



Australian Government  
Australian Sports Commission

# Working together for Australian sport and active recreation

Sport SA February 2011



[ausport.gov.au](http://ausport.gov.au)

## AUSTRALIAN SPORT

the pathway to success



- New vision and direction for Australian sport: *“Pathway to success” predicated on a collaborative and cohesive system*
- Spirit of national cooperation and readiness exists to drive improved outcomes: *need to build deeper alignment and commitment*
- ASC with a clear mandate and new direction involving a new role: *sport system leadership*

# Australian sport: The Pathway to Success

Increasing  
participation in sport

Strengthening  
sporting pathways

Striving for success

***“Whole of sport approach”***

# \$48.3m new funding allocations

## SO grants

- High performance \$23.2m
- Participation \$10.4m

## Other investment in sports

- Business development \$1.5m
- Women in sport \$1.3m

## Investment in sport

- Whole of sport initiatives from "*Pathway to Success*" \$5.0m

## Other sport grants

- Direct athlete support \$2.9m
- Local sporting champions \$1.6m

## ASC capacity

- \$2.3m

# Key ASC strategies

## Reforming the sport system

- Building a more cohesive and aligned system
- Promoting sport's value in achieving other public policy objectives (SPORT+)

## Expanding community level participation

- Supporting SOs develop and implement participation plans incorporating inclusive sport approach for target groups
- National strategies for young Australians, volunteers and community cohesion

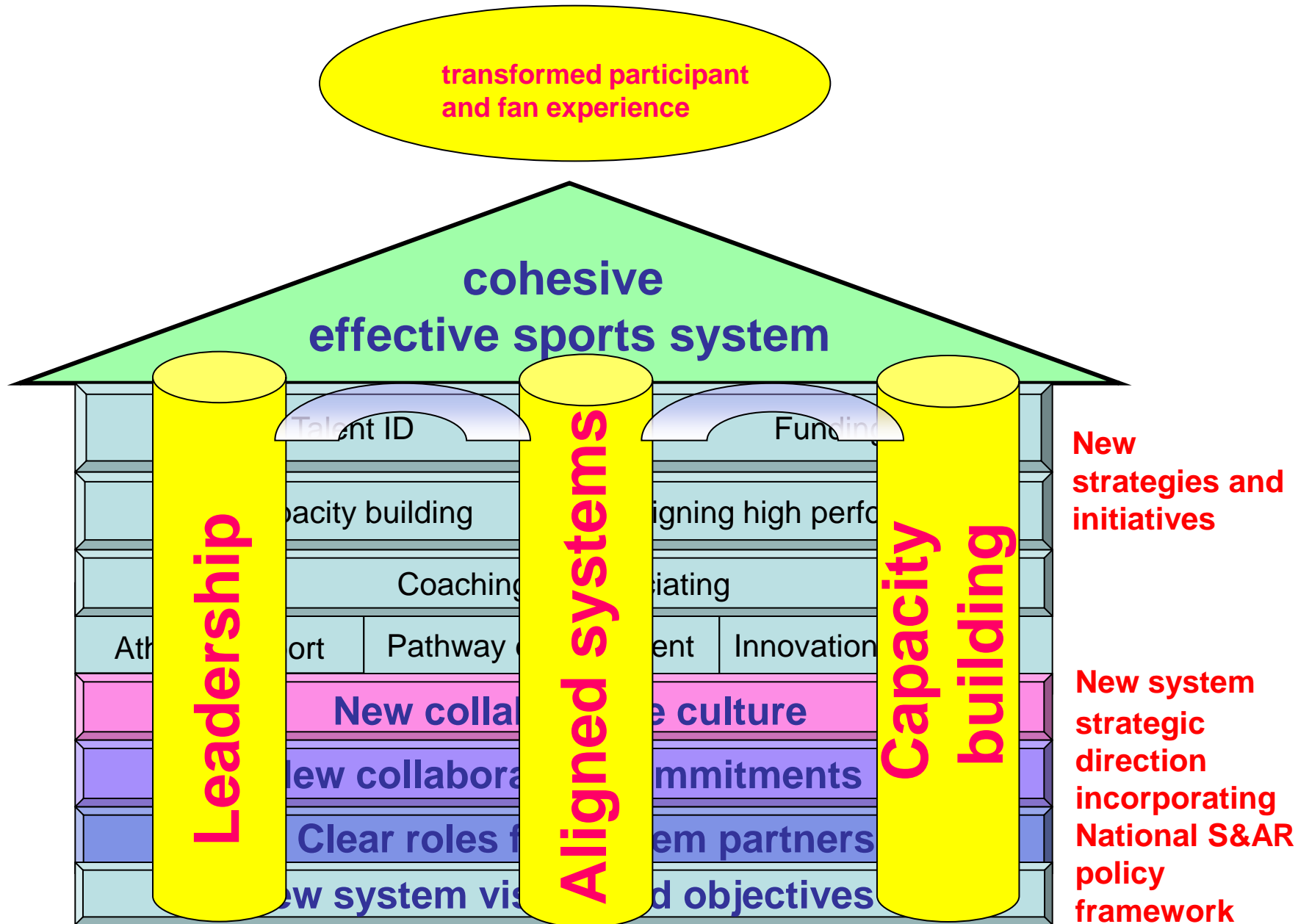
## Building SO capacity and sustainability

- Whole of sport plans including business development elements
- Enhance coaching and officiating

