 - 40 years
Leasehold improvements	Leasehold improvements	Lease term	Lease term
Property, plant and equipment	Furniture, fittings, plant and equipment	4 - 25 years	4 - 25 years
Property, plant and equipment	Computer hardware	3 - 5 years	3 - 5 years
Property, plant and equipment	Marine fleet	2 - 20 years	2 - 20 years
Property, plant and equipment	Motor vehicles	2 - 10 years	2 - 10 years

Impairment

All assets were assessed for impairment at 30 June 2017. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

Derecognition

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

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

1.15 Intangibles

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

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

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

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the Commission's software are 3 to 7 years (2016: 3 to 7 years).

All software assets were assessed for indications of impairment as at 30 June 2017.

1.16 Inventories

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

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

1.17 Taxation

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

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

1.18 Grants

Grant expenses and liabilities are recognised to the extent that:

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

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

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

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

1.19 Foreign currency

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

Note 2: Events after the reporting period

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

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

	2017 \$'000	2016 \$'000
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Note 3: Expenses

Note 3A: Employee benefits

Wages and salaries	46,583	48,119
Superannuation:		
Defined contribution plans	4,744	4,751
Defined benefit plans	2,981	3,161
Leave and other entitlements	4,092	5,990
Separation and redundancies	273	379
Total employee benefits	58,673	62,400

Note 3B: Suppliers

Goods and services

Consultants and contractors	13,363	12,478
Travel	2,620	3,062
Property operating	11,289	11,806
Materials	3,911	4,068
Communications and IT	3,396	3,553
Other	4,428	4,717
Total goods and services	39,006	39,684

Other suppliers

Operating lease rentals:		
Minimum lease payments	1,414	1,521
Workers compensation expenses	588	447
Total other suppliers	2,002	1,968

Total suppliers

41,008 41,652

Operating Lease Commitments

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

	2017 \$'000	2016 \$'000
Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:		
One year or less	1,071	1,172
From one to five years	1,939	2,573
Over five years	-	25
Total operating lease commitments payable	3,010	3,770

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

	2017 \$'000	2016 \$'000
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Note 3: Expenses

Note 3C: Grants

Public sector:

Australian Government entities (related parties)	124	130
State and Territory Governments	19,228	19,988
Local Governments	40	-

Private sector:

Non-profit organisations	135,994	133,693
Other	6	40

Overseas - 24

Other 16,164 15,015

Total grants 171,556 168,890

Note 3D: Write-down and impairment of assets

Impairment of financial instruments 57 820

Non-financial assets:

Write-down and impairment - land and buildings	883	571
Write-down and impairment - property, plant and equipment	68	50
Write-down and impairment - intangibles	111	2
Write-down and impairment - inventory	19	6

Total write-down and impairment of assets 1,138 1,449

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

	2017 \$'000	2016 \$'000
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Note 4: Financial assets

Note 4A: Trade and other receivables

Goods and services	3,888	2,942
GST receivable from the Australian Taxation Office	2,159	1,675
Interest	301	407
Total trade and other receivables (gross)	6,348	5,024
Less impairment allowance:		
Goods and services	(50)	(35)
Total trade and other receivables (net)	6,298	4,989

Reconciliation of the impairment allowance account:

Opening balance	(35)	(106)
Amounts written-off	56	31
Amounts recovered and reversed	(19)	59
Decrease in impairments recognised in net surplus	(52)	(19)
Closing balance	(50)	(35)

Operating lease commitments receivable

The Commission in its capacity as lessor has rental agreements with National Sports Organisations to access specified facilities and services at various ASC locations. The Commission also leases the Canberra Stadium and associated parking facilities to the ACT Government. The leases to the national sporting organisations are not subject to annual increases. The lease payments for the Canberra Stadium are subject to annual increases in accordance with upward movements in the Consumer Price Index.

