



Australian Sports
Commission

ANNUAL REPORT 1996-97

AUSTRALIAN SPORTS COMMISSION

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ANNUAL REPORT 1996-97

A U S T R A L I A N S P O R T S C O M M I S S I O N

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Australian Sports Commission

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LETTER OF TRANSMITTAL

The Hon Andrew Thomson MP
Minister for Sport and Tourism
Parliament House
CANBERRA ACT 2601

Dear Minister

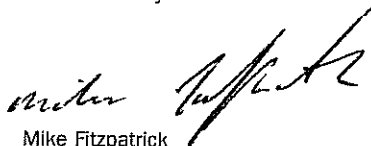
The Annual Report for the Australian Sports Commission for the 1996-97 year has been prepared to conform to the requirements of section 63M(1) of the *Audit Act 1901*, as required by section 48 of the *Australian Sports Commission Act 1989*. The Report has also been prepared to comply with the Requirements for Departmental Annual Reports as set by the Joint Committee of Public Accounts (1994).

Following a year of tremendous success at the Atlanta Olympics and the difficult task of reviewing and evaluating programs which deliver the federal government's financial assistance to sporting organisations, the ASC has emerged a focused and streamlined organisation poised to lead Australian sport into the new millennium.

My colleagues on the Board have been diligent and resourceful in the execution of their duties and I thank them sincerely for their support. The Executive and staff of the ASC have risen to the challenges presented and have achieved a great deal in the past year.

I am confident that this report provides a balanced and concise account of the Commission's activities for 1996-97 and I am proud to present it to you as the Minister for Sport.

Yours sincerely



Mike Fitzpatrick
Chairman
Australian Sports Commission

13 October 1997

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MISSION STATEMENT

TO ENRICH THE LIVES OF ALL
AUSTRALIANS THROUGH SPORT

Objectives

**Increased participation in sport
and sports activities by Australians**

**Excellence in sports performance
by Australians**

Major Strategies 1994-97

- I *Use the staging of the Sydney Olympics as a catalyst to encourage and take advantage of a wide range of sport and sport-related opportunities for participation and enjoyment*
- I *Develop and implement policies, programs and practices aimed at improving access and equity in all aspects of sport*
- I *Foster and encourage education and training in all elements of sports development*
- I *Encourage the provision of integrated, coordinated and quality support programs for athletes and sporting organisations particularly in the lead-up to the Sydney Olympics and Paralympics*
- I *Promote ethics and safety in sport*
- I *Maximise the availability of resources for the development of Australian sport, particularly through opportunities generated by the Sydney Olympics*
- I *Use the focus provided by the Sydney Olympics to raise the profile and increase awareness of the benefits of sport and the ASC's programs*
- I *Undertake and participate in international activities for the benefit of Australian sport, particularly in the lead-up to the Sydney Olympics*
- I *Assist in staging the Sydney Olympics and Paralympics and ensure they make a long-term and broad contribution to Australian sport*

CHAIRMAN'S REVIEW



CHAIRMAN'S REVIEW

The Atlanta Olympic and Paralympic Games, through July and August 1996, totally dominated the activities of Commission staff until well after the closing ceremonies. All Australians could not help but be impressed by our athletes' performances. Memories of Kieren Perkins winning his 1500m freestyle, the success of the Australian women's hockey team, the remarkable world records set by Priya Cooper, Kingsley Bugarin and Gemma Dashwood in their Paralympic swimming events, to mention but a few, will live on in the hearts and minds of all Australians.

For the Commission there was extra cause for jubilation. Our most successful Olympics ever, with 122 Australian athletes winning Olympic medals and 42 gold, 37 silver and 27 bronze medals awarded to the Paralympic team, gives a clear indication that the programs introduced to improve our sporting prowess in the international arena are producing excellent results. The additional government funding provided under the Olympic Athlete Program (OAP), which was in place for almost two years leading up to Atlanta, has clearly achieved its objectives.

Apart from gaining a record medal haul we also expanded the range of sports in which we were successful and had a substantial increase in top eight and top 16 performances. Our teams conducted themselves in a most pleasing manner and set the stage for our own Games in Sydney in 2000. We look forward to this with great anticipation.

After the elation of the Olympics came the need for assessment and evaluation. A reduced funding allocation to the Commission from the federal government necessitated revision of our administrative functions and funding to national sporting organisations. A review of funding criteria

under the Sports Assistance Scheme (SAS), Australian Institute of Sport (AIS) scholarship programs and the quantifiable results obtained from the OAP, provided the basis for decisions on funding cuts to some sports. Hard decisions were necessary and, unfortunately, the Board concluded that some sports did not justify a continuation of public funding. In addition, funding to peak and umbrella bodies was discontinued and many sports suffered reductions in their allocations. As a Board we understand that some of these sports still feel aggrieved. However, change is inevitable and in the current financial climate public sector funding must be subjected to the most rigorous scrutiny.

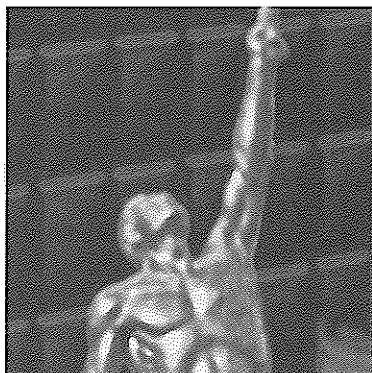
A new millennium will see many changes to sport, both in organisation and presentation, and an anticipated refocusing on a wider sports vision for the ASC. We have sought to use the Olympics in Sydney as a catalyst for developing a better sports structure for beyond 2000 as well as a more healthy, productive community through the benefits of physical activity. In this context, the Participation Division has developed the Active Australia strategy which is a framework for a national, integrated approach to sport and physical activity. It brings together the sport, recreation and fitness industries, and integrates local government, education and health infrastructures. The broader framework of Active Australia provides the opportunity for the Division to operate more effectively through a wider national network, developing and promoting programs to encourage participation in sporting activities by all Australians. At the same time, it will continue to develop programs for special interest groups such as volunteers and the disabled, and will continue to monitor and progress issues relating to women in sport.

The Indigenous Sport Program (ISP) continues its rapid growth in providing greater choices for Aboriginal and Torres Strait Islander people by increasing the sporting opportunities available to them. With the prospect of an additional injection of funds in the next financial year, the ISP will be one of the Commission's major programs.

I have again been impressed by the diligence and enthusiasm of the Commissioners and wish to express publicly my appreciation for their work. Likewise the staff of the Commission have continued to demonstrate a high degree of dedication and hard work to make this such a successful year and, on behalf of the Board, I sincerely commend their efforts. Through a solid partnership between the Board, the Executive and all the staff, the Australian Sports Commission will continue to provide leadership to sporting organisations and assistance to athletes to achieve their potential and provide Australians with much to admire between now and 2000.

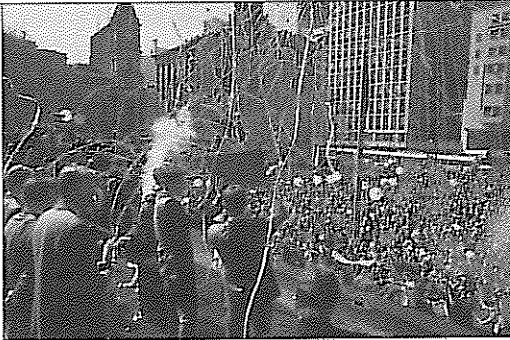
Mike Fitzpatrick

**A U S T R A L I A A T T H E 1 9 9 6
A T L A N T A O L Y M P I C A N D
P A R A L Y M P I C G A M E S**





AUSTRALIA AT THE 1996 ATLANTA OLYMPIC AND PARALYMPIC GAMES



Welcome home parade for Olympians, Melbourne

Australia's performance at the 1996 Atlanta Olympic Games was rated as the best overall performance by an Australian Olympic team in the history of our participation in the Games. Medals were won in 14 different sports (compared to nine at Barcelona) which can in major part be attributed to the current levels of government support for elite sport.

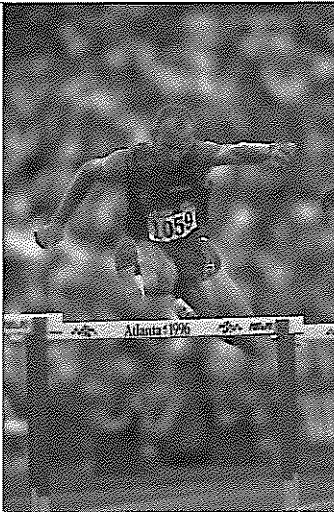
Our Atlanta team (425 athletes and 232 support staff) was the largest ever to participate in an Olympics. It was also our best prepared. The cooperative effort of the federal, state and territory governments, the Australian Olympic Committee (AOC) and the various national sporting organisations (NSOs) under the OAP, ensured that our elite athletes received the best possible preparation prior to the Games. The OAP was established in 1994 by the federal government to facilitate the integration of competition, training and sport science support for athletes leading up to the Sydney Games.

Australia won a record 41 medals (nine gold, nine silver and 23 bronze) and finished fifth in the overall medal tally and seventh in the aggregate gold, silver and bronze point score. This performance was clearly better than the result achieved four years earlier in Barcelona where Australia finished ninth (27 medals) in the medal tally and tenth in the medal point score, and surpassed our previous highest tally of 35 medals when Australia hosted the Olympic Games in Melbourne in 1956.

When analysed in detail, the extent of Australia's Atlanta success becomes even more evident. A total of 94 performances rated our athletes in the top eight, and 153 in the top 16, compared to 66 and 119 respectively in Barcelona and 57 and 88 respectively in Seoul in 1988.



Women's freestyle relay team



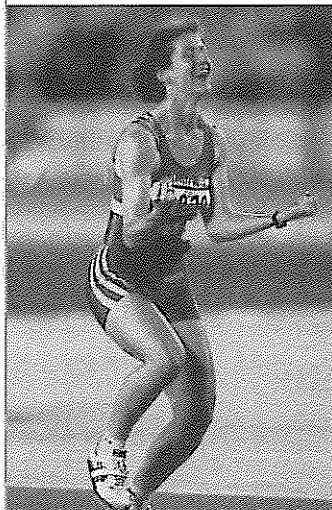
Rohan Robinson

The AIS had a significant influence on the level of success of our athletes in Atlanta and featured prominently among the medals awarded to individual Australians. Overall, 27 out of the 41 event medals (66%) won by Australia and 94 of the 122 (77%) medals awarded to individual athletes were won by current or former AIS scholarship holders. AIS athletes won gold medals in rowing, women's hockey and the tennis men's doubles, which included former scholarship holder Todd Woodbridge. Current 1996 AIS scholarship holders won five silver and 11 bronze medals and were members of a silver and two bronze medal swimming relay teams.

Some of the notable achievements by Australian athletes in Atlanta were:

- The brilliant performance of our clay target shooting team winning two gold medals (Michael Diamond and Russell Mark) and a bronze medal (Deserie Huddleston)

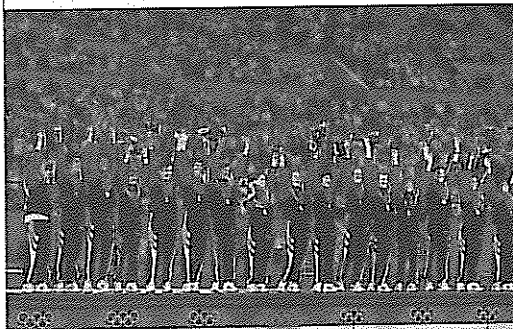
- The heroic gold medal of our three-day eventing team (Gillian Rolton, Wendy Schaeffer, Andrew Hoy and Phillip Dutton)
- The gold medal performances in the pool in the men's 1500 metre final (Kieren Perkins) and the women's 200 metre butterfly final (Susie O'Neill)
- The best performed nation in the rowing competition with two gold (men's coxless fours and women's coxless pairs), one silver and three bronze medals
- The commanding performance of our gold medal winning Hockeyroos who, in winning, maintained an unbeaten stretch of 37 international games. The bronze medal of the men's hockey team was also impressive
- The magnificent silver medal of Cathy Freeman on the track in the women's 400 metres final was an effort to inspire any young athlete and was followed by a World Championship win the following year



Louise McPaul

■ The outstanding performances of our other Aboriginal and Torres Strait Islander athletes in the team including Nova Peris-Kneebone (a member of the gold medal women's hockey team) Baeden Choppy (a member of the bronze medal men's hockey team) and Kyle Vander Kuyp (a finalist in the 110 metres hurdles).

The Australian Paralympic Team returned from Atlanta hailed as the most successful Australian sporting team of the year. Relatively small in comparison to the teams from the USA, Germany, Great Britain and Spain, the Australian team of 166 athletes led the medal tally until the final day of competition, ultimately finishing in second place behind the USA with 42 gold, 37 silver and 27 bronze medals.



Women's hockey team



Jim Nomarhas

Of the 13 sports which Australia contested, our athletes won medals in 10. Overall, our results were a significant improvement on those from Barcelona (sixth place) and testament to the value and impact of the Paralympic Preparation Program, which is funded under the OAP.

The AIS assisted 25 Atlanta Paralympians with scholarships, who between them won 17 gold, 20 silver and six bronze medals and set six world records. Of the AIS Paralympians, Louise Sauvage (four gold medals in wheelchair track), Priya Cooper (five swimming gold medals) and Hamish MacDonald (a gold medal and world record in shot put) were outstanding.

**EXECUTIVE DIRECTOR'S
REPORT**



EXECUTIVE DIRECTOR'S REPORT

We have just completed a very challenging year. The reduction in our funding brought about by the federal government's 1996-97 budget had far reaching effects for our client base, principally NSOs, and the programs and staff at the Commission. Faced with a \$5 million reduction in base funding and by other factors which adversely affected our budget, the Commission needed to find \$7 million in savings within an already tight budget. Allocations to sports were reviewed and hard decisions had to be taken which led to a discontinuation of funding to peak bodies as well as a number of sports. The administration of the Commission came under intense scrutiny as a result of these issues and a subsequent rationalisation of program resources was implemented. For an organisation already administratively efficient, measures were implemented which saw the proportion of funding spent on administration further reduced to 5.1% of total Commission funds. This compares very favourably with other public administration levels. Sadly, 19 staff positions had to be abolished and a number of important functions curtailed.

While the changes were to some extent forced upon us, we can now say with confidence that we have undertaken a refinement of our strategic directions in accordance with the principle of being more targeted in our approach, that we employ streamlined and transparent processes, and that the organisation is totally oriented toward performance and outcomes. We are also pleased that the federal government has guaranteed funding levels up to 2000 which will enable us to plan ahead for the next three years leading up to Sydney with some degree of certainty.

Coincidentally, 1997 marks the beginning of the next strategic planning cycle with our new strategic plan covering the period 1998-2001. While the objectives for the intervening years leading to 2000 are well defined, we acknowledge that sport post 2000 will face considerable change. Against a backdrop of increased commercialisation and globalisation of sport and a community environment espousing self sufficiency and a less financially dependent culture, we anticipate major changes to our operational ethos. To establish the framework which will take sport into the next century will be one of the Commission's overriding tasks over the coming three years.

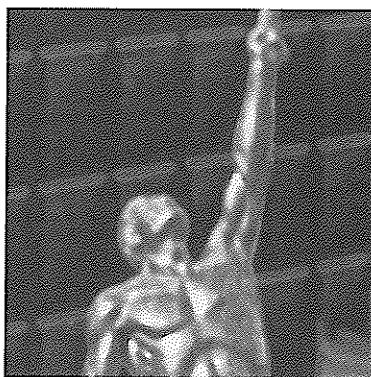
Preparation of our new strategic plan for 1998-2001 is well underway with the Board, Executive, staff and our clientele all participating in the process. Many Commission programs have been reviewed and new strategies formulated to guide them through the next four years. The guidelines for funding and all AIS and OAP sports have been under the spotlight with a view to improving performances and effecting more efficient operations. The approach to participation activities has been rationalised and our partnership activities with the states have been reviewed, while the functions and membership of the Board have also been subjected to independent analysis. We have operated a very effective Enterprise Agreement which has brought benefits to staff and increased efficiency.