## Sustaining sporting excellence

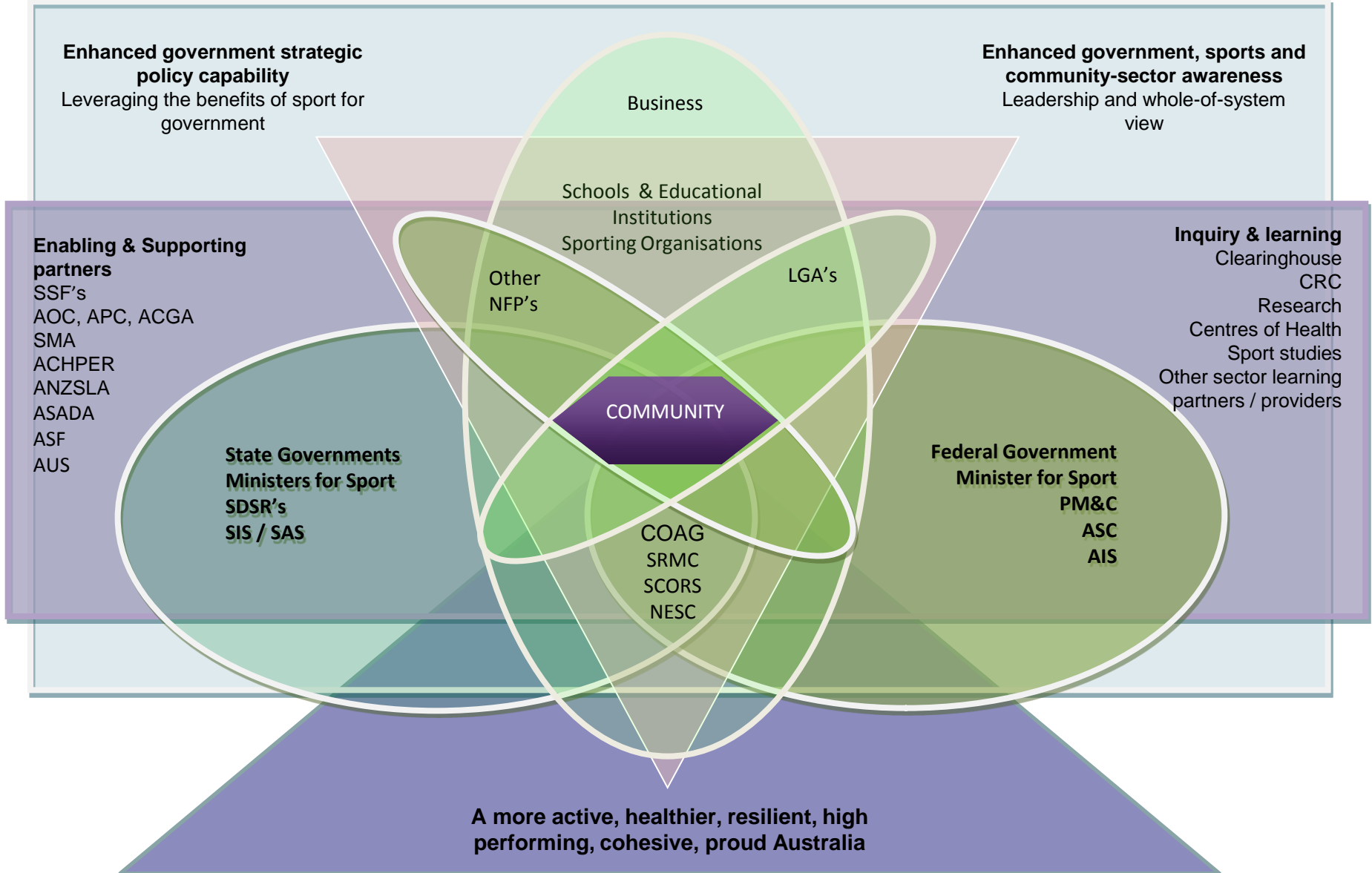
- Strengthening HP pathways
- Boost TID and direct athlete support
- Strengthen national sporting competitions

# Building sustainable Australian sport

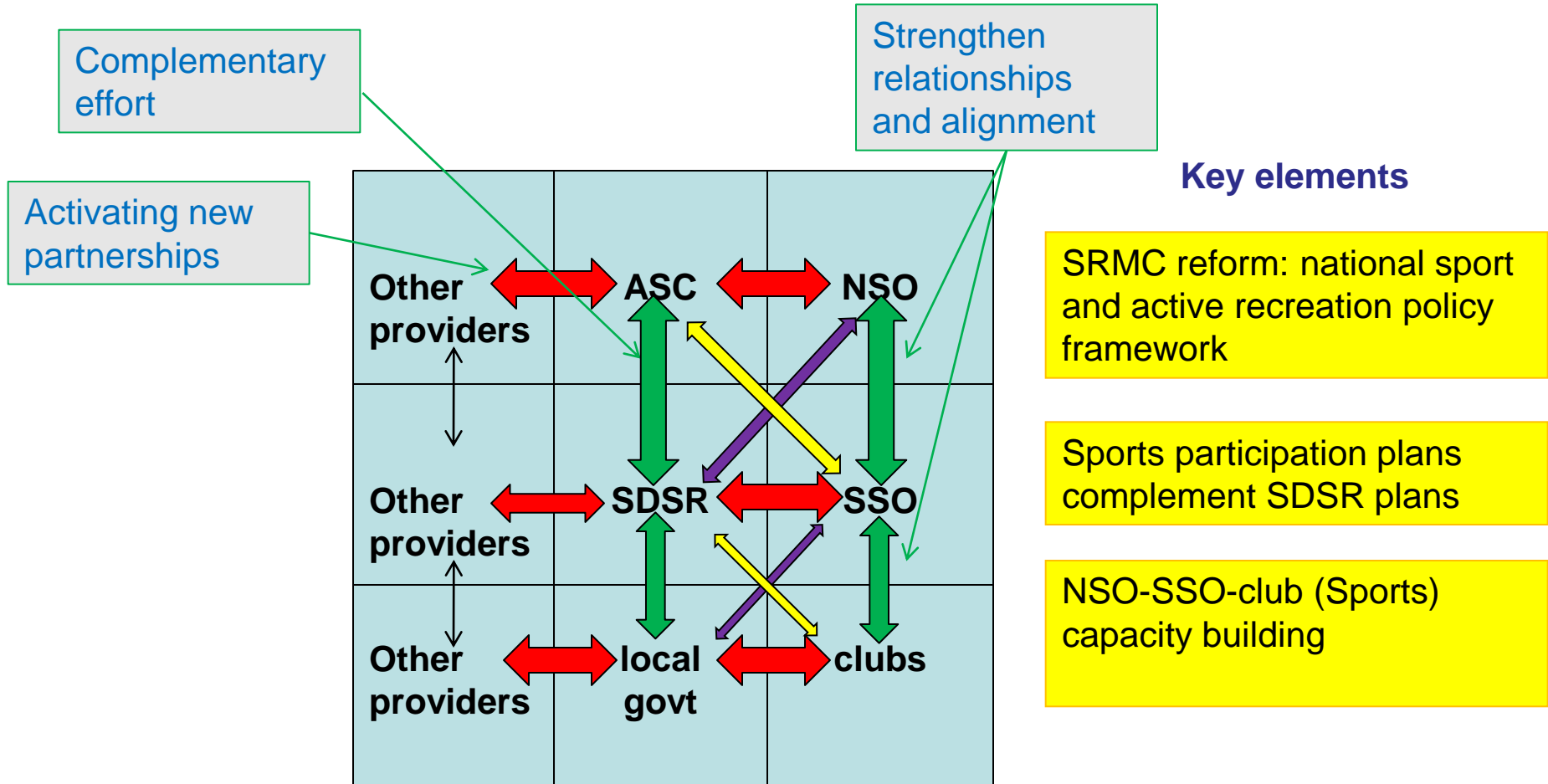


# Interdependencies of a cohesive & effective sports system

The complexity of the system requires “a door through which things get done” – a facilitator of conversations and system broker

