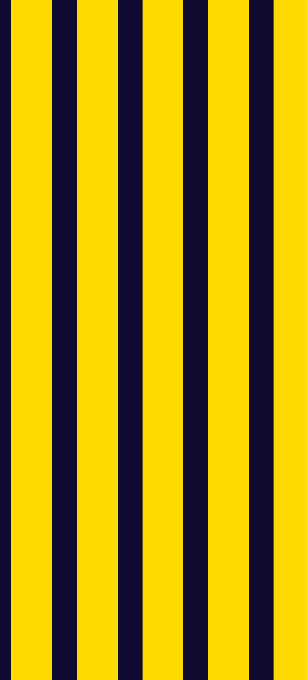
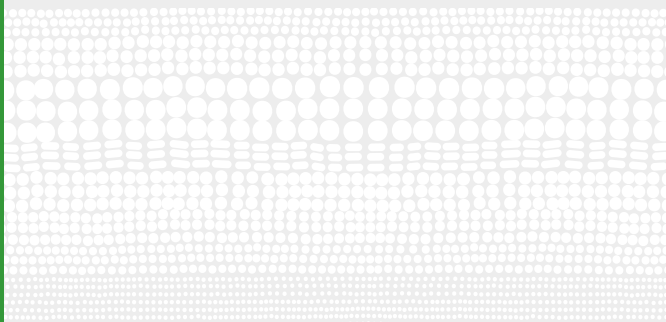


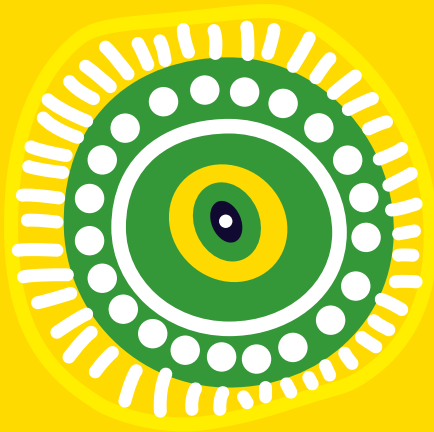
22-23



**Australian Government**  
**Australian Sports Commission**

**Annual Report**  
**2022-23**





## **Acknowledgement of Country**

The Australian Sports Commission (ASC) acknowledges the Traditional Custodians of the lands where its offices are located, the Ngunnawal people and recognises any other people or families with connection to the lands of the ACT and region, the Wurundjeri Woi-wurrung people of the Kulin Nation, the people of the Yugambah Nation and the Gadigal people of the Eora Nation.

The ASC extends this acknowledgment to all the Traditional Custodians of the lands and First Nations Peoples throughout Australia and would like to pay its respects to all Elders past, present and future.

The ASC recognises the outstanding contribution that Aboriginal and Torres Strait Islander peoples make to society and sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.



## **About the report**

This report has been prepared in accordance with parliamentary reporting and legislative requirements and provides details of the ASC's performance and operations for the financial year ending 30 June 2023. The report details how effective the ASC has been at achieving its outcomes for the year as outlined in the ASC Corporate Plan 2022–26 and the Portfolio Budget Statements for 2022–23.

## **Ownership of intellectual property rights in this publication**

Unless otherwise noted, copyright (and other intellectual property rights, if any) in this publication is owned by the ASC.

## **Creative Commons Licence**

Apart from the Commonwealth Coat of Arms and photographic images, this publication is licenced under a Creative Commons Attribution 3.0 Australia Licence.

Creative Commons Attribution 3.0 Australia Licence is a standard form license agreement that allows you to copy, distribute, transmit and adapt this publication, provided you attribute the work.

A summary of the licence terms is available from <https://creativecommons.org/licenses/by/3.0/au>

The full licence terms are available from <https://creativecommons.org/licenses/by/3.0/au/legalcode>

The ASC prefers that you attribute this publication (and any material sourced from it) using the following wording:

Source: Licensed from the Australian Sports Commission under a Creative Commons Attribution 3.0 Australia Licence.

Produced by the ASC's Communication and Governance teams.

## **For general enquiries**

Telephone: 02 6214 1111

Email: [communication@ausport.gov.au](mailto:communication@ausport.gov.au)

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





**Australian Government**

**Australian Sports Commission**

The Hon Anika Wells MP  
Minister for Aged Care  
Minister for Sport  
Member for Lilley  
Parliament House  
CANBERRA ACT 2600

Dear Minister,

On behalf of the Board of the Australian Sports Commission, I am pleased to submit our 39th Annual Report for the financial year ending 30 June 2023. This report has been prepared in accordance with government legislative requirements, including section 48 of the *Australian Sports Commission Act 1989*, sections 38, 39, 42 and 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the Public Governance, Performance and Accountability Rule 2014.

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

This report has been approved for presentation to you by the Australian Sports Commission Board on 26 September 2023. I hereby submit this report to you as a true and accurate record of our compliance and achievements.

Yours sincerely

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

**Josephine Sukkar AM**

Chair  
Australian Sports Commission

27 September 2023



# CONTENTS

<b>CHAPTER 1: WHO WE ARE</b>	<b>9</b>
Chair's report	10
Chief Executive Officer's report	14
Games summary	17
About us	18
ASC staff locations	19
Our purpose	20
The Australian sporting environment	21
Win Well 2032+	22
Our commitment to Win Well	23
<b>CHAPTER 2: ANNUAL PERFORMANCE STATEMENTS</b>	<b>25</b>
Statement by the Commissioner	26
Our performance	27
<b>CHAPTER 3: OUR ORGANISATION</b>	<b>55</b>
Organisational structure	56
Our people	57
Work health and safety	63
Reconciliation Action Plan	64
Corporate partners	65
Our operations	66
Authority and directions	70
Board and committees	72
Governance	87
External scrutiny	91
<b>CHAPTER 4: FINANCIAL PERFORMANCE</b>	<b>93</b>
Independent Auditor's Report	94
Statement from the Commissioner, CEO, CFO	96
Financial Statements	97
<b>CHAPTER 5: AUSTRALIAN SPORTS FOUNDATION</b>	<b>127</b>
<b>CHAPTER 6: APPENDICES AND REFERENCES</b>	<b>129</b>
Appendix 1 — High performance results	130
Appendix 2 — ASC award recipients	136
Appendix 3 — Funding to sports	138
Appendix 4 — Contact officers	144
Appendix 5 — Summary of compliance	145
Shortened forms	150
Index	151





# 01

## WHO WE ARE

CHAIR'S REPORT	10
CHIEF EXECUTIVE OFFICER'S REPORT	14
GAMES SUMMARY	17
ABOUT US	18
ASC STAFF LOCATIONS	19
OUR PURPOSE	20
THE AUSTRALIAN SPORTING ENVIRONMENT	21
WIN WELL 2032+	22
OUR COMMITMENT TO WIN WELL	23





**Josephine Sukkar AM**

**Chair**

**Australian Sports Commission**

## Chair's report

Sport is one of our nation's greatest strengths and as we continue our journey along the Green and Gold decade, we're seeing the extraordinary impact sport can have on every Australian.

The FIFA Women's World Cup was a shining example of the power of sport to unite and inspire the nation, and it was wonderful to see the Matildas perform so strongly in front of a passionate home crowd. On top of successfully co-hosting the largest women's sporting event in the world, Australia set new crowd and viewer records, proving that women's sport continues to reach new heights and audiences alike.

This is a defining era for sport, and we are clear in our vision to lead and support the sector.

Launched in October, our strategic vision aims to bring out the best in everyone involved in sport and establish Australia as the world's best sporting nation. We believe that sport has a place for everyone and delivers results that make Australia proud.

Collectively, we've already made huge strides to set Australian sport up for success.

Australia's High Performance 2032+ Sport Strategy is an industrywide approach to harness our collective strengths, talent and resources. The vision of the strategy is that 'we win well to inspire Australians'. Win well means that how we win is just as important as when we win and that emotional, mental, physical and cultural wellbeing is the foundation to sustainable success.

It is our responsibility as leaders in sport to ensure we have an environment where we can win well, and it was great to see all 52 sports and organisations involved in the strategy come together to commit to the Win Well Pledge.

Working hand in hand with this is the codesigned National Sport Participation Strategy, which will transform the way participation is connected, delivered and supported in Australia. The strategy will be the first of its kind in Australia, and I'm looking forward to seeing the positive impact it has on the sector.

We have an opportunity to create meaningful change and inspire all Australians to be involved in sport in whatever role they choose. We are leading the way to ensure there is a strong focus on diversity in every program we run because we need to ensure all Australians see a place for themselves in sport.

It will be wonderful to see the world's best athletes compete on our shores in the years ahead, with world championships and world cups to be held in a range of sports, including bowls, BMX, netball, rugby and cricket.

Looking abroad, our AIS European Training Centre (ETC) in Italy continues to provide a competitive advantage for Australian athletes training or competing in Europe and will play a crucial role ahead of Paris 2024 and Milano Cortina 2026.

Providing a 'home away from home', the ETC now has access to an additional 48 rooms, tripling our accommodation capacity and allowing us to support even more of our athletes and support staff ahead of the next big three years of European-based competition.

Coupled with \$20 million in new funding through the Paris 2024 Olympic and Paralympic Preparation Fund, thanks to the Australian Government and Minister for Sport Anika Wells, we're ensuring athletes and sports are well supported to achieve their best on the world's biggest sporting stage.

I look forward to continuing to work closely with the Australian Government to unite, inspire and build Australia through sport.



**Josephine Sukkar AM**  
Chair  
Australian Sports Commission

## High performance sport



2,065

**HIGH PERFORMANCE (HP)  
CATEGORISED ATHLETES**



1,091

**COACHES**

engaged in ASC HP coach  
development programs



271

**PRACTITIONERS**

attended the  
AIS Performance  
Support Forum



259

**ENGINEERING CUSTOM  
EQUIPMENT PROJECTS**

delivered across **13** sports  
and the Olympic Winter Institute  
of Australia (OWIA) and the  
Victorian Institute of Sport



29,064

**UNIQUE PAGE VIEWS**

for the Female Performance  
Health Initiative (FPHI) resources  
including **4,573** unique visits to  
FPHI education modules

\$14.9m

**TO DIRECT ATHLETE SUPPORT**

to more than **820** athletes,  
including **36** athletes that have  
transitioned out of HP

\$140.3m

**OF HP INVESTMENT**

allocated directly to national sporting  
organisations (NSOs), of which **\$25.7m** was  
to support pathways initiatives in **42** NSOs

## 2022 COMMONWEALTH GAMES:



429

**AUSTRALIAN  
ATHLETES**



178

**MEDALS**

67 Gold  
57 Silver  
54 Bronze



284

**MEDALLISTS**

# Sport participation



**2,503,363**

**TOTAL PARTICIPANTS**

**2,204,511** primary school participants  
**298,852** secondary school participants  
**7,063** schools funded

**1,318,630** students from metro areas  
**1,135,543** students from regional areas  
**49,190** students from rural areas

**15m**  
**STUDENTS**

participated in the  
 Sporting Schools  
 program since 2015



## LOCAL SPORTING CHAMPIONS



**12,194**

**GRANTS**

distributed, totalling  
**\$7,850,300**

## LOCAL PARA CHAMPIONS



**392**

**GRANTS**

distributed, totalling  
**\$347,900**

## REGIONAL SPORT EVENTS FUND



**92**

**LOCAL COUNCILS**

in regional and remote  
 communities across  
 Australia funded



**4**

**SPORTS RECEIVED  
 OVER \$20M**

in major event legacy  
 funding to support  
 thousands of Australians  
 to participate in sports  
 including cycling, football,  
 cricket and basketball



**\$17.3m**

**IN PARTICIPATION  
 FUNDING**

to **55** sports, supporting  
 the development of over  
**60** new national sport  
 participation plans  
 and products

over **70** paid  
 positions in sport

more than **50** community  
 coaching initiatives

over **20** new campaigns  
 helping Australians stay  
 active and healthy



**51,000**

**PARTICIPANTS**



**155,000**

**SPECTATORS**

to help host community  
 sporting events



**Kieren Perkins OAM**

**Chief Executive Officer**

**Australian Sports Commission**

## Chief Executive Officer's report

With successful performances by the Australian team in Birmingham and Beijing behind us, the ASC is now firmly focused on helping our athletes and sports prepare for the 2024 Paris Olympics and Paralympics and the 2026 Milano Cortina Olympic and Paralympic Winter Games.

The years ahead provide tremendous opportunities for everyone involved in sport and the ASC continues to work hard to lead and support the national sporting organisations, with a strong focus on supporting our emerging coaches, administrators, officials and volunteers.

The ASC adopted a new organisational structure in early 2023 to help us support sport and deliver on our strategic vision, and I'm confident that the ASC is well positioned to support the sector through this exciting period ahead.

Our vision that sport has a place for everyone and delivers results that make Australia proud is also told through our First Nations artwork, *Kinship*. The artwork by Olympic boxer, former AIS scholarship holder and Indigenous artist Brad Hore OLY was unveiled in May and will form a key part of our identity moving forward.

We want more Australians involved in sport at all levels, so it has been pleasing to see Australians are returning to sport post COVID-19, largely for mental health reasons, for fun, and to be outdoors. Our national AusPlay survey also shows that Australians see the value of sport and being active, as is clear from the \$16.4 billion they spent on sport and physical activity last year.

Volunteers are also returning to sport, and the ASC continues to highlight and champion the role of this crucial cohort to help sports grow their volunteer base.

In addition to our leadership of the sector's Sport Volunteer Coalition, we are partnering with sector stakeholders to develop the nation's first codesigned National Sport Participation Strategy.





Brad Hore OLY, 2023, *Kinship*

This strategy will help transform the way participation is connected, delivered and supported in Australia and follows the successful launch of Australia's High Performance 2032+ Sport Strategy.

We continue to have a strong focus on gender equity in the sport sector. As an example, the Women Leaders in Sport (WLIS) program, which includes programs like AIS Talent and Athlete Accelerate, is achieving success from the boardroom to the sporting arena.

With the support of the Australian Government's Office for Women, WLIS has supported more than 27,000 women, from community volunteers through to senior executives and boards, and more than 800 sporting organisations.

Our AIS National Generation 2032 Coach program is increasing the depth and diversity of Australia's high performance coaches. Additional funding was added this year to ensure the program is catering for the modern coach, so that childcare support and flexible working arrangements are now available for coaches with children.

We continue to connect school children to sport across the country via Sporting Schools, our flagship program for students. More than 15 million Aussie kids have now taken part in Sporting Schools, and Minister Wells visited a Northern Territory primary school in May to mark this significant milestone.

For many Australian children, these free programs, which have been delivered to more than 8,700 schools since launching, are the first real touchpoints they have with organised sport.

The program has also been expanded to include a trial in Years 9 and 10. Funding is available for schools to deliver programs that support students at this critical period of their life to play, officiate, coach or volunteer in sport.

The sporting strategies, programs and facilities we deliver now have the capacity to shape Australia's long-term prosperity well beyond sporting boundaries.

It has been encouraging to see continued demand from sports to use the AIS facilities in Canberra to prepare for major events, at home and abroad. Demand to access our unique performance environment is well exceeding pre-Covid times in 2019.

We are thrilled to be hosting the 2024 Junior Pan Pacific Swimming Championships at the AIS campus in Canberra in August 2024 — the first time the event is contested in Australia. More than 300 athletes and support staff will stay onsite, while training, competition, meals and accommodation are all located within walking distance.

The campus will continue to play a pivotal role in our sporting success throughout this defining era for Australian sport and beyond. A significant step was taken forward in June, when a memorandum of understanding (MOU) was signed with the ACT Government to explore mutually beneficial opportunities within the AIS precinct.

This MOU aligns with discussions we are having with the Australian Government regarding the revitalisation of our high performance sport facilities, and we look forward to engaging in discussions with the ACT Government to ensure the campus is a vibrant precinct available for sport, entertainment, and community use.