We recognise the enormous task the Commission faces over the next four years but we are confident that we have in place the basic structures to allow us to succeed. There is, of course, always room for more improvement and, recognising that sport is a global activity, we will continue to seek new ways to stay at the forefront of world sporting activity, be it in the competition arena or in developing better programs to enable quality participation. We aim to provide leadership to all sporting organisations in our journey towards a new era so that our organisation will be recognised for 'adding value' to Australia's sporting infrastructure.

I wish to thank the Executive and staff for their support and enthusiasm during a year which has been both demanding and rewarding, and also thank the Chairman and Board for their interest, leadership and support.

JA Ferguson

O V E R V I E W



T H E B O A R D

The Australian Sports Commission (ASC) is the body of the Commonwealth Government responsible for the funding and development of sport. It is a sub-program of the Sport and Recreation Program of the Department of the Environment, Sport and Territories. It supports a wide range of programs designed to develop sporting excellence and increase participation in sports activities by all Australians. The ASC was established by, and operates under, the *Australian Sports Commission Act 1989*.

The ASC is responsible and reports to the federal Minister for Sport, Territories and Local Government, the Hon Warwick Smith MP. The senior portfolio minister is Senator the Hon Robert Hill, Minister for the Environment.

The ASC is governed by a Board currently constituted by ten Commissioners appointed by the Minister and an ex-officio Commissioner representing the Department embracing the federal sport portfolio. The Board met on eight occasions during 1996-97 and maintained an 84% attendance record. As a consequence of the efficiency targets imposed following a reduction in the Commission's allocation under the federal budget, Board meetings during 1996-97 were held in Canberra except for one which was held at the Homebush Olympic site and hosted by the Olympic Construction Authority. Restrictions on Board travel were also adopted as an efficiency measure.

A new Commissioner, Ron Harvey, was appointed in August 1996 for a three-year period and three other Commissioners, John Coates, Robert de Castella and Roy Masters, had their terms of appointment extended. Commissioner's remuneration is determined by the Remuneration Tribunal.

Commissioners

The members of the Board as at 30 June 1997, and their terms of appointment are:

Michael Fitzpatrick (Chairman)

Managing Director, financial investment industry; appointed to 31 October 1997

John Coates AO (Deputy Chairman)

Solicitor, President of the AOC and Senior Vice President Sydney Organising Committee for the Olympic Games; appointed to 31 October 1998

Roger Beale AM (ex-officio member)

Secretary, Department of the Environment, Sport and Territories

Evonne Cawley AO, MBE

Former Australian Open and Wimbledon tennis champion; appointed to 31 October 1998

Richard Charlesworth AM

Physician, national and AIS women's hockey coach. Member of the Australian hockey team at five Olympics; appointed to 31 October 1997

Jennifer Clark

Director, corporate banking industry; appointed to 31 October 1998

Robert de Castella MBE

Director, health, fitness and lifestyle company. Former world record holder in the marathon. Former Director of the AIS; appointed to 31 October 1997

Debbie Flintoff-King OAM

Former Olympic and Commonwealth 400m hurdles champion; appointed to 31 October 1997

Ron Harvey CVO

Executive Board member AOC, former Director of the AIS and Executive Director of the ASC, President of Basketball Australia; appointed to 31 August 1999

Roy Masters

Journalist and media personality, former coach; appointed to 31 October 1998

Kaye Schofield

Director, corporate management and training consultancy; appointed to 31 October 1997.

O R G A N I S A T I O N S T R U C T U R E

Three primary Groups were established by the restructure of the Commission in October 1995.

The Australian Institute of Sport

The AIS is responsible for developing elite sport on a national basis with a particular focus on success at the Olympic Games and world championships. For the purposes of elite sports development, it integrates sport science and medical services, sports management activities and funding as well as athlete welfare and implementation of the technical requirements for sporting success. The Group administers the OAP and SAS and is also responsible for managing 32 AIS scholarship sports programs. Driven by the imperative of performance, a Performance Unit has been established to ensure that the AIS works closely with sports to maintain and improve the performance of national teams and AIS programs. The AIS also works closely with the state and territory institutes/academies of sport in a network constituted by the National Elite Sports Council (NESC).

Sports Development and Policy

This Group is responsible for developing a national approach to community sporting activities, including grass roots participation and sports programs for special interest groups. It is responsible for developing broad policy advice and coordinating activities with the minister's office, and for coordinating the Commission's international activities, including the international visitors program. The educational activities of the Australian College of Sports Education (ACSE) continued to function under the Group as did the Australian Coaching Council (ACC) which provides services to a growing sports industry.

Sport and Business Services

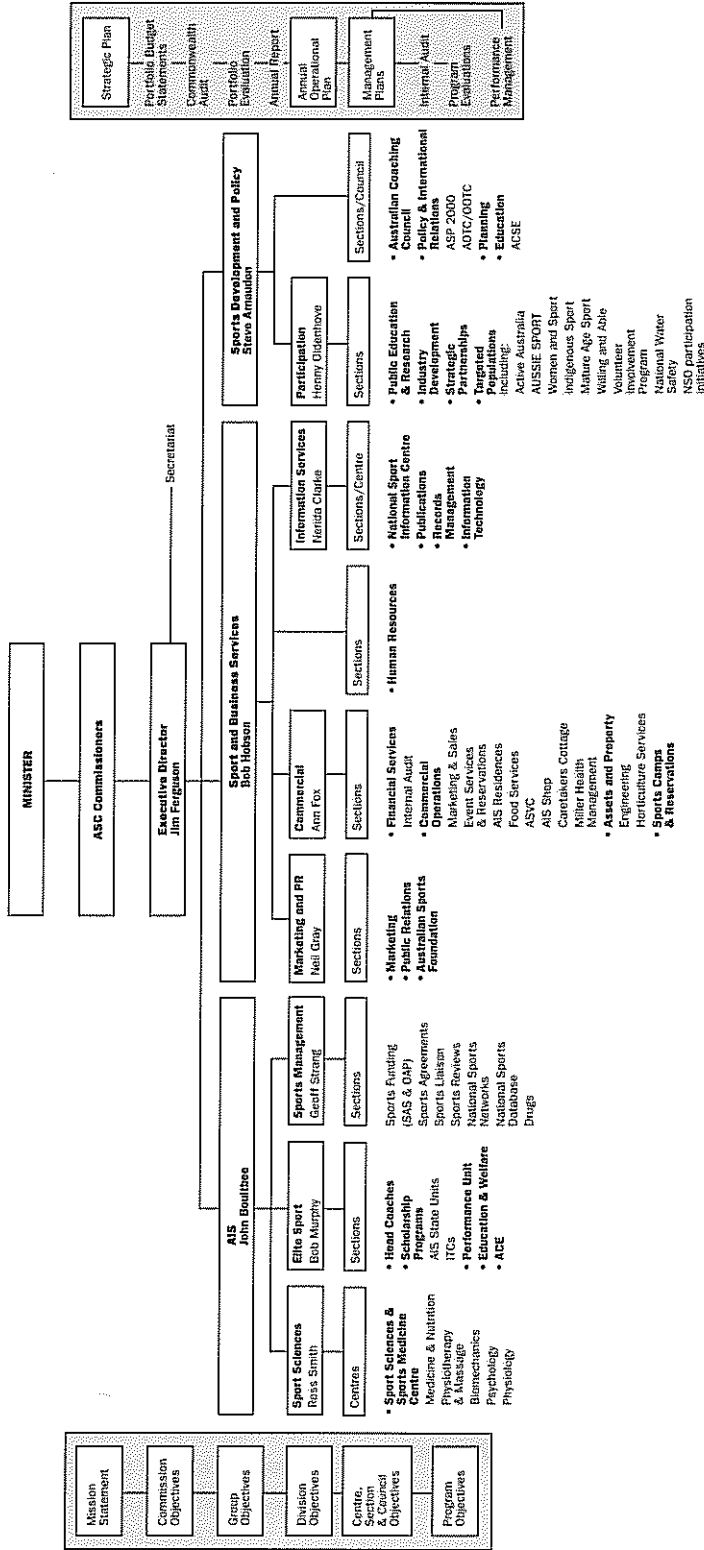
This Group is responsible for the corporate integration of the Commission's complex operations as well as the provision of general services to sports, enhancement of a national sports information network, marketing and public relations, and management of the growing commercial operations of the Commission.

The ASC has developed an organisational and evaluation design based on a hierarchy of interdependent outcomes. The over-arching goal (articulated as the mission statement) is dependent upon attaining the two major objectives which in turn are reliant upon successful implementation of nine major strategies.

The organisational chart shows that the ASC's structure is aligned with a hierarchy of reporting (accountability) mechanisms which link internal processes with external legislative and parliamentary requirements. This enables the ASC to achieve 'best practice' in its planning, management and administrative framework. Senior staff placements within the organisational structure are incorporated in the organisation chart.

Figure 1.1

ASC Objectives hierarchy, organisation design, performance assessment and reporting (accountability framework)



B U D G E T

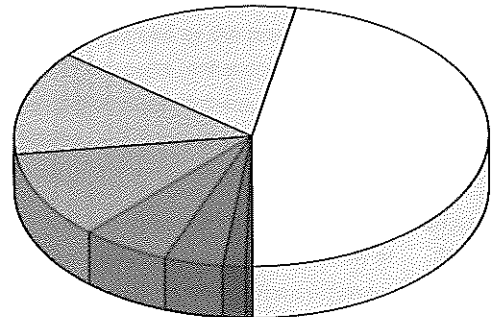
The ASC has, since 1989-90, received funding from the government on the basis of four-year programs tied to the Olympic Games cycle. The year 1996-97 was the first of a new four-year cycle. The funding covers all aspects of the Commission's activities.

Overall funding for the ASC includes a special allocation up to the year 2000 to assist in the preparation of Australian Olympic and Paralympic athletes for the Sydney 2000 Games. The OAP allocation complements base funding for Olympic preparation. Through its sports grants program the ASC provides financial assistance to around 80 sports.

The government appropriation to the ASC for the 1996-97 financial year was \$84 320 000. In addition, the Commission generated in the order of \$6 million in cash and around \$1 million in in-kind support.

Figure 1.2

Disbursement of the budget across the ASC



□ Sports Management	47%
▨ Elite Sport	17%
▩ Sports Participation	13%
▧ Commercial, HR, Board, Legal	11%
▦ Sport Sciences	6%
▤ Information Services	4%
▣ Sports Development	2%
▢ Marketing	1%

P L A N N I N G

Every four years the Commission prepares and disseminates its strategic plan. This is the main planning document and sets out the direction and strategies for the organisation. The current plan, covering the 1994-97 period, expires at the end of the 1997 calendar year and development of the next plan for the period 1998-2001 is being undertaken in consultation with our staff and external stakeholders. During 1996-97 head coaches and senior managers of the ASC participated in a planning process designed to identify specific strategies needed to take the organisation beyond 2000.

The next planning layer requires the Executive to develop a management plan to break down the broader strategies contained in the strategic plan and to show time frames and progress towards achievement of tasks. This plan is linked to the annual budget cycle and forms the basis of the Annual Operational Plan (which is publicly available) and the ASC's staff performance management scheme.

The Executive management plan brings together the major priority issues for each Group and provides a check sheet for the Executive to monitor and evaluate progress on a regular basis.

It is also used as a template by program managers to update their individual management

plans which are set against the objectives and broad strategies for the relevant program.

A U D I T C O M M I T T E E R E P O R T

The Audit Committee was established to assist the ASC to fulfil its accountability responsibilities, oversee the audits conducted by the Australian National Audit Office (ANAO) and the internal auditors, and monitor the adequacy of the ASC's administrative, operating and accounting controls. The members of the Audit Committee during 1996-97 were Commissioners Masters (Chairman), Clark and de Castella.

During 1996-97 the following reports from the ANAO were considered:

- I the financial statements audit for 1995-96
- I a preliminary study of corporate sponsorship
- I a survey of the operation of Audit Committees in the Commonwealth Public Sector
- I the audit strategy for the 1996-97 financial statements, and
- I the interim financial statements audit for 1996-97.

Price Waterhouse provided internal audit services. The Committee approved an internal audit strategy for 1996-97 to 1998-99. Internal audit reports on the following programs were reviewed during 1996-97:

- I OAP — Sport Sciences/Sports Medicine
- I Miller Health Management
- I Spotless Catering Service
- I ACSE
- I Reservations Management System
- I Financial Services, and
- I Human Resources.

The Audit Committee contributed independent views on many aspects associated with the above reports. The ASC's financial statements reflect the benefit of their overview particularly with the addition of supplementary information to aid users of the statements.

I N Q U I R I E S

The ASC presented a written submission and gave evidence to the Senate Legal and Constitutional References Committee Inquiry into the draft Sexuality Discrimination Bill 1995.

A major submission on Sport and Recreation Facilities was drafted and presented to the House of Representatives Standing Committee on Environment, Recreation and the Arts.

ENTERPRISE BARGAINING AND INDUSTRIAL DEMOCRACY

A formal review in March found that the 1996 ASC Enterprise Agreement had achieved greater workplace flexibility, provided more options for staff and managers for addressing workplace issues and had progressed the move towards more open and participative management.

Implementation and review of the Agreement involved the Enterprise Development Council (EDC), which is the ASC's primary consultative forum. This forum is geared to enhancing ASC communication and decision-making in relation to workplace productivity and effectiveness issues. Through EDC representation, work areas have direct access to senior management. Consensus views about corporate issues are forwarded for

resolution to a small committee comprised of EDC and Executive members. The EDC process is strongly supported by the Executive and program managers, who consult with the EDC in developing key organisational policies and initiatives.

The development of another enterprise agreement was commenced in 1997. The new agreement will be developed in line with the spirit and direction of government policy, using Australian workforce standards as reference points. Terms and conditions will be further streamlined and simplified to enhance flexibility and to enable the ASC to continue to demonstrate that it is competitive against public and private sector benchmarks.

SOCIAL JUSTICE AND EQUITY

The ASC continues to develop and implement a broad range of external services and internal policies aimed at enhancing social justice and equity outcomes.

- An EDC Working Party has been established to develop and communicate the ASC's Valuing Diversity Program. Essential elements of the program include cross-cultural training and family friendly work practices.
- A disabilities work team has been established to improve the provision of services to people with a disability. Programs developed by members of this group include Willing and Able, Coaching Athletes with Disabilities, AUSSIE Able and the Athletes with Disabilities AIS scholarship program.
- The ASC's Disability Action Plan is in progress with involvement and input from a cross section of the organisation. The plan is to be finalised by November 1997.
- Anti-harassment in Sport policy and guidelines are being developed with specific elements applicable to coaches, athletes, administrators and ASC employees.
- An Indigenous Sport Unit has been established in the Participation Division to encourage the participation of Indigenous Australians in sport and sports activities.
- The AIS Caretaker's Cottage continues to provide on site childcare for ASC employees with family responsibilities.
- English classes are provided twice a week for ASC employees and their partners who come from non English speaking backgrounds.