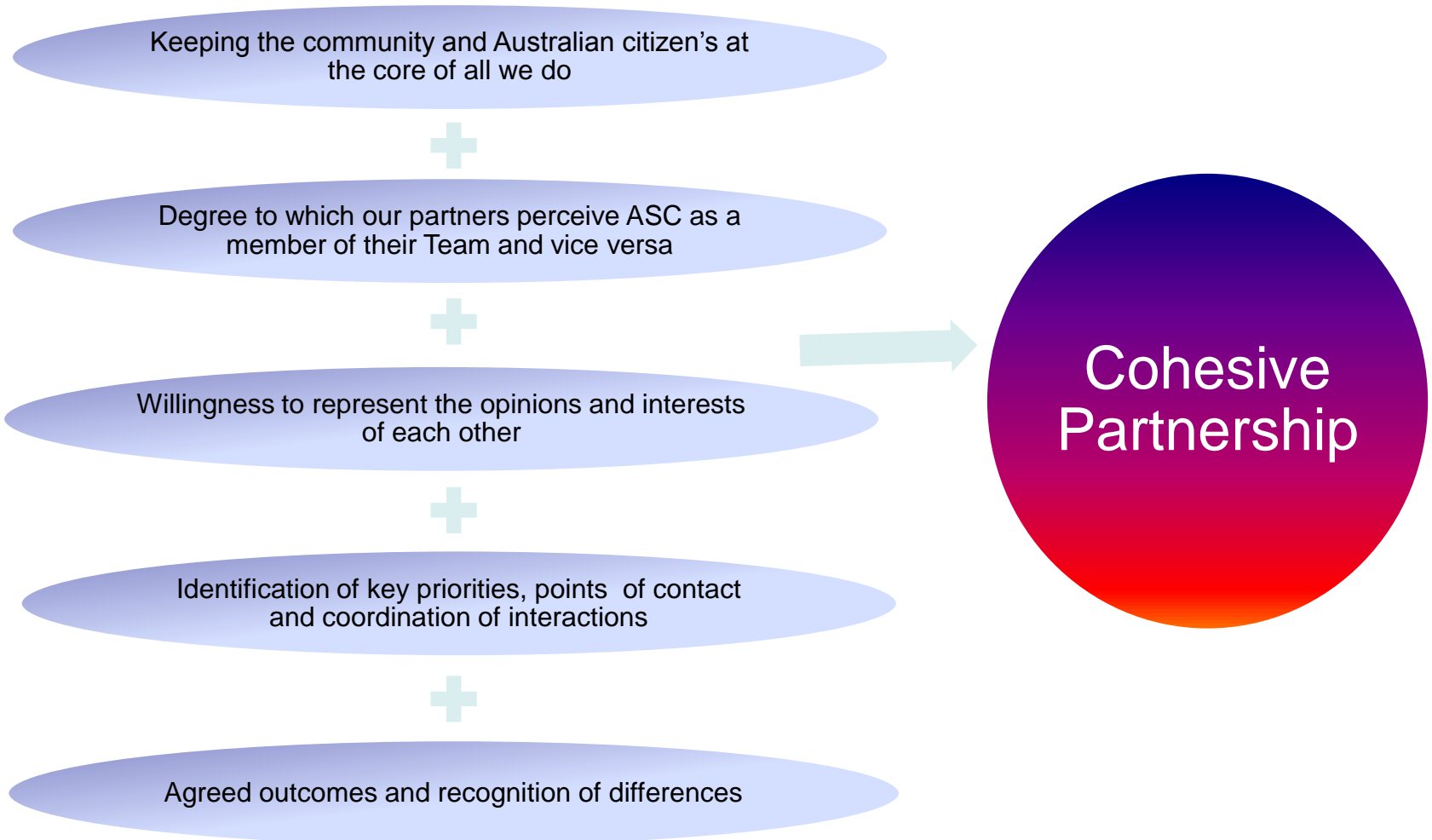


# Aligning our efforts



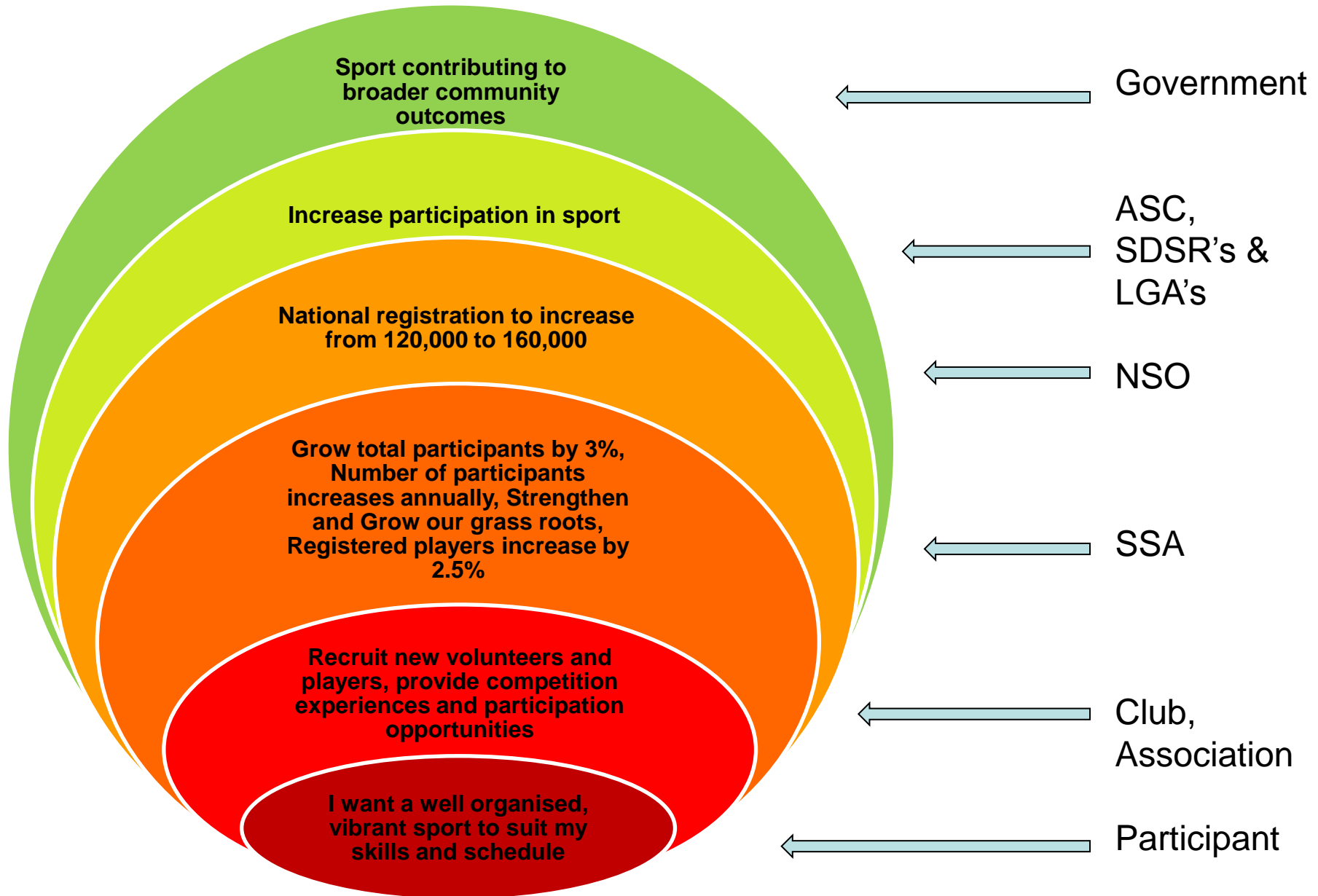


# Critical Success Factors for effective partnerships



# System Goal alignment - Participation

## Goal owner



# What are your thoughts?

1. What do you see as some of your challenges or challenges we both face?
2. What does ASC need to do to add value to your work and Australian sport?

# SA SSO thoughts

## 1. What do you see as some of your challenges or challenges we both face?

- Facilities; upgrade / new (lost opportunities with schools program). Loss of existing venues.
- Competition for time –and reduced sport participants. How do sports get??
- Increase in red tape eg working with children
- Cynicism – programs have been rolled out before and then taken away
- Dominance of AFL in country; large financial base and drains talent pool
- Funding applications; need centralised approach to assist sports
- SSO endorsement of club grants – need to have a reference check with SSO. Clubs should speak with SSO's
- Depletion of talent pool to seek funding overseas. – what can be done to retain athletes here
- Funding needs to be aligned with strategic direction of sport rather than chasing funding for non core activities
- Addressing the interface between active recreation and sport
- Recruitment and training of workforce: volunteers and staff (assisting transitioning / succession of staff and volunteers). Retention of staff, professional development. The right attitudes.
- Impact of high performance focus on grass roots sport and programs
- Alignment important however time poor sports find it difficult to manage contributions to the national agenda
- Importance of sport in the national curriculum
- Confusion between what is entertainment and participation (AFL and Olympics). \$\$ should be focused on participation
- Ageing population – how do we increase participation with an ageing population base
- Reduced support for high performance athletes in non Olympic sports (2010/11 funding same as 2009/10)
- Lack of leadership and capacity from NSO's, states act independently as \$\$ flow upward.
- Elite vs participation debate – them and us attitude.
- Some sports miss competition due to other higher profile sports taking training and playing time preference
- Attrition rates of school leavers increasing
- Membership – how can we change what we do to provide services . What is it that participants are demanding – how do we sell our sports
- NFP / DGR funding programs not accessible
- Integrated education program – sport is one component of PE
- Cost of sport – barrier to participation, particularly for low socio-economic groups
- Importance of sport in health and welfare not stated strongly

## What does ASC (working with SA ORS) need to do to add value to your work and Australian sport?

- Land planning and development; sport needs to be at the table in new developments
- Volunteer retention strategies
- Value proposition of sport to be reinforced
- Sustainability of sports and skills sets for boards need to be addressed to bring business acumen - Leadership development
- Sport on the national curriculum and influencing decision making in education. Strengthening link between schools and sports clubs
- Be the national voice for sport
- Support alignment of objectives through out whole of sport; clear roles and responsibilities to avoid duplication of effort