I would like to thank the ASC Board, led by Chair Josephine Sukkar AM, for their continued support and leadership.

I also wish to thank the ASC staff for their dedication and passion for making Australian sport the best it can be.



**Kieren Perkins OAM**  
Chief Executive Officer  
Australian Sports Commission

# Games summary

## Commonwealth Games 2022

Australia cemented its place as the most successful nation in Commonwealth Games history following a stellar performance at the 2022 Games in Birmingham. The team of 429 athletes, which featured a strong mix of experience — including 107 returning Commonwealth medallists and new talent represented by 284 debutants — finished on top of the table, winning 67 gold, 57 silver and 54 bronze medals.

The notable performances included:

- > The 10 team sport events at the Commonwealth Games (3x3 Basketball, Hockey, Cricket, Netball and Rugby Sevens) delivered 9 medals.
- > Australia recorded more podium clean sweeps than any other nation in Birmingham — 5 clean sweeps in Swimming (Women's 200 m Freestyle, Men's 400 m Freestyle, Women's 50 m Freestyle, Women's 100 m Freestyle and Women's 800 m Freestyle).
- > Fifteen sports recorded multi-medal performances, including Swimming (65, including 25 gold), Cycling (18, including 11 gold), Athletics (15, including 10 gold), Gymnastics (12, including 4 gold), Diving (10, including 4 gold), Judo (10, including 2 gold), Lawn Bowls (6, including 3 gold), Table Tennis (6, including 2 gold), Boxing (5, including 1 gold), 3x3 Basketball (4, including 1 gold), Weightlifting (4 medals), Triathlon (4 medals), Beach Volleyball (2 medals, including 1 gold), Hockey (2 medals, including 1 gold) and Wrestling (2 medals).
- > Australia's dominance on the bowling green from 2018 continued, with the team finishing first overall with 3 gold and 3 silver medals.
- > Triathlon added four medals to the Australian tally, with silver to Sam Harding and Guide, Luke Harvey (Men's PTVI), bronze medals to Matt Hauser (Men's), Mixed Relay Team and Jonathan Goerlach and Guide, and David Mainwaring in the Men's PTVI.
- > Judo achieved its best outcome at the Commonwealth Games, with 10 of 11 athletes winning medals.
- > Men's Beach Volleyball came from behind in the final to win gold, making it 2 successive golds for Beach Volleyball at the Games.
- > Table Tennis had an impressive Games, winning a total of 6 medals.
- > Australia reached an impressive milestone, recording more than 1,000 gold medals in total over the history of the Commonwealth Games.

The Australian team featured a record Indigenous and para-athlete representation, with:

- > 10 Aboriginal and Torres Strait Islander athletes competing in Birmingham
- > 76 para-athletes, who won a total of 35 medals.

We saw athletes build on their champion status:

- > Madison de Rozario became the first Australian para-athlete to win 4 Commonwealth Games gold medals.
- > Emma McKeon became Australia's most decorated Commonwealth Games athlete of all time.
- > Georgia Godwin won 5 medals to equal the all-time record for a female Australian gymnast at the Commonwealth Games.
- > Australia's Men's Hockey team have now won 7 consecutive gold medals since Hockey's addition to the Commonwealth Games in 1998.

## About us

The Australian Sports Commission (ASC) is the Australian Government agency responsible for supporting and investing in sport. It was established in 1985 under the *Australian Sports Commission Act 1989* (ASC Act) and operates in accordance with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

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

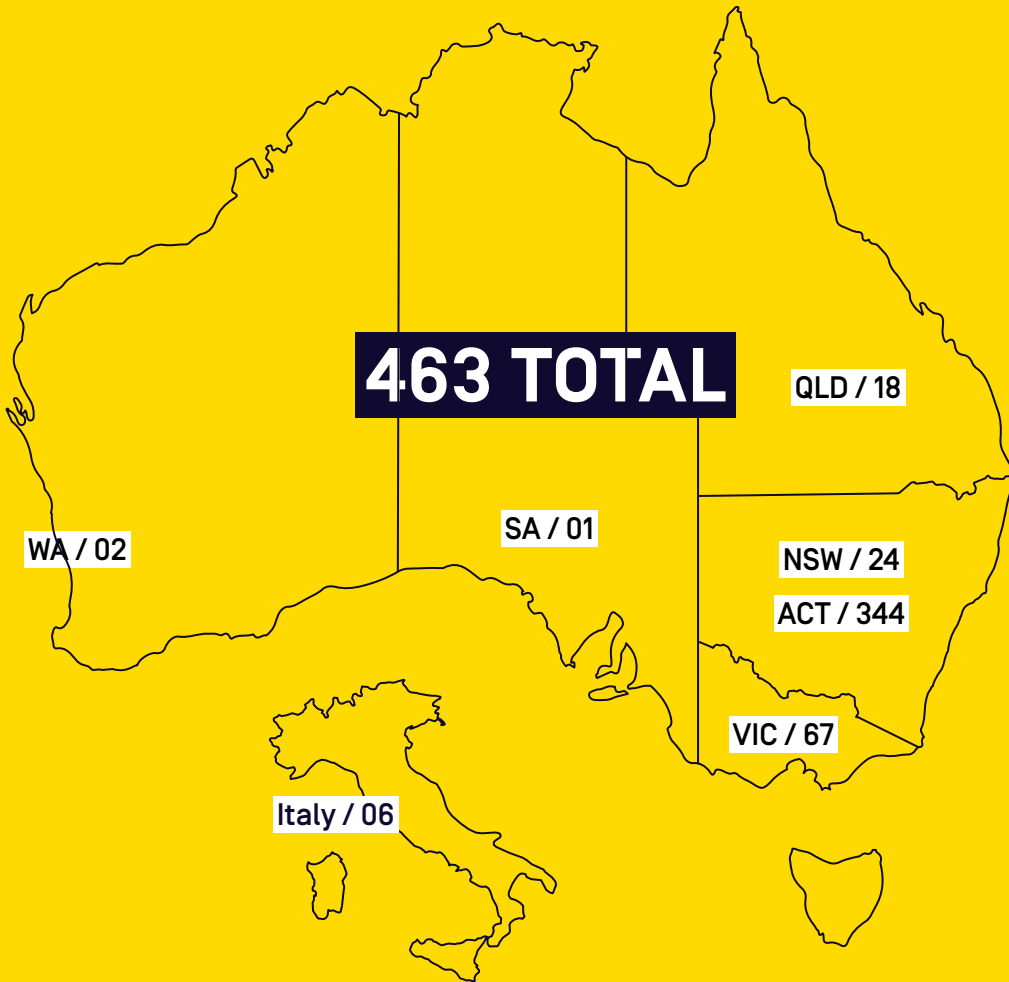
The ASC is administered from Canberra at the AIS Bruce campus and has offices in Melbourne and Sydney. The AIS campus is a 65-hectare multipurpose facility with sporting, administration, commercial and residential functions. The AIS also operates the European Training Centre in Varese, Italy and high performance sports training facilities at Pizzey Park on the Gold Coast.

From grassroots to the pinnacle of elite international competition, we work with the sport sector, other government partners, businesses and the wider community, to champion the role sport can play in engaging every Australian, regardless of age, race, gender, cultural background or physical ability.

We exist because sport matters. It drives all we do at the ASC, including our culture. We stand for respect, integrity, teamwork and excellence. These values underpin how we treat each other and our stakeholders, how we deliver for sport and how we create the world's best environment at the ASC.



## ASC staff locations



Note: Based on headcount of ongoing and fixed term employees only [excludes Board and casual employees] as at 30 June 2023. Total number includes one international remote working arrangement not shown on map.



## Our purpose

Our purpose is to increase participation in organised sport and continued international sporting success, including through leadership and development of a cohesive and effective sports sector, provision of targeted financial support, and the operation of the AIS.

To achieve this purpose, our strategy for 2022–23 was centred around 3 strategic pillars:



**MORE AUSTRALIANS INVOLVED IN ORGANISED SPORT**



**A THRIVING ORGANISED SPORT SECTOR**



**WORLD'S BEST HIGH PERFORMANCE SYSTEM**

We invest in national sporting organisations (NSOs) and national sporting organisations for people with disability (NSODs) and work with them to achieve greater sport participation outcomes and industry growth. We work on generating a competitive advantage for Australian athlete success at Olympic, Paralympic and Commonwealth Games. We also identify opportunities to work strategically in partnership with sports and organisations that enhance the broader Australian sport sector.

In October 2022 we developed a new strategic vision and mission that outlines our focus areas for the next 10 years and beyond, capitalising on a calendar of major sporting events and the build-up to the Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032). The period ahead is an incredible opportunity to unite and inspire Australia through sport. This new strategic vision aims to bring out the best in everyone involved in sport.

# The Australian sporting environment

Australians are changing how and why they get active after several years of disruptions due to the COVID-19 pandemic.

Not only are they increasingly enjoying activities like bushwalking, yoga and Pilates, which can be enjoyed at times and locations that suit them, but more Australians are also moving for their mental health.

According to the ASC's AusPlay data, the number of Australian adults moving for mental health reasons has almost doubled in 5 years from 16% in 2017 to 31% in 2022.

Australians are also increasing their participation in sport and physical activity for fun, social reasons, and to be outdoors, which highlights a need for sports to continue to adapt their offerings to suit the needs and wants of modern Australia.

Despite the pandemic and rising cost of living pressures, Australians continue to prioritise exercise, with AusPlay data indicating that they spent \$16.4 billion on sport and physical activity in 2022.

We welcomed data showing that our high performance athletes are also prioritising their mental health. Half of the 305 athletes who took part in the AIS Mental Health Audit sought treatment in 2022, compared to 39 percent of participants in 2018.

The AIS Mental Health Referral Network (MHRN) has provided free, confidential advice from expert psychologists and mental health clinicians to more than 1,400 people since launching in 2018.

Ensuring our athletes, coaches and high performance staff feel supported is key to the success of Australia's High Performance 2032+ Sport Strategy (HP2032+ Sport Strategy), which was launched in December 2022. The HP2032+ Sport Strategy aims to foster collaboration, alignment, clarity and accountability across Australia's High Performance Sport System, so we can harness our collective strengths, talent and resources.

The HP2032+ Sport Strategy has a strong focus on winning well — balancing success and wellbeing and acknowledging that how we win is just as important as when we win.

# Win Well 2032+

## Our commitment to Australia's High Performance 2032+ Sport Strategy

In a major milestone for Australian sport, the country's peak Olympic, Paralympic and Commonwealth Games sporting organisations joined forces in December 2022 to launch a national strategy aimed at building success towards Brisbane 2032 and beyond. The ASC is proud to be one of 52 organisations committed to the HP2032+ Sport Strategy and the vision of 'we win well to inspire Australians'.

This is a long-term strategy which will require the sector to set milestones, referred to as 'Horizons', along the way. These Horizons, the first of which runs until Paris 2024, will help inform our roadmap to success.

The Win Well Pledge is a genuine commitment from leaders in sport, including the ASC, to be performance-driven but people-focused. The pledge brings the strategy to life and holds us all accountable to creating an environment for sustainable success in the build up to Brisbane 2032 and beyond.

OUR VISION		We win well to inspire Australians			
<b>Our Mission</b>		We are united in our pursuit to build an inclusive and sustainable sporting system that is:			
<p><b>Performance driven</b>   we win when it matters and we win well, because we know that performance and wellbeing go hand in hand</p>	<p><b>Athlete focused</b>   we deliver holistic athlete development and have clear pathways and transition periods</p>	<p><b>Exceptionally led</b>   we lead with vision, integrity and accountability to create environments where people thrive</p>	<p><b>Purposefully collaborative</b>   we work together towards shared outcomes and recognise and strengthen collaboration at all levels of the System</p>		
Success needs to continue to climb post 2032, and our time starts now.					
Our Core Values		Excellence + Belonging + Courage + Connection			
Our united pursuit will be delivered through four priority areas:					
<p><b>Performance delivery</b> Enabling our top athletes to perform when it matters.</p>	<p><b>Athlete performance pathways</b> Identifying, developing and supporting High Performance athletes of the future to progress towards the podium and beyond.</p>	<p><b>World-leading knowledge + practice</b> Using world-leading knowledge, innovation and practice to ensure our athletes, coaches and performance support work as high functioning performance teams.</p>	<p><b>Outstanding people + organisations</b> Building highly capable organisations that attract, develop and retain diverse talent and maximise human potential across the High Performance workforce.</p>		
Enabled by...					
 World-class coaching	 Clear roles + responsibilities	 Inclusive design	 Resources to achieve quality outcomes	 Values + behaviours	 Strategy monitoring + evaluation

# Our commitment to Win Well

## Win Well Pledge

We commit to being an organisation that strives to win well, where how we win is just as important as when we win.

We commit to the holistic development of our athletes and our staff, recognising wellbeing as the foundation of sustainable success.

We commit to leading sport with integrity, where we are accountable for the culture we foster and the decisions we make.

We commit to acknowledging and learning from Aboriginal and Torres Strait Islander Peoples and their cultures, and to walk together as we embed their knowledge and experience into our organisation and build a greater sense of belonging and connection to communities and country.

We commit to a culture of challenge and care so our athletes and staff can perform at their best and reach their potential.

We commit to creating safe and thriving environments for our people to fail so they can learn, grow and succeed.

We commit to being custodians of sport and building a legacy where sport is more inclusive and representative of the diversity of Australian communities.

**We commit to Win Well.**





# 02

## ANNUAL PERFORMANCE STATEMENTS

STATEMENT BY THE COMMISSIONER

26

---

OUR PERFORMANCE

27

---



**Australian Government**  
**Australian Sports Commission**

## Statement by the Commissioner — annual performance statements

On behalf of the Board of the Australian Sports Commission, I am pleased to submit the annual performance statements for the year ended 30 June 2023, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act).

In my opinion, these performance statements are based on properly maintained records, accurately reflect the performance of the entity, and comply with subsection 39(2) of the PGPA Act and section 16F of the PGPA Rule 2014.

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

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Sukkar', written in a cursive style.

**Josephine Sukkar AM**  
Chair  
Australian Sports Commission

27 September 2023



# Our performance

As required under the PGPA Act, this report includes the ASC's Annual Performance Statements for 2022–23. The annual performance statements outline our performance against the outcome, program objective and performance measures set out in the Portfolio Budget Statement 2022–23 and the performance measures in our Corporate Plan 2022–26.

## STRATEGIC PILLAR

### > MORE AUSTRALIANS INVOLVED IN ORGANISED SPORT



### Objectives

- > Help Australians understand the value and benefits of sport.
- > Enable organised sport providers to deliver an inviting and enjoyable experience for all.
- > Drive involvement and inclusion in organised sport.

### Key activities

We continued to help strengthen the sports sector by providing additional tools, resources and financial assistance to support sporting organisations, schools and clubs. Participation in organised sport continues to increase after the COVID-19 pandemic, with more Australians of all ages and abilities getting involved in sport.

Key activities undertaken during 2022–23 included:

- > Supporting more than 2 million young Australians to get involved in additional sporting activity before, during and after school. The Sporting Schools program is the largest school-based participation program in Australia and provides free sporting activities to children and their families to help students build the confidence and capability to be active for life. During 2022–23, 7,063 schools received funding to run one of 38 sports.
- > Developing an online course hosted on the Australian Sport Learning Centre to support primary school teachers to increase their confidence and competence to deliver fun and engaging physical education programs in schools. The program, *Physical Education – Essential skills for primary teachers*, went live in August 2023 and was developed in response to an independent evaluation of the Sporting Schools program, which recommended that the ASC provide learning and development opportunities that help teachers deliver positive sporting and physical education sessions for children.
- > Introducing a 4-year action plan developed by the Sport Volunteer Coalition (Coalition) to enable more Australians to volunteer in sport and enhance the sport volunteering experience. The Action Plan 2022–2026 was officially launched in September 2022 by the Minister for Sport and the ASC CEO. The ASC is leading the implementation of the action plan, with the Coalition members supporting the delivery across 4 strategic themes — Celebrate, Empower, Reimagine and Innovate. Through the action plan, the ASC and the Coalition will showcase the health and wellbeing benefits of volunteering in sport for individuals and communities. Delivery of year one of the plan is complete, and key successes included the inaugural National Volunteer of the Year award,

the most successful National Volunteer Week to date — more than 250 stakeholders engaged with the campaign — and more than 17.5 million impressions across social channels. Sixty-one organisations have publicly endorsed the Coalition’s national action plan.