O C C U P A T I O N A L H E A L T H A N D S A F E T Y

The ASC maintained its commitment to high OH&S standards by focusing heavily upon injury prevention and educational activities. Major achievements were:

- I a new OH&S Agreement with unions was completed, reinforcing the ASC's consultative approach to issues of workplace health and safety
- I the Health and Safety Committee was restructured to involve senior managers more directly while maintaining the central role of workplace representatives in OH&S matters
- I a regular segment titled Healthy, Happy and Wise, focusing on staff health, well-being and lifestyle choices, is now published in the staff newsletter *Sports Chat*
- I in-house training was conducted in manual handling and workplace safety inspections

- I the Employee Assistance Program was renewed, providing a confidential counselling service to staff and their immediate families, and
- I intervention and support programs for sick or injured employees were maintained.

FORMAL REPORTING REQUIREMENTS UNDER THE OH&S ACT:

- Section 30* nil requests from Health and Safety Representatives.
- Section 45, 46, 47* nil notices of safety breaches from Comcare.
- Section 68* one accident/incident at the ASC site reported under the category of absence from work for more than five days.

F R E E D O M O F I N F O R M A T I O N

Although only five requests under the *Freedom of Information Act 1982* were received during 1996-97, a greater time commitment to processing was necessary due to the complexity of the requests. The Policy Unit coordinated the

ASC's submission to the Privacy Commissioner for the Personal Information Digest, as required under the *Privacy Act 1988*, and no other specific privacy issues were raised during the year.

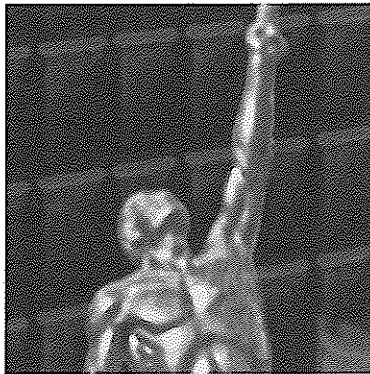
A D V E R T I S I N G A N D M A R K E T R E S E A R C H

The Marketing Division commissioned a national advertising campaign targeted at product management, sponsorship and marketing decision makers. The advertisement ran in *Ad News* in November 1996 and *Marketing* in February and March 1997 providing an outstanding return

resulting in the acquisition of four new sponsors totalling commitments in excess of \$220 000. A total of \$6850 was spent on the campaign.

A total of \$54 507 was paid to a master agency for non-campaign print advertising during the year.

**PROGRAM PERFORMANCE
REPORTING**



AUSTRALIAN INSTITUTE OF SPORT

Objectives

Enhanced sporting performances of Australia's elite and potential elite athletes and teams

Enhanced personal, educational and vocational development opportunities for elite athletes

Improved efficiency and effectiveness of national level sporting agencies

Major Achievements

- I *The results of Australian athletes and teams at the Atlanta Olympic and Paralympic Games and other major international events show significant and sustained improvement in Australian international sport achievements (see the separate report on Atlanta Olympic Games outcomes).*
- I *Improved national coordination of the delivery of programs and integrated planning was achieved through the NESC, a network of the state and territory institutes/academies of sport and the AIS.*
- I *Structural and funding adjustments were made to AIS scholarship programs and Olympic NSO elite programs following a thorough and extensive review after the Atlanta Olympic Games. The review resulted in:*
 - *placement of appropriate personnel (national coaches, high performance managers, sport science coordinators) in sports on the principle of enhancing performance*
 - *establishment of OAP Boards in 13 summer Olympic sports to oversee their elite programs and the use of federal funds for those programs*
 - *funding adjustments for summer Olympic sports, which were confirmed for an 18-month period to 30 June 1998*
 - *improved and more systematic planning processes in sports*
 - *improved use of sport science and sports medicine resources*

- *innovative steps were taken to improve training programs, international competition, facilities, equipment and technical expertise*
- *national athlete services were consolidated to provide for the continuing development of elite athletes in all aspects of their lives, and*
- *four new AIS scholarship programs were introduced and four existing programs were restructured to ensure AIS programs remained the most effective in Australian and world sport.*

Description

The AIS comprises the programs and services provided by the Commission to improve elite sport performances. This includes the following program areas with their respective responsibilities.

- I The Elite Sport Division administers AIS residential and non-residential athlete scholarship programs, provides services to athletes nationally through the Athlete Career and Education (ACE) program, and technical performance assessment and services by the Performance Unit established during the year.
- I The Sport Sciences Division provides sport science and medical services to elite and potential elite athletes and their coaches in Canberra and nationally, and includes the national talent search program.
- I The Sports Management Division is responsible for developing elite sport nationally by providing funding and assistance to NSOs and coordinating the national development of elite sport. It includes the SAS which disburses funds to NSOs and national sporting organisations for the disabled (NSODs), and the OAP which is responsible for the preparation of athletes seeking selection in the Australian team to compete at the Sydney Olympic and Paralympic Games.

Performance Information

The objectives of the Group are met to the extent that:

- I international sporting performances of Australian athletes and teams are improved
- I comprehensive and integrated personal, educational and vocational programs for elite and potentially elite athletes are provided

- I eligible athletes access support services according to identified needs
- I athletes affirm that athlete support services contribute to their development, and
- I national level sporting agencies have in place organisational structures, operational arrangements and high performance programs which are achieving their objectives.

Performance Outcomes

Performance indicators relate across all Groups, with all programs interacting and contributing in various ways. The following is a list of the outcomes for this year.

International Performances by Australian Athletes

In addition to the best ever results for an Australian team at the Atlanta Olympic and Paralympic Games (reported earlier in this document), AIS athletes achieved the following outstanding performances during the year:

- I AIS scholarship skier Kirstie Marshall won the 1997 Freestyle Skiing World Championship at Nagano in January; she also won five World Cup events, including the Meiringen event in which she and fellow AIS skier Jacqui Cooper finished first and second.
- I The Australian track cycling team, based at the AIS in Adelaide, won two gold, two silver and two bronze medals at the 1996 World Championships in August, while in the junior World Championships AIS cyclists won four gold, a silver and a bronze medal.
- I Matthew Dunn won two individual gold medals and was voted Swimmer of the Meet at the 1997 World Short Course Swimming Championships in April; AIS swimmers were members of two gold medal relay teams, which set world records, and also won a silver and four bronze medals.
- I Cathy Freeman followed her silver medal in the 400m at Atlanta by winning the gold medal in the IAAF Grand Prix 400m final in Milan in September.
- I Of the 17 players in the Australian cricket squad for the 1997 Ashes tour, 11 are former AIS scholarship holders.
- I Scholarship holder Annabel Ellwood became the top ranked Australian woman tennis player on WTA rankings in 1997, made her first appearance for Australia in the Fed Cup, qualified for Wimbledon in 1996 and defeated Jennifer Capriati in the first round of the US Open.
- I In April, mountain bike scholarship holder Cadel Evans became the youngest rider to win a senior cross country World Cup event and followed up with second placings in the next two events. As a result Cadel led the 1997 World Cup standings in both the Elite and Under 23 categories and achieved world number one ranking. He had previously finished third in the Under 23 World Championships in Cairns in September.
- I Five AIS squash scholarship holders, three women and two men, qualified for the British Open, the world 'benchmark'; the women's final was played between Sarah FitzGerald and Michelle Martin (the winner), both former scholarship holders.

- I Three AIS scholarship holders and four former scholarship holders were in the Australian team which won the netball World Youth Cup (21 and under) in August 1996.
- I The AIS cricketers toured South Africa in September 1996, winning both a one day and a four day series against the South African Cricket Academy. They also defeated Pakistan at the Adelaide Oval in a one day match in December.
- I In October AIS road cyclist Nick Gates won Australia's premier international road race, the Commonwealth Bank Cycle Classic.
- I Eleven of the 12 athletes selected in the Australian Under 20 women's basketball team to compete in the World Junior Championships (at which Australia is the defending champion) are either current or former AIS scholarship holders.
- I Golf scholarship holder Tamie Durdin was selected in the Australian team for the 1996 World Cup.
- I AIS rowers figured in the Australian rowing teams medals (two gold, four silver and one bronze) at the Nations Cup (Under 23 Championships) in July 1997.
- I The Australian women's hockey team, the majority of whom were AIS scholarship holders, won the 1997 Champions Trophy in June and the Indra Gandhi Gold Cup in December 1996.

Athlete Career and Support Services

- I ACE services were provided to more than 1000 OAP and AIS athletes around Australia.

- I Individual ACE assessment procedures were introduced for all athletes to ensure they make informed decisions about combining their sporting, career, education and personal development needs.
- I An individual needs-based assessment process was introduced for the Direct Athlete Support (DAS) scheme.
- I Other ACE initiatives introduced during the year were the Graduate Certificate in Athlete Career and Education Management for ACE advisers, the National Athletes ACE Advisory Group, the International ACE Conference, the Open Training Project and the national database project.

Sport Science

- I A national blood testing service was established and is used extensively by AIS and OAP athletes when training and competing both in Australia and overseas.
- I The Sports Haematology/Biochemistry Laboratory at the AIS was upgraded under sponsorship arrangements with Bayer Australia and Boehringer Mannheim. This enabled blood testing services to be increased by 1500% thus significantly enhancing physiological testing of athletes.
- I The new haematology equipment was used to extend research into the immune function of elite athletes in an attempt to reduce the incidence of illness. A large scale project to monitor illness in OAP athletes in rowing, swimming and cycling was undertaken.
- I A pilot research program to investigate the effectiveness of altitude on performance was commenced using a small Nitrogen House, simulating altitudes of 2500, 2800 and 3100 metres above sea level.

- I Research into ultramarathon running was undertaken to investigate changes in medical, biochemical and haematological parameters and their effects on running performance.
- I A new treadmill with highly accurate control of speed and gradient was designed and developed to assess the functional fitness of team sports players.
- I New software for the treadmill was developed to pre-program specific training patterns and work intensity for athletes in hockey and soccer.
- I A comprehensive competition analysis program was developed for swimming coaches and athletes. The program involved using high speed video and computer analysis of starts, stroke rates and turns.
- I A hyperbaric chamber for injury rehabilitation was installed at the AIS.
- I The talent search program was extended to include archery, baseball, basketball, diving, netball, rugby, shooting, skiing, soccer, softball, tennis and wrestling.
- I During the year the sport science and sport medicine departments provided 23 857 hours in services to athletes. The bulk of services went to AIS residential athletes (16 310 hours) followed by services to OAP and Olympic athletes (350.1 hours), national team members (1985 hours), NSP athletes (1819 hours) and visiting athletes (242 hours).

Assistance and Guidance to National Sporting Organisations

The Sports Management Division manages two programs which provide federal government funding and support to NSOs. The SAS is the Commission's primary program to disburse funding to NSOs and provide guidance in the development of Australian sport. The OAP assists in the preparation of athletes seeking selection in the Australian team to compete at the Sydney Olympics. Outcomes during the year were:

- I Over \$18.6 million was allocated to 112 NSOs (including umbrella and service organisations) under the SAS to support activities in the broad funding areas of sports management, coaching/officiating, international competition, training camps under the National Sports Program (NSP) and hosting international sporting events in Australia. *Appendix 4* details individual allocations.
- I \$1.78 million was allocated to NSODs and the Australian Paralympic Federation under the SAS for activities during 1996-97, including \$350 000 (paid in 1995-96) to help send the Australian team to the Atlanta Paralympics.
- I Thirty-three NSOs were assisted under the OAP in addition to the \$13.3 million already provided to them under the SAS. During the year, which included the lead-up to and the Atlanta Olympics, support was provided for quality coaching and management, international competition, training camps and a range of athlete/team support services including sport science/sports medicine, education and career planning and DAS.

I OAP funding in 1996-97 totalled \$20 million and was allocated as follows:

International competition	\$3 796 700
Elite coaching	\$2 948 700
NSP (training camps)	\$1 418 432
Intensive Training Centres (ITCs)	\$2 536 507
Sport science/sports medicine support	\$2 252 000
DAS	\$1 399 566
High Performance Management	\$1 401 634
Athlete development (including AIS national program support)	\$1 714 377
Sports equipment	\$173 500
Other support activities, including:	\$982 500
■ ACE support	
■ talent identification	
■ sports research	
■ information services	
Russian exchange program	\$281 000
Paralympics	\$1 100 000

I Financial support was given to assist with hosting 23 international sporting events in Australia. World Championships or similar high level international competitions were supported in aerobics, BMX, darts, hockey, shooting (full bore and clay target), triathlon, volleyball (beach) and yachting. Support was also given to a number of major events that will occur in the 1997-98 financial year.

I Due to reductions in the ASC's budget, 23 sports and six umbrella or service organisations were not funded after 31 December 1996.

Management and Efficiency Improvements

I A working party endorsed by the Standing Committee on Recreation and Sport (SCORS) was established to investigate issues related to improving management of national sporting bodies. It circulated a discussion paper and received 26 written submissions. Seminars were conducted in all capital cities except Darwin. A report reflecting the views of sports and making recommendations was prepared for SCORS and the Sport and Recreation Ministers' Council meetings in July 1997.

I Guidelines for the amalgamation of NSOs were developed and approved by the ASC Board.

I A sports management advisory group was formed as a reference group on matters associated with the Sports Management Division's work. The group included representatives from women's hockey, touch, the shooting association, netball, skiing, women's cricket and disabled sports.

I A review of the ASC's doping policy was commenced and is expected to be completed by December 1997.

I Twenty-one notifications of drug related infringements were received from the Australian Sports Drug Agency. At 30 June 1997, four of these were still being investigated by the responsible NSOs.

I The Sports database (containing sport contact information, profiles of NSOs and event information) was upgraded and transferred to a Windows operating system making access and use easier.

I Ten NSOs were assisted in preparing or updating their development plans or in strategic direction/restructuring projects.

Reviews

- I A comprehensive review of the high performance programs for all summer Olympic sports was completed in December 1996 and focused on the progress, effectiveness and direction of elite athlete/team preparation programs put in place when the OAP was established in the latter half of 1994. Following the Board's approval of the recommendations, funding for summer Olympic sports was confirmed for an 18-month period to 30 June 1998.
 - I One of the significant outcomes of the review was that summer Olympic sports were categorised and funded according to their chances of success at the Sydney Olympics.
 - I OAP Boards comprising representatives of the AIS, the state and territory institutes/academies of sport, the NSOs and the AOC were established to oversee the high performance programs of 13 summer Olympic sports.
 - I For the remaining sports, OAP Review Committees comprising representatives of the AIS, the high performance manager and the national coach of each sport were formed to regularly review their high performance programs.
 - I AIS scholarship programs were reviewed by the Elite Sport Division with the OAP Review and the following adjustments made:

New AIS scholarship programs were included in skiing, archery, shooting and Australian rules football:

 - skiing is the first winter Olympic sport to be included in the AIS and is jointly funded with Skiing Australia and its sponsor Mount Buller Ski Lifts
 - archery and shooting (comprising pistol, clay target and rifle) are OAP funded.
- Existing AIS programs were restructured:
- men's and women's residential volleyball programs were relocated to Canberra from Sydney and Perth respectively and new head coaches were appointed
 - selected players from the 'Emerging Wallabies' squad were included in the rugby union program with a particular focus on Under 21 athletes
 - track and field emphasis was adjusted to concentrate on middle and long distance running, race walks, hurdles and multi-events located in Canberra
 - the baseball program was discontinued.
- I The Sports Management Division collected information to provide a comprehensive description of the national elite sports system in Australia, including information about ITCs.
 - I Progress was made on obtaining information to provide a complete description of the structure, management and funding arrangements for all NSOs.
 - I A review of the Paralympic Preparation Plan was initiated through discussions with the relevant Paralympic organisations.
 - I SAS guidelines were reviewed in the context of reduced budget appropriations.
 - I Coach and evaluation systems for AIS scholarship programs were developed and implemented.
 - I Three major seminars were conducted in 1996-97 by the Performance Unit: a Post-Atlanta Review, a Sports Vision and a Notational Analysis seminar.