- Ensure bodies are affiliated with national and state bodies for funding
- Fed/state cooperation in facility development including community hubs
- Assisting SO's to reinvent 'products' / sport to suit consumer needs and assessing what communities want.
- Where will the participation funding go? Some SSO's are not aware of the funding and what it is for. Important issue is the link and relationship between national and state body.
- Accountability of NSO for their participation funding is through the funding agreements and will be reviewed annually. Criteria will look at increased participation outcomes and engagement with whole of sport.
- AASC – is the current program best practice / ROI / cost effectiveness. Should the federal government be involved in direct program delivery? Note: the AASC is currently under review
- Funding needs to be aligned with strategic direction of sport rather than chasing funding for non core activities
- Leadership in the area of NFP legislation





**“A shared vision for Australian sport”**

# Australian Sports Commission

Vision: A collaborative national sports system creating opportunities for all Australians to participate and excel

**GOAL1:** Increase participation in sport.

**GOAL2:** Increased international success.

**GOAL3:**  
*A cohesive and effective national sports system.*

**GOAL4:**  
*Sustainable sports (viable and valued).*

**GOAL 5:** *Enhanced ASC capability to lead, partner and support.*

To lead the national sports system and support sporting organisations and other system partners to deliver sport to Australians

AIS

- Director Peter Fricker

Sports Development

- Director Greg Nance

System Leadership

- Director Judy Flanagan

Community Sport

- A/Director Wenda Donaldson

Corporate Services

- Director Christine Magner

Commercial & Facilities

- Director Steve Jones

Producing champions for Australia as the national Institute of Sport

Elite Performance

Performance Research

Support the development, implementation and monitoring of sport plans and developing the capability and capacity of sporting organisations

Sports Planning, Review & Funding

Capability Building

Lead all partners to achieve a unified and sustainable sports system

Planning & Coordination

Research & Innovation

System Strategies

Change Management

Foster, support and encourage sport participation at the community level

Active After School Communities

Provide information, advice and a range of support services for the ASC.

Information Management & Technology Services

Corporate Communications

Finance

Human Resources

Corporate Planning

Legal

Manage ASC buildings and infrastructure and operate commercially based sporting, conference and accommodation facilities

Facilities Service

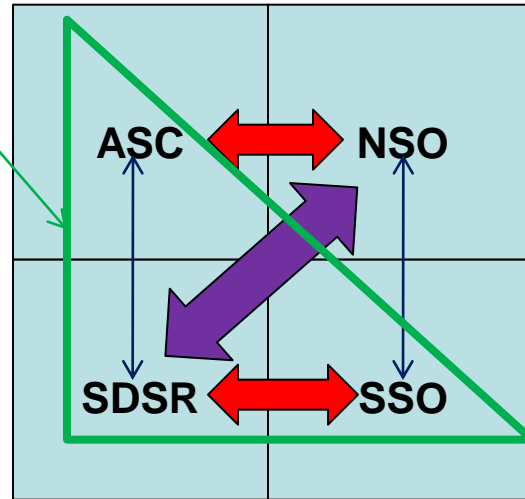
Site Service

Australian Sports Foundation



# Building unified sports and system cohesion

ASC and SDSRs work with SSOs to strengthen their NSO-SSO alignment



Governments need to role model expected behaviours and reinforce the importance of the NSO-SSO relationship

We also need to develop and strengthen the NSO-SDSR relationship:

- get NSOs thinking more re SDSRs as partners
- build SDSR understanding of NSO centrality (problem partly from SDSR focus on recreation / participation and historic focus of NSOs on high performance)