- > Supporting 4 major NSOs to deliver participation legacies from global sporting events recently held in Australia. Cricket Australia, through the 2022 T20 Men’s World Cup, Basketball Australia (FIBA Women’s World Cup), Football Australia (FIFA Women’s World Cup) and AusCycling (UCI World Road Cycling Championships) are all delivering activities to ensure participation demand is matched by program supply.
- > Investing more than \$30 million in programs such as grassroots participation campaigns that inspire more women and girls to participate in football, innovative multicultural engagement programs that encourage multicultural communities across Australia to become involved in cricket, capability-building programs for local cycling clubs that help to welcome new riders and new initiatives that support women leaders in sport in basketball.
- > Allocating \$8.1 million in funding to support the Local Sporting Champions and Local Para Champions grant program. The funding assists young coaches, officials and competitors participating in state, national or international sporting championships. The Local Sporting Champions program is open to 12 to 18-year-olds while the Local Para Champions program is open to 12 to 24-year-olds. A total of 12,586 grants were awarded in 2022–23.
- > Allocating \$1.9 million in funding to support local government councils in regional and remote communities to host sporting events and support the recovery from the COVID-19 pandemic and natural disasters. A total of 101 grants were allocated, supporting a range of activities — from community events such as ‘come and try’ days delivered in collaboration with local clubs, to elite sporting exhibition events that engaged the broader community.
- > Allocating \$10.3 million in funding for participation grants to support NSOs, NSODs and national peak bodies in delivering new or improved participation projects. A total of 36 projects were funded, engaging over 190,000 participants across Australia. Notable projects include the Touch Football Australia’s All Abilities program, which offers individuals with intellectual and/ or physical impairments the chance to learn and play the sport alongside a diverse range of participants. This initiative has been effectively implemented in 6 Australian states and territories. Another standout is the Indigenous Basketball Australia’s National Indigenous Youth Basketball program, which engages over 1,200 Aboriginal and Torres Strait Islander athletes, coaches and officials. The program establishes a pathway for junior players and boosts their involvement and representation in the sport.

## Our results

**Table 1: Our results against strategic priority: more Australians involved in organised sport**

Performance measure	Percentage of Australians who understand the value and benefits of sport
Target 2022–23	Establish a baseline result in 2022–23.
Result	A baseline result has been established that shows 83% of Australians 18 years and older understand the value and benefits of sport.
Supporting statement	A new national population level measure was deployed during 2022–23 using the ASC’s Community Perceptions Monitor Survey to quantify the extent of Australians’ understanding of the value and benefits of sport, including personal, social, health and economic factors.

## CASE STUDY



### EMPOWERING THE SPORT SECTOR TO HELP OUR VOLUNTEERS

The ASC and the Sport Volunteer Coalition are leading the way in enhancing the sport volunteer experience, promoting the benefits of getting involved in sport, and raising the profile of Australia's 3 million sport volunteers.

Since launching the Action Plan 2022–2026 last year, the Sport Volunteer Coalition has been advocating on behalf of volunteers to the entire sporting sector, sharing stories of volunteers making a difference in their community and helping sports find ways to attract and retain volunteers.

Coalition Chair and ASC Director of Sport Programs, Dr Lindsey Reece, said empowering sporting organisations to prioritise the volunteer workforce had been integral to this year's achievements. Dr Reece thanked the more than 60 organisations that have signed on as official supporters.

"We understand the value in establishing community partnerships. The community is the very place where the plan will drive meaningful change and enable more Australians to enjoy inclusive and accessible opportunities to volunteer in positive and safe environments," Dr Reece said.

The first year of the plan focused on mobilising and empowering the sector.

The ASC and Coalition members highlighted sport in national discussions on volunteering and formed partnerships with other organisations to pool resources and find new ways to attract and retain volunteers.

Sporting clubs and organisations are also celebrating the crucial role volunteers play in sport, with more than 250 stakeholders using the ASC's resources during National Volunteer Week.

Year 2 will see the Coalition focus on providing a safe experience for sport volunteers and tackling inequalities in the sector.



**Table 2: Our results against strategic priority: more Australians involved in organised sport**

<b>Performance measure</b>	<b>Increase sport participation by Australian children aged 5–14 years</b>
<b>Target 2022–23</b>	47% of children in Australia aged 5 to 14 years participate in at least 2 hours per week of organised sport outside of school hours. Participant attendances in the Sporting Schools Program to reach 1.7m.
<b>Result</b>	38% of children in Australia aged 5 to 14 years participated in at least two hours per week of organised sport outside of school hours. Participant attendances in the Sporting Schools program were 2.1m.
<b>Supporting statement</b>	The number of Australian children aged 5 to 14 years participating in at least two hours of organised sport outside of school hours continues to increase after the COVID-19 pandemic, trending upward from 31% in 2021–22.

## CASE STUDY



### SPORTING SCHOOLS CELEBRATES 15 MILLION MILESTONE IN THE TOP END

More than 15 million Aussie kids have now taken part in Sporting Schools, the ASC’s free flagship program for students.

The Minister for Sport visited Driver Primary School in Darwin in May to celebrate the significant milestone and announce a new pilot program.

“Sporting Schools changes lives and supports more than 2 million students to get involved in sport and physical activity each year,” Minister Wells said.

“We want millions more kids to enjoy accessible sport as we build towards Brisbane 2032, and there are kids at Driver Primary School in Darwin who could be an Olympian in 9 years’ time.”

The program, which helps children get involved in sport in a safe and fun environment, has been designed specifically for students in primary schools and Years 7 and 8.

More than 38 different sports are on offer for schools, with Driver Primary trying 7 different sports since receiving its first grant in 2018.

Four hundred schools also received funding to deliver programs in term 3 to support students in Years 9 and 10 to play, officiate, coach or volunteer in sport.

It’s hoped the pilot program will help teenagers re-engage with sport and address the ‘participation cliff’, where kids drop out of sport.



**Table 3: Our results against strategic priority: more Australians involved in organised sport**

<b>Performance measure</b>	<b>Increase the number of Australians involved in organised sport</b>
<b>Target 2022–23</b>	47% of Australians aged 15 years and over are involved in organised sport.*
<b>Result</b>	47% of Australians aged 15 years and over are involved in organised sport.
<b>Supporting statement</b>	The target was achieved as involvement in organised sport by Australians 15 years and older increased by 2 percentage points, up from 45% in 2021–22.

\*Organised sport for the purpose of this measure includes involvement through an organisation or at a venue in both playing and non-playing roles such as coaching and officiating.

## STRATEGIC PILLAR



### > A THRIVING ORGANISED SPORT SECTOR

#### Objectives

- > A more cohesive, innovative and effective sector.
- > Support organisations running sport to improve their effectiveness.
- > Build system capability and the ability of individuals in the Australian sport workforce.

#### Key activities

We continued to support and build the capability of the industry by helping implement more efficient governance systems and operating processes.

To further support the sport sector, we strengthened our online presence by releasing additional free online education courses and launching the National Governance Resource Library.

We continued our focus on systems and resources that build individual capability across Australian sport, by continuing to provide access to contemporary best practice insights and sector information on the Clearinghouse for Sport website, and expanding both the Game Plan system and the National Sports Director Register. Game Plan is a free online platform designed to provide sporting clubs of all sizes with insights into their current capability and connect them with specific tools and resources to build and support ongoing development.

Key activities undertaken during 2022-23 included:

- > Increasing the reach and impact of the Australian Sport Learning Centre to build workforce capability and grow sector learning and development maturity, by:
  - launching new learning centres for 4 more NSOs, while continuing functionality growth and support of existing learning centres for the ASC, AIS, Athletics Australia, Netball Australia, Squash Australia and Swimming Australia
  - growing ASC eLearning content through delivery of 2 new sports governance courses and collaborating with Disability Sport Australia to develop the Accessibility Champion course, our first eLearning targeted at club leaders
  - recording more than 110,000 learners successfully accessing eLearning through the Australian Sport Learning Centre in 2022-23, with the ASC's content driving 45% of learner traffic.
- > Launching the National Sport Research Agenda (NSRA), which brings Australian sport research together. The NSRA identifies the priority areas of research for sporting organisation, academics, researchers, research funding bodies and governments across Australia.
- > Launching an initial pilot of Game Plan at NSOD level, thereby providing a more streamlined, accessible and automated way for NSODs to assess and improve their governance capability, supported by best practice resources. NSOD Game Plan will be expanded to provide capability-building support in additional areas. This, in addition to the expansion of the Club Game Plan system that is currently used by over 2,800 community clubs, provides the opportunity for sports to align evaluation and capability-building systems from top to bottom.



- > Supporting sporting organisations to adopt contemporary governance practices, including in the following ways:
  - Evaluating the governance systems and processes for 64 funded NSOs and NSODs through the completion of our Sport Governance Standards (SGS) assessment. The SGS benchmarking report outlined the following key results and insights:
    - Forty-five NSOs and NSODs increased their governance performance throughout the year.
    - There was an improvement in the average score reported across each tier, with organisations at each level of resource capacity reporting increases in their governance maturity.
    - The majority of NSOs and NSODs reported improvement in their governance maturity level, with 42.91% of the Standards being assessed at the highest level. This indicates a significant shift towards good practice amongst NSOs and NSODs.
  - Continuing the roll-out by the state and territory agencies of sport and recreation of the SGS as the consistent national mechanism to evaluate the governance arrangements of sporting organisations. This provides for the first time a common definition of good governance practice and a system to consistently evaluate and support governance maturity.
  - Improving the Governance and Organisational Enhancement (GOE) Plan process, delivered through the Game Plan system, providing tailored governance action plans for each funded NSOD.
  - Launching the National Governance Resource Library, which provides a one-stop-shop for best practice governance resources such as model constitutions for NSOs, strategy development tools, evaluation systems, guidance sheets and director recruitment tools. The library supports organisations of all sizes.
  - Continuing the expansion of the National Sports Director Register, supported by the development of specific success profiles for both directors and chairs. The tool helped 31 sporting organisations throughout the year recruit directors that filled the specific skill gaps of their boards. Over the 12-month period, registrations increased by 15% (234 new subscribers), taking the total number of subscribers to 1,511.
- > Continuing to develop free online education courses for current and aspiring directors and committee members across Australian sport:
  - The Start Line Foundations course, originally released in December 2021, received LearnX Platinum Awards in both the Accessibility and Free Resource categories and Diamond Awards in the Best eLearning and Best eLearning (Industry Specific) categories. Over 2,000 current and aspiring directors have now completed the course, most of whom have not previously completed any formal director training.
  - The Defence course, released in August 2022, assisted 747 directors and committee members to explore the elements of a good risk management system that can protect and grow their sporting organisation.
  - The Spirit of the Game course, released in June 2023, will assist board and committee members to develop a strong positive culture in their organisation. The course was completed by 98 directors in the first month, demonstrating the desire for sport-specific content in these important areas of governance.

- > Publishing 'The Future of Australian Sport' report on megatrends in December 2022, which followed the groundbreaking megatrends report in 2013, the first of its kind. The new report explored the 6 megatrends that will shape the Australian sport sector over the next decade and beyond. The findings from this study will inform strategy, planning and program delivery in Australian sport by constructing an evidence-based narrative about the future.
- > Releasing 2 new sets of AusPlay data, bringing the cumulative (2015–2022) sample collected to more than 140,000, and producing:
  - 58 individual sport and physical activity reports, with the latest sports added being archery, motor sport, shooting sports and softball
  - the first AusPlay National Sport and Physical Activity Participation report in November 2022, which presents a high-level overview of participation among key demographic groups in Australia
  - the AusPlay Injury from Sport and Physical Activity in Australia report in April 2023, in collaboration with the Australian Institute of Health and Welfare (AIHW) and as an input to the AIHW's national sports injury data strategy
  - a data portal for users to view and interrogate the wealth of data collected in the AusPlay survey from 2015.
- > Continuing to use the Clearinghouse for Sport website as a central platform for engaging the knowledge-sharing community and connecting people with complementary expertise to the sport sector's information and evidence-based resources.
- > Ongoing production of the leading information and news alert service 'Daily Sports News' for the Australian sport sector, with 15,917 subscribers receiving alerts on Australian and international news, events, major announcements, latest research and analysis in sport.
- > Delivering a range of face-to-face leadership and other capability-building programs, including:
  - 18 leadership short courses to more than 220 coaches, staff and athletes
  - 6 tailored executive coaching programs
  - 15 women STEM (science, technology, engineering, mathematics and medicine) role holders participating in the WLIS program
  - 17 workshops on critical incident management and/or critical communications delivered to NSOs
  - 30 workshops on respectful behaviours in high performance sport, delivered to NSOs, the National Institute Network (NIN) and other system partners
  - 12 bespoke Team Dynamics programs.

## Our results

**Table 4: Our results against strategic priority: a thriving organised sport sector**

<b>Performance measure</b>	<b>Adoption of, and engagement with, the Clearinghouse for Sport – the sector’s cross-jurisdictional knowledge sharing platform</b>
<b>Target 2022–23</b>	<p>31,000 members.</p> <p>1.1 million website transactions.</p> <p>Maintain 100% state and territory jurisdictional engagement.</p>
<b>Results</b>	<p>Clearinghouse for Sport membership increased from 29,888 members in 2021–22 to 32,400 members by 30 June 2023 – an increase of 2,512 active members.</p> <p>Members performed 1,897,687 transactions on the Clearinghouse website in 2022–23 – an increase of 427,284 transactions from 2021–22, when members performed 1,470,403 transactions.</p> <p>All state and territory departments of sport and recreation, institutes and academies of sport continue to work in partnership with the ASC to adopt and promote the Clearinghouse for Sport to the Australian sport sector.</p>
<b>Supporting statement</b>	<p>Clearinghouse for Sport is used by a broad range of people engaged in sport, including Australia’s leading coaches, athletes, administrators, officials, sport scientists, medical practitioners and community volunteers.</p> <p>The Clearinghouse website plays a central role in engaging the knowledge-sharing community and connecting people with complementary expertise to the sport sector’s information and evidence-based resources.</p> <p>The ‘Daily Sports News’ service on Clearinghouse for Sport has 15,917 subscribers and continues to be the leading information and news alert service for the Australian sport sector.</p>

## CASE STUDY



### COLLABORATION CRUCIAL TO BUILDING STRENGTH IN THE SPORTING SECTOR

From the Northern Territory to Tasmania, the ASC has been travelling across Australia to engage, consult and collaborate with the entire sporting sector to ensure that everyone sees a place for themselves in sport.

We've organised conferences and gatherings large and small, and brought together multiple groups at the AIS in Canberra, as well as holding regular online meetings and collaborations.

We are proud to play a leadership role in the sector and use our unique position to bring everyone together to identify common issues and find common solutions. Our vision is for the sector to form new partnerships and become stronger by working together.

In the participation space, one of our largest projects has been consulting with Australia on a codesigned National Sport Participation Strategy. A national online survey reached more than 6,000 people, and a series of roadshows in every state and territory helped us and the strategy's project steering group connect with sports government bodies, sporting clubs and other organisations.

Nearly 100 delegates from 50 sports dropped by the AIS campus in June for the annual Participation Leaders Network Conference, where they learned about the latest participation trends from industry-leading guest speakers.

Meanwhile, our Coaching and Officiating Conference held on the Gold Coast over 3 days in May/June saw 200 attendees from 54 sporting organisations delve deeper into opportunities to grow community sport. These discussions are part of our ongoing work with sports to modernise coaching and officiating — as the sector works together to codesign new education and training.