SPORTS DEVELOPMENT AND POLICY

Objectives

To provide leadership and support which enables all Australians to participate in quality sporting experiences

To provide the Board and the Minister with advice on policy options for the future development of Australian sport

To undertake and participate in international activities for the benefit of Australian sport, particularly in the lead-up to the Sydney Olympics

Major Achievements

- I *Recent Australian Bureau of Statistics (ABS) figures show that 4.2 million Australians participated in organised sport in 1996, an increase of 260 000 since the 1993 survey.*
- I *Active Australia, a national participation framework, was developed. This is*
 - *the first occasion on which all three tiers of government have reached agreement with sporting organisations and non-government bodies in sport, recreation, fitness, education and health on a concerted and comprehensive approach to physical activity; and*
 - *a collectively agreed common focus reached by a range of government departments and instrumentalities — Health and Family Services, Immigration and Multicultural Affairs, Veterans' Affairs and the National Office of Local Government.*
- I *The Indigenous sport programs of the ASC and the Aboriginal and Torres Strait Islander Commission (ATSIC) were combined under the management of the ASC, thus fulfilling a government policy objective. The joint program is beginning to have an impact at all levels, from involving youth in sport through to international success. Indigenous athletes won their first ever Olympic medals in Atlanta.*
- I *International interest in ASC facilities and programs increased. Delegations from numerous countries visited the AIS Bruce campus and extensive exchange arrangements were developed, in many cases under formal Memoranda of Understanding (MOU).*

- I *The broader development of Australian sport exports was facilitated by publishing the Directory of Olympic Sports Training Venues in Australia and New Zealand and assisting Austrade to mount the 'Atlanta Showcase' throughout 1996.*
- I *Courses and training for individuals and groups from 14 countries were conducted by the ACSE.*
- I *The ASC also generated commercial returns through consultancies, the most notable being in the Philippines.*
- I *Almost 24 000 coaches were accredited or updated their accreditation through the National Coaching Accreditation Scheme (NCAS). The Australian Coaching Council (ACC) also provided technical support to NSOs through publications and seminars, and by reviewing and revising accreditation courses.*
- I *Policy advice to the Minister and the Board was provided on a range of issues including packaging measures to promote Australia in the context of the Sydney Olympics, reviewing taxation issues affecting sport, and developing options for a more vibrant, self sustaining and client focused sport industry in the post 2000 environment.*
- I *A major submission on sports facilities was presented to the House of Representatives Standing Committee on Environment, Recreation and the Arts.*
- I *Government and ASC policy focused on positioning Australian sport to take advantage of the Sydney Olympics and to prosper in the post Olympic environment. This was particularly reflected in the activities and consultations undertaken in the development of the ASC strategic plan for the period 1998 to 2001.*

Description

Sports Development and Policy encompasses broad policy and strategic planning activities of the Commission as well as developing and implementing programs to provide sport education and sport participation activities for the broader community. This diverse range of activities is undertaken in the following areas:

- I The Participation Division aims to increase the quality and quantity of sports participation by targeting special populations, working in partnership with government and non-government providers, contributing to the development of sport industry capabilities and implementing public education strategies.
- I The ACC coordinates the delivery of sport education and training for coaches and technical officials.
- I The Policy and International unit provides a link to the Minister's office, coordinates input on policy matters, and fosters international relationships which can provide reciprocal benefits for Australian sport and assist broader government foreign policy objectives.
- I The ACSE is a joint venture with the University of Canberra and the Canberra Institute of Technology to deliver sport education in the Australian and international market.

Performance Information

The objectives of the Group are met to the extent that:

- I more Australians have the opportunity to participate in physical activity, in particular targeted populations
- I strategic partnerships are developed and fostered which enhance the delivery of services to benefit sport

- I industry framework and infrastructure are further developed
- I people are aware of sport participation opportunities
- I the training and qualifications of persons in sport are improved
- I policy development and corporate strategic planning is coordinated and progressed in the Commission
- I timely and accurate responses are maintained for ministerials, submissions, briefings and other portfolio coordination exercises, and
- I international activities contribute to the government's policy objective of improving international relations.

Performance Outcomes

Performance indicators relate across all Groups, with all programs interacting and contributing in various ways. The following is a list of the outcomes for this year.

Increased Participation Opportunities

The Participation Division, on behalf of the ASC and SCORS, has taken a lead role in developing Active Australia, a national participation framework. The Active Australia program represents a shared commitment by government and non-government groups in the sport, community recreation, outdoor recreation, fitness and health sectors to promote physical activity and develop the industry to ensure that quality services are provided.

In discharging its obligations under Active Australia the Division has four focus areas: targeted populations, strategic partnerships, industry and infrastructure development and public education.

Targeted Populations

CHILDREN AND YOUNG PEOPLE

- I A 'sport parent' concept highlighting the influential role of parents is being developed in conjunction with the New Zealand Hillary Commission. AUSSIE SPORT *Codes of Behaviour* were distributed in response to an increased demand reflecting the high level of interest in violence in sport.

WOMEN AND SPORT

- I Results of research into the media coverage of women's sport, published in *An Illusory Image: A Report on the Media Coverage and Portrayal of Women's Sport in Australia 1996*, highlighted the continuing selective and inadequate state of media coverage of women's sport.
- I A booklet (*Pregnancy, Sport and the Law*) and brochure were published outlining the responsibilities of organisations and athletes in relation to pregnancy in sport.
- I Work commenced on an anti-harassment strategy, a revision of the National Women and Sport policy, and a comprehensive literature review and inventory of research needs for women and sport.

PEOPLE WITH A DISABILITY

- I The Willing and Able program was implemented in partnership with state education authorities and multi-disability umbrella groups.
- I Training of state/territory coordinators for the Willing and Able and Coaching Athletes with Disabilities programs was undertaken.

MATURE AGED

- I Needs of the mature aged were addressed through the 'Never Too Late' program, implemented with the Department of Veterans' Affairs, to encourage the active participation of veterans in modified sport and recreation activities.

INDIGENOUS

The ISP commenced, combining two programs (the Young Person's Sport and Recreation Development Program and the National Sport Program) both formerly run through ATSIC. Its key achievements were:

- I Scholarships were granted to 170 talented Indigenous athletes.
- I One hundred and five mentoring agencies were engaged to support the development of Indigenous athletes.
- I Thirty-five Aboriginal Sport and Recreation Development Officers, regionally based around Australia, were employed to increase the number and quality of sport and recreation activities in Aboriginal and Torres Strait Islander communities.
- I Twenty athletes and two coaches received scholarships in eight different sports under the Olympic Training Centres (OTC) program for Aborigines and Torres Strait Islanders.
- I Funds were provided to 260 athletes in over 29 sports to attend national championships or international events endorsed by an NSO.
- I Work commenced on a cross-cultural program to increase the awareness of non-Indigenous Australians about specific cultural aspects of Aboriginal and Torres Strait Islander people in a sport context.

Strategic Partnerships

- I MOUs were negotiated with all state and territory departments of sport and recreation to deliver ASC programs.
- I The MOU with the Department of Veterans' Affairs to implement the 'Never Too Late' program was extended to 2000.
- I Negotiations were completed with the Department of Immigration and Multicultural Affairs to develop an anti-racism in sport campaign.
- I Sponsorship was secured for AUSSIE SPORT with the Australian Horticultural Association in conjunction with the Australian Apple and Pear Growers Association.
- I Division staff were involved in a pilot project, Youth Suicide Prevention Initiative — Support to Rural Communities, in five Australian rural towns.
- I The National Office of Local Government and the Australian Local Government Association worked closely with the Participation Division to enhance the role of local government in the delivery and support of quality sporting opportunities.
- I Discussions began with the Department of Health and Family Services to develop a cooperative approach to programs for targeted populations, namely Indigenous Australians, mature aged persons, children and young people, women, people in rural and isolated areas, and people with a disability.
- I The ACT Department of Education and the ACT Bureau of Sport, Recreation and Racing worked with the ASC and 26 ACT schools to pilot the Active Australia Schools concept.

- I Consultancy and training support was provided to the Australia South Pacific 2000 Sports Program, the Philippine Sports Commission, the Sports Council of Northern Ireland, and the Department of Foreign Affairs and Trade's Caribbean initiative.

Industry and Infrastructure

- I A new model for funding NSOs for participation outcomes was developed using more transparent funding criteria and proposed outcomes.
- I Support and professional development to NSOs was provided through a National Development Directors (NDD) workshop (attended by 70 delegates) and sport specific workshops for hockey, tennis, athletics, motor cycling, junior golf, triathlon and touch.
- I Work commenced with six NSOs to develop an implementation model for the sport component of Active Australia.
- I The Volunteer Involvement Program (VIP) operated in all states and territories, with participants attending education modules covering recruiting, retaining and managing volunteers, committee management, and sponsorship and fundraising. An evaluation of the program, undertaken by the University of Ballarat, highlighted the value of VIP resources, and the need for further work to assist sport to deliver the VIP effectively.

Public Education

- I The Participation Division's resources and publications were rationalised. *AUSSIE SPORT Action and Active* were amalgamated into the new magazine, *Activate*.

- I A photographic display, 'Celebration of Self', was commissioned and promoted to illustrate the lives of people with a disability, and to show positive images about those who want to be active and who celebrate, rather than hide, their diversity.
- I An Active Australia public education campaign was developed with the NSW Department of Health and the Department of Health and Family Services, to commence in NSW in late 1997.
- I Negotiations began with the Department of Health and Family Services and the Australian Institute of Health and Welfare concerning ABS Population Survey Monitor data. Proposed changes should maximise the ability of the survey to provide reliable and relevant baseline data on sport participation of particular target groups.

Sport Education and Training

- I ACC achievements were:

Progress was made toward a more integrated approach to the delivery of sport education and training for coaches, technical officials and administrators through:

- adoption of industry competency standards
- registration of ACC courses within the vocational and educational system
- a less regulated framework, and
- developing links with a wider range of delivery agencies and sport umbrella groups.

Nineteen thousand new coaches were accredited under the NCAS, 1100 coaches upgraded to the next level and 3500 coaches updated their qualifications, re-accrediting at the same level.

A new servicing package for NCAS accredited coaches was delivered which better meets the needs of coaches by providing, on a biennial basis, national and state related information. Other support initiatives included developing resources, assisting NSOs to review and update courses, and developing a code of conduct for coaches.

Progress was made in developing a self-sustaining infrastructure for the national development of technical sports officials by: establishing links with a number of delivery agencies within the tertiary sector, in schools and state coaching centres; establishing State Officiating Committees; and producing new learning resources.

Fifteen scholarships were provided under the National Coach Scholarship Program, the majority working alongside AIS coaches over a 12-month period.

■ Achievements through the ACSE were:

A *Prospectus* and *Course Guide* was released and a world wide web page was established to promote ACSE courses and services across 11 sports education areas.

ACSE agents overseas were established in Indonesia, China and India providing links with sports and education ministries and resulting in an elevated profile and an increase in demand for services.

A successful strategy was developed to promote sports courses to Japanese students, with the first of these enrolling in the Diploma in Sport and Recreation Leadership at the Canberra Institute of Technology.

Courses were conducted in Australia for individuals and groups from Malaysia, China, Japan, Indonesia, Fiji, the Philippines, Cook Islands and Niue, and overseas for groups in Fiji, Indonesia and the Philippines.

ACSE staff supervised the first Australian Sports Education Fair in Tokyo, and managed the 2nd AIS International Swimming Coaches Seminar, with 35 attendees from 20 countries.

**Policy and Strategic Planning,
Ministerial and Portfolio Coordination**

- A major submission on sport and recreation facilities was presented to the House of Representatives Standing Committee on Environment, Recreation and the Arts.
- The Australasian Facilities Committee was established with the secretariat for the Committee provided by the ASC.
- The ASC contributed to Commonwealth involvement in preparation for the Sydney Olympic and Paralympic Games, including participating in the Officials High Level Reference Group, attending interdepartmental meetings on Games issues, working on agreements with SOCOG, and developing a package of measures to promote Australia in the context of the Games.
- A contribution was made to the government's review of tax expenditures and issues relating to taxation of sporting organisations.
- There was a significant increase in the number of immigration issues. This included providing assistance to coaches from overseas applying for permanent residency, to overseas coaches and administrators employed to work with Australian sporting organisations and AIS programs, and athletes from overseas who wished to train and/or compete in Australia.

- I The Government's Response to the Senate Environment, Recreation, Communications and the Arts References Committee inquiry into soccer was finalised.
- I Extensive consultations were undertaken with staff, NSOs and other stakeholders on issues to be addressed in the ASC's strategic plan 1998-2001 and on input provided to the Board for its consideration.
- I The Ministerial Liaison Unit provided timely responses to 943 ministerials, 194 ministerial submissions and briefings, 142 portfolio coordination exercises, and a range of parliamentary and cabinet matters.

Contributions to

International Policy Objectives

- I A review of international relations activities was conducted and a policy framework developed to coordinate international activities for the Commission.
- I The International section assisted numerous visiting international delegations including:
 - International Olympic Committees from Japan, Italy, Brazil, France and the United States of America
 - representatives from sports institutes/commissions of China, Hong Kong, Nanjing and Tian Jing (China), and the Scottish Sports Council
 - delegations of government committees on sport from South Africa and Thailand, and
 - representatives from Malaysia, South Korea, Japan, France and numerous South Pacific countries.
- I Under specific commercial agreements, the ASC provided consultancy services to the Philippine Sports Commission and the Philippine Department of Social Welfare and Development, and conducted training courses and camps in sports administration and development, coaching, and sport science and medicine.
- I Overseas athletes were placed with AIS programs.
- I A submission to the government's review of Australia's Overseas Aid Program was prepared.
- I The Australia South Pacific 2000 Sports program, which offers high performance scholarships for athletes, operates under the Division. Atlanta boxing silver medalist Paea Wolfram from Tonga was assisted under this program.
- I Through the OTC program overseas athletes were assisted with their training.
 - Thirty-seven elite athletes and coaches visited Australia on Oceania OTC scholarships. The recipients were based in Brisbane, Adelaide, Melbourne, Canberra and Sydney.
 - Sixteen athletes and coaches from seven African countries completed African OTC scholarships. They specialised in four different sports and were based in Adelaide, Melbourne, Canberra and Wollongong.

SPORT AND BUSINESS SERVICES

Objective

To provide quality services and resources
adding value to sport

Major Achievements

- I *A long-term energy strategy was developed to reduce energy costs across the campus.*
- I *The Information Technology strategic plan was revised.*
- I *A business plan and marketing strategy, including one for the Ansett Sports Visitor Centre, was developed and implemented.*
- I *A corporate communications strategy was developed and implemented.*
- I *A strategy for marketing AIS facilities was developed.*
- I *A distribution and marketing strategy for ASC publications was developed and implemented.*
- I *The ANAO evaluated the Commission as 'fully meeting better practice' in a number of areas.*
- I *Total off-budget revenue was \$6 million in cash and around \$1 million in in-kind support, the highest yet achieved by the Commission and in excess of target.*
- I *SportNet, a sophisticated information technology system for NSOs and other sporting bodies, was extended. SportNet will eventually link all sports bodies into a national network.*

Description

The Sport and Business Services Group deals with a broad range of day-to-day administrative issues in the Commission and is committed to achieving best practice and continuous improvement within its corporate support services. It is comprised of three Divisions and a section dealing with human resource matters. These are:

- I The Marketing and Public Relations Division directs the ASC's commercial and marketing activities to generate off-budget revenue. Media and press liaison and other public relations activities are undertaken as part of an overall communications strategy to promote the Commission and its programs.
- I The Commercial Division manages the budgeting and financial services of the Commission as well as managing the commercial operations of the AIS site and maintenance of its assets and property.
- I The Information Services Division establishes and maintains a sophisticated information technology system for the Commission with links to NSOs and other sporting bodies through SportNet. All facets of information management, including records maintenance, publications production and distribution, and the National Sport Information Centre (NSIC) are managed in this Division.
- I The Human Resources section provides a range of services to the Commission and its employees and has responsibility for negotiating the ASC's Enterprise Agreement.