# Key reform package components

## Increasing sport participation

Boosting child participation

Sport and Education Strategy

Supporting SOs

NSO Participation planning  
More NSO funding  
Club assistance  
Support coaching and officiating training  
Social Inclusion and Sport Strategy

Supporting people and athletes with disability

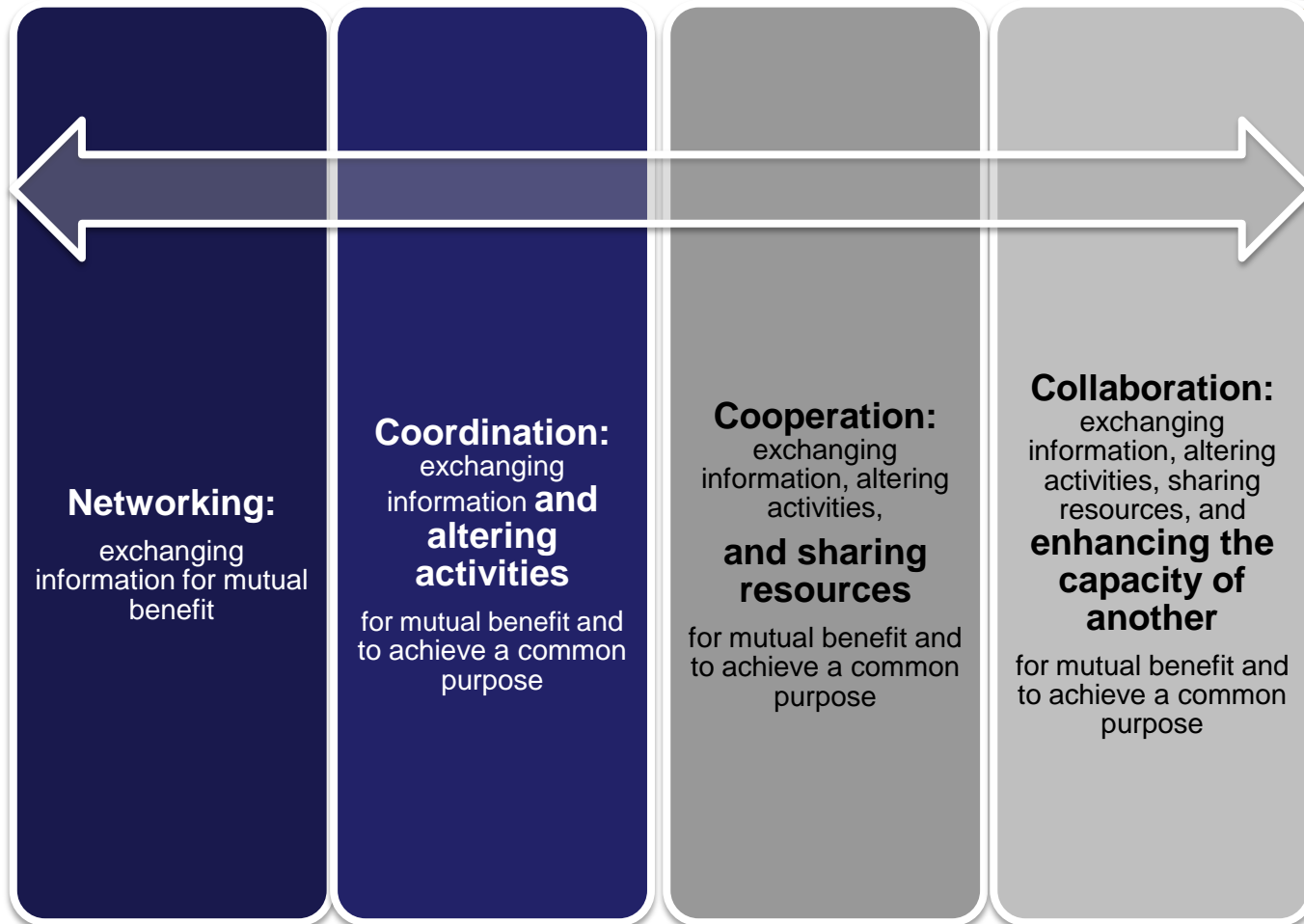
Breaking down barriers to women's and girls' participation

Breaking down barriers to Indigenous participation

Building places to play

RLCIP  
Building the Education Revolution  
Australian Sports Foundation

# ASC Partnership Continuum



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Elite Performance

Performance Research

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Sports Planning, Review & Funding

Capability Building

Lead all partners to achieve a unified and sustainable sports system

Planning & Coordination

Research & Innovation

System Strategies

Change Management

Foster, support and encourage sport participation at the community level

Participation Growth

International Relations

Active After School Communities

Provide information, advice and a range of support services for the ASC.