	2017 \$'000	2016 \$'000
Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:		
One year or less	616	171
From one to five years	2,300	-
Over five years	1,125	-
Total operating lease commitments receivable	4,041	171

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

	2017 \$'000	2016 \$'000
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Note 4: Financial assets (continued)

Note 4B: Loans

Cycling Australia	1,399	1,544
Australian Paralympic Committee	2,250	2,250
Total loans (gross)	3,649	3,794
<i>Less impairment allowance:</i>		
Cycling Australia	(789)	(789)
Total loans (net)	2,860	3,005

Reconciliation of the impairment allowance account:

Opening balance	(789)	-
Increase in impairments recognised in net surplus	-	(789)
Closing balance	(789)	(789)

Australian Paralympics Committee Ltd Loan

In June 2015, the Commission provided a \$2,250,000 loan to the Australian Paralympics Committee Ltd (APC) as part of an assistance package for restructuring and other financial assistance. The loan was repayable over a 6 year loan term and attracts a floating interest charge. On 28 July 2017, APC formally notified the ASC on their intention to voluntarily repay the loan in full by 30 September 2017. The ASC has accepted those terms.

Cycling Australia Ltd Loan

In September 2014, the Commission provided two loans of \$500,000 and \$1,000,000 to Cycling Australia Ltd (CA) as part of an assistance package for restructuring and other financial assistance. On 30 June 2017, the terms were modified with the loans now scheduled to be repaid by 31 July 2022 and 31 January 2029, respectively. Both loans continue to attract a floating interest charge consistent with the original loan terms.

During 2016, the Commission recognised an impairment allowance in connection with the loans to CA. The ASC has determined that the impairment allowance remains appropriate as at 30 June 2017 and continues to work closely with CA to address the financial situation.

The fair value of the loans as at 30 June 2017, after considering any concessionality, is \$2.760m (2016: \$2.682m).

AUSTRALIAN SPORTS COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
For the year ended 30 June 2017

Note 5: Non-financial assets

Reconciliation of the opening and closing balances of property, plant, equipment and intangibles (2016-17)

	Land \$'000	Buildings & land improvements \$'000	Total land, buildings & land improvements \$'000	Infrastructure, plant & equipment \$'000	Purchased software \$'000	Internally developed software \$'000	Total Computer Software \$'000	Total \$'000
As at 1 July 2016								
Gross book value	10,000	531,509	541,509	30,336	5,686	4,605	10,291	582,136
Accumulated depreciation and impairment	-	(316,858)	(316,858)	(17,444)	(4,656)	(2,343)	(6,999)	(341,301)
Net book value 1 July 2016	10,000	214,651	224,651	12,892	1,030	2,262	3,292	240,835
Additions:								
By purchase	-	8,036	8,036	4,253	840	-	840	13,129
by internal development	-	-	-	-	-	87	87	87
Write-down and impairment recognised in the net cost of services	-	(883)	(883)	(68)	(111)	-	(111)	(1,062)
Disposals:								
Written-down value of assets sold	-	-	-	(769)	-	-	-	(769)
Depreciation and amortisation	-	(18,252)	(18,252)	(3,741)	(425)	(762)	(1,187)	(23,180)
Net book value 30 June 2017	10,000	203,552	213,552	12,567	1,334	1,587	2,921	229,040
Net book value as of 30 June 2017 represented by:								
Gross book value	10,000	534,845	544,845	30,135	6,309	4,692	11,001	585,981
Accumulated depreciation	-	(331,293)	(331,293)	(17,568)	(4,975)	(3,105)	(8,080)	(356,941)
Total as at 30 June 2017	10,000	203,552	213,552	12,567	1,334	1,587	2,921	229,040

The above carrying values include work in progress costs for buildings and land improvements (\$3,164,791) and computer software (\$752,824).

Revaluation of property, plant and equipment

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

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

The Commission had \$2,311,461 outstanding contractual commitments for property, plant, equipment and intangibles as at 30 June 2017 (2016: \$155,367). Contractual commitments primarily relate to equipment purchases. The Commission expects all contractual commitments to be settled within 12 months.