Performance Information

The objectives of the Group are met to the extent that:

- I clients express a high level of satisfaction with services provided in terms of effectiveness and efficiency of delivery
- I financial targets are achieved
- I accountability standards are met
- I productivity gain targets are met
- I awareness of the services and achievements of the ASC and the benefits of sport is increased
- I business management processes are effective
- I corporate image is improved
- I processes are in place to enable ASC staff to be highly skilled and have high morale, and
- I processes are in place to enable ASC staff to function consistently with the ASC's values.

Performance Outcomes

Performance indicators relate across all Groups, with all programs interacting and contributing in various ways. The following is a list of the outcomes for this year.

Best Practice and Efficiencies

- I Cost savings have been achieved in energy management at the AIS Bruce campus for the fourth year in a row. These have been realised during a period of increasing activity levels.

- Installation of a co-generation plant in the swimming hall is nearing completion. The gas-fired plant will provide heating to the swimming, tennis and gymnastics facilities, as well as providing for the electricity demands of the swimming pool, tennis courts and an administration building. The co-generation plant is expected to realise savings of \$50 000 a year when it is commissioned and operating in September 1997. This is the first commercial co-generation plant to be commissioned in the ACT.
- The ASC attained an A grade rating against all six key success factors in the recent ANAO evaluation against the 'Better Practice Guide on Financial Statement Preparation'. Only 14% of Commonwealth entities achieved this 'fully meeting better practice' rating.
- The NSP and commercial operations booking sections were amalgamated to form the Sports Camps and Reservations Section. As a result, two staff positions were saved, operations were streamlined and more efficient services are now being provided to all users and potential users of the AIS site.
- The information technology (IT) strategic plan and disaster recovery plan were completed during the year. The plan sets the framework for implementing IT at the ASC until the year 2000 and concentrates on increasing the use of technology in high performance sport, ASC administration and in improved NSO management practices.
- A training needs analysis was conducted and an IT training strategy developed to ensure that Commission staff have appropriate IT skills.
- Staff consultation commenced on a new enterprise agreement to be finalised in 1997-98.
- The central publications unit administered a more rigorous planning and approval process for publications, focusing on ASC priorities and key objectives. This resulted in fewer publications being produced than in the previous two years and achieving significant savings without diminishing client service.
- Distribution and mail order services for ASC publications were amalgamated and comprehensive record keeping implemented for stock control, sales and client information. A single point of contact for client requests and more efficient customer service was achieved.
- Responsibility for copyright issues, requests for reproduction of ASC materials and author contracts were also brought within the central publications unit.
- A Commission-wide policy on advertising in ASC publications was developed and implemented. This provides standard advertising rates, appropriate acknowledgment of our corporate sponsors and options for other potential advertisers.
- A small shopfront for publication sales was established to give more exposure to ASC publications and increase sales, particularly among visitors to the AIS Bruce campus. A consolidated publications catalogue is nearing completion.
- Major publications produced during the year included the *Australian Sports Directory 1997*, *Cooking for Champions: A Guide to Healthy Large Quantity Cooking for Athletes and Other Active People*, *An Illusory Image: A Report on the Media Coverage and Portrayal of Women's Sport in Australia 1996*, *Officiating General Principles Syllabus for Referees, Umpires, Judges and other Sports Officials*,

Willing and Able Getting Ready Kit (to increase awareness of disability issues), *Activate* (a new magazine from the Participation Division), and numerous educational and promotional materials and reports.

AIS Facilities

- I A major extension of the Sport Science and Sports Medicine facility was completed in June 1997. This addresses functional shortcomings within the building.
- I The AIS Ansett Sports Visitor Centre (ASVC) won the '\$2-\$7 million Commercial Buildings' category of the Master Builders Association of the ACT annual Excellence in Building Award.
- I Work commenced on a strategy to optimise use of the AIS site in the lead-up to the Sydney Olympics, and to ensure the AIS contributes to the efficient running of the Olympic soccer tournament.

Commercial Activities

- I The first year of operation of the ASVC resulted in an increase of 6% (on 1995-96 figures) in visitor numbers to the AIS. This result has been achieved in contrast to decreased visitors at similar attractions in Canberra. Approximately 500 000 people passed through the ASVC in 1996-97.
- I After a slow start due to budget uncertainty, the occupancy level and financial results for the AIS Residences exceeded budget targets. The addition of new AIS sports this year and increased commercial use improved the occupancy and profitability levels.
- I Renewed sponsorship arrangements were entered into with Digital to provide hardware and a new arrangement was negotiated with Microsoft to provide desktop software.

Information Technology, Products and Services

- I An additional 10 national sporting bodies were connected to SportNet, an Australia wide computer network linking the ASC with sporting bodies and allowing cooperative access to systems. The network now links to 23 national sporting bodies, two state sport departments and five state institutes/academies of sport. SportNet has been the catalyst for the implementation of IT within sports and as such is contributing to more effective communication and management practices. IT awareness seminars were held for NSOs in Sydney and Melbourne.
- I A number of new computer systems were developed during the year to contribute to enhanced athlete performance. These included:
 - data acquisition and analysis packages to test swimmers
 - pc based stick-figure animation to test cricketers
 - a gymnastics coaching system
 - testing systems for rowers and canoeists, and
 - a biochemistry testing system.
- I Multimedia kiosks were developed for the ASVC to ensure that the public have innovative and interesting ways to access information about the ASC and its programs.
- I Upgrades of the local area network backbone (using ATM) to cope with increased usage and of central 'server' equipment were undertaken and the planned changes to NT for the main operating system were commenced.

I Use of NSIC services has increased:

- The ASC internet site attracted on average 25 000 hits per week. The NSIC has made provision for all NSOs to have a place on the Australian Sport world wide web and facilitates the design and loading of this information. Twenty-five NSOs currently use this service. The Atlanta Olympic Games period gave testimony to the increased use of the internet when over 65 000 hits were recorded on the ASC site in one week. Topics pages have been set up to provide access to material commonly requested by secondary school students.
- An intranet service was established to improve communication within the ASC and between the ASC and sporting bodies connected to SportNet. The intranet contains key ASC policy documents, information current awareness services, searchable internal databases and electronic links to commonly used outside sources of electronic information, eg Hansard and telephone directories. This service has resulted in printing efficiencies and the delivery of more timely services.
- Approximately 17 300 requests for information (an increase of 17% on last year) were received by the NSIC via fax, mail, email and in person reflecting the high demand of an Olympic year. Sixty-five thousand people visited the NSIC in the past year to use the services.
- Moves toward digital audiovisual services have begun. Video Game Analysis cameras have been installed to provide a feed from the training facilities to the Audiovisual Control Room. New digital video cameras are available for loan to sports.

- In Records Management there has been an increase of 60% in new file creations and 25% in client use of other services. All state units were included in upgrading procedures for corporate record keeping. Consolidation of record keeping systems within the ASC has been ongoing and now includes all personnel, compensation and establishment records.

Public Relations

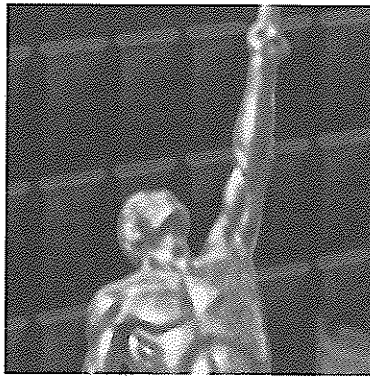
- I The ASC achieved high media exposure through a proactive strategy involving a media open day, regular briefing sessions, the launch of all AIS squads and development of a Business of Sport luncheon series involving the Minister.
- I The media open day allowed 15 journalists from electronic and metropolitan print media a unique opportunity to spend two days training and experiencing life with AIS sports as well as gain an understanding of ASC operations. As a result more than 30 newspaper and nine television reports were produced reflecting positively on the Commission.
- I The media and public relations area coordinated the 'Just Ask' Atlanta Olympic Information Service which was staffed by ASC officers and available to the public and media throughout the Games.
- I A corporate communications strategy outlining a range of initiatives to improve internal and external communication was developed during the year and was implemented after approval by the Board.
- I A collaborative relationship was developed between the ASC and the University of Canberra's communications faculty with 25 final year communications students undertaking internships of 160 hours each with a specific AIS sport or ASC program.

Similar agreements are being finalised with interstate capital city faculties.

Corporate Revenue, Marketing and Sponsorship Activities

- I The ASC exceeded its revenue target by generating about \$6 million in cash, primarily from corporate, marketing and commercial operations, and residences management.
- I During the year Australian Sports Foundation (ASF) associated programs raised more than \$6 million. A major review of the ASF was undertaken which will provide the basis for greater community involvement.
- I Sponsorships renegotiated during the year included Kellogg's (Australia), Digital, Speedo, Rydges and Dunlop while sponsorships were extended with Kodak and Dairy Farmers. New sponsorships were negotiated with Capilano Honey, Olympic Fine Foods, Rhône-Poulenc Rorer and the Australian Horticultural Corporation.
- I The Australian Sports Assist program was launched to provide a comprehensive national approach to sports injury insurance. The program provided financial support for the Australian Sports Injury Prevention Taskforce. The take up rate by NSOs (with a potential significant financial gain to them) has been disappointing.
- I The Marketing Section brokered programs generating a total of \$250 000 for two NSOs during the year.
- I Following a survey conducted across the ASC, the Marketing section introduced a comprehensive sponsor servicing program aimed at providing better value for sponsors, and improving communication between the ASC and the sponsor.

A P P E N D I X E S



APPENDIX 1

FINANCIAL STATEMENTS

**AUSTRALIAN SPORTS COMMISSION
INDEPENDENT AUDIT REPORT**

To the Minister Sport, Territories and Local Government

Scope

I have audited the financial statements of the Australian Sports Commission for the year ended 30 June 1997. The financial statements include the consolidated financial statements of the economic entity comprising the Australian Sports Commission and the entities it controlled at the year's end or from time to time during the year. The statements comprise:

- Statement by Chairman and Deputy Chairman
- Operating Statement
- Statement of Assets and Liabilities
- Statement of Cash Flows
- Schedule of Commitments
- Schedule of Contingencies, and
- Notes to and forming part of the Financial Statements.

The members of the Board of Commissioners are responsible for the preparation and presentation of the financial statements and the information contained therein. I have conducted an independent audit of the financial statements in order to express an opinion on them to you, the Minister for Sports, Territories and Local Government.

The audit has been conducted in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards, to provide reasonable assurance as to whether the financial statements are free of material misstatement. Audit procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion whether, in all material respects, the financial statements are presented fairly in accordance with Australian Accounting Standards, other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) and statutory requirements so as to present a view which is consistent with my understanding of the Australian Sports Commission and the economic entity's financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In accordance with sub-section 63M(2) of the *Audit Act 1901*, I now report that the statements are in agreement with the accounts and records of the Australian Sports Commission and the economic entity, and in my opinion:

- the statements are based on proper accounts and records
- the statements present fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Australian Sports Commission and the economic entity as at 30 June 1997 and the results of their operations and cash flows for the year ended
- the receipt, expenditure and investment of moneys, and the acquisition and disposal of assets, by the Australian Sports Commission during the year have been in accordance with the *Australian Sports Commission Act 1989*, and
- the statements are in accordance with the Guidelines for Financial Statements of Commonwealth Authorities.

Australian National Audit Office



Allan Thompson
Executive Director

For the Auditor-General

Canberra
23 September 1997

AUSTRALIAN SPORTS COMMISSION

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE, 1997

In our opinion, the financial statements of the Australian Sports Commission for the year ended 30 June 1997 present fairly the information required by the Minister for Finance Guidelines for Financial Statements of Commonwealth Authorities.



M C Fitzpatrick
CHAIRMAN

18 September 1997



J D Coates, AO
DEPUTY CHAIRMAN

17 September 1997

AUSTRALIAN SPORTS COMMISSION
OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE, 1997

	Notes	Chief Entity 1997 \$'000	Consolidated 1997 \$'000	Chief Entity 1996 \$'000	Consolidated 1996 \$'000
NET COST OF SERVICES					
Operating expenses (before abnormal items)					
Program Groups:	2				
Australian Institute of Sport	3	64,520	64,520	71,499	71,499
Sports Development and Policy		15,936	15,936	14,384	14,384
Sport and Business Services		21,966	21,966	19,281	19,281
Australian Sports Foundation		-	6,444	-	5,739
Total operating expenses (before abnormal items)		102,422	108,866	105,164	110,903
Operating revenue from independent sources (before abnormal items)					
Program Groups:					
Australian Institute of Sport		3,407	3,407	2,197	2,197
Sports Development and Policy		5,666	5,666	2,753	2,753
Sport and Business Services		7,416	7,416	7,353	7,353
Australian Sports Foundation		-	6,528	-	5,523
Total operating revenues from independent sources (before abnormal items)	4	16,489	23,017	12,303	17,826
Net Cost of Services (before abnormal items)		(85,933)	(85,849)	(92,861)	(93,077)
Abnormal Items		-	-	(7,150)	(7,150)
Net Cost of Services		(85,933)	(85,849)	(100,011)	(100,227)

The accompanying notes form an integral part of the Financial Statements.

AUSTRALIAN SPORTS COMMISSION
OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE, 1997

Notes	Chief Entity 1997 \$'000	Consolidated 1997 \$'000	Chief Entity 1996 \$'000	Consolidated 1996 \$'000
REVENUE FROM GOVERNMENT				
Revenues from government				
Recurrent expenses	<u>84,320</u>	<u>84,320</u>	<u>87,031</u>	<u>87,031</u>
Total revenues from Government	<u>84,320</u>	<u>84,320</u>	<u>87,031</u>	<u>87,031</u>
Surplus/(Deficit) of net cost of services over revenues from government	(1,613)	(1,529)	(12,980)	(13,196)
Accumulated surplus/(Deficit) at the beginning of the reporting period	<u>(1,674)</u>	<u>(203)</u>	<u>11,306</u>	<u>12,993</u>
Accumulated surpluses/(deficit) at the end of the reporting period	<u>(3,287)</u>	<u>(1,732)</u>	<u>(1,574)</u>	<u>(203)</u>

The accompanying notes form an integral part of the Financial Statements.