The high performance system has never been more aligned, following the launch of the HP2032+ Sport Strategy, which has helped bring the system closer together than ever before.

We were asked to take a lead role in coordinating and collaborating, and we're delivering on this promise. We're organising regular and ongoing meetings and workshops, including the first High Performance Forum in June, which was attended by more than 100 people, while the leadership group, project leads and working groups are driving the priority projects for the HP2032+ Sport Strategy Horizon 1 outcomes.

Alongside the strategy, our other high performance programs continue to bring people from different sports together so they can find new solutions for shared challenges.

Our Athlete Wellbeing and Engagement managers provide athletes across the high performance system with personal and professional development, as well as access to the AIS Mental Health Referral Network, the Career Practitioner Referral Network and community engagement initiatives. In June, these managers came together at the AIS campus to share insights on how to support and improve the wellbeing of athletes.

The AIS Summit program helps high performance coaches understand new ways of thinking through meaningful discussions and examining real-world experiences. This year, it involved participants in frequent, small group discussions and culminated in a 2-day, face-to-face summit allowing participants to connect at a deeper level.

The high performance coaching theme continued in the AIS Women in High Performance Coaching program, which aims to increase the representation of women high performance coaches and improve their experiences in the sector. This program hosted several workshops throughout the year including a showcase with 44 sporting organisations in November. Focus groups are now tackling issues such as part time coaching, paternity and maternity leave, recruitment strategies and the women's coaching pipeline.

We were also proud to bring together 400 leaders in sports technology and research with the Sports Technology and Applied Research Symposium in October. The symposium is a yearly, multi-day conference that drives thought leadership, innovation and best practice within the technology sphere of high performance sport. Originally developed to share technology projects being undertaken across the system, the event has evolved into an exciting exhibition of new and emerging ideas in sports technology and applied research.

And our commitment to excellence in sports research was also evident through the National Sport Research Agenda (NSRA) Advisory Group. The NSRA coordinates and promotes the national research effort — targeting policy challenges, defining research priorities and improving connectivity with research partners, sports and funding bodies. Formed in 2023, the advisory group is made up of 33 leaders and experts from academia, sporting organisations, business and technology sectors, and local, state and federal governments.

Collaboration will remain crucial to achieving our strategic vision, with work already underway for major events in the first half the 2023–24 financial year.

After successful online events in 2021 and 2022, the World Class to World Best Conference returns to the AIS in November 2023, bringing together all areas of the high performance system for 3 days of networking, learning and collaboration.

In March 2024, the Women In Sport Congress heads to Sydney to share groundbreaking research around women's health in sport, in an effort to boost the support offered to athletes and participants.



## CASE STUDY



### AIS GENERATION 2032 COACH PROGRAM TARGETING GENDER EQUALITY

Participants in the highly successful AIS Generation 2032 Coach program (Gen32) are helping inspire each other as they focus on enhancing the depth and diversity within Australia's high performance coaching ranks.

The innovative program launched in July 2022, and 55 male and female coaches are taking part.

A \$3.9 million funding boost announced in April 2023 extended the paid apprenticeship from 2 to 3 years for 29 female coaches.

In announcing the funding boost, the Minister for Sport spent a morning with the women who will benefit from the extra third year and applauded the AIS for catering for the modern coach — the program provides childcare support and flexible working arrangements available for coaches with children, on top of their paid coaching apprenticeship.

Bowls coach Lynsey Clarke said the program was already producing great results, particularly for women in the cohort pursuing careers in high performance sport while parenting.

"This great network is amazing," she said. "We've got mums — I'm a mother of two ... it's quite a journey and we share all these challenges."

Softball coach Leigh Godfrey said it was good to see so many women in high performance roles.

"I'm really excited for the future and for women in high performance sport."

The Gen32 Coach program is being delivered between the AIS, NSOs and NIN partners, with a total investment of more than \$11 million. The AIS is investing more than \$7 million, including \$3.9 million announced as part of the Women's Leadership Package in the 2022-23 federal Budget.



**Table 5: Our results against strategic priority: a thriving organised sport sector**

<b>Performance measure</b>	<b>Increase in the adoption of SportAUS Connect – the ASC’s digital identity and data integration service</b>
<b>Target 2022–23</b>	35,000 sporting clubs connected. 2 million digital identities created.
<b>Result</b>	554 sporting clubs were connected. 190,347 digital identities created.
<b>Supporting statement</b>	<p>Through 2022–23, the ASC’s shared digital identity and data integration service continued to be piloted with multiple participants and services from across the sport sector, including ASC services, sports and sport technology providers. The program has been in pilot stage for longer than was originally envisaged, hampering the achievement of targets.</p> <p>During the year, the program focused on uplifting both sport and sport technology organisations on digital identity and data integration capability and maturity. This included delivering a series of masterclasses and workshops to both build capability and show how digital identity and data integration can solve common problems experienced within the sector.</p> <p>The program continues to adapt to changes in the broader digital identity landscape within government, sport and technology sectors, with a particular focus on educating and building capability around digital identity and data integration in the areas of cybersecurity, privacy and consent. Performance targets in the Corporate Plan 2023–27 have been realigned to reflect the ASC’s Sport Digital Identity program, which seeks to drive innovation in sport and lead and enable the world’s best sport system.</p>

**Table 6: Our results against strategic priority: a thriving organised sport sector**

<b>Performance measure</b>	<b>Improvement in NSOs and NSODs business operations</b>
<b>Target 2022–23</b>	On average, 70% of NSOs and NSODs have achieved the targets of their Governance and Organisational Enhancement (GOE) Plan.
<b>Results</b>	74% of NSOs and NSODs increased their governance performance in 2022–23.
<b>Supporting Statement</b>	Governance performance is measured using the Sports Governance Standards (SGS) assessment. The ASC supports sports to achieve contemporary governance arrangements through the development of tailored Governance and Organisational Enhancement (GOE) Plans that address specific priorities identified through the SGS assessment.



**Table 7: Our results against strategic priority: a thriving organised sport sector**

<b>Performance measure</b>	<b>Increase access to world class sport learning resources for all Australians involved in sport</b>
<b>Target 2022–23</b>	Baseline index of numbers of participants (coaches, directors, volunteers) accessing and completing education in the Australian Sport Learning Centre.
<b>Results</b>	In 2022–23 the baseline was set for the number of total unique learners accessing world class learning through the Learning Centre at 113,440 and completing ASC online learning at 41,089.
<b>Supporting Statement</b>	<p>Learning Centre figures are representative of the total reach of the Australian Sport Learning Centre, including ASC, AIS and all NSO learning centres, unless a specific cohort is identified.</p> <p>The ASC continued to increase access to sector learning and support NSOs and NSODs to build learning and development capability by adding 5 courses to its free library of generic sector content across coaching, governance and club volunteers, and launching 4 new NSO learning centres during 2022–23.</p> <p>Completions of ASC online learning are defined as those created and owned by the ASC and available to the public for which a completion document/certificate is obtained. ASC courses do not include ASC- or AIS-specific courses made available to closed/selected cohorts, or courses created or owned by an NSO.</p>



## CASE STUDY



### ASC'S COACHING APPROACH AND LEARNING CENTRE LEADING THE WAY

Sports are picking up the baton and are championing a new way to provide safe, fun and inclusive environments for participants.

More than 50 sporting organisations have embraced the ASC's modern approach to community coaching, which supports coaches and helps them understand and focus on the needs and motivations of participants.

Sports are also promoting the ASC's free online Community Coaching – Essential Skills course to their members. More than 30,000 people completed it in 2022-23.

The course teaches introductory coaching principles for all sports and is used by volunteers, students, teachers and sporting clubs to improve the sporting experience and encourage more people to play, coach and enjoy sport.

As well as reaching new coaches with the Essential Skills course, the ASC is helping existing coaches further hone their skills via a series of masterclass courses.

The coaching courses are available on the ASC's Australian Sport Learning Centre, which continues to grow both the number of participants and the number of courses.

The Learning Centre collaborated with Disability Sports Australia on an accessibility course and 2 new ASC sports governance courses in the past year: The Defence – Risk Education for Directors and the Spirit of the Game – Organisational Culture.

The ASC also helped 4 sports launch their own Learning Centres in 2022-23: Equestrian Australia, Australian Jujitsu Federation, Surfing Australia and Snow Australia. These organisations join Athletics Australia, Swimming Australia, Netball Australia and Squash Australia on the platform.

The ASC is now working with sports to develop a modern approach to officiating, which will focus on helping officials build a positive rapport with their participants.



## STRATEGIC PILLAR



### > WORLD'S BEST HIGH PERFORMANCE SYSTEM

#### Objectives

- > Targeted high performance investment.
- > Support safe and holistic high performance cultures including the prioritisation of athlete wellbeing and community connection.
- > Be on the frontier of science and technology to support all athletes.

#### Key activities

The AIS continued its key role of leading and supporting the high performance system in 2022–23. It led the design and development of Australia's High Performance 2032+ Sport Strategy, followed by Horizon One activity implementation. AIS staff provided world-class performance support to athletes at the Canberra campus and the ETC, to prepare them for the Birmingham Commonwealth Games where Australia topped the medal count and cemented its place as the most successful nation in Commonwealth Games history.

Key activities undertaken during 2022–23 included:

- > Officially launching the HP2032+ Sport Strategy in Sydney on 16 December 2022. Design and development of the strategy involved input from the entire high performance system, incorporating 7 systemwide collaboration sessions involving more than 220 participants across 49 high performance system organisations. It involved 34 stream members from the high performance system (CEOs, HP directors, NIN directors, pathways managers, athletes and coaches) that engaged across more than 50 working sessions and check-ins; and 13 executive sponsor team members attending 7 executive meetings.
- > HP2032+ Sport Strategy Horizon One implementation from 1 January 2023. Horizon One builds on the work already underway in the system and sets the foundations for success by creating alignment and shifting our collective mindset toward what we need to do differently. Sixty activities have been identified and are being led by 43 activity leads. More than 100 people have been engaged on working groups to assist with the implementation of activities.
- > Hosting a system forum at the AIS in May 2023 to mark 6 months of progress since the launch of the strategy and to provide system leaders with a showcase of key Horizon One activities. The Minister for Sport opened the forum.
- > Developing the Planning, Monitoring and Review (PMR) project in response to a need identified by the high performance system, and embedding it as a critical part of the NSO planning process to ensure a system-aligned and coordinated approach. Elements of the PMR project were trialled, including:
  - annual check-in meetings for all high performance supported summer Olympic and Paralympic sports; End of Cycle Review meetings were held for high-performance-supported sports associated with winter Olympic and Paralympic Sports and Commonwealth Games only

- 3 NSOs engaging in the Games team debrief process that was offered to Commonwealth Games NSOs after the Birmingham Games to optimise debriefing processes, so as to capture insights that will assist in delivering best performance outcomes at pinnacle events.
- > Coordinating and delivering 177 camps for 31 NSOs and 4,747 athletes — an increase from 2021–22 with 39 camps and over 1500 athletes — which included 8 new sports. The outcome-focused camps approach provided critical onsite first-response psychology services, detailed nutritional planning and all meals at the AIS Residence of Champions, strength and conditioning, and world-class clinical services, including the Injury Rehabilitation program — a dedicated program for athletes with complex rehabilitation needs including assessment, reassessment and training modifications.
- > Welcoming over 450 athletes across 30 camps to the ETC and playing host to new sports, such as Wheelchair Rugby and Football Australia, and to the OWIA during tournament and world championship preparation camps. The ETC also hosted the International Olympic Committee, the International National Olympic Committee's Chief Medical Officers Conference and the XVI Association of Sport Performance Centres General Assembly Meeting, solidifying the ETC's key role within the European sporting landscape. In June, the ETC acquired the nearby Sunset Hotel in the Province of Varese, resulting in an increased overall capacity and allowing the ETC to accept more bookings for future seasons.
- > Providing medical leadership and guidance to the high performance sector, including:
  - releasing an updated Concussion and Brain Health position statement and supporting resources, targeted at everyone involved in sport — from the elite level through to community sport. In collaboration with the University of Sydney and the University of Canberra, the AIS supported the recruitment of a control arm, which forms part of the Former Elite Level Athlete Brain Health Research Program
  - leading the consultation and development of the Transgender and Gender-Diverse Inclusion Guidelines for HP Sport, which were released in June 2023. The guidelines are targeted towards having a balance between inclusion and fairness in high performance sport
  - collaborating with the Cancer Council, Melanoma Institute of Australia, Australian Radiation Protection and Nuclear Safety Agency and Paddle Australia to produce a position statement about sun safety that provide guidelines and information to protect Australian athletes, coaches and staff against the damages of UV.
- > Supporting 18 Olympic, Paralympic and winter sports with the delivery of world-leading customised equipment for individual athletes and teams. Feedback from coaches and athletes about their custom equipment is that their competitors do not have access to a sports engineering team like AIS Engineering.
- > Researching, testing and utilising emerging technology by AIS Engineering in the form of aircraft-grade 3D-printed aluminium alloy. An innovative design mindshift led to the team developing 3D-printed aluminium components for AusCycling that are lighter, increase stiffness performance and are faster and more economical to produce.

- > Providing support and guidance through the Rest, Environment, Sleep and Travel (REST) Hub to the high performance sport network, including:
  - engaging with more than 30 NSOs and over 250 athletes, the REST Hub continued to develop and provide resources. More than 260 practitioners accessed the REST Hub Clearinghouse resource page. Evaluations of a portable sleep monitor, and review of intermittent pneumatic compression practices were completed. Collaborations continue with AIS Engineering to design and produce a functional, portable chilling unit
  - commencing development of a Jet Lag and Travel Planner application to provide systemwide access to accurate and relevant body clock adaptation schedules
  - establishing 4 National Quality Assurance Technical Committees and undertaking onsite verifications of metabolic carts for each NIN partner, alongside over 170 hours of specialised equipment calibration services.
- > Engaging on multiple data governance activities and projects to develop and support an uplift of data governance maturity within the ASC and the wider high performance sector. This included the addition of a Data Governance Custodian role to the Sports Intelligence and Analytics team to provide ongoing data governance assurance to the ASC and high performance sector. Specific activities were:
  - developing a Consent Engine system to improve the collection and management of athlete consents in the sport environment. Implementation of the final Consent Engine product will deliver greatly improved consent options for athletes and sport organisations
  - working with the Australian Government Solicitor, developing and implementing improved mechanisms for the legal and ethical management of information collection and data sharing
  - completing a project with the University of Western Australia's Minderoo Tech & Policy Lab, which concluded with the publication of a principles statement on Athlete-Centric Governance of Technology and Athlete Information
  - acquiring sport-specific datasets to enable better objective measurement of performance determinants and the creation of effective pinnacle performance profiles. These datasets include domestic results for Rowing and Canoe Sprint as well as detailed international results for Gymnastics, Sport Climbing and Archery.
- > Increasing the fully automated pipelines for extending AIS sporting results data to include datasets from national and international sporting federations. Data now includes datasets for Climbing, Swimming, Diving, Water Polo, Artistic Swimming, International Ski and Snowboard Federation, Gymnastics, Canoe Slalom, Canoe Sprint, Rowing, Triathlon and Archery.
- > Continuing to utilise the Athlete Management System (AMS) as the central performance and health data management solution across the network. The system enables and supports 7,000 users across 45 organisations to ensure athlete data is secure and easily accessible, to help inform decision-making. Key areas of focus included uplifting the security practices for the network, generating automated insights within the system, narrowing the AMS strategy for targeted results, and increasing engagement across the user base.