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

	2017 \$'000	2016 \$'000
--	----------------	----------------

Note 6: Cash flow reconciliation

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

Statement of Financial Position items comprising cash and cash equivalents		
Cash in hand or on deposit	21,673	25,842
Term deposits	55,000	50,000
Total cash and cash equivalents per Cash Flow Statement	76,673	75,842

Note 7: Related party disclosures

Related party relationships

The Commission is an Australian Government controlled entity. Related parties to the Commission are Key Management Personnel (KMP)(refer definition at Note 8) and other Australian Government entities.

Transactions with other Commonwealth controlled entities

During the 2016-17 financial year, the Commission entered into a Memorandum of Understanding with the Department of Health to receive a one-off contribution of \$7.900m. The contribution was used to support funding to National Sporting Organisations. The ASC also has arrangements with other government entities to assist with the delivery of ASC's activities and programs. The income received from government entities is disclosed as 'Contributions from Government entities' in the Statement of Comprehensive Income. All expenses paid to government entities are under normal terms and conditions.

Loans to Key Management Personnel related entities

There were no loans made to KMP or related entities.

Contributions to related organisations

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

Entity	Key Management Personnel	2017 \$'000	2016 \$'000
Australian Sports Foundation	Ms S Carbon OAM Mr M Stockwell	34	68
Sports Australia Hall of Fame	Chief Executive Officer	100	75
Olympic Winter Institute	Ms A Camplin-Warner OAM	2,788	2,854
Swimming Australia	Mr Mark Stockwell	11,120	11,235
Victorian Olympic Council	Mr Steve Moneghetti	-	3
Sailing Australia	Mr A Plympton Ms K Bates	9,464	9,155

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

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

Transactions exclude GST where relevant.

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

Note 8: Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any Director of that entity. The Commission has determined the key management personnel to be the Commissioners, ASC Executive and Portfolio Minister. Key management personnel remuneration is reported in the table below:

	2017 \$
Short-term employee benefits	1,947,116
Post-employment benefits	221,988
Other long-term benefits	164,209
Termination benefits	27,925
Total key management personnel remuneration expenses	2,361,238

The total number of key management personnel (noting this includes board members) in the above table is 18 individuals. The total number of substantive key management positions (noting this includes board members) in the above table is 15 individuals. The variance between these figures reflects commencements and cessations of senior management personnel throughout the year.

The above key management personnel remuneration excludes the remuneration and benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the Commission.

Note 8 is prepared on an accruals basis and excludes short-term acting arrangements (i.e. less than three months). Comparative information is not required in the first year of application.

Note 9: Assets held in trust

Gary Knoke Memorial Scholarship Trust Account

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

	2017 \$'000	2016 \$'000
Total amounts held at the beginning of the reporting period	46	49
Receipts	1	1
Payments	(2)	(4)
Total amounts held at the end of the reporting period	45	46

Promoters Trust Account

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

	2017 \$'000	2016 \$'000
Total amounts held at the beginning of the reporting period	221	856
Receipts	1,520	2,801
Payments	(1,048)	(3,436)
Total amounts held at the end of the reporting period	693	221

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

	2017	2016
	\$'000	\$'000

Note 10: Financial instruments

Note 10A: Categories of financial instruments

Financial assets

Loans and receivables

Cash and cash equivalents	21,673	25,842
Receivables for goods and services	3,838	2,907
Interest receivable	301	407
Loans	2,860	3,005
Total loans and receivables	28,672	32,161

Investments held-to-maturity:

Investments under s59 of the PGPA Act	55,000	50,000
Total investments held-to-maturity	55,000	50,000

Total financial assets	83,672	82,161
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Financial liabilities

Other financial liabilities:

Suppliers	2,216	2,354
Grant payables	26	86
Total financial liabilities	2,242	2,440

Note 10B: Net gains or losses on financial assets

Loans and receivables

Impairment of loans and receivables	(56)	(820)
Net losses on loans and receivables	(56)	(820)

Investments held-to-maturity

Interest revenue	3,714	3,054
Net gain held-to-maturity	3,714	3,054

AUSTRALIAN SPORTS COMMISSION

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the year ended 30 June 2017

Note 11: Explanations of major budget variances

The following table provides explanations for major variances between the Original Budget as presented in the 2016-17 Portfolio Budget Statements (PBS) to the 2016-17 final outcome as presented in accordance with Australian Accounting Standards. The Budget is not audited.