AUSTRALIAN SPORTS COMMISSION
STATEMENT OF ASSETS AND LIABILITIES

AS AT 30 JUNE, 1997

	Notes	Chief Entity 1997 \$'000	Consolidated 1997 \$'000	Chief Entity 1996 \$'000	Consolidated 1996 \$'000
DEBT	5				
Loans		3,558	3,558	3,572	3,572
Lease incentives		960	960	1,080	1,080
Total Debt		<u>4,518</u>	<u>4,518</u>	<u>4,652</u>	<u>4,652</u>
PROVISIONS AND PAYABLES	6				
Employees		5,441	5,441	5,799	5,799
Suppliers		3,254	3,273	1,798	1,809
Other		868	868	478	478
Total provisions and payables		<u>9,563</u>	<u>9,582</u>	<u>8,075</u>	<u>8,086</u>
Total Liabilities		<u>14,081</u>	<u>14,100</u>	<u>12,727</u>	<u>12,738</u>
EQUITY	7				
Parent entity interest					
Capital		99,985	99,985	99,985	99,985
Reserves		8,839	8,839	8,899	8,899
Accumulated surpluses or deficits		(3,287)	(1,732)	(1,674)	(203)
Total equity		<u>105,537</u>	<u>107,092</u>	<u>107,210</u>	<u>108,681</u>
Total liabilities and equity		<u>119,618</u>	<u>121,192</u>	<u>119,937</u>	<u>121,419</u>
FINANCIAL ASSETS					
Cash		8,871	10,486	5,155	6,693
Receivables	8	1,790	1,749	871	815
Investments		-	-	5	5
Total financial assets		<u>10,661</u>	<u>12,235</u>	<u>6,031</u>	<u>7,513</u>
NON-FINANCIAL ASSETS	9				
Land and buildings	10	97,493	97,493	102,985	102,985
Infrastructure, plant and equipment	11	10,435	10,435	9,422	9,422
Inventories		337	337	350	350
Other	12	692	692	1,149	1,149
Total non-financial assets		<u>108,957</u>	<u>108,957</u>	<u>113,906</u>	<u>113,906</u>
Total assets		<u>119,618</u>	<u>121,192</u>	<u>119,937</u>	<u>121,419</u>
Current liabilities		<u>6,838</u>	<u>6,857</u>	<u>4,478</u>	<u>4,489</u>
Non-current liabilities		<u>7,243</u>	<u>7,243</u>	<u>8,249</u>	<u>8,249</u>
Current assets		<u>11,691</u>	<u>13,265</u>	<u>7,530</u>	<u>9,012</u>
Non-current assets		<u>107,927</u>	<u>107,927</u>	<u>112,407</u>	<u>112,407</u>

The accompanying notes form an integral part of the Financial Statements

AUSTRALIAN SPORTS COMMISSION

STATEMENT OF CASHFLOWS

FOR THE YEAR ENDED 30 JUNE, 1997

	Notes	Chief Entity	Consolidated	Chief Entity	Consolidated
		1997 \$'000	1997 \$'000	1996 \$'000	1996 \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations		84,320	84,320	87,031	87,031
Sales of goods and services		3,872	3,872	2,996	2,996
Interest received		692	767	1,263	1,319
Other					
Contributions from external organisations		5,135	5,135	2,667	2,667
Sponsorship income		2,214	2,214	2,080	2,080
Donations received		-	6,325	-	5,389
Sundry income		3,397	3,497	16,768	16,843
Total Other		10,746	17,171	21,515	26,979
Total cash received		99,630	106,130	112,805	118,325
Cash used					
Grants		(36,816)	(43,155)	(39,236)	(44,899)
Employees		(20,007)	(20,047)	(17,533)	(17,543)
Suppliers					
AIS Scholarship payments		(2,520)	(2,520)	(2,562)	(2,562)
Contributions to external organisations		(6,039)	(6,039)	(8,081)	(8,081)
Professional Services		(4,840)	(4,840)	(5,322)	(5,322)
Other		(21,477)	(21,519)	(39,234)	(39,256)
Total Suppliers		(34,876)	(34,918)	(55,199)	(55,221)
Interest paid		(284)	(285)	(372)	(372)
Total cash used		(91,983)	(98,405)	(112,340)	(118,034)
Net cash from operating activities	13	7,647	7,725	465	291
INVESTING ACTIVITIES					
Cash received					
Proceeds from sales of: property, plant and equipment		1,143	1,143	1,226	1,226
investments		5	5	10,000	10,000
Total Cash received		1,148	1,148	11,226	11,226
Cash used					
Purchase of property, plant and equipment		(5,065)	(5,065)	(13,416)	(13,416)
Other				(5)	(5)
Total cash used		(5,065)	(5,065)	(13,421)	(13,421)
Net cash from investing activities		(3,917)	(3,917)	(2,195)	(2,195)

The accompanying notes form an integral part of the Financial Statements

AUSTRALIAN SPORTS COMMISSION
STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 30 JUNE, 1997

	Notes	Chief Entity 1997 \$'000	Consolidated 1997 \$'000	Chief Entity 1996 \$'000	Consolidated 1996 \$'000
FINANCING ACTIVITIES					
Cash used					
Repayments of debt		(14)	(14)	(1,078)	(1,078)
Total cash used		<u>(14)</u>	<u>(14)</u>	<u>(1,078)</u>	<u>(1,078)</u>
Net cash from financing activities		<u>(14)</u>	<u>(14)</u>	<u>(1,078)</u>	<u>(1,078)</u>
Net increase / (decrease) in cash held		3,716	3,794	(2,808)	(2,982)
add cash at 1 July		5,155	6,692	7,963	9,675
Cash at 30 June		<u>8,871</u>	<u>10,486</u>	<u>5,155</u>	<u>6,693</u>

The accompanying notes form an integral part of the Financial Statements

AUSTRALIAN SPORTS COMMISSION

SCHEDULE OF COMMITMENTS

FOR THE YEAR ENDED 30 JUNE, 1997

	Notes	Chief Entity 1997 \$'000	Consolidated 1997 \$'000	Chief Entity 1986 \$'000	Consolidated 1986 \$'000
CAPITAL COMMITMENTS					
Land and Buildings		-	-	1	1
Infrastructure, plant and equipment		1,303	1,303	1,566	1,566
Total capital commitments		1,303	1,303	1,567	1,567
OTHER COMMITMENTS					
Grants	22	56,892	56,892	-	-
Other Commitments		2,064	2,064	1,810	1,810
Total other commitments		58,956	58,956	1,810	1,810
Total commitments payable		60,259	60,259	3,377	3,377
Commitments receivable		(5,562)	(5,562)	(4,753)	(4,753)
Net commitments		54,697	54,697	(1,376)	(1,376)
BY MATURITY					
One year or less		57,847	57,847	1,843	(1,376)
From one to two years		(1,668)	(1,668)	(1,214)	-
From two to five years		(1,482)	(1,482)	(2,005)	-
Over five years		-	-	-	-
Net commitments		54,697	54,697	(1,376)	(1,376)

The accompanying notes form an integral part of the Financial Statements

AUSTRALIAN SPORTS COMMISSION
SCHEDULE OF CONTINGENCIES
FOR THE YEAR ENDED 30 JUNE, 1997

	Chief Entity 1997 \$'000	Consolidated 1997 \$'000	Chief Entity 1996 \$'000	Consolidated 1996 \$'000
CONTINGENT LOSSES				
Bank guarantees	85	85	85	85
Claims for damages/costs	500	500	550	550
Other	61	61	61	61
Total contingent losses	646	646	696	696
CONTINGENT GAINS				
	-	-	-	-
Net contingencies	646	646	696	696

The accompanying notes form an integral part of the Financial Statements

AUSTRALIAN SPORTS COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE, 1997

Note	Description
1	Summary of significant accounting policies
2	Program operating expenditure
3	Australian Institute of Sport - operating expenditure
4	Operating revenue from independent sources
5	Debt
6	Provisions and payables
7	Analysis of equity
8	Financial assets - receivables
9A	Analysis of property, infrastructure, plant and equipment
9B	Assets held at valuation
10	Land and buildings at valuation
11	Non financial assets - infrastructure, plant and equipment
12	Non Financial assets - other
13	Notes to the statement of cashflows
14	Commissioners and commissioners' remuneration
15	Executive remuneration
16	Superannuation
17	Remuneration of auditors
18	Trust funds
19	Related party information
20	Economic dependency
21	Segment reporting
22	Supplementary information

AUSTRALIAN SPORTS COMMISSION
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE, 1997

1. Summary Of Significant Accounting Policies

1.1 Basis of Accounting

The financial statements are a general purpose financial report. They have been prepared in accordance with the Guidelines for Financial Statements of Commonwealth Authorities issued by the Minister for Finance. These guidelines require the financial statements to be prepared in compliance with Australian Accounting Standards and Accounting Guidance Releases and the Consensus Views of the Urgent Issues Group.

The financial statements comprise the accounts of the Australian Sports Commission, as the chief entity, and the consolidated accounts of the economic entity comprising the Australian Sports Commission and the Australian Sports Foundation. The principal accounting policies adopted by the Australian Sports Commission are stated to assist in a general understanding of these financial statements. These policies have been consistently applied by the Commission except as otherwise indicated.

The financial statements have been prepared on an accrual basis. The financial statements have been prepared on the basis of historical cost and do not reflect current valuation of non current assets, except as otherwise stated.

1.2 Rounding

Amounts are rounded to the nearest \$1,000 except in relation to amounts stated for the remuneration of directors, executive officers, auditors and amounts stated for related party information.

1.3 Capitalised Assets

The Commission capitalises all individual asset purchases of \$2,000 or more. Assets are depreciated over their anticipated useful lives using the straight line method with depreciation commencing from the date of acquisition. Leasehold improvements are amortised over the unexpired period of the lease or the useful lives of the improvements, whichever is the shorter.

1.4 Land and Buildings

The Commission revalued land and buildings at 30 June 1996. The valuations were performed by the Australian Valuation Office using deprival valuation methodology. The Australian Valuation Office has issued a disclaimer which states that the valuations are for the Commission's exclusive use.

1.5 Cash

For the purpose of the Statement of Cashflows, cash includes cash on hand and deposits held at call with banks.

1.6 Bad and Doubtful Debts

A provision is raised for any doubtful debts based on a review of all outstanding amounts at year end. Bad debts are written-off in the period in which they are identified.

1.7 Employee Entitlements

The provision for employee entitlements encompasses 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 by employees of the Commission is estimated to be less than the sick leave annually accrued.

The provision for annual leave reflects the value of total annual leave entitlements of all employees at 30 June 1997 and is measured at the nominal amount. The portion of the provision for annual leave that is current has been determined using past experience of the actual cost of annual leave taken each year.

The provision for long service leave reflects the present value of the estimated future cash flows to be made in respect of all employees at 30 June 1997. In determining the present value of the liability the Commission has taken into account attrition rates and pay increases through promotion and inflation. The portion of the long service leave provision that is current has been determined using past experience of the actual cost of long service leave taken each year.

1.8 Income Tax

The Commission is exempt from income tax by virtue of section 50 of its enabling legislation. Consequently, no provision for income tax is required.

1.9 Sponsorship

Sponsorship income is brought to account as and when it is received. Sponsorship in kind is recognised to the extent that the value of the amount received can be reliably measured.

1.10 Comparative Figures

The 1995/96 figures have been reclassified, where necessary, to facilitate comparison with the 1996/97 figures.

1.11 Lease Incentives

Lease incentives are recognised as liabilities on receipt of the incentive. The amount of the liabilities is reduced by allocating lease payments between rental expense and reduction of the liability.

1.12 Inventory

Inventory only includes finished goods for resale.

2. PROGRAM OPERATING EXPENDITURE

The total expenditure on programs disclosed in the Operating Statement can be reclassified as follows:

	Chief Entity 1997 \$'000	Consolidated 1997 \$'000	Chief Entity 1996 \$'000	Consolidated 1996 \$'000
Employees Expenses:				
Remuneration	20,011	20,061	17,280	17,291
	<u>20,011</u>	<u>20,061</u>	<u>17,280</u>	<u>17,291</u>
Suppliers				
Facilities management	2,694	2,694	2,180	2,180
Residences management	1,071	1,071	1,128	1,128
Non-capitalised assets	1,246	1,246	1,021	1,021
Travel	7,799	7,799	7,052	7,052
Professional Services	4,840	4,840	5,322	5,322
Sundry expenses	9,070	9,124	10,504	10,570
	<u>26,720</u>	<u>26,774</u>	<u>27,207</u>	<u>27,273</u>
Interest and Other Expenses				
Contributions to external organisations	6,039	6,039	8,081	8,081
Athlete expenses	2,520	2,520	2,562	2,562
Interest on borrowing	284	285	286	286
	<u>8,843</u>	<u>8,844</u>	<u>10,929</u>	<u>10,929</u>
Grants to non profit institutions	<u>36,816</u>	<u>43,155</u>	<u>42,000</u>	<u>47,662</u>
Loss on disposal of assets				
Infrastructure, plant and equipment	-	-	59	59
Depreciation and Amortisation				
Provision for annual Leave	1,405	1,405	1,726	1,726
Provision for long Service Leave	7	7	1,015	1,015
Writedown of Receivables	28	28	(33)	(33)
Provision for depreciation				
Infrastructure, plant and equipment	1,886	1,886	4,981	4,981
Buildings and property	6,706	6,706	-	-
	<u>10,032</u>	<u>10,032</u>	<u>7,689</u>	<u>7,689</u>
Total expenditure	<u>102,422</u>	<u>108,866</u>	<u>105,164</u>	<u>110,903</u>

3. AUSTRALIAN INSTITUTE OF SPORT - OPERATING EXPENDITURE

	Chief Entity 1997 \$'000	Consolidated 1997 \$'000	Chief Entity 1996 \$'000	Consolidated 1996 \$'000
--	--------------------------------	--------------------------------	--------------------------------	--------------------------------

The expenditure for the Australian Institute of Sport Group can be further classified as follows :

Elite Sports Division

AIS Scholarship Program	14,673	14,673	14,652	14,652
National Sports Program	2,747	2,747	4,344	4,344
Direct Athlete Support	2,705	2,705	3,233	3,233
Elite Coaching Program	75	75	68	68
Elite Athlete Services	1,323	1,323	1,249	1,249
Administration	1,573	1,573	1,708	1,708
Provisions	2,274	2,274	1,082	1,082
Total Elite Sports	25,370	25,370	26,336	26,336

Sports Management Division

National Sporting Organisations				
Sport management grants	3,761	3,761	4,421	4,421
Coaching grants	5,149	5,149	6,479	6,479
Competition grants	2,719	2,719	6,018	6,018
Participation	1,500	1,500	2,072	2,072
Officiating	-	-	745	745
Olympic Athlete Program	13,070	13,070	13,912	13,912
Other	-	-	468	468
High Performance Management	1,969	1,969	7	7
Aussie Able	1,615	1,615	1,278	1,278
Provisions	173	173	340	340
Administration	1,553	1,553	1,531	1,531
Total Sports Management	31,509	31,509	37,271	37,271

Sports Sciences Division

Sports Science and Sports Medicine	7,641	7,641	7,892	7,892
Australian Institute of Sport Total	64,520	64,520	71,499	71,499

	Chief Entity 1997 \$'000	Consolidated 1997 \$'000	Chief Entity 1996 \$'000	Consolidated 1996 \$'000
4. OPERATING REVENUE FROM INDEPENDENT SOURCES				
The total operating revenue from independent sources disclosed in the Operating Statement can be reclassified as follows :				
Interest on deposits	737	811	1,272	1,332
Net gains on sale of assets				
Infrastructure, plant and equipment	251	251	-	-
Other:				
Contributions received	5,135	5,135	2,642	2,642
Sponsorships	2,959	2,959	2,080	2,080
Hire of facilities	1,557	1,557	1,502	1,502
Sale of merchandise	2,315	2,315	1,508	1,508
Donations received	-	6,325	-	5,387
Other	3,535	3,664	3,299	3,375
Total other	15,501	21,955	11,031	16,494
Total operating revenue	16,489	23,017	12,303	17,826
5. DEBT				
Loan				
A loan from the Commonwealth at the reporting date is payable as follows:				
Payable in the first year	766	766	15	15
Payable in one to two years	532	532	827	827
Payable in two to five years	1,867	1,867	1,867	1,867
Payable in more than five years	393	393	863	863
	3,558	3,558	3,572	3,572
Lease Incentives				
Lease incentives at the reporting date are payable as follows:				
Within one year	120	120	120	120
Within one to two years	120	120	120	120
Payable in two to five years	360	360	360	360
Payable in more than five years	360	360	480	480
	960	960	1,080	1,080
Total debt	4,518	4,518	4,652	4,652
6. PROVISIONS AND PAYABLES				
Employees:				
Salaries and wages	252	252	160	160
Leave	5,091	5,091	5,211	5,211
Superannuation	98	98	428	428
Employee payables and provisions	5,441	5,441	5,799	5,799
Suppliers:				
Trade creditors	3,254	3,273	1,798	1,809
Supplier payables and provisions	3,254	3,273	1,798	1,809
Other:				
Interest payable	284	284	266	286
Prepayments received	584	584	192	192
Other payables and provisions	868	868	478	478
Total payables and provisions	9,563	9,582	8,075	8,086