Information Management & Technology Services

Corporate Communications

Finance

Human Resources

Corporate Planning

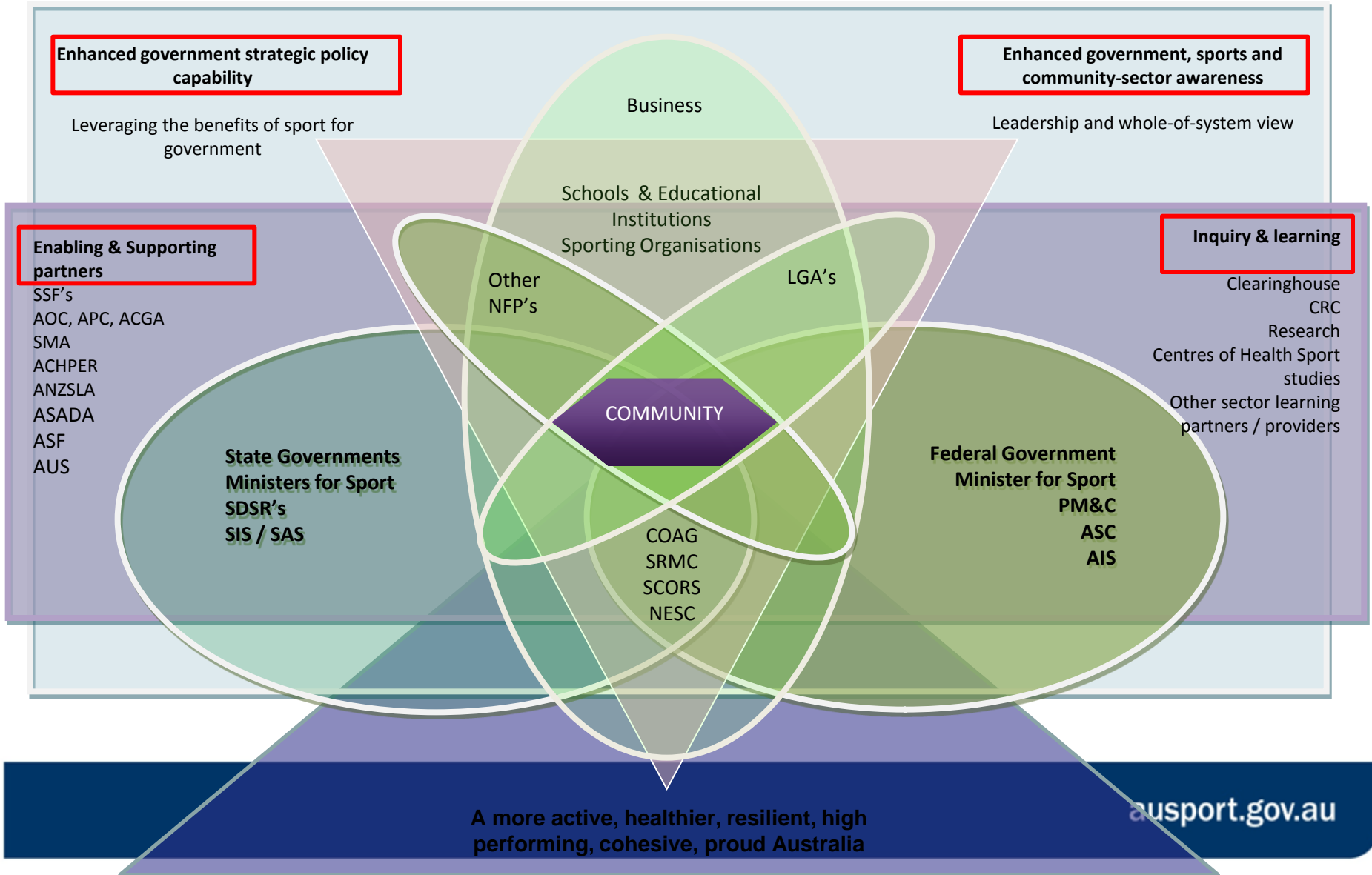
Legal

Manage ASC buildings and infrastructure and operate commercially based sporting, conference and accommodation facilities

Facilities Service

Site Service

# Australian sport - a new way of thinking



# Key reform package components

## Striving for success

### Boosting international competition

Funding to NSOs for international competition

### Supporting and retaining high performance coaches and officials

Support for retention of national coaches  
Access to expert technical staff  
More funds for coaches and officials to access training

### Investing in high performance athletes

Increased funding for top 3 and top 10 athletes.

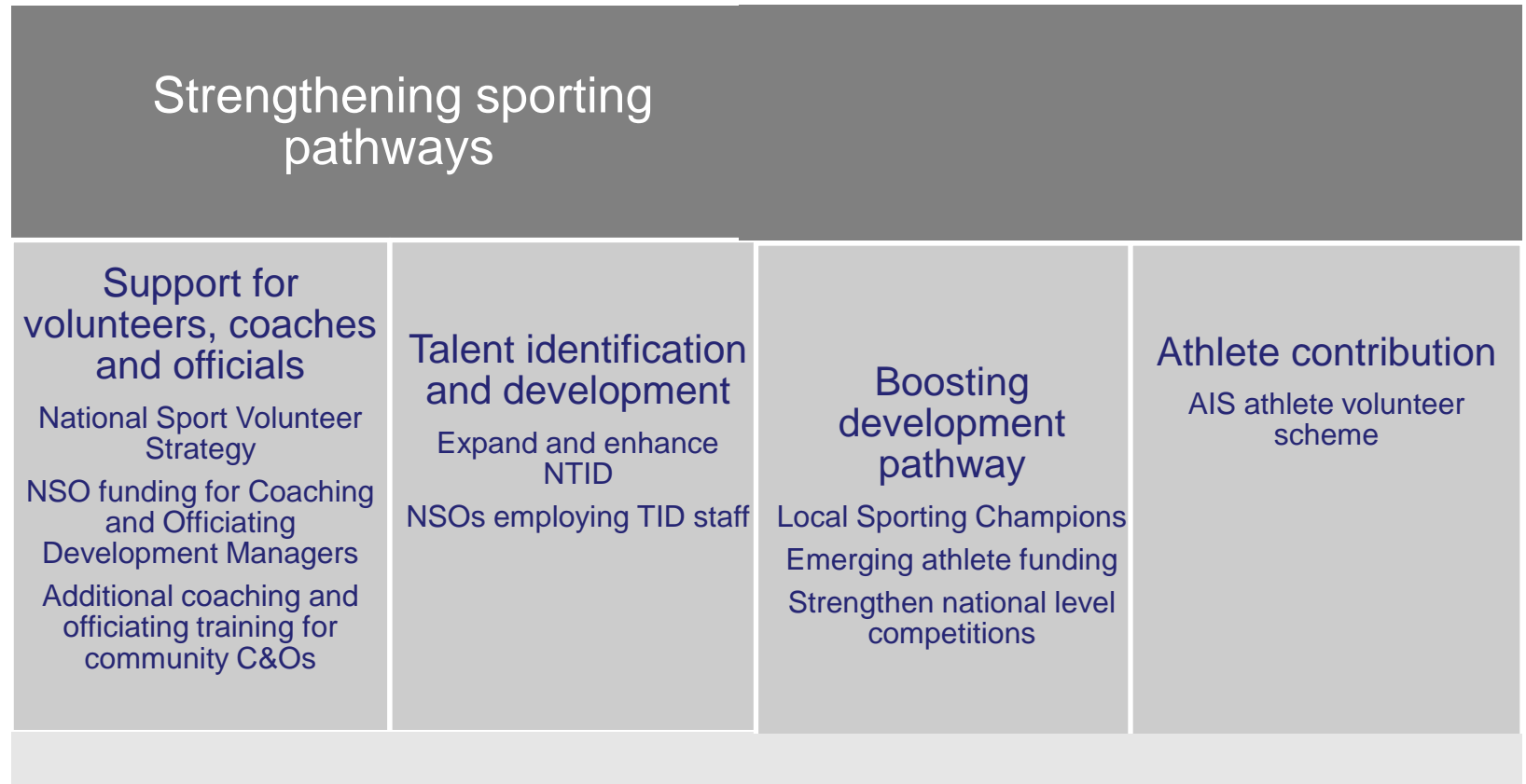
### Reforming Australia's high performance delivery system

AIS/SIS/SAS Alignment

### Boost research and innovation

More funds for applied research  
Increased sports science support for athletes

# Key reform package components



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Breaking down barriers to women's and girls' participation