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

Affected line items (and statement)	Explanations of major variances
Grants (Statement of Comprehensive Income) Grants (Cash Flow Statement)	When compared to Original Budget, an additional \$15.116m in grant expenditure was incurred in 2016-17. The increase was primarily driven to maintain or increase high performance and participation funding levels to national sporting organisations and athletes. This was provided through additional funding received from the Department of Health (\$7.900m), Commonwealth Games Australia (\$1.250m), the Department of Prime Minister and Cabinet (\$0.600m) and the repurposing of operational funding to assist the ASC in optimising the delivery of its activities and programs.
Suppliers (Statement of Comprehensive Income) Suppliers (Cash Flow Statement)	When compared to Original Budget, an additional \$6.264m in supplier expenditure was incurred in 2016-17. During the financial year the ASC engaged resources and relevant specialist expertise to assist with the delivery of its programs and to support strategic planning activities.
Employee benefits (Statement of Comprehensive Income) Employees (Cash Flow Statement)	When compared to Original Budget, a decrease of \$6.821m in employee expenditure was incurred in 2016-17. The delivery of ASC programs by means other than employees was achieved through the engagement of other forms or resources, external expertise or through the direct provision of grants.
Contributions from Government entities (Statement of Comprehensive Income) Contributions from Government entities (Cash Flow Statement)	When compared to Original Budget, an additional \$9.062m in contributions from Government entities was received in 2016-17. The increase was primarily due to \$7.900m being received from the Department of Health to maintain funding to National Sporting Organisations (refer to Note 7: Related party disclosures). Other sources not previously budgeted for included funding from federal and state governments for indigenous sports and women leaders in sport initiatives.
Cash and cash equivalents (Statement of Financial Position) Term deposits (Statement of Financial Position) Purchase of property plant and equipment (Cash Flow Statement)	When compared to Original Budget, a decrease of \$8.416m in purchases of property, plant and equipment was incurred in 2016-17. The decrease was primarily due to a number of capital projects being placed on-hold while the ASC continued to develop its business and site strategies, alongside some capital projects rolling into 2017-18 for completion, and genuine savings identified during the initial scoping and procurement phases. The lower spend on property, plant and equipment is the primary driver for an increase in overall cash and investment balance of \$11.972m when compared to the Original Budget.



05

AUSTRALIAN SPORTS FOUNDATION





The Australian Sports Foundation

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

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

In 2016-17 the ASF has prepared and published an Annual Report in line with *PGPA Act* requirements. Details of the ASF operations and a range of financial and performance information can be found in the Foundation's Annual Report and have subsequently not been reproduced here.

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

Australian Sports Foundation

Leverrier St Bruce ACT 2617

PO Box 176

BELCONNEN ACT 2616

Tel: (02) 6214 7868

Email: info@asf.org.au



06

APPENDIXES AND REFERENCES

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Appendix 1: Funding to sports

Table 14: NSO/NSOD* 2016-17 Funding

Sport	High Performance (incl. Para)	Sport Participation	Other	Total
Archery	646,200	100,000	-	746,200
Athletics	8,257,706	545,000	-	8,802,706
Australian Football	-	932,500	-	932,500
Australian Paralympic Committee	3,417,448	-	318,100	3,735,548
Badminton	410,000	225,000	-	635,000
Baseball	430,000	673,400	30,000	1,133,400
Basketball	5,753,614	950,000	-	6,703,614
Bicycle Motocross (BMX)	-	200,000	-	200,000
Bocce	-	50,000	-	50,000
Bowls	702,200	723,796	-	1,425,996
Boxing	867,500	50,000	-	917,500