7. ANALYSIS OF EQUITY (CONSOLIDATED)

	Capital	Accumulated Results	Asset Revaluation Reserve	Total Equity
	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 1996	99,985	(203)	8,899	108,681
Correction to 1 July balances Surplus / (deficit)	-	(1,529)	(60)	(60)
				(1,529)
Balance at 30 June 1997	99,985	(1,732)	8,839	107,092
	Chief Entity 1997 \$'000	Consolidated 1997 \$'000	Chief Entity 1996 \$'000	Consolidated 1996 \$'000

8. FINANCIAL ASSETS - RECEIVABLES

Loan	30	-	60	-
Goods and services	1,748	1,737	780	784
Interest receivable	45	45	56	56
	<u>1,823</u>	<u>1,782</u>	<u>896</u>	<u>840</u>
Less provision for doubtful debts	(33)	(33)	(25)	(25)
Total Receivable Items	1,790	1,749	871	815

The value of trade debtors outstanding as at 30 June are aged as follows:

Current	1,565	1,554	702	646
Overdue less than 30 days	101	101	120	120
Overdue 30 to 60 days	40	40	16	16
Overdue more than 60 days	117	87	58	58
Total	1,823	1,782	896	840

9.A ANALYSIS OF PROPERTY, INFRASTRUCTURE PLANT AND EQUIPMENT (CONSOLIDATED ONLY)
MOVEMENT SUMMARY 1996-97 FOR ALL ASSETS IRRESPECTIVE OF VALUATION BASIS

	Land and Improvements \$'000	Buildings \$'000	Total Land and Buildings \$'000	Other Infrastructure, plant & equipment \$'000	Total \$'000
Gross value at 1 July	11,050	128,768	139,818	20,550	160,368
Additions	-	281	281	4,744	5,025
Revaluation	-	-	-	(1,693)	(1,693)
Disposals	-	-	-	-	-
Sub total at 30 June	11,050	129,049	140,099	23,601	163,700
Accumulated Depreciation 1 July	(2,250)	(34,584)	(36,834)	(11,127)	(47,961)
Depreciation charge for assets held 1 July	(500)	(5,270)	(5,770)	(2,380)	(8,150)
Depreciation charge for addition	-	(2)	(2)	(440)	(442)
Adjustment for revaluation	-	-	-	-	-
Adjustment for disposal	-	-	-	781	781
Accumulated depreciation at 30 June	(2,750)	(39,856)	(42,606)	(13,166)	(55,772)
Net book value at 30 June	8,300	89,193	97,493	10,435	107,928
Net book value at 1 July	8,800	94,184	102,984	9,423	112,407

Additions to buildings are recorded at cost. The value of these additions is immaterial over the value of all buildings.

9. B ASSETS HELD AT VALUATION

MOVEMENT SUMMARY 1996-97 FOR ALL ASSETS HELD AT VALUATION

	Land and Improvements	Buildings	Total Land and Buildings
	\$'000	\$'000	\$'000
Gross value at 1 July	11,050	128,768	139,818
Additions	-	281	281
Revaluation	-	-	-
Disposals	-	-	-
Sub total at 30 June	11,050	129,049	140,099
Accumulated Depreciation 1 July	(2,250)	(34,584)	(36,834)
Depreciation charge for assets held 1 July	(500)	(5,270)	(5,770)
Depreciation charge for addition	-	(2)	(2)
Adjustment for revaluation	-	-	-
Adjustment for disposal	-	-	-
Accumulated depreciation at 30 June	(2,750)	(39,856)	(42,606)
Net book value at 30 June	8,300	89,193	97,493
Net book value at 1 July	8,800	94,184	102,984

10. LAND AND BUILDINGS AT VALUATION

	Chief Entity 1997 \$'000	Consolidated 1997 \$'000	Chief Entity 1996 \$'000	Consolidated 1996 \$'000
Land	6,050	6,050	6,050	6,050
Land Improvements	5,000	5,000	5,000	5,000
Less accumulated depreciation	<u>(2,750)</u>	<u>(2,750)</u>	<u>(2,250)</u>	<u>(2,250)</u>
	2,250	2,250	2,750	2,750
Buildings	129,049	129,049	126,768	128,768
Less accumulated depreciation	<u>(39,856)</u>	<u>(39,856)</u>	<u>(34,583)</u>	<u>(34,583)</u>
	89,193	89,193	94,185	94,185
Total property and buildings at valuation	<u>97,493</u>	<u>97,493</u>	<u>102,965</u>	<u>102,985</u>

11. NON FINANCIAL ASSETS - INFRASTRUCTURE, PLANT AND EQUIPMENT

	Chief Entity 1997 \$'000	Consolidated 1997 \$'000	Chief Entity 1996 \$'000	Consolidated 1996 \$'000
AT COST:				
Leasehold Improvements	8,105	8,105	7,074	7,074
Work in progress	215	215	31	31
Accumulated amortisation	<u>(4,268)</u>	<u>(4,268)</u>	<u>(3,335)</u>	<u>(3,335)</u>
	4,052	4,052	3,770	3,770
Furniture, fittings, plant and equipment	12,713	12,713	10,902	10,902
Less accumulated depreciation	<u>(8,226)</u>	<u>(8,226)</u>	<u>(7,185)</u>	<u>(7,185)</u>
	4,487	4,487	3,717	3,717
Motor vehicles	2,567	2,567	2,543	2,543
Less accumulated depreciation	<u>(671)</u>	<u>(671)</u>	<u>(608)</u>	<u>(608)</u>
	1,896	1,896	1,935	1,935
Total infrastructure, plant and equipment at cost	<u>10,435</u>	<u>10,435</u>	<u>9,422</u>	<u>9,422</u>

12. NON-FINANCIAL ASSETS - OTHER

	Chief Entity 1997	Consolidated 1997	Chief Entity 1996	Consolidated 1996
	\$'000	\$'000	\$'000	\$'000
Prepayments paid	692	692	1,149	1,149
Total	692	692	1,149	1,149

13. NOTES TO THE STATEMENT OF CASHFLOWS

	Chief Entity 1997	Consolidated 1997	Chief Entity 1996	Consolidated 1996
	\$'000	\$'000	\$'000	\$'000
Reconciliation of Net Cash used in Operating Activities to Operating result				
Net cost of services	(85,933)	(85,849)	(100,011)	(100,227)
Government appropriation	84,320	84,320	87,031	87,031
Depreciation	8,592	8,592	4,982	4,982
Abnormal Items:				
Land revaluation	-	-	9,900	9,900
Prior year adjustment	-	-	(2,750)	(2,750)
Increase in receivables	(927)	(970)	13,471	13,467
Increase in doubtful debts	9	9	(40)	(40)
Decrease in inventory	12	12	(90)	(90)
Decrease in other non-financial assets	457	457	267	267
Increase in payables and provisions	1,488	1,525	(12,234)	(12,188)
Decrease in lease incentive	(120)	(120)	(120)	(120)
Profit on sale of plant and equipment	(251)	(251)	59	59
Net cash used by operating activities	7,647	7,725	465	291

14. COMMISSIONERS AND COMMISSIONERS' REMUNERATION

The following were Members of the Commission during 1996/97:

Mr M.C Fitzpatrick (Chairman)
 Mr J.D Coates AO (Deputy Chairman)
 Mr R.J Masters
 Ms D Flintoff-King OAM
 Ms K.E Schofield
 Dr R.I Charlesworth AM
 Mr R Beale AM
 Mr F.R de Castella MBE
 Ms J Clark
 Ms E Cawley AO, MBE
 Mr Ron Harvey CVO (Appointed 31/8/96)

Total remuneration paid or payable to the Commissioners during 1996/97 was \$140 873 (\$146 993 in 1995/96). The number of Commissioners included in these figures are shown below in the relevant remuneration bands:

	1996/97	1995/96
\$0 - \$9,999	2	9
\$10,000 - \$19,999	8	6
\$20,000 - \$29,999	1	1
	<u>11</u>	<u>16</u>

Commissioners of the Australian Sports Commission are appointed by the Minister for the Environment, Sport and Territories.

Superannuation payments:

A total of \$8 452 was paid into superannuation funds for Commissioners during 1996/97 (\$8 195 in 1995/96).

The funds were paid into the following entities:

	Chief Entity 1997	Consolidated 1997	Chief Entity 1996	Consolidated 1996
Australian Government Employee Superannuation Trust Fund	8,452	8,452	7,100	7,100
Asgard Capital Management	-	-	559	559
Zürich Australia Life Insurance	-	-	536	536

15. EXECUTIVE REMUNERATION

	Chief Entity 1997	Consolidated 1997	Chief Entity 1996	Consolidated 1996
The value of remuneration for Executive Officers who received in excess of \$100,000 is:				
Remuneration of Executive Officers	1,347,139	1,347,139	827,221	827,221
Performance Based Pay	22,000	22,000	31,500	31,500

The number of executives included in these figures are shown below in the relevant remuneration bands:

\$100 000 to \$110 000	3	3	4	4
\$110 001 to \$120 000	3	3	-	-
\$120 001 to \$130 000	-	-	2	2
\$130 001 to \$140 000	1	1	-	-
\$140 001 to \$150 000	1	1	-	-
\$150 001 to \$160 000	1	1	1	1
\$160 001 to \$170 000	-	-	-	-
\$170 001 to \$180 000	1	1	-	-
	<u>10</u>	<u>10</u>	<u>7</u>	<u>7</u>

Performance based pay is included in the calculation of the above remuneration.

16. SUPERANNUATION

Under the terms of the Superannuation Act 1976, the Commission is required to make employer superannuation contributions for its employees. The Commission's employer contribution depends upon the scheme of which employees are members. For those in the CSS scheme, the employer's contribution is at the rate of 20.9% and for those in the PSS scheme it is at a rate of 10.7% of salaries for superannuation purposes, as recommended by the Australian Government Actuary. During the year, the Commission paid a total of \$2 579 077 for superannuation (\$2 222 398 in 1995/96). The expense is allocated across the various Program costs shown in the Operating Statement.

17. REMUNERATION OF AUDITORS

The cost of auditing the chief entity's 1996/97 financial statements is estimated by the Australian National Audit Office to be \$95 000 (\$97 000 in 1995/96). The total fee for the consolidated accounts is expected to be \$101 000 (\$102 800 in 1995/96). No other services were provided by the Australian National Audit Office during the 1996/97 financial year.

18. TRUST FUNDS

The Commission operates the following Trust Funds:

- The AIS Development Trust
- The Gary Knoke Memorial Scholarship Trust
- Promoters Trust
- Australian College of Sport Education Trust

	Chief Entity 1997 \$'000	Consolidated 1997 \$'000	Chief Entity 1996 \$'000	Consolidated 1996 \$'000
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AIS DEVELOPMENT TRUST

The AIS Development Trust was established principally to promote research in the field of sports science and to provide benefits to athletes to assist them to further their educational, vocational and sporting skills.

Receipts				
Interest	2	2	10	10
Expenditure				
Contribution to:				
Research Scholarships	(15)	(15)	(15)	(15)
Athlete Accommodation	-	-	(300)	(300)
Excess of expenditure over receipts	<u>(13)</u>	<u>(13)</u>	<u>(305)</u>	<u>(305)</u>
Add Accumulated Funds at 1 July	<u>36</u>	<u>36</u>	<u>341</u>	<u>341</u>
Accumulated Funds at 30 June	<u>23</u>	<u>23</u>	<u>36</u>	<u>36</u>
Represented by:				
Cash at bank and on deposit	<u>23</u>	<u>23</u>	<u>36</u>	<u>36</u>

GARY KNOKE MEMORIAL SCHOLARSHIP TRUST

The Gary Knoke Memorial Scholarship Trust is to be used for the provision of scholarships to eligible persons.

Receipts:				
Interest	2	2	3	3
Expenditure	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess of receipts over expenditure	2	2	3	3
Add Accumulated Funds at 1 July	<u>45</u>	<u>45</u>	<u>42</u>	<u>42</u>
Accumulated Funds at 30 June	<u>47</u>	<u>47</u>	<u>45</u>	<u>45</u>
Represented by:				
Cash at bank	<u>47</u>	<u>47</u>	<u>45</u>	<u>45</u>

PROMOTERS' TRUST

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. The Promoters' Trust is also used as the Commission's general trust account.

	Chief Entity 1997 \$'000	Consolidated 1997 \$'000	Chief Entity 1996 \$'000	Consolidated 1996 \$'000
Receipts				
Takings for Events	1,147	1,147	578	578
Expenditure				
Distributions to:				
Promoters	(773)	(773)	(385)	(385)
the Chief Entity	(250)	(250)	(139)	(139)
Payments to suppliers	(68)	(68)	(45)	(45)
Excess of receipts over expenditure	56	56	9	9
Add Accumulated Funds at 1 July	32	32	23	23
Accumulated Funds at 30 June	88	88	32	32
Represented by:				
Cash at bank	88	88	32	32

AUSTRALIAN COLLEGE OF SPORT EDUCATION TRUST

The trust receives monies from fees for courses related to sport and from contributions from the University of Canberra and the Commission. The trust incurs costs associated with the development and presentation of these courses.

Receipts	906	906	203	203
Expenditure	(616)	(616)	(354)	(354)
Excess of expenditure over receipts	290	290	(151)	(151)
Add Accumulated Funds at 1 July	-	-	151	151
Accumulated Funds at 30 June	290	290	-	-
Represented by:				
Cash at bank	290	290	-	-

19. RELATED PARTY INFORMATION

Commissioners and Commissioner-related entities

A list of Commissioners is provided at Note 14. There were no loans advanced to or outstanding with the Commissioners during either 1996/97 or 1995/96. The aggregate amounts brought to account in respect of the following types of transactions with Commissioners of the entities in the economic entity and their Commissioner-related entities were:

ENTITY	COMMISSIONER	Chief Entity 1997	Consolidated 1997	Chief Entity 1996	Consolidated 1996
Donations received by the Australian Sports Foundation paid to related entities:					
Australian Olympic Committee	Mr J D Coates AO Mr R Harvey	-	1,571,992	-	2,552,805
Reimbursement of National Sport Program expenses:					
Australian Basketball Federation	Mr R Harvey	54,706	54,706	-	-
Grants to National Sporting Organisations:					
Australian Basketball Federation	Mr R Harvey	1,616,625	1,616,625	-	-
Reimbursement of expenses incurred on behalf of the Commission by related parties:					
Australian Olympic Committee	Mr J D Coates AO Mr R Harvey	81,951	81,951	-	-

There were also payments of a domestic nature to Commissioners and related entities to reimburse costs incurred on behalf of the Australian Sports Commission. These and the transactions referred to above were conducted with conditions no more favourable than would be expected if the transactions occurred at arms length.

Loans to related parties:

Australian Sports Foundation (Mr M Fitzpatrick) (Mr F R de Castella) (Ms K Schofield)	30,000	-	60,000	60,000
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The loan to the Australian Sports Foundation was provided interest free and is to be repaid in 1997/98.

Controlled Entity

The Australian Sports Foundation was incorporated on 18 February 1986, as a company limited by guarantee. The objective of the Foundation is to raise money for the development of sport in Australia.