- > Managing the AIS Hub, which services 4,554 users, consisting of athletes, athlete wellbeing and engagement (AW&E) managers, coaches and practitioners. The AIS Hub provides personalised content to maximise engagement and provides features to foster meaningful connections while optimising user experiences. The Hub expanded its offering with 20 new learning modules, including Disability Inclusion for Coaches, 4 AW&E Pathways modules, the AIS Elevate Coach program, 13 Female Performance & Health Initiative modules and the Accessibility Champion module. The AIS Hub has also played a crucial role in supporting 836 athletes on direct athlete income support (dAIS) to complete mandatory compliance courses and execute their dAIS agreements.
- > Trialling a limited release version of the 'Pipelines' platform by NIN partners ahead of a national release later in 2023. Pipelines is a state-of-the-art cloud-based artificial intelligence (AI) video analysis model that can be applied to all sports to enable coaches and performance support staff to design and deploy customisable AI video analysis.
- > Installing the VisionKit2 player tracking system permanently in the AIS Basketball and Netball Centre. VisionKit2 provides instant performance data collection via 4 roof-mounted cameras and a custom-designed on-premises server. VisionKit2 is designed to collect data for all indoor team sports and is also available as a mobile system that can be deployed at ad hoc venues.
- > Completing, in partnership with the Australian Institute of Machine Learning at the University of Adelaide, a project to develop a prototypical intelligent agent system that could simulate tennis game play and use AI to explore potential tactical insights from HawkEye data.
- > Continuing the focus on providing high performance coaches and NSOs with access to a wide range of unique and customised initiatives to drive development and capability building. The Generation 32 Coach program evolved from a joint AIS and Queensland Academy of Sport pilot program of 11 coaches, to a national program of 52 coaches who undertook 13 learning labs throughout 2022–23. A Coach Mentoring program was piloted, and work was undertaken to trial a national approach to providing high performance coaches with individual development plans. Additionally, ongoing work was undertaken with sports to develop long-term planning around coach development.
- > Continuing to manage Performance Pathway grants, support and solutions, including through:
  - supporting 43 NSOs with \$23 million to facilitate design and delivery of able-bodied and Paralympic pathway initiatives through a range of Pathway grants and collaborations
  - enabling more than 2,103 athletes across Olympic, Paralympic and Commonwealth Games sports to benefit from the Pathway projects and associated workforce support; these athletes were categorised as Emerging, Developing and Podium Potential, using the athlete categorisation framework

- overseeing the Performance Pathway Strategic Investment grants, which continued this year following a successful launch in 2021-22 and provided \$16 million of support to 38 NSOs for the holistic development of their pathways and athletes. NSOs utilised the grants for a range of athlete and coach development initiatives including athlete health; the Mental Performance in Competition program; coach upskilling; training camps; domestic and international competition; daily training environment enhancement; talent identification; research; technology development; data analysis and storage; and equipment purchases, adaptations and upgrades
  - facilitating pathways-supported NSOs to receive new or extended workforce funding to ensure that the dedicated pathways workforce of more than 100 pathway managers, coaches and practitioners were able to begin or continue the implementation of their pathway plans
  - distributing \$228,853 to 63 pathway coaches from 28 NSOs and 7 NIN partners through the Elevate Learning Grants program. The Learning Grants provided each recipient with up to \$5,000 to undertake individualised professional development opportunities tailored to their sport or development requirements.
- > Continuing to provide opportunities for athletes, coaches and high performance staff to learn, thrive and contribute to the broader Australian community. For example:
- In total, 430 categorised athletes participated in personal development and career development programs. The 129 athletes requiring individual career development support were referred directly to the Career Practitioner Referral Network, whilst 29 athletes requiring specialist expertise in areas such as financial literacy, communication skills and personal business development accessed subject matter experts in the required field. Specific programs were conducted across 13 NSOs and 4 NIN partners.
  - Athletes continued to access opportunities to engage with their communities through the AIS Mental Fitness program, AIS Thrive with Pride program, AIS Share a Yarn initiatives and the newly launched Community Partnerships program and The Good Village AIS Problem Solvers program. These programs enable our athletes to connect with and educate the Australian sports system and the public on LGBTIQ+ inclusion, reconciliation, creative problem-solving and mental fitness strategies. It also allows communities to celebrate our athletes' achievements.
  - In its third program iteration, the AIS Mental Fitness program, in partnership with the Black Dog Institute, continued to provide current and former athletes with opportunities to promote positive psychology strategies and improve wellbeing outcomes of young people. In 2022-23, Mental Fitness Ambassadors delivered 193 presentations, both virtually and face-to-face to more than 17,703 young people of high school age across the nation.
  - The AIS continued to provide professional development and capability support to the expanding wellbeing workforce in the high performance system, including the more than 60 wellbeing practitioners in the Wellbeing and Engagement (W&E) Network. The AIS's W&E Network Development Strategy, launched in 2022, has informed the delivery of professional development programs supported by the AIS in the past 12 months including values-based coaching, peer supervision and a Certificate IV qualification in Career Development.



## Our results

**Table 8: Our results against strategic priority: world's best high performance system**

Performance measure	Percentage of high performance funded sports rated by the AIS as achieving benchmark targets
Target 2022–23	<p>On average, 85% of high performance funded National Sporting Organisations achieve agreed performance outcomes at their pinnacle event (Olympic, Paralympic and/or Commonwealth Games).</p> <p>90% of all high performance funded National Sporting Organisations demonstrate clear progression on annual agreed action plans and implementation of best practice systems and processes within their high performance program, as identified through the annual review process with the AIS.</p>
Result	<p>The 2022 Commonwealth Games was the only pinnacle event for the year. Two of the 3 high performance funded NSOs who classify the Commonwealth Games as their pinnacle event achieved their agreed performance outcomes (66.7%).</p> <p>All high performance funded NSOs (100%) demonstrated clear progression on annual agreed action plans, as identified through the annual review process with the ASC.</p>
Supporting statement	<p>Of the high performance funded Olympic, Paralympic and Commonwealth Games sports that had a benchmark event (as agreed by the ASC and the NSO) during the year, 87% achieved their performance outcomes. This included 20 World Champions and 51 World Championship medallists.</p>



## CASE STUDY



### AIS ENGINEERING TEAM HELPS MADISON DE ROZARIO REACH NEW SPEEDS

When 4-time Australian Paralympian Madison de Rozario OAM crossed the finish line in first place at the 2022 London Marathon, the AIS Engineering team knew their project was on the right track.

The AIS Engineers set out to improve the efficiency of Madison's new orthotic racing wheelchair, which, when it arrived from Switzerland, was heavier than anticipated and had suboptimal chair positioning.

During the initial phase of this project, the team designed and manufactured a series of components for Madison's chair, most notably a custom carbon fibre knee support insert and custom geometry pushrims. The addition of these components not only reduced the weight of Madison's wheelchair, but also improved her position within the chair and optimised her acceleration.

Madison put her newly engineered wheelchair to the test at the 2022 London Marathon, where she set a new course record following a sprint to the finish.

Despite her victory, the project was not complete for the AIS Engineering team.

The final component of the project is a computational fluid dynamics simulation that will show AIS Engineers Madison's posture and body position in her chair as she pushes through each stroke.

The AIS Engineering team will use this information to build a highly optimised wheelset — the final piece in Madison's racing chair puzzle. The hope is that this wheelchair will help Madison get to and compete at her fourth Paralympic Games in Paris 2024.



## CASE STUDY



### AIS PERFORMANCE CAMPS HELP DEVELOP TOMORROW'S CHAMPIONS

The AIS campus in Canberra continues to help bring out the best in Australia's emerging and high performance athletes.

Sports such as archery, athletics, basketball, bowls, swimming and others regularly undertake camps at the AIS, which gives them access to a range of training and competition venues. The AIS also provides visiting athletes world-leading services including biomechanics laboratories, a haematology laboratory and a dedicated recovery centre.

The AIS Performance Services team works closely with sports to develop custom programs, camp experiences and online learning opportunities that support athletes and teams to reach their full potential.

Following a series of camps at the AIS with Boxing Australia, athletes such as Callum Peters and Emma Greentree have achieved international success. Peters won a silver medal at the Birmingham Commonwealth Games at just 19 years of age, and Greentree claimed a bronze at the last World Championships. These athletes, among others from the program, are now categorised and are supported by NIN partners and their sport's national program.

Boxing head coach Jamie Pittman has run 6 to 8 camps each year for the past 5 years with junior, youth, and development athletes. The AIS team work closely with Pittman to prepare athletes for the next stage in their careers.

Camps such as these support the continual development of athletes for the Australian sports system by providing world-leading performance support that provides extraordinary impact for sustainable success.

The AIS campus is a recognised Olympic Training Centre and Centre for Paralympic Excellence, acknowledging the role played in supporting the development and preparation of several Australian Olympic and Paralympic Team members.



## CASE STUDY



### DATA DRIVING SUCCESS WITH PADDLE AUSTRALIA

A new advanced data project is providing an exciting opportunity for athletes and coaches to shift tactics during competition and set long-term goals for emerging athletes.

The ASC's Sport Intelligence and Analytics team has worked closely with Paddle Australia to develop an analysis tool with the potential to revolutionise the sport and performance analytics.

The Blue Moon data project came about after Paddle Australia approached the ASC for help with transforming existing ad hoc data analytics processes. Together, they have built a system that can help coaches, support staff and executives to make short and long-term decisions.

Executive General Manager of AIS Performance, Matti Clements, said the Blue Moon project highlighted what could be achieved with dedicated focus on a task.

"This data will go a long way to helping coaches get a better understanding of what it takes to win, and understanding their own athlete performance. It can also help them to better track athlete development and categorisation processes," she said.

Initially focusing on canoe slalom athletes, the Blue Moon project combines data from international and Australian competitions, including race times, athlete placings, and other in-race data.

Analysts have been able to use this data to provide sophisticated visualisations for Paddle Australia to use in 3 main areas:

- > Single competition and athlete summaries: Individual athletes and their coaches can look at data during events to pinpoint specific problem areas and learn how to improve tactics during events. They can also better understand performance gaps and flag opportunities to improve on the rest of the field.
- > Pinnacle performance profiles: An athlete's performance data can be compared to that of podium athletes, to gain an understanding of the trends and trajectory of podium-level athletes. This data can inform age profiling, junior to senior transition rates and expected performance milestones.
- > Performance pathways: The Blue Moon data project is helping Paddle Australia understand current athlete categorisation and ensure it is producing the correct pathways for athletes when compared to international performances. The data modelling also considers transition from national to international competition.

**Table 9: Our results against strategic priority: world's best high performance system**

<p><b>Performance measure</b></p>	<p><b>Build capability in national sporting organisation high performance athletes and staff through development and wellbeing programs</b></p>
<p><b>Target 2022–23</b></p>	<p>85% of high performance funded sports demonstrate progression against agreed wellbeing action plans.</p>
<p><b>Result</b></p>	<p>All high performance funded sports now have wellbeing action plans in place and have begun implementing key priorities within their plans. Progression data will be available in the next reporting cycle.</p>
<p><b>Supporting statement</b></p>	<p>In 2022–23, all high performance sports undertook a wellbeing review (the Wellbeing Health Check) and codesigned a tailored wellbeing action plan with the ASC to target identified areas for growth.</p> <p>The ASC will launch the Wellbeing Health Check again in 2023–24 to review individual sport development, and overall system progression will also be identified and reported on. Sports showing a decline or non-progression in either overall or specific wellbeing theme results will be provided with tailored support.</p>



## CASE STUDY



### AIS LEADING THE WORLD THROUGH ITS FEMALE PERFORMANCE AND HEALTH INITIATIVE

The AIS is working with world-leading researchers to further its commitment to improving the understanding of female athlete health and performance.

A Female Athlete Research Camp in September 2022 was a collaboration between the AIS, the National Women's Rugby League, the Australian Catholic University and Boston Children's Hospital's Wu Tsai Human Performance's Female Athlete Innovation Hub.

The camp saw 26 members of the NRL Indigenous Women's Academy train full-time at the AIS campus in Canberra, while being monitored and supported daily by 12 female researchers conducting 10 different studies.

The results from the camp will form part of the AIS Female Performance and Health Initiative (FPHI) and will provide much-needed insight into how the menstrual cycle and use of hormonal contraceptives impact how a female athlete feels and performs.

Participating athletes received individualised insights from the data collected to help them to better understand their own bodies and how they can improve their own health and performance.

Players and staff also benefited from educational sessions throughout the camp on important female athlete topics such as menstrual cycles, pelvic floor health and bra fitting, as well as opportunities to connect with the local Ngunnawal country and community.

This camp is just one of the many ways the AIS will continue to contribute to improving female-athlete-specific knowledge and systems of support through the FPHI.





## CASE STUDY



### WORKING WITH SPORTS TO HELP ATHLETES MANAGE DISORDERED EATING

Athletes, coaches and performance support staff across Australia are gaining deeper insights into the prevention, early identification and management of disordered eating in sport as the sector takes on learnings of the Disordered Eating in High Performance Sport project.

The project began with AIS and the National Eating Disorders Collaboration working together to release a position statement in 2020. The statement includes recommendations for sports on disordered eating and eating disorders within high performance athletes.

The AIS then developed a range of resources to support the NIN and sports including the Eating Disorders in Sport (EDiS) Workshop which is now being rolled out around the country, involving 43 psychologists, sports dietitians and sports physicians within their daily performance environment.

Over the past year more than 250 people attended 18 EDiS sessions across 7 NIN partners and three sports.

Sports are also directly using resources from the disordered eating project to sports to develop their own policies and guidelines, including Athletics Australia, Swimming Australia, Gymnastics Australia, Paddle Australia, Cricket Australia and the AFL.

After adopting the AIS's position statement, the AFL has included AIS representatives as part of a working group to create measures that specifically cater for elite level and junior football pathways.

**Table 10: Our results against strategic priority: world's best high performance system**

<b>Performance measure</b>	<b>Community pride in, and inspiration from, Olympic, Paralympic and Commonwealth Games athletes and teams</b>
<b>Target 2022–23</b>	80% of Australians say Olympic, Paralympic and Commonwealth Games athletes and teams can make them proud.
<b>Result</b>	Data collected from the ASC's Community Perceptions Monitor Survey in 2022–23 shows that 79% of Australians 18 years and older say Olympic, Paralympic and Commonwealth Games athletes can make them feel proud.
<b>Supporting statement</b>	Australians 18 years and older continued to report a high level of pride and inspiration in national representative athletes and teams, following the staging of the Birmingham Commonwealth Games in August 2022.