*National Sporting Organisation for People with Disabilities

Sport	High Performance (incl. Para)	Sport Participation	Other	Total
Calisthenics	-	-	3,000	3,000
Canoeing	5,168,300	200,000	-	5,368,300
Cricket	197,749	936,500	-	1,134,249
Cycling (incl BMX HP)	9,239,004	593,098	-	9,832,102
Darts	-	-	3,000	3,000
Diving	2,317,195	50,000	3,000	2,370,195
Dragon Boat	-	-	3,000	3,000
Eight Ball	-	-	3,000	3,000
Equestrian	2,684,913	473,000	-	3,157,913
Fencing	-	50,000	8,500	58,500
Flying Disc	-	-	3,000	3,000
Football	1,902,868	1,009,920	-	2,912,788
Golf	959,500	675,000	-	1,634,500
Gymnastics	2,434,322	1,009,000	-	3,443,322

Sport	High Performance (incl. Para)	Sport Participation	Other	Total
Hockey	5,793,000	774,000	75,000	6,642,000
Ice Racing	-	50,000	3,000	53,000
Judo	634,410	75,000	3,000	712,410
Karate	-	100,000	3,000	103,000
Lacrosse	-	100,000	-	100,000
Modern Pentathlon	95,000	-	-	95,000
Motor Sport	-	150,000	-	150,000
Motorcycling	-	100,000	-	100,000
Netball	2,141,580	1,010,000	165,000	3,316,580
Orienteering	-	208,000	3,000	211,000
Polocrosse	-	50,000	-	50,000
Pony Club	-	100,000	3,000	103,000
Rowing	8,280,682	234,266	80,000	8,594,948
Rugby League	-	937,500	50,000	987,500

Sport	High Performance (incl. Para)	Sport Participation	Other	Total
Rugby Union	1,437,750	715,000	75,000	2,227,750
Sailing	8,600,596	670,000	97,700	9,368,296
Shooting	2,371,250	200,000	3,000	2,574,250
Ski & Snowboard	1,780,078	474,000	51,500	2,305,578
Softball	1,090,000	555,083	33,000	1,678,083
Squash	530,000	400,000	10,000	940,000
Surf Life Saving	197,749	675,000	-	872,749
Surfing	1,019,780	558,120	20,000	1,597,900
Swimming	10,363,787	700,000	40,000	11,103,787
Synchronised Swimming	3,000	-	3,000	6,000
Table Tennis	543,200	237,767	3,000	783,967
Taekwondo	351,004	-	-	351,004
Tennis	261,250	1,123,250	-	1,384,500
Tenpin Bowling	-	485,000	-	485,000

Sport	High Performance (incl. Para)	Sport Participation	Other	Total
Touch Football	-	715,000	50,000	765,000
Triathlon	2,487,000	470,000	-	2,957,000
University Sport	684,822	50,000	-	734,822
Volleyball	2,402,000	475,000	-	2,877,000
Water Polo	3,393,950	275,000	20,000	3,688,950
Waterski & Wakeboard	-	100,000	-	100,000
Weightlifting	362,600	50,000	3,000	415,600
Winter Sports (OWI)	2,788,085	-	-	2,788,085
Wrestling	-	50,000	-	50,000
NSO TOTALS	103,001,092	22,313,200	1,168,800	126,483,092

Sport	High Performance (incl. Para)	Sport Participation	Other	Total
AUSRAPID		100,000		100,000
Blind Sports		65,000		65,000
Deaf Sports		145,000		145,000
Disability Sports		210,000		210,000
Disabled Wintersport		60,000		60,000
Riding for the Disabled		100,000		100,000
Special Olympics		545,000		545,000
Transplant		70,000		70,000
NSOD TOTALS		1,295,000		1,295,000
OVERALL TOTALS	103,001,092	23,608,200	1,168,800	127,778,092

Notes:

1. High Performance – High Performance, Paralympic High Performance, Third Party Support, Tokyo Target Funding, Competitive Innovation Fund, Personal Excellence, and Athlete Pathways and Development.
2. Participation – Sport Participation, Participation Categorisation transition, Participation Support, Sporting Schools
3. Other – Includes Women Leaders in Sport, special initiatives (Classification), Business Development Grants, Coach and Official Accreditation).