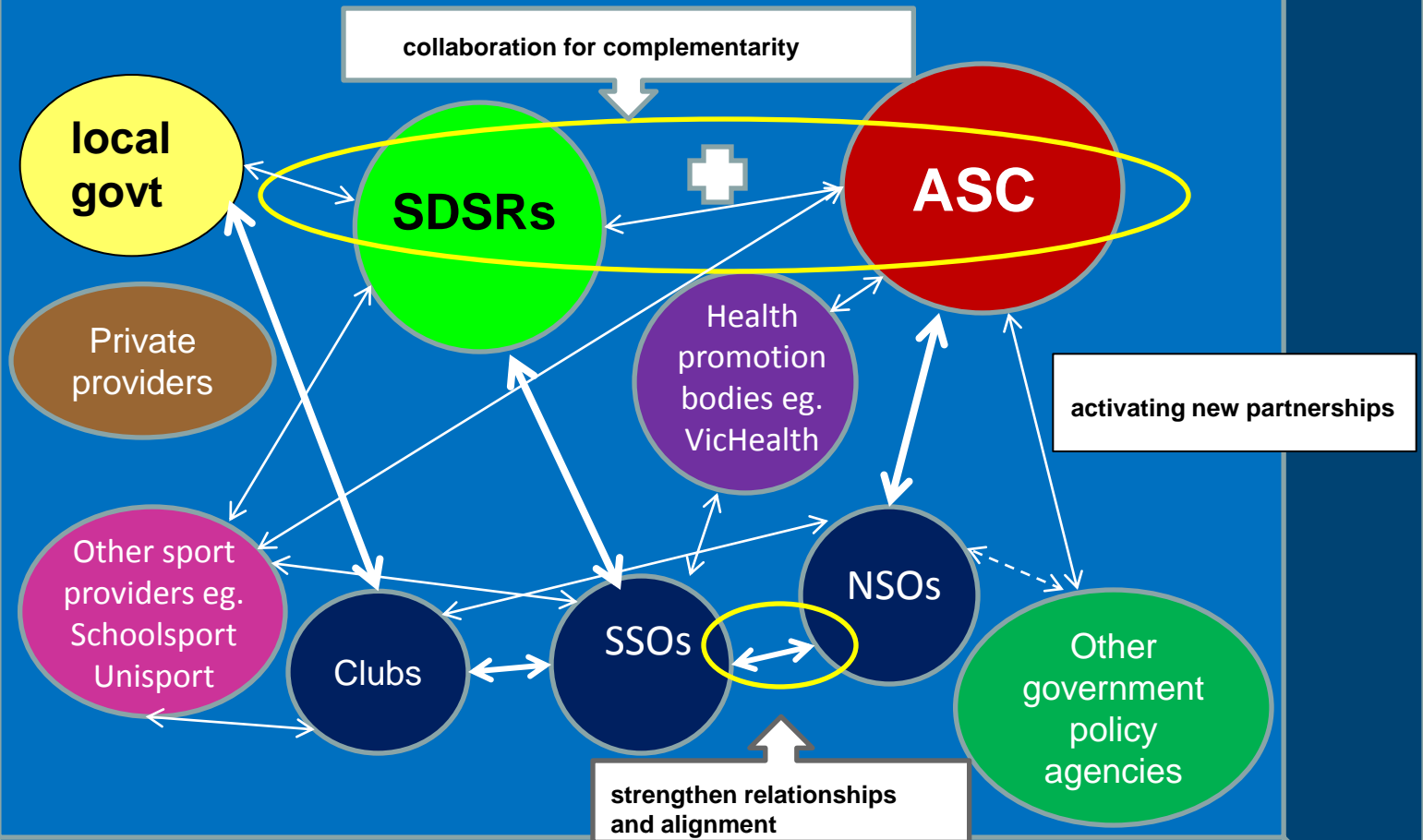
Breaking down barriers to Indigenous participation

Building places to play

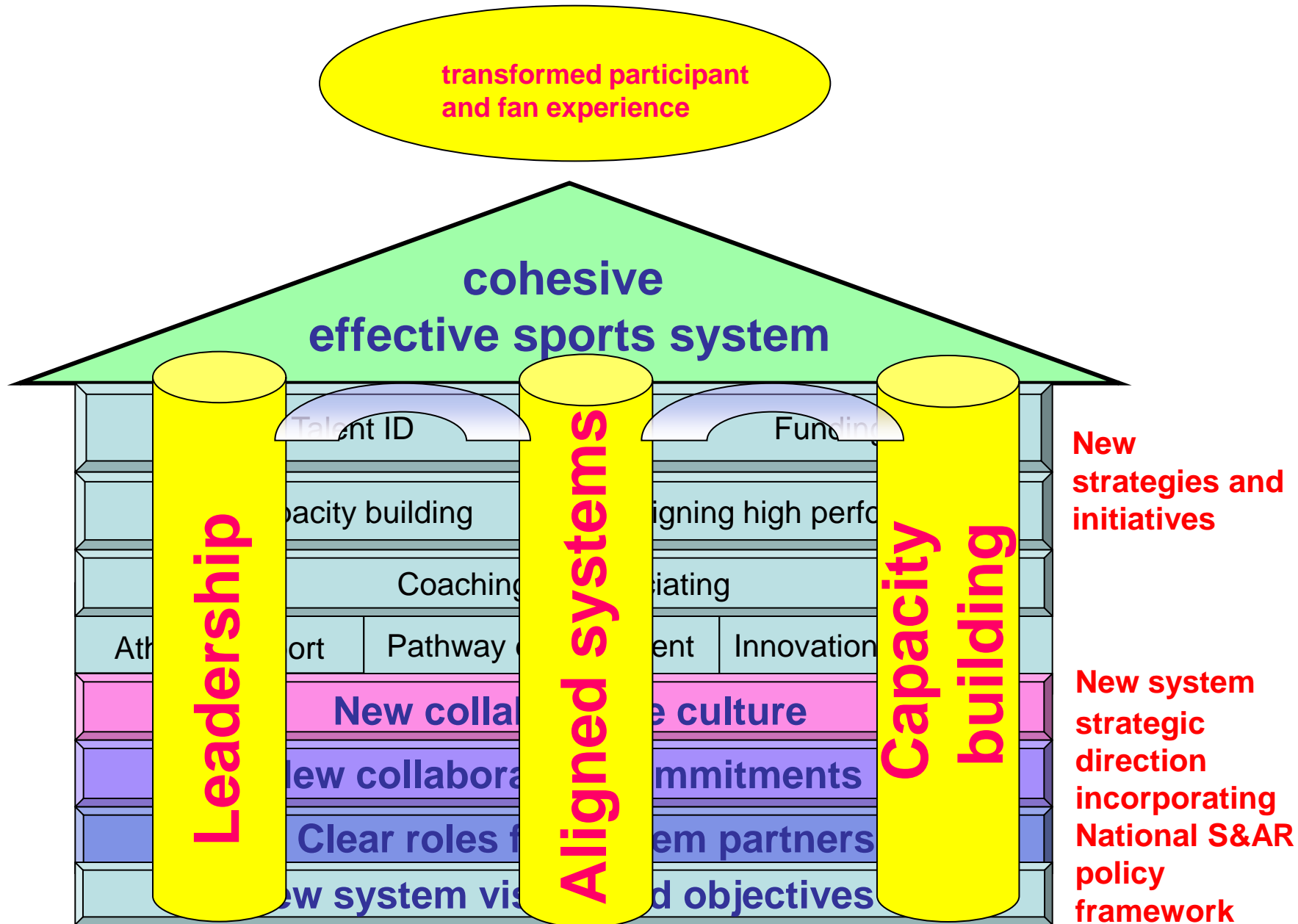
RLCIP  
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# INCREASING PARTICIPATION : system focus