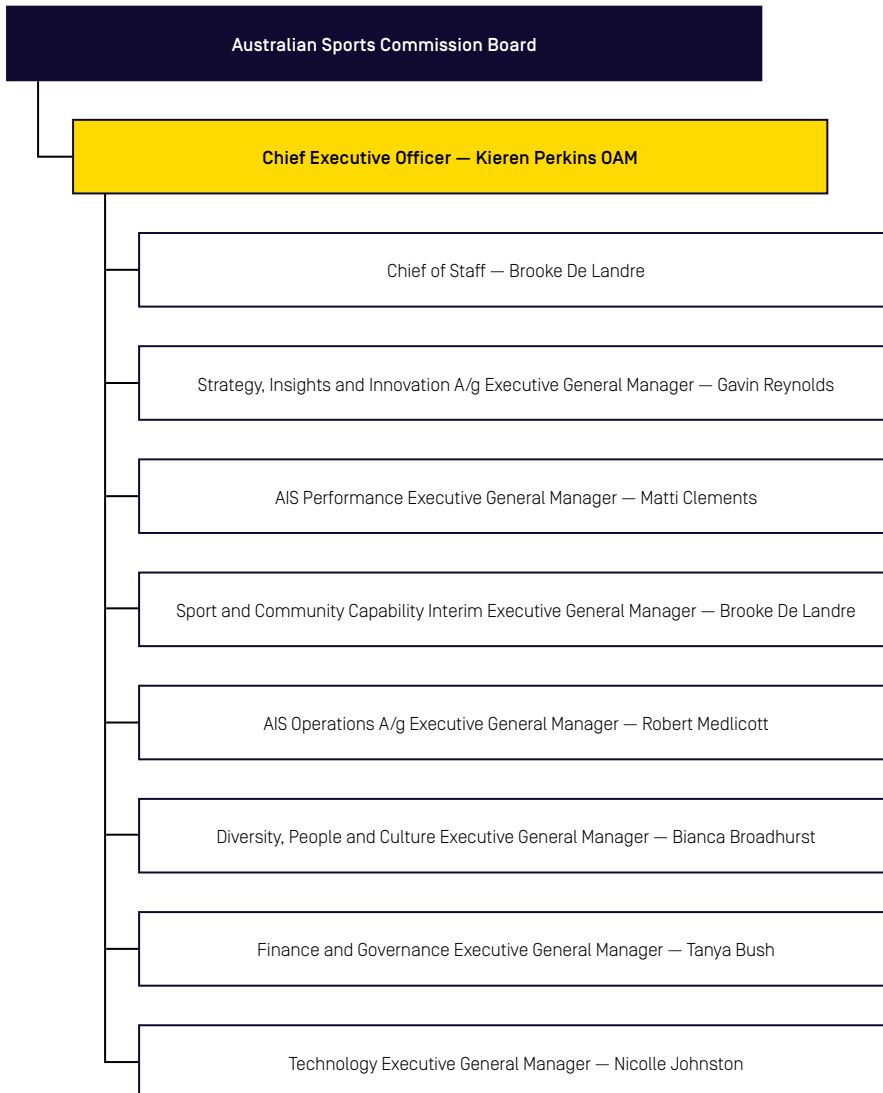
# 03

## OUR ORGANISATION

<b>ORGANISATIONAL STRUCTURE</b>	<b>56</b>	<b>GOVERNANCE</b>	<b>87</b>
<b>OUR PEOPLE</b>	<b>57</b>	Planning and accountability	87
<b>WORK HEALTH AND SAFETY</b>	<b>63</b>	Risk management	88
Notifiable incidents	63	Internal audit	89
<b>RECONCILIATION ACTION PLAN</b>	<b>64</b>	Fraud	89
Key initiatives for 2022–23	64	Compliance	90
<b>CORPORATE PARTNERS</b>	<b>65</b>	Indemnities and insurance	90
<b>OUR OPERATIONS</b>	<b>66</b>	<b>EXTERNAL SCRUTINY</b>	<b>91</b>
Operational highlights	66	Reports by the Australian National Audit Office	91
AIS site use and activity	67	Reports by a Parliamentary Committee	91
Environment and heritage	68	Reports by the Commonwealth Ombudsman	91
<b>AUTHORITY AND DIRECTIONS</b>	<b>70</b>	Decisions by the Australian Information Commissioner	91
Enabling legislation	70	Judicial decisions	91
Ministerial direction	71	Privacy	91
<b>BOARD AND COMMITTEES</b>	<b>72</b>	Freedom of information	91
Board members	72		
Board activity	77		
Finance, Audit and Risk Committee	81		
Governance and Executive Performance Committee	83		
Executive remuneration	83		

# Organisational structure

As at 30 June 2023.



# Our people

In 2022–23, our workforce undertook an organisational realignment to help us shape the way we will deliver our strategic vision. The new structure takes a step towards realigning functional capabilities and leveraging the expertise across the ASC to create centres of excellence, enhance collaboration and minimise duplication across the business. Our workplace, inclusive of 463 ongoing and non-ongoing employees as at 30 June 2023, has shifted from 3 divisions to 8 groups to better equip our people to succeed.

Our workforce is strengthened through:

- > a revised cultural framework that emphasises the ASC values of respect, integrity, teamwork and excellence. These values are embedded across all our people, policies and programs
- > the development of a Diversity, Equity and Inclusion Framework that aims to create a sense of belonging within our workplace
- > the implementation of an engaging New Starter Induction program to educate our new people of their roles and responsibilities as an ASC employee
- > learning programs that continue to support staff development across contemporary topics and issues identified by staff and managers.

**Table 11: Employee classification by gender\***

Classification	Woman/ female [%]	Man/male [%]	Non-binary [%]	Prefers not to answer [%]	Uses a different term [%]
Executive	50	50	-	-	-
ASC 9	100	-	-	-	-
ASC 8	43	57	-	-	-
ASC 7	43	57	-	-	-
ASC 6	49	51	-	-	-
ASC 5	55	45	-	-	-
ASC 4	59	41	-	-	-
ASC 3	66	34	-	-	-
ASC 2	23	77	-	-	-
ASC 1	-	100	-	-	-
<b>Total</b>	<b>51</b>	<b>49</b>	<b>-</b>	<b>-</b>	<b>-</b>

Note: ASC9 is a new classification that was introduced in March 2023.

**Table 12: Employee age breakdown 2023\***

Age	Percentage
Under 30	14%
30-39	34%
40-49	33%
50-59	16%
60+	3%

**Table 13: Years of service\***

Length of service	Percentage
0-6 months	12%
7-12 months	10%
1-2 years	22%
2-5 years	24%
5-10 years	11%
10-15 years	7%
15+ years	14%

\* Excluding the Board, and casual, postgraduate and locally engaged employees.



## Mandatory tables: PGPA Rule Section 17BE (ka) — Management of Human Resources

Table 14: All ongoing employees, current report period (2022–23)

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	4	-	4	2	1	3	-	-	-	-	-	-	-	-	-	7
Qld	-	-	-	2	1	3	-	-	-	-	-	-	-	-	-	3
SA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vic	11	3	14	8	-	8	-	-	-	-	-	-	-	-	-	22
WA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ACT	102	6	108	85	31	116	-	-	-	-	-	-	-	-	-	224
NT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	1
<b>Total</b>	<b>117</b>	<b>9</b>	<b>126</b>	<b>98</b>	<b>33</b>	<b>131</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>257</b>

**Table 15: All non-ongoing employees, current report period [2022-23]**

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	7	-	7	8	2	10	-	-	-	-	-	-	-	-	-	17
Qld	7	-	7	6	2	8	-	-	-	-	-	-	-	-	-	15
SA	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	1
Tas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vic	21	1	22	20	3	23	-	-	-	-	-	-	-	-	-	45
WA	1	-	1	1	-	1	-	-	-	-	-	-	-	-	-	2
ACT	52	3	55	55	10	65	-	-	-	-	-	-	-	-	-	120
NT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	3	-	3	3	-	3	-	-	-	-	-	-	-	-	-	6
<b>Total</b>	<b>91</b>	<b>4</b>	<b>95</b>	<b>94</b>	<b>17</b>	<b>111</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>206</b>



**Table 16: All ongoing employees, previous report period (2021–22)**

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	1	-	1	2	-	2	-	-	-	-	-	-	-	-	-	3
Qld	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vic	9	2	11	7	2	9	-	-	-	-	-	-	-	-	-	20
WA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ACT	109	4	113	92	25	117	-	-	-	-	-	-	-	-	-	230
NT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>119</b>	<b>6</b>	<b>125</b>	<b>101</b>	<b>27</b>	<b>128</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>253</b>

**Table 17: All non-ongoing employees, previous report period (2021-22)**

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	6	-	6	7	1	8	-	-	-	-	-	-	-	-	-	14
Qld	6	-	6	4	2	6	-	-	-	-	-	-	-	-	-	12
SA	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	1
Tas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vic	15	-	15	16	-	16	-	-	-	-	-	-	-	-	-	31
WA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ACT	51	3	54	67	18	85	-	-	-	-	-	-	-	-	-	139
NT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	2	-	2	2	-	2	-	-	-	-	-	-	-	-	-	4
<b>Total</b>	<b>80</b>	<b>3</b>	<b>83</b>	<b>97</b>	<b>21</b>	<b>118</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>201</b>

# Work health and safety

We are committed to providing safe and healthy sites for employees, athletes, children and visitors, with a focus on prevention and continuous improvement of work health and safety (WHS) practices. Our WHS activities are overseen by the ASC WorkSafe Committee.

Key initiatives during 2022–23 included:

- > Making influenza vaccinations available for all employees.
- > Introducing a program of continuous improvement for Noggin, the ASC's integrated system for management of WHS incidents, hazards, risks and investigations, including:
  - corrective actions to increase reporting and visibility of incidents and hazards
  - the launch of the WHS risk management module.
- > Increasing the visibility of WHS and injury management policies, procedures and guidance through updated WHS eLearning modules, information sessions targeting the casual workforce and high-risk teams, and Noggin awareness training sessions.
- > Making improvements to WHS quarterly reports and the WorkSafe Committee to provide greater strategic value to ASC senior leaders and the ASC more widely.
- > Completing an internal audit to assess the design and operating effectiveness of the ASC's WHS management system, including consideration of the ASC's approach to identifying and managing key WHS risks throughout the organisation.

## Notifiable incidents

There were 6 notifiable incidents reported to the WHS regulator (Comcare) during 2022–23.

**Table 18: Notifiable WHS incidents**

July–September 2022	October–December 2022	January–March 2023	April–June 2023
1	0	4	1

The incidents were investigated as required under the ASC safety framework. No incidents incurred regulator action under Part 10 of the *Work Health and Safety Act 2011*.

## Reconciliation Action Plan

The ASC's commitment to reconciliation aims to improve the health and wellbeing inequities of Aboriginal and Torres Strait Islander peoples through engagement and involvement with sport. We understand the importance of creating culturally safe and diverse environments that celebrate the vast contributions of Aboriginal and Torres Strait Islander peoples to sport.

We provide opportunities for our workforce to develop a better understanding of Aboriginal and Torres Strait Islander cultures and histories and to create a workplace culture where diversity is welcomed, valued and supported.

Throughout 2022–23, a key focus has been on the delivery of our 2022–24 Innovate Reconciliation Action Plan (RAP) and the development of First Nations artwork to form part of our core brand and identity.

### Key initiatives for 2022–23

- > Worked with a First Nations artist to develop the ASC's First Nations artwork, which will become part of our identity and brand and showcases both Aboriginal and Torres Strait Islander cultures. This artwork represents what we stand for as a leader in the Australian sport sector and the key role sport plays in the lives of all Australians.
- > Celebrated NAIDOC Week 2022 and National Reconciliation Week 2023 with a flag-raising ceremony onsite, a visit to the Australian Institute of Aboriginal and Torres Strait Islander Studies, a Spiritual Yarning session and screenings of the documentary series *The Australian Wars*.
- > Provided staff with the opportunity to attend cultural tours and On Country walks to learn about and celebrate Indigenous culture through immersive experiences.
- > Established an Indigenous Advisory Committee to support the HP 2032+ Sport Strategy, and included specific First Nations commitments through the Connection to Country outlined in the strategy.
- > Promoted the inclusion of an Acknowledgement of Country at all key internal events and invited Cultural Attaché and Ngunnawal and Kamilaroi custodian Richie Allan to perform Welcome to Country at multiple staff events.
- > Maintained our First Nations Staff Network, which provides a culturally safe support network for ASC Indigenous staff.
- > Developed an Indigenous Procurement Strategy to support and increase the number of First Nations suppliers engaged by the ASC.
- > Provided staff with cultural awareness and learning opportunities, including engaging local First Nations company Thunderstone to provide staff with Acknowledgment of Country in Ngunnawal language training, and Cultural Competency and Reconciliation training modules for all staff online and in person.
- > Continued promoting the Yulunga Traditional Indigenous Games to schools around Australia. The Yulunga Traditional Indigenous Games web page on the ASC website was viewed over 282,000 times and the resources downloaded over 59,000 times.

- > Continued the AIS Share a Yarn program for a third year in 2022–23:
  - Four First Nations mentors worked with 7 non-indigenous athletes in the Ally program, creating meaningful opportunities to connect and build relationships with Aboriginal and Torres Strait Islander communities and learned more about the differing cultures, lands, histories and people within them.
  - The First Nations Cultural Connection program commenced in April 2023, including 10 First Nations mentors and 16 First Nations elite athletes. The program aims to create safe affirming environments that support cultural connectedness and improve wellbeing for Aboriginal and/or Torres Strait Islander high performance athletes.

## Corporate partners

The ASC has a strong history of offering unique sponsorships with high profile and strategically aligned brands. These brands seek to connect with Australians through a vast array of events, programs and platforms offered across both participation and high performance sport.

We highly value our partnership with the following organisations who share a similar passion for Australian sport, their athletes and their volunteers.



**A. H. BEARD**  
PREMIUM SLEEP SINCE 1899

# Our operations

## Operational highlights

### Diversity Equity and Inclusion Framework

The ASC launched its first Diversity, Equity and Inclusion (DE&I) Framework in June 2023, coinciding with International Pride Month. This project came to life following interactive and engaging sessions with our people who formed the DE&I Working Group.

Developing our DE&I Framework has been a significant milestone in our path to embrace diversity in the workplace and to create a place of belonging. We are committed to promoting a workplace where people are respected for their uniqueness, valued for their contributions and celebrated for being their authentic selves.

*“We aim to recognise a broad range of perspectives, approaches and ideas which make us a stronger, more creative and inclusive workplace”*

*David Phillips — Senior Advisor, Sport Learning Team, Australian Sports Commission.*

Our DE&I vision encompasses what we will see, hear and feel to be an inclusive workforce that enables our employees to feel psychologically safe and respected. It is about being clear and intentional in our behaviour, mindset and actions to build an all-encompassing environment. The DE&I strategic pillars of Respect, Connect, Contributing and Progressing are underpinned by the foundations that are embedded in the ASC's strategies.

*“It's not only what we do, it's who we are”*

*Kieren Perkins — Chief Executive Officer, Australian Sports Commission.*

This is an exciting opportunity for the ASC as we embark on this journey together and commit to making a difference to foster an inclusive workforce.

### Safeguarding

Our commitment to child and athlete safeguarding has focused on training for staff and stakeholders in our operations and on our sites to enable safer sporting environments. The ASC publishes an annual statement of compliance by 31 October each year as a key requirement of the Commonwealth Child Safe Framework.

We continue to provide a dedicated helpline to assist people in the Australian sports community who have been or are at risk of being impacted by sexual misconduct.

### ASC Restorative Program

The Restorative Program, approved by the Board in 2022, recognises and responds to former AIS scholarship holders who experienced harm from inappropriate practices or abuse as a result of their time at the AIS. The program consists of three core elements:

- > access to counselling and wellbeing services via the Mental Health Referral Network
- > participation in restorative engagement, such as a meeting with a senior ASC representative
- > a one-off financial payment (for applicants eligible for a payment).

Since the launch in July 2022, over 100 applications have been received. Insights from this program have impacted current and future safeguarding activities for the ASC and, more broadly, across the Australian sport sector.

## AIS site use and activity

We operate facilities, residential services and other activities for high performance programs at the AIS Canberra campus. Community, sporting and commercial groups use the campus facilities, and the site is a popular national attraction for visitors.

We also operate strategic sports training facilities at Pizzey Park (Gold Coast), the European Training Centre (Varese in Italy), the Reinhold Batschi Men's National Training Centre for Rowing in Yarralumla (ACT) and operate from leased premises in Melbourne and Sydney.

**65**

**HECTARES**

(Site size)

**38**

**BUILDINGS AND VENUES**

Bruce 35, Yarralumla 1,  
Pizzey Park 1, ETC 1

**13**

**NSOS ON SITE**

Bruce 11, Yarralumla 1, Pizzey Park 1



**AIS CANBERRA  
CAMPS AND NATIONAL  
TRAINING CENTRE (NTC)  
PROGRAMS:**

177 NSO camps across 31 NSOs  
4,747 athletes, coaches and staff

**6**

**NSO RESIDENTIAL  
PROGRAMS (NTCS)**

at the AIS Canberra.



**247,000**

**VISITS**

to the AIS campus  
in Bruce



**45,000**

**BED NIGHTS**

for high performance sport  
(Bruce and ETC)



**74,000**

**TOUR**

**PARTICIPANTS**

**EUROPEAN TRAINING CENTRE (ETC):**

468 athletes onsite — 4,753 bed nights — 30 camps — 5 Australian NSOs

We continued to feel the impact of the COVID-19 pandemic in 2022–23. AIS site activities progressively recommenced throughout the year as access to the site reopened to the public.