Appendix 2: Contact officers

Chair/CEO

Australian Sports Commission
Leverrier Street
BRUCE ACT 2617

or

PO Box 176
BELCONNEN ACT 2616
Tel: (02) 6214 1111
Fax: (02) 6214 1836

Distribution officer

Governance
Australian Sports Commission
PO Box 176
BELCONNEN ACT 2616
Tel: (02) 6214 1111
Fax: (02) 6214 1836
Email: publications@ausport.gov.au

Appendix 3: Summary of compliance

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

Annual report compliance requirements – PGPA Act	Page reference
s39. (1) The accountable authority of a Commonwealth entity must: a) Prepare annual performance statement for the entity as soon as practicable after the end of each reporting period for the entity; and a) Include a copy of the annual performance statement in the entity's annual report that in table in the parliament	44
s39. (2) the annual performance statements must a) Provide information about the entities performance in achieving its purposes; and b) Comply with any requirements prescribed by the rules	44
s46. The Annual Report must be given to the responsible Minister by the 15 th day of the fourth month after the end of the period for the entity	
Annual report compliance requirements – PGPA Rule	Page reference
16F(1) In preparing the annual performance statements, the accountable authority of the entity must measure and assess the entity's performance in achieving the entity's purposes in the reporting period in accordance with the method of measuring and assessing the entity's performance in the reporting period that was set out in the entity's corporate plan, and in any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement, that were prepared for the reporting period.	44

Annual report compliance requirements – PGPA Rule	Page reference
16F(2) The following matter must be included in the annual performance statements for a Commonwealth entity	44
1. Statements	
a) a statement that the performance statements are prepared for paragraph 39(1)(a) of the Act;	
b) a statement specifying the reporting period for which the performance statements are prepared;	
c) a statement that, in the opinion of the accountable authority of the entity, the performance statements:	
i) accurately present the entity's performance in the reporting period; and	
ii) comply with subsection 39(2) of the Act.	
2. The results of the measurement and assessment referred to in subsection (1) of this section of the entity's performance in the reporting period in achieving its purposes.	
3. An analysis of the factors that may have contributed to the entity's performance in achieving its purposes in the reporting period, including any changes to:	
a) the entity's purposes, activities or organisational capability; or	
b) the environment in which the entity operated; that may have had a significant impact on the entity's performance in the reporting period.	

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

17BB The Annual Report must:	3
a) Be approved by the accountable authority	
b) Be signed by the accountable authority or a member of the accountable authority	
c) Includes details of how and when approval of the annual report was given	
d) State that the accountable authority is responsible for preparing and giving the annual report to the entities responsible Minister in accordance with s46 of the <i>PGPA Act</i>	
17BC The annual report must comply with the guidelines for presenting documents to the Parliament	Throughout
17BD Information included in the annual report must be relevant, reliable, concise, understandable and balanced, including through the following where practicable:	Throughout
a) using clear design	142
b) defining acronyms and technical terms (for example, in a glossary)	
c) using tables, graphs, diagrams and charts	
d) including any additional matters as appropriate.	
17BE The annual report must include:	84
a) details of the legislation establishing the body	
i) a summary of the objects and functions of the entity as set out in the legislation	
ii) the purposes of the entity as included in the entity's corporate plan	
b) The names of the persons holding the position of responsible minister or responsible Ministers during the period, and the titles of those responsible Ministers	85
c) Any directions given to the entity by the Minister under an Act or instrument during the period	
d) Any government policy orders that applied in relation to the entity during the period under s22 of the Act	
e) If, during the period, the entity has not complied with a direction or order, particulars of non-compliance	
f) The annual performance statements for the entity for the period	44
g) A statement of any significant issue reported to the responsible Minister that relates to non-compliance with the finance law in relation to the entity	98
h) If a statement is included under para (h) – an outline of the action that has been taken to remedy the non-compliance	