# Building sustainable Australian sport



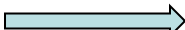
# Sport system strategic shifts


Sport outcomes  Sport and broader policy objectives

Sports development  System and sports development

NSO- system beneficiary  SO- system partner

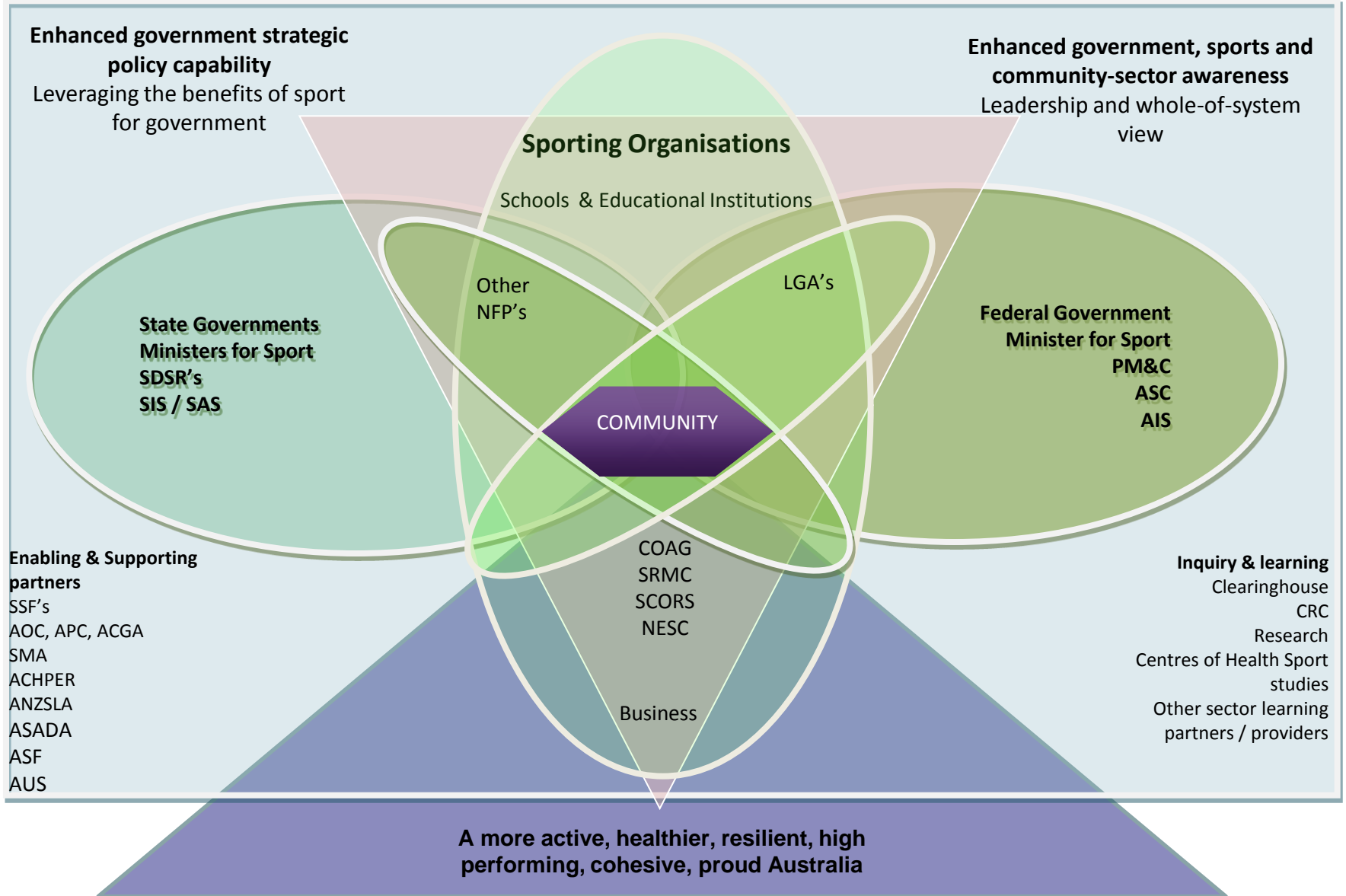
High Performance Plans  Whole of sport plans

Competitive Federal-State programs & relations  Cooperative Federal-State programs & relations

Passive SCORS involvement  Active SCORS leadership

# Interdependencies of a cohesive & effective sports system

The complexity of the system requires “a door through which things get done” – a facilitator of conversations and system broker



# “Pathway to Success”

Implementing the reform of the Australian sport system

Goal 1  
Increasing participation  
*Community Sport Division*

Integration of inclusive sport strategies within sports participation plans  
Support NSOs to work with SDRs and other key partners to deliver their sport participation plans  
Increased support for community coaches and officials

Goal 2  
International success  
*AIS*

Implement AIS volunteer initiative  
Leverage AIS knowledge and expertise to build capacity within the Australian high performance system  
New TID scheme  
Increased sports science research  
Increased support for international competition

Goal 3  
Cohesive and effective sport system  
*System Leadership Division*

National Sport and Active Recreation Policy Framework  
System Partner Engagement Strategy – NSOs, SDRs, Commonwealth Government, Peak bodies  
Building a cohesive and effective sport system strategy  
Sport + Strategy: leveraging the benefits of sport for other Government portfolio outcomes  
Reform of Indigenous Sport program delivery  
Disability Sport Sector Review  
Sport Information Clearinghouse  
National Sport Research Agenda  
System strategies - Sport and Education, National Sport Volunteer Plan, Social Inclusion and Sport and Sport integrity  
Cooperative Research Centre for Sport Participation

Goal 4  
Sustainable sports – viable and valued  
*Sports Development Division*

Support SOs whole of sport plans  
Collaborative performance review frameworks (Pathways to Podium and Participation Planning, Performance & Monitoring)  
National Institute System Intergovernmental Agreement  
New direct athlete support scheme  
Business development, financial sustainability and governance for SOs  
Workforce planning and development for SOs

Goal 5: Enhanced ASC capability to lead, partner and support : Coordination of ASC organisational change agenda