The Australian Sports Foundation is an entity under the control of the Australian Sports Commission. During 1996/97, three directors of the Foundation were Commissioners of the Commission. These Commissioners received no benefits other than salary and related expenses, travel and subsistence for their services to the Commission. The amount brought to account in the chief entity in respect of the related party in 1996/97 was Nil; (Nil in 1995/96). The total amount receivable from and payable to entities in the wholly-owned group is:

Receivable	\$43 660 in 1996/97	\$60 000 in 1995/96
Payable:	nil in 1996/97	nil in 1995/96

These amounts were eliminated on consolidation. There were no other material transactions with related parties of the Commission and the Foundation during the financial year ended 30 June 1997. The Commission provided free administrative assistance for the operation of the Australian Sports Foundation to the value of \$94 380 in 1996/97 (\$83 191 in 1995/96). The contribution by the Foundation to the consolidated operating result after extraordinary items in 1996/97 was a profit of \$84 656 (a loss of \$215 868 in 1995/96).

20. ECONOMIC DEPENDENCY

The Australian Sports Commission is dependent on the appropriation of moneys by Parliament to fund the majority of its operations.

21. SEGMENT REPORTING

The Commission is involved in the development and promotion of sport in Australia.

22. SUPPLEMENTARY INFORMATION

Commitments

There is a significant difference between the figures for commitments outstanding as at 30 June 1996 and 30 June 1997 in the schedule of commitments. The Commission has four year co-operative agreements with many national sporting organisations. The agreements generate a commitment for the Commission to provide grants to these organisations. One four year cycle ended on 30 June 1996 and there were no new agreements signed at that date. The schedule of commitments discloses the value of grant commitments as at 30 June 1997 in respect of new four year agreements signed during 1996/97.

APPENDIX 2

STAFFING OVERVIEW

The ASC employs people in a wide range of fields including elite coaching, sport science and sports medicine, sports participation, sports education, facility management, production of sport resource materials, commercial programs, site maintenance and delivery of funding programs to sporting organisations

Employees and consultants are engaged under the *Australian Sports Commission Act 1989*. No staff are employed under the Public Service Act. Most staff are employed in the integrated Sports Officer structure introduced in the 1996 ASC Enterprise Agreement

In 1996-97 the ASC engaged 424.1 full time equivalent (FTE) staff and contractors, excluding the special categories of Athlete Trainee and Tour Guide

Staff by Funding Source

Funding source	1995-96	1996-97	% diff
Base funding	359.9	350.0	-2.8%
Externally funded	13.5	14.7	10.4%
OAP funded	17.3	19.2	11.0%
Revenue funded	29.6	40.2	35.8%
Total	420.3	424.1	0.9%

Expenditure on salaries was \$18.6 million and on contractors \$1.5 million.

Staff by Location

State	Total
ACT	387.7
Adelaide	10.5
Brisbane	12.3
Hobart	1.0
Melbourne	5.1
Perth	4.6
Sydney	2.9
Total	424.1

Staff by Function

	1995-96	1996-97	% diff
Business services	38.3	38.3	0%
Coaches	64.7	65.9	1.9%
Direct services to athletes and coaches	55.6	58.6	5.4%
Marketing and public relations	8.0	7.6	-5.0%
Office of the Executive Director	2.0	2.0	0.0%
Operation and maintenance of AIS facilities and residences	95.4	93.4	-2.1%
Policy, education and participation	52.3	55.6	6.3%
Sports funding delivery	22.3	20.5	-8.1%
Sports information services	16.2	18.0	11.1%
Sport science/sports medicine	65.5	64.2	-2.0%
TOTAL	420.3	424.1	0.9%

Staff by Engagement Type

Status	Type		
	Contractor	Employee	Total
Casual	0.1	33.9	34.0
Full time	22.6	342.5	365.1
Part time	3.3	21.7	25.0
Total	26.0	398.1	424.1

Staff by Gender and Sports Officer Level

	Sex		
	Female	Male	Total
Executive	3.0	8.0	11.0
Sports Officer Grades 7-11	27.7	87.8	115.5
Sports Officer Grades 1-6	156.6	141.0	297.6
Total	187.3	236.8	424.1

Staff Turnover

The ASC had a staff turnover of 8.2% in 1996-97.

APPENDIX 3

RESOURCE TABLE

Australian Sports Commission

	1995-96 ACTUAL \$('000)	1996-97 BUDGET \$('000)	1996-97 ACTUAL \$('000)
Operational Costs			
Salaries	17,056	18,201	18,731
Administrative Expenses	8,637	7,699	7,881
Operational Costs	25,693	25,900	26,612
Program Costs	73,831	68,043	65,367
Capital Works and Services	10,370	2,080	2,016
TOTAL GROSS EXPENDITURE	109,894	96,023	93,995
Less Revenue *	-10,147	-6,802	-13,391
Less cash on hand at beginning of financial year	-17,871	-5,193	-5,155
Add cash on hand at end of financial year	5,155	292	8,871
TOTAL APPROPRIATION / OUTLAYS	87,031	84,320	84,320
STAFF YEARS **	352.0	349.0	364.2

* Commercial activities only include profit/loss not total income.

** Excludes contractors, casuals, athlete trainees, externally funded & revenue generated positions. Under the Enterprise Agreement the changed nature of employment means some positions previously excluded are now permanent part time.

APPENDIX 4

GRANT ALLOCATIONS TO SPORTS (\$'000)

SPORT	General Management	High Performance Management	Coaching/Officiating	Participation	Host Events	International Competition	Elite Coaching	Athlete Development	Sport Science/Sports Medicine	TOTAL
AERO CLUBS	1.3									1.3
AEROBICS	10.0					19.0		3.5		32.5
ARCHERY	20.0	25.0	5.0		5.0	89.5	82.5	132.3		359.3
ATHLETICS	95.0		80.0	185.0		481.6	908.8	1298.9	30.0	3079.2
AUSTRALIAN FOOTBALL	37.5		125.0	40.0				10.4		212.9
AVIATION SPORT	40.0									40.0
BADMINTON	50.0	25.0	7.0	8.0		37.5	69.5	62.8		259.7
BALLOONING	2.5									2.5
BASEBALL	105.0	70.0	100.0	40.0		320.1	345.0	347.2		1327.3
BASKETBALL	90.0	70.0	120.0	115.0	115.0	365.5	732.5	948.9	60.0	2616.9
BIATHLON						10.5	4.0			14.5
BILLIARDS & SNOOKER	4.3									4.3
BMX	30.0		5.0		15.0	15.0		4.5		69.5
BOCCE	10.0		10.0	13.0		7.5				40.5
BOWLS (F)	15.0				15.0	11.0				41.0
BOWLS (M)	55.0		20.0		15.0	10.0		29.8		129.8
BOXING	20.0	50.0				60.5	40.0	49.6		220.1
CALISTHENICS	10.0		5.0							15.0
CANOEING	77.0	79.7	70.0			328.8	345.0	618.9	60.0	1579.3
CRICKET (M)	20.0		105.0	65.0			25.0	326.5		541.5
CRICKET (F)	51.0		20.0	20.0	5.0	6.0		43.8		145.8
CROQUET	15.0					2.0		2.1		19.1
CYCLING	115.0	70.0	55.0	10.0	105.0	370.2	584.0	1684.5	75.0	3068.7
DARTS	3.0			30.0						33.0
DIVING	70.0	20.0	60.0		20.0	63.5	85.0	447.8		766.3
EQUESTRIAN	75.0	50.0	55.0			150.0	153.0	366.1		849.1
FENCING	5.3	13.3				59.8	45.0	18.0		141.5
FIELD ARCHERY	2.5									2.5
FISHING	20.0									20.0
FUTSAL	55.0		70.0	60.0		33.0		5.8		223.8

SPORT	General Management	High Performance Management	Coaching/Occulating	Participation	Host Events	International Competition	Elite Coaching	Athlete Development	Sport Science/Sports Medicine	TOTAL
GLIDING	10.5		20.0					1.4		31.9
GOLF (M)	70.0		45.0	30.0		21.0		154.9		320.9
GOLF (F)	60.0		5.0			10.0		144.9		219.9
GOLF—PROFESSIONAL			30.0	50.0	80.0	137.4	412.5	918.2	30.0	1863.1
GYMNASTICS	90.0	35.0	110.0			59.4	62.5	47.1		183.0
HANDBALL	4.0	10.0						3.0		13.0
HANG GLIDING	10.0									
HOCKEY	60.0	52.5	60.0	30.0	80.0	337.8	455.0	586.9	30.0	1692.1
HOCKEY (F)	55.0	52.5	60.0	30.0	20.0	385.5	554.4	498.1	30.0	1685.5
ICE HOCKEY	12.0							1.0		13.0
ICE RACING	15.0					92.5		17.5		125.0
ICE SKATING	40.0		10.0			15.0		12.0		77.0
INDOOR CRICKET	40.0		15.0			10.0		8.7		73.7
JUDO	40.0	20.0	35.0			84.2	65.0	81.7		325.9
KARATE	20.0		20.0			35.0		21.9		96.5
KORFBALL	2.8									2.8
LACROSSE (M)	35.0		10.0			25.0		13.0		83.0
LACROSSE (F)	30.0		10.0			5.0		8.0		53.0
MARCHING	2.1									2.1
MODERN PENTATHLON	1.3	10.0				11.9	10.0	29.6		62.8
MOTOR SPORT	30.0		5.0			43.5				78.5
MOTORCYCLING	30.0		10.0			33.0		6.4		79.4
NETBALL	90.0		180.0	40.0	20.0	11.0	105.0	543.3		989.3
ORIENTEERING	15.0		5.0	25.0		25.5		3.9		74.4
PARACHUTING	2.5		23.5					5.2		31.2
POLOCROSSE	10.0		10.0			10.0		14.6		44.6
PONY CLUBS	30.0		5.0			8.5				43.5
POWERLIFTING	20.0		5.0			33.0				58.0
ROLLER SPORT	76.0		20.0	3.0		90.0		36.5		225.5
ROWING	75.0	70.0	55.0		20.0	1075.5	788.5	1348.5	60.0	3492.5

SPORT	General Management	High Performance Management	Coaching/Officiating	Participation	Host Events	International Competition	Elite Coaching	Athlete Development	Sport Science/Sports Medicine	TOTAL
RUGBY LEAGUE	42.5		105.0	45.0		10.0		18.5		221.0
RUGBY UNION	45.0		110.0	60.0		10.0	6.3	331.7		563.0
SAILING	85.0	70.0	55.0	75.0	8.0	319.5	245.0	140.1		997.6
SCHOOL SPORT				20.0						20.0
SHOOTING	75.5	70.0			20.0	198.6	200.0	254.5		818.5
SHOOTING—CLAY TARGETS	50.0		12.0		15.0			13.2		90.2
SHOOTING—FULL BORE	26.0		18.0		5.0					49.0
SHOOTING—PISTOL	50.0		15.0			9.0		12.4		86.4
SHOOTING—RUNNING TARGET	2.8									2.8
SHOOTING—SIMULATED FIELD	15.0									15.0
SHOOTING—TARGET RIFLE (S/BORE)	25.0									34.1
SKIING	75.0		40.0	40.0	40.0	132.0		285.0		612.0
SOCCER (F)	65.0	52.5	5.0	2.0	15.0	207.0	330.0	152.6		844.2
SOCCER (M)	40.0	52.5	95.0	35.0		264.4	362.5	623.9		1486.3
SOFTBALL	80.0	70.0	70.0	40.0	15.0	186.3	252.5	517.4		1246.2
SQUASH	80.0		80.0	23.0	30.0	40.0	35.0	412.0		700.0
SURF LIFE SAVING			65.0					10.0		75.0
SURF RIDING	65.0		40.0	19.0		34.0		13.8		171.8
SWIMMING	90.0	70.0	120.0	75.0		672.4	802.5	1453.1		3343.1
SYNCHRONISED SWIMMING	5.0	20.0				78.1	50.0	59.0		212.1
TABLE TENNIS	65.0	35.0	25.0	37.0		54.9	90.0	53.9		360.8
TAEKWONDO	12.3	53.7				166.7	65.0	71.7		369.4
TENNIS	30.0	30.0	70.0	135.0	10.0	34.8	208.1	576.1		1094.0
TENPIN BOWLING	72.0		50.0			21.7		15.2		188.9
TOUCH	65.0		55.0	40.0	15.0			76.2		251.2
TRAMPOLINE	3.8							4.5		8.3
TRIATHLON	80.0	47.5	20.0		20.0	132.5	90.0	259.2		649.2
TUG-OF-WAR	1.5									1.5
UNDERWATER	23.5									23.5
UNIVERSITIES	32.5					18.0				50.5

SPORT	General Management	High Performance Management	Coaching/Officiating	Participation	Host Events	International Competition	Elite Coaching	Athlete Development	Sport Science/Sports Medicine	TOTAL
VOLLEYBALL	72.0	35.0	55.0	10.0	30.0	290.9	203.2	784.2		1480.2
WATER POLO	75.0	30.0	50.0			203.7	252.5	847.3	30.0	1488.5
WATER SKIING	70.0		10.0	30.0	15.0	44.0		40.5		209.5
WEIGHTLIFTING	65.0	20.0	35.0			73.1	80.0	70.3		343.3
WRESTLING	8.0	22.5				10.0	25.0	339.5		405.0
AMPUTEE	45.0				3.0			5.0		53.0
CEREBRAL PALSY	45.0				6.0					51.0
DEAF	45.0					36.6		10.0		91.6
EQUESTRIAN—DISABLED	60.0					3.0				63.0
INTELLECTUAL DISABILITY	45.0					3.8		6.5		55.3
PARALYMPICS	185.0					155.0	180.0	197.2	120.0	837.2
SPECIAL OLYMPICS	49.8					15.0		3.0		67.8
TRANSPLANT	10.0				50.0	7.0				67.0
VISION IMPAIRED	51.2				3.0	5.0				59.2
WHEELCHAIR	45.0				25.0	13.5		10.5		94.0
WINTERSPORT—DISABLED	50.0									50.0
ACHPER				12.5						12.5
GOVERNMENT DEPTS/AGENCIES					40.0					40.0
MASTERS SPORT					100.0					100.0
SPORTS ADMINISTRATORS				37.5						37.5
CONFEDERATION OF AUST SPORT	50.0									50.0
SPORTS MEDICINE	37.5		122.5							160.0
	4391.3	1401.6	2983.0	1500.0	1010.0	8451.0	9345.6	18588.1	630.0	48300.6

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APPENDIX 7

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APPENDIX 8

ACRONYMS

The following acronyms are used throughout this report.

ABS	Australian Bureau of Statistics
ACC	Australian Coaching Council
ACE	Athlete Career and Education program
ACSE	Australian College of Sports Education
AIS	Australian Institute of Sport
ANAO	Australian National Audit Office
AOC	Australian Olympic Committee
AOTC	African Olympic Training Centre
ASC	Australian Sports Commission
ASF	Australian Sports Foundation
ASP 2000	Australia South Pacific 2000 program
ASVC	Ansett Sports Visitor Centre
ATM	Asynchronous Text Management
ATSIC	Aboriginal and Torres Strait Islander Commission
DAS	Direct Athlete Support
EDC	Enterprise Development Council
IAAF	International Amateur Athletic Federation
ISP	Indigenous Sport Program
IT	Information Technology
ITC	Intensive Training Centre
MOU	Memorandum of Understanding
NCAS	National Coaching Accreditation Scheme
NDD	National Development Director
NESC	National Elite Sports Council
NSIC	National Sport Information Centre
NSO	National Sporting Organisation
NSOD	National Sporting Organisation for the Disabled
NSP	National Sports Program
OAP	Olympic Athlete Program
OH&S	Occupational Health and Safety
OOTC	Oceania Olympic Training Centre
OTC	Olympic Training Centre
SAS	Sports Assistance Scheme
SCORS	Standing Committee on Recreation and Sport
SOCOG	Sydney Organising Committee for the Olympic Games
VIP	Volunteer Involvement Program

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