Annual report compliance requirements – PGPA Rule	Page reference
<ul style="list-style-type: none"> i) Information of the accountable authority, or each member of the accountable authority, of the entity for the period, including <ul style="list-style-type: none"> i) The name of the accountable authority or members ii) The qualifications of the accountable authority or member iii) The experience of the accountable authority or member iv) For a member – the number of meetings of the accountable authority attended by the member for the period v) For a member – whether the member is an executive member or non-executive member 	86
j) An outline of the organisational structure of the entity	73
k) An outline of the location (whether or not in Australia) of major activities or facilities of the entity	6
l) Information in relation to the main corporate governance practices used by the entity during the period.	86, 94
<ul style="list-style-type: none"> m) The decision-making process undertaken by the accountable authority for making a decision if: <ul style="list-style-type: none"> i) the decision is to approve the entity paying for a good or service from another Commonwealth entity or a company, or providing a grant to another Commonwealth entity or company; and ii) the entity, and the other Commonwealth entity or company are related entities; and iii) the value of the transaction, or if there is more than one transaction, the aggregate value of those transactions is more than \$10,000 inclusive of GST. n) If the annual report includes information under para (n): <ul style="list-style-type: none"> i) If there is only one transaction – the value of the transaction ii) If there is more than one transaction – the number of transactions and the aggregate value of the transactions 	98
o) Any significant activities and changes that affected the operations or structure of the entity during the period	72
<ul style="list-style-type: none"> p) Particulars of judicial decisions or decisions of administrative tribunals made during the period that have had, or may have, a significant effect on the operations of the entity q) particulars of any report on the entity given during the period by: <ul style="list-style-type: none"> i) The Auditor-General, other than a report on audit of annual financial statements ii) A committee of either House or both Houses of Parliament iii) The Office of the Australian Information Commissioner 	96

Annual report compliance requirements – PGPA Rule	Page reference
r) If the accountable authority has been unable to obtain information from a subsidiary of the entity that is required to be included in the annual report – an explanation of the information that was not obtained and the effect of not having the information on the annual report	Not applicable
s) Details of any indemnity that applied during the period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officers liability for legal costs);	95
t) An index identifying where the requirements of section are to be found	143

Australian Sports Commission Act 1989 requirements	Page reference
48(a) – Specify the transactions and state of Affairs of the Australian Sports Foundation	130
48(b) – Include particulars of each direction given to it by the minister under subsection 11(1) that is applicable in relation to the period	85
48(c) – Include an assessment of the extent to which its operations during the period have implemented the relative operational plan	44
48(d) Particulars of:	79
i) Significant capital works (if any) undertaken by the Commission during the period	
ii) Significant acquisitions and dispositions of real property by the Commission during the period	
iii) Variations to the operational plan agreed to by the minister during the period	

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ASPAs	AIS Sport Performance Awards	NBA	National Basketball Association
ASPR	Annual Sports Performance Review	NCA	National Capital Authority
AMS	Athlete Management System	NIN	National Institute Network
AIS	Australian Institute of Sport	NISU	National Integrity of Sport Unit
AMA	Australian Medical Association	NSP	National Sport Plan
ANAO	Australian National Audit Office	NSO	national sporting organisation
AOC	Australian Olympic Committee	NTIS	Northern Territory Institute of Sport
APC	Australian Paralympic Committee	NSWIS	NSW Institute of Sport
ASADA	Australian Sports Anti-Doping Authority	PBS	Portfolio Budget Statements
ASC	Australian Sports Commission	PGPA	Public Governance, Performance and Accountability
ASF	Australian Sports Foundation	QAS	Queensland Academy of Sport
BA	Basketball Australia	SASI	South Australian Sports Institute
CPCL	Centre for Performance Coaching and Leadership	SGBC	Sports Governance and Business Capability
CASRO	Committee of Australian Sport and Recreation Officials	SIS/SAS	state and territory institutes and academies of sport
CGA	Commonwealth Games Australia	SDSR	state departments of sports and recreation
ETC	European Training Centre	TIS	Tasmanian Institute of Sport
FWA	Flexible Workplace Agreement	VIS	Victorian Institute of Sport
HSRs	Health and Safety Representatives	WAIS	Western Australian Institute of Sport
HACC	Heritage and Culture Committee	WHS	Work Health and Safety
HA	Hockey Australia		
MCCS	Male Champions of Change Sport		
MSGP	Mandatory Sport Governance Principles		