## Environment and heritage

The ASC Environmental Sustainability policy is based on the International Standard for Environmental Management Systems (ISO 1401:2004). It comprises policy objectives, targets and procedures for monitoring and review. The ASC is committed to sustainable development and minimising the impact of our operations on the environment. The fundamental goal of the ASC's Environmental Sustainability policy is to comply with Australian Government environmental policies, initiatives and legislative requirements through monitoring and reducing our energy use and greenhouse emissions, investing in energy-efficient technologies where possible and ensuring our buildings are operated with the objective of best practice environmental performance.

We uphold the principles of ecologically sustainable development defined under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* and are committed to making a positive contribution to achieve the Act's objectives.

Key activities undertaken to make the ASC more environmentally sustainable included:

- > A comprehensive lighting audit to inform LED lighting upgrade priorities for future works to retrofit facilities with energy efficient LED light fittings and improved lighting controls
- > Solar car park lighting installation, improving safety with minimal environmental impact
- > Implementation of a new food waste bioconversion program diverting all food waste away from landfill to a waste facility that utilises insects to convert scraps to fertiliser
- > Continued monitoring of water, gas and electricity usage
- > Purchase of a hybrid, low-emission vehicle to replace a current internal combustion engine vehicle
- > Trial of an electric truck to evaluate fitness for the purpose of an electric vehicle option for this vehicle class
- > Completion of a comprehensive site cleanup, including removal of blackberries and other noxious weeds
- > Continued operation of the Heritage and Culture Committee to oversee the ASC's heritage commitments
- > Continued review of and addition of items to the ASC Heritage Collection.

These activities have been completed in support of the ASC's commitment to the Australian Public Service (APS) Net Zero 2030 initiative, which aims to reduce greenhouse gas emissions by government agencies to net zero by 2030.

As part of the establishment of the new reporting requirements under APS Net Zero 2030, the ASC participated in a data collection and reporting trial to assist the APS Net Zero Unit in testing the emissions reporting tool and data collection process using 2021–22 data.

The trial included an analysis of ASC datasets and a report with recommendations for data improvements and high-level emission reduction initiatives.

The primary datasets required for emissions reporting are natural gas and electricity usage, fleet fuel consumption and flights.

The Greenhouse Gas Emissions Inventory presents greenhouse gas emissions over the 2022–23 period. Greenhouse gas emissions reporting has been developed with methodology that is consistent with the Whole-of-Australian Government approach as part of the APS Net Zero 2030 policy.

Note: No property with heritage value was acquired or disposed of during 2022–23.

The summary of ASC's 2022–23 greenhouse gas emissions is provided in the tables below.

**Table 19: Greenhouse emissions inventory — location-based method 2022–23**

<b>Emission Source</b>	<b>Scope 1 kg CO2-e</b>	<b>Scope 2 kg CO2-e</b>	<b>Scope 3 kg CO2-e</b>	<b>Total kg CO2-e</b>
Electricity (Location Based Approach)	N/A	5,544,838	462,904	6,007,742
Natural Gas	2,034,497	N/A	517,211	2,551,708
Fleet Vehicles	56,850	N/A	14,148	70,998
Domestic Flights	N/A	N/A	674,097	674,097
Other Energy	-	N/A	-	-
<b>Total kg CO2-e</b>	<b>2,091,346</b>	<b>5,544,838</b>	<b>1,668,361</b>	<b>9,304,545</b>

The electricity emissions reported above are calculated using the location based approach. When applying the market based method, which accounts for activities such as greenpower, purchased large-scale generation certificates and/or being located in the ACT, the total emissions for electricity are provided in the next table.

**Table 20: Greenhouse emissions inventory — market-based method 2022–23**

<b>Emission Source</b>	<b>Scope 1 kg CO2-e</b>	<b>Scope 2 kg CO2-e</b>	<b>Scope 3 kg CO2-e</b>	<b>Total kg CO2-e</b>
Electricity (Market Based Approach)	N/A	-	-	-
Natural Gas	2,034,497	N/A	517,211	2,551,708
Fleet Vehicles	56,850	N/A	14,148	70,998
Domestic Flights	N/A	N/A	674,097	674,097
Other Energy	-	N/A	-	-
<b>Total kg CO2-e</b>	<b>2,091,346</b>	<b>-</b>	<b>1,205,457</b>	<b>3,296,803</b>

# Authority and directions

## Enabling legislation

Our enabling legislation is the *Australian Sports Commission Act 1989* (ASC Act), which defines our role, corporate governance and financial management framework.

As a corporate Commonwealth entity, we are accountable to the Minister for Sport.

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

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

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

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

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

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

## Ministerial direction

For the 2022–23 reporting period, the Hon Anika Wells MP was the Minister for Sport.

No directions under ASC subsection 11(1) of the ASC Act were made during the reporting period.

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

\*Please note, the Australian Sports Foundation is a separate Commonwealth Company. Further details on the Australian Sports Foundation can be found on page 127.

## Board and committees

The ASC Board is the accountable authority under the PGPA Act. The ASC Act provides for the Chairperson, the Deputy Chairperson, the Secretary of the Department of Health and Aged Care (in an ex officio capacity), and not fewer than 5 nor more than 10 other members.

At the beginning of the year, the Board comprised 10 members in total, including the ex officio member. In August 2022, the Board farewelled The Hon Hugh Delahunty. The Hon Pat Farmer AM also completed his term as Commissioner in June 2023.

The Board commended Professor Brendan Murphy AC for his ex officio Board member role, which commenced on 13 July 2020 and concluded on 7 July 2023.

### Board members

#### Josephine Sukkar AM — Chair



Josephine Sukkar is co-owner and principal of construction company Buildcorp, which she founded 33 years ago with her husband, Tony.

She serves on a number of private, public, government and not-for-profit boards, including Washington H. Soul Pattinson, Growthpoint Properties Australia, the Green Building Council of Australia, the Australian Museum and the Centenary Institute of Medical Research.

Ms Sukkar was formerly president of Australian Women's Rugby Union, a non-executive director of The Trust Company, the Property Council of Australia, Opera Australia and the Young Women's Christian Association NSW.

She holds a Bachelor of Science (Hons) and Graduate Diploma of Education from the University of NSW and is a Fellow of the University of Sydney.

In 2017 Ms Sukkar was made a Member of the Order of Australia.

#### Andrew Ireland — Deputy Chair



Andrew Ireland is a former AFL player and former highly successful football administrator who was involved with several premierships throughout his career.

Mr Ireland joined the Sydney Swans in 2002 as general manager of football before taking over as CEO in September 2009, a role he held until his retirement in December 2018. Before these positions, he held the role of CEO at the Brisbane Bears and Brisbane Lions between 1990 and 2001.

Mr Ireland oversaw a strong and successful football program during his time at the Swans, along with outstanding growth in commercial areas of the club. He holds a Bachelor of Science and is a graduate member of the Australian Institute of Company Directors and a life member of the AFL, the Sydney Swans and the Brisbane Lions. In December 2018, he was appointed as a Commissioner of the ASC.

## Lynne Anderson



Lynne Anderson was appointed CEO of the Australian Paralympic Committee (APC) in August 2015. The APC was renamed Paralympics Australia in 2019, and Ms Anderson stepped down as CEO in December 2021.

Before joining the APC, Ms Anderson was managing director of the Australia and New Zealand operations for Repucom, then a global leader in sports marketing research. She started her career as marketing manager for the Canterbury Bulldogs Rugby League Club (1993–1997), before setting up her own sponsorship research consultancy with S-COMM Australia and New Zealand.

Ms Anderson has nearly 30 years' experience in helping all sectors of the industry, including sports, sponsors, government and media and holds a Bachelor of Commerce [Marketing] and is an Honorary Fellow of Western Sydney University, as well as a graduate of the Australian Institute of Company Directors.

Ms Anderson is also a member of the Sport Integrity Advisory Council. Former board roles include chair of the Canterbury Bankstown Bulldogs Rugby League Club, deputy chair of the Parramatta Stadium Trust, World Masters Games Melbourne 2002, Camp Quality, the Gold Coast Titans NRL Club, Museum of Applied Arts and Sciences, and Invictus Games Sydney 2018.

## The Hon Hugh Delahunty



The Hon Hugh Delahunty is a former AFL player and politician with extensive experience in board governance, sport policy and professional and grassroots sport.

Mr Delahunty played for Essendon in the Victorian Football League in the 1970s and has played and coached sports including football, basketball, tennis, swimming and golf.

As chairman of commissioners at Mildura Rural City Council in 1995–1996, he oversaw the amalgamation of 3 councils and was the first mayor of the restructured Horsham Rural City Council.

Mr Delahunty was elected a Member of the Victorian State Parliament from 1999 to 2014 and served as Minister for Sport and Recreation and Minister for Veterans' Affairs.

He served on the board of VicHealth from 2003 to 2010 and has wide-ranging experience and knowledge regarding regional and rural issues.

In 2017 he was appointed administrator at Central Goldfields Shire Council to restore good governance and operations.

Mr Delahunty's tenure as an ASC Commissioner concluded in August 2022.

## The Hon Pat Farmer AM



Pat Farmer AM is a multiple world record holder for endurance running. He has run from the North Pole to the South Pole, and across Australia, New Zealand, Vietnam and North America.

Mr Farmer holds a Master of Business degree, is a qualified engineer and fitness trainer and is the sole director of Fleet Foot Promotions Pty Ltd, an event management company.

Mr Farmer served 8 years as a Member of Australia's Parliament, with 3 years as Parliamentary Secretary for Education, Science and Training.

He was named 'Achiever of the Year' in 2000 at the Australian of the Year Awards, awarded by Prime Minister John Howard. Mr Farmer has raised millions of dollars for causes during his 20-year running career, including Lifeline, Cancer Council, the Australian Red Cross and Diabetes Australia.

Mr Farmer's tenure as an ASC Commissioner concluded in June 2023.

## Kurt Fearnley AO PLY



Kurt Fearnley AO PLY is a 3-time Paralympic gold medallist and 2-time Commonwealth Games gold medallist.

His incredible athletics career for Australia spanned 5 Paralympic Games campaigns, culminating with his wheelchair marathon victory at the 2018 Gold Coast Commonwealth Games.

He has won more than 40 marathons, including New York, Chicago and London, and is the 2019 NSW Australian of the Year. In 2009 he crawled the Kokoda Track in Papua New Guinea to raise awareness of men's health.

Mr Fearnley is an icon and advocate for people with disabilities in sport and the broader community. He is chair of the National Disability Insurance Scheme and a board director of the Brisbane 2032 Organising Committee.



## **Amanda Laing**



Amanda Laing is an experienced media executive who has worked across free-to-air television, subscription television, print, digital and video on demand. She has expertise in the management and exploitation of content and rights, the structuring and negotiation of sports rights deals, and media mergers and acquisitions.

Ms Laing began her media career as general counsel for ACP Magazines, with responsibility for the legal affairs of its businesses in Australia, New Zealand, Southeast Asia and the United Kingdom. She then became Group general counsel across the magazine, television, digital, ticketing and events businesses of Nine Entertainment.

Following the listing of the Nine business on the Australian Stock Exchange, Ms Laing was appointed commercial director and then managing director of Nine Entertainment Co (owner of Channel 9). She was also on the board of Nine's subscription video on demand business, Stan.

Ms Laing was a member of the Australian Rugby League Commission until March 2020.

Throughout her career, Ms Laing has advised boards on a broad variety of legal, regulatory and commercial issues and held board positions with media companies and industry bodies. Ms Laing is currently the chief content and commercial officer of Foxtel, whose responsibilities also include the Foxtel streaming service BINGE, and companywide legal and regulatory matters.

## **Dixie Marshall**



Dixie Marshall was Australia's first woman AFL football commentator, and the first woman to co-host a national sports program. She is an award-winning journalist, and former Channel 9 Perth senior newsreader.

Ms Marshall is currently chief growth officer of Marketforce, Western Australia's oldest advertising agency, and deputy chair of WA Football Commission, which governs AFL in the state. She is also a non-executive director of two ASX-listed clean energy companies.

Ms Marshall brings a wealth of experience in media, strategic communications, marketing and governance.

## Prof. Brendan Murphy AC — ex officio



Professor Brendan Murphy AC commenced as the Secretary of the Department of Health and Aged Care and subsequent ex officio board member on 13 July 2020.

Before his appointment as Secretary, Professor Murphy was the Chief Medical Officer (CMO) for the Australian Government and before that, the CEO of Austin Health in Victoria.

Professor Murphy is:

- > a Professorial Associate with the title of Professor at the University of Melbourne
- > an Adjunct Professor at Monash University and the Australian National University
- > a Fellow of the Australian Academy of Health and Medical Sciences
- > a Fellow of the Royal Australian College of Physicians
- > a Fellow of the Australian Institute of Company Directors.

He was formerly CMO and director of Nephrology at St Vincent's Health, and sat on the boards of the Centenary Institute, Health Workforce Australia, the Florey Institute of Neuroscience and Mental Health, the Olivia Newton-John Cancer Research Institute and the Victorian Comprehensive Cancer Centre. He is also a former president of the Australian and New Zealand Society of Nephrology.

Professor Murphy's tenure as an ASC Commissioner concluded in July 2023 following his retirement as Secretary of the Department of Health and Aged Care.

## Craig Redman



Craig Redman MAICD is a former high performance sport professional with strong expertise in talent development and leading national pathway frameworks.

He holds a Bachelor of Human Movement (HPE Teaching) from the University of Tasmania and was National Manager, High Performance Pathway at Triathlon Australia for 10 years.

He also held high performance roles including coaching and coach education with World Triathlon and the Australian Paratriathlon team at the 2016 Rio Paralympics Games.

Mr Redman received the 2020 Triathlon Australia Hall of Fame 'Legend of the Sport' Award and is a life member of Triathlon Tasmania.

His broad sporting skillsets include coaching, coach education facilitator, event director, technical official, administrator and board director at club, state, national and international levels.

Mr Redman is currently a director and owner of a successful retail business that employs over 35 staff in regional/rural Australia.

## Board activity

The ASC Board began the 2022–23 financial year focused on the opportunities that lay ahead as Australia entered the Green and Gold decade of major sporting events through to the Brisbane 2032 Olympic and Paralympic Games.

Following the Board's endorsement of the ASC's new strategic vision, the Commissioners considered ways to lead the ASC through change and drive a whole-of-organisation commitment to remain agile and innovative. This included supporting the ASC's organisational realignment project and the opportunities it created to not only strengthen collaboration across the organisation, but to build on the strong stakeholder engagements and partnerships within the sport sector.

The Board endorsed a range of high performance sport initiatives to ensure Australia's elite athletes and coaches continued to be supported as they prepare for the Paris 2024 Olympic and Paralympic Games. The development of the National Sport Participation Strategy was also identified as a significant project for the Board to support and advocate.

Support for key community sport priorities was another strong focus for the Board, including welcoming the inaugural Sport Volunteer of the Year award at the 2022 AIS Sport Performance Awards.

In December 2022, the Board approved the ASC's Modern Slavery Statement and acknowledged the ASC's important work to progress outcomes of an internal review of ASC procurement processes, procedures and guidelines.

The Board officially met on 6 occasions in the 2022–23 period.

**Table 21: Board meeting attendance**

Name	Position	Meetings eligible to attend	Meetings attended
Josephine Sukkar AM	Chair	6	6
Andrew Ireland	Deputy Chair	6	6
Lynne Anderson	Member	6	5
The Hon Hugh Delahunty**	Member	0	0
The Hon Pat Farmer AM*	Member	6	4
Kurt Fearnley AO PLY	Member	6	6
Amanda Laing	Member	6	6
Dixie Marshall	Member	6	6
Prof. Brendan Murphy AC*** (ex officio)	Member	6	6
Craig Redman	Member	6	6

\* The Hon Pat Farmer's AM tenure ceased on 30 June 2023

\*\* The Hon Hugh Delahunty's tenure ceased on 03 August 2022

\*\*\* Prof. Brendan Murphy's AC tenure ceased on 07 July 2023

**Mandatory Table: PGPA Rule section 17BE (j), (j)–[v] — Accountable Authority**

**Table 22: Details of accountable authority during the reporting period, current report period [2022–23]**

Name	Qualifications of the accountable authority	Experience of the accountable authority	Position title/ position held executive/ non-executive	Period as the accountable authority or member within the reporting period		
				Start date (1 July 2022 or after)	End date (30 June 2023 or before)	Number of meetings of accountable authority attended
Ms Josephine Sukkar AM	Bachelor of Science (Hons), UNSW Graduate Diploma in Education, UNSW	Refer to the Board member's biography	Chair	1 July 2022	30 June 2023	6
Mr Andrew Ireland	Bachelor of Science, La Trobe University, Melbourne	Refer to the Board member's biography	Deputy Chair	1 July 2022	30 June 2023	6
Ms Lynne Anderson	Bachelor of Commerce (Marketing) and Honorary Fellow, Western Sydney University Company Directors Course, Australian Institute of Company Directors	Refer to the Board member's biography	Board Member	1 July 2022	30 June 2023	5
The Hon Hugh Delahunty	Inspector, Meat Industry, William Angliss Food Trades School New Managers Development Program, Monash Mt.Eliza Business School.	Refer to the Board member's biography	Board Member	1 July 2022	3 August 2022	0

		Period as the accountable authority or member within the reporting period				
Name	Qualifications of the accountable authority	Experience of the accountable authority	Position title/ position held executive/ non-executive	Start date (1 July 2022 or after)	End date (30 June 2023 or before)	Number of meetings of accountable authority attended
The Hon Pat Farmer AM	Executive Master of Business, University of Technology, Sydney 2018 Certificate IV in Fitness Training, Australian Institute of Fitness, 2016 Mechanical Engineer, Granville TAFE, 1983	Refer to the Board member's biography	Board Member	1 July 2022	30 June 2023	4
Mr Kurt Fearnley AO PLY	Honorary Doctorate, Griffith University Bachelor of Education, Charles Sturt University Bachelor of Human Movement, Charles Sturt University	Refer to the Board member's biography	Board Member	1 July 2022	30 June 2023	6
Ms Amanda Laing	Stanford Executive Program Stanford Graduate School of Business Company Directors Course, Australian Institute of Company Directors Legal Practising Certificate, College of Law Bachelor of Arts/Bachelor of Laws (First Class Hons), ANU	Refer to the Board member's biography	Board Member	1 July 2022	30 June 2023	6

		Period as the accountable authority or member within the reporting period				
Name	Qualifications of the accountable authority	Experience of the accountable authority	Position title/ position held executive/ non-executive	Start date (1 July 2022 or after)	End date (30 June 2023 or before)	Number of meetings of accountable authority attended
Ms Dixie Marshall	Bachelor of Physical Education, University of WA, 1983	Refer to the Board member's biography	Board Member	1 July 2022	30 June 2023	6
Prof. Brendan Murphy AC (ex officio)	MBBS (Melbourne) PhD (Melbourne) FRACP FAHMS FAICD FACHSM (Hon)	Refer to the Board member's biography	Ex officio	1 July 2022	30 June 2023	6
Mr Craig Redman	Bachelor of Human Movement (HPE Teaching), 2004	Refer to the Board member's biography	Board Member	1 July 2022	30 June 2023	6

## Finance, Audit and Risk Committee

The ASC Finance, Audit and Risk Committee (FAR Committee) provides independent advice and assurance to the Board on matters relating to ASC financial management and strategic planning, performance reporting, physical assets, risk management and all aspects of internal and external audit and compliance matters, as well as NSO finances.

During 2022–23, the Committee was responsible for reviewing the ASC's Financial Statements and appropriateness of the Annual Performance Statements and monitoring PGPA Act compliance. The Committee was also responsible for providing advice to the Board on the ASC's approach to risk management and ensuring adequate controls were in place to mitigate risk, including fraud control arrangements.

The FAR Committee considered and endorsed the ASC's internal audit program of work. Two audits were completed in 2022–23, relating to WHS compliance and the ASC's approach to confidentiality and the integrity of sensitive information. The Committee considered findings from both internal audits and reported to the ASC Board.

In the second half of the year, the FAR Committee received an update on the ASC's work to improve ICT security against the Essential 8 principles and provided input on the need to provide assurance on the security of athlete health and wellbeing data, while balancing the development of stakeholder relationships and improving partner organisations to build and strengthen data governance.

The FAR Committee continued to consider matters in relation to NSO finances on a 'by exception' basis, and provided endorsement of high performance investment allocations, pathways strategic funding and dAIS funding.

The Committee met formally on 5 occasions during the reporting period. There were no changes to the membership of the Committee during 2022–23.

A copy of the FAR Committee charter can be found here: [www.ausport.gov.au/about/staff#finance\\_audit\\_and\\_risk\\_committee\\_charter](http://www.ausport.gov.au/about/staff#finance_audit_and_risk_committee_charter)



**Mandatory table: PGPA Rule section 17BE[taa] — Audit committee**

**Table 23: Finance, Audit and Risk Committee meeting attendance**

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.) (\$)	Additional information (including role on the committee)
Andrew Ireland	Refer to table 22 (details of accountable authority table)	5	5	-	-
Robert Hanlon — Independent Member	Masters Business Administration, University of Canberra Graduate of the Australian Institute of Company Directors Graduate of the Institute of Chartered Accountants of Australia Bachelor of Commerce (Accounting), University of Canberra	5	5	N/A	-
Amanda Laing	Refer to table 22 (details of accountable authority table)	5	5	9,258	-

## Governance and Executive Performance Committee

Section 22 of the ASC Act permits the Board to establish such committees as it sees fit to assist the Commission as directed by the Board.

The Governance and Executive Performance Committee (GEP Committee) was an active committee of the Board until August 2022, following the cessation of the Hon Hugh Delahunty's tenure as an ASC Board Commissioner. Mr Delahunty was a member of the GEP Committee, along with Lynne Anderson.

On Mr Delahunty's cessation, the ASC Board agreed to disband the GEP Committee, which provided advice to the Board on best practice corporate governance and executive performance remuneration issues. The Board agreed these matters could be dealt with at the board level and brought to the Board's attention through the ASC CEO or Executive.

## Executive remuneration

Key management personnel include members of the ASC Board, the CEO and the Director of the Institute, whose remuneration is set by the Remuneration Tribunal. Salary increases within the reference rate set by the Remuneration Tribunal, and performance pay within guidelines issued by the Remuneration Tribunal, is determined by the ASC Board.

Remuneration for the Executive is set by the CEO and is provided for via common law contracts of employment, which largely mirror standard terms and conditions in the ASC Enterprise Agreement. Entitlements are further articulated in the ASC Senior Leader Performance and Remuneration Framework.

Remuneration for other highly paid staff is set under the terms set out in the ASC Enterprise Agreement 2016–2019 and the ASC Determination made under subsection 41(2) of the ASC Act 1989. Application of entitlements are articulated through internal ASC frameworks, policies and guidelines. The majority of ASC employees receive salaries within standard ranges; however, individual flexibility arrangements are used to vary benefits where the ASC is required to attract and retain employees with specialised knowledge and skills deemed necessary to deliver on the ASC vision.

**Mandatory Tables: PGPA Rule section 17 BE(fa) — Executive Remuneration**

**Table 24: Information about remuneration for key management personnel**

Name	Position title	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration (\$)
		Base salary (\$)	Bonuses (\$)	Other benefits and allowances (\$)		Long service leave (\$)	Other long-term benefits (\$)		
Kieren Perkins OAM	CEO Australian Sports Commission	460,339	82,054	-	25,429	5,971	-	-	573,793
Matti Clements	AIS Director	309,648	-	6,211	33,093	6,099	-	-	355,051
Josephine Sukkar AM	Chairperson of the Board	97,133	-	-	10,155	-	-	-	107,287
Andrew Ireland	Deputy Chairperson of the Board	72,473	-	-	8,781	-	-	-	81,254
Amanda Laing	Board member	56,982	-	-	5,957	-	-	-	62,939
Craig Redman	Board member	48,566	-	-	6,219	-	-	-	54,785
Dixie Marshall	Board member	48,566	-	-	5,077	-	-	-	53,644
Kurt Feamley AO	Board member	48,566	-	-	5,077	-	-	-	53,644
Lynne Anderson	Board member	48,566	-	-	5,077	-	-	-	53,644
The Hon Hugh Delahunty	Board member <sup>1</sup>	3,821	-	-	499	-	-	-	4,319
The Hon Patrick Farmer AM	Board member	48,566	-	-	5,077	-	-	-	53,644

<sup>1</sup> The Hon Hugh Delahunty's tenure as an ASC Commissioner ceased in August 2022.

**Table 25: Information about remuneration for senior executives**

Total remuneration bands	Number of senior executives	Short-term benefits				Post-employment benefits		Other long-term benefits			Termination benefits	Total remuneration
		Average base salary (\$)	Average bonuses (\$)	Average other benefits and allowances (\$)	Average super contributions (\$)	Average long service leave (\$)	Average other long-term benefits (\$)	Average long service leave (\$)	Average termination benefits (\$)	Average total remuneration (\$)		
0-\$220,000	15	74,142	-	115	13,480	1,887	-	3,322	-	-	92,947	
\$220,001-\$245,000	1	131,714	-	-	19,935	9,172	-	72,270	-	-	233,092	
\$245,001-\$270,000	1	229,795	-	-	34,079	3,309	-	-	-	-	267,183	
\$270,001-\$295,000	2	226,614	-	-	50,927	7,221	-	-	-	-	284,762	
\$295,001-\$320,000	-	-	-	-	-	-	-	-	-	-	-	
\$320,001-\$345,000	2	251,599	-	2,491	47,851	31,351	-	-	-	-	333,292	
\$345,001-\$370,000	-	-	-	-	-	-	-	-	-	-	-	
\$370,001-\$395,000	-	-	-	-	-	-	-	-	-	-	-	
\$395,001-\$420,000	1	158,795	-	-	27,175	(10,760)	-	238,548	-	-	413,759	

**Table 26: Information about remuneration for other highly paid staff**

Total remuneration bands	Number of other highly paid staff	Short-term benefits			Post-employment benefits			Other long-term benefits			Termination benefits		Total remuneration
		Average base salary (\$)	Average bonuses (\$)	Average other benefits and allowances (\$)	Average super contributions (\$)	Average long service leave (\$)	Average other long-term benefits (\$)	Average termination benefits (\$)	Average total remuneration (\$)				
\$240,000–\$245,000	-	-	-	-	-	-	-	-	-	-	-	-	
\$245,001–\$270,000	1	211,253	-	-	38,957	(5,015)	-	-	-	-	-	245,195	
\$270,001–\$295,000	1	234,990	-	-	35,144	6,867	-	-	-	-	-	277,001	
\$295,001–\$320,000	1	262,105	-	-	38,456	4,401	-	-	-	-	-	304,961	
\$320,001–\$345,000	1	123,768	-	-	22,994	(5,965)	-	-	-	176,419	-	317,216	
\$345,001–\$370,000	-	-	-	-	-	-	-	-	-	-	-	-	
\$370,001–\$395,000	-	-	-	-	-	-	-	-	-	-	-	-	
\$395,001–\$420,000	1	354,115	-	-	51,710	2,788	-	-	-	-	-	408,613	

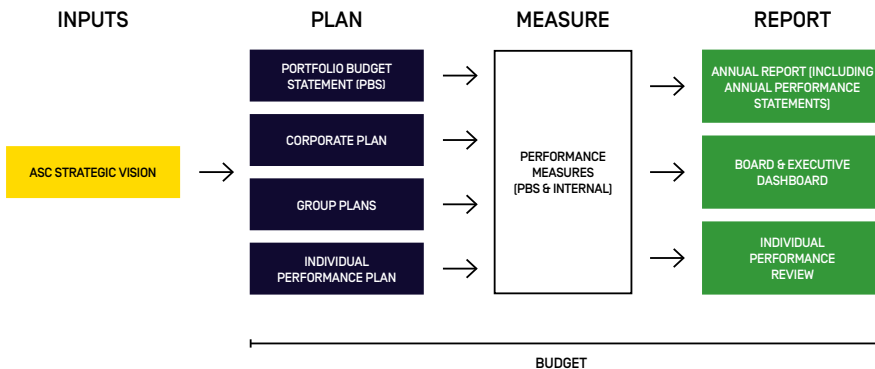
# Governance

## Planning and accountability

The ASC's planning and accountability approach supports the organisation to effectively deliver outcomes and meet legislative responsibilities as set out in the PGPA Act and the ASC Act.

The ASC planning and reporting framework is based on the principle of continuous improvement and the requirements set out in the PGPA Act, ASC Act and the Commonwealth Performance Framework.

The core planning and reporting cycle is based around the legislated publications including the portfolio budget statements, corporate plan and the annual report, which are produced through supporting planning and reporting mechanisms. The figure below shows the full planning and reporting process.



The corporate plan is our primary planning document and covers a rolling 4-year period. The corporate plan outlines our vision and mission and sets out the purpose and activities that we will pursue and the results we expect to achieve.

Our strategic vision outlines the focus areas for the next 10 years and beyond, capitalising on the calendar of major sporting events and build-up to the Brisbane 2032 Olympic and Paralympic Games.

The corporate plan is complemented by the Portfolio Budget Statements, group planning and the employee performance management framework.

Reporting against progress and performance measures occurs internally and externally. Reporting allows the Board, management and staff to monitor progress towards achieving our organisational objectives, while maintaining oversight of the range of work delivered and the impacts for the Australian public. Internal reporting, including Board and executive-level dashboards, bring together relevant organisational performance results, operational data and organisational health and financial information. These reports are designed to aid decision-making and provide an enterprise-level view of performance. External reporting is addressed through the annual performance statements and annual report (this document).

## Risk management

The ASC has an established risk management culture. Our risk management policy, framework and guidelines are aligned with better practice methodologies and are consistent with the *Commonwealth Risk Management Policy 2014*. We revalidate our risk management practices annually to ensure they support our obligations under the PGPA Act and PGPA Rule.

Through the FAR Committee and our internal audit program, the ASC is committed to the proactive management of our risks and mitigating any adverse impacts. Our Strategic Risk Register is informed from our key strategic documentation and an analysis of our vulnerabilities and identified threats to our strategic objectives.

Our approach to managing risk focuses on:

- > managing potential impacts on the realisation of our strategic objectives
- > embedding risk management within our planning and reporting processes
- > using risk management to support decision-making
- > building staff capability and developing a risk culture where the management of risk is understood to be everyone's responsibility.

Our Internal Risk Committee (IRC) focused on the management and oversight of the entity's enterprise and strategic risks, in accordance with obligations under the PGPA Act. During 2022-23, the Committee met 5 times and focused on a better understanding of our internal control framework, including a detailed analysis of the design adequacy and effectiveness of individual controls for enterprise risks. To accommodate the ASC's organisational realignment and system of governance, from July 2023 the IRC has been absorbed into the operations of the Executive Committee.

To enhance our overall knowledge of risk, we undertook tailored risk management training in early 2023. This training aimed to provide our leaders with the requisite tools to navigate between strategic, enterprise and operational risks, whilst improving their monitoring, evaluation and reporting to the ASC Executive.

We regularly review our overall risk profile to identify new and emerging risks and use the biennial Comcover Risk Management Benchmarking Survey to monitor our maturity and performance in managing risk. In early 2023, the survey assessed our overall risk management maturity level as defined, with an embedded system of risk management governance. The Chief Risk Officer has developed a workplan that addresses intended improvements to our risk capability maturity.

## Internal audit

The ASC's internal audit program provides the FAR Committee with assurance that key risks to achieving the ASC's objectives are being appropriately mitigated and our internal controls are effective. The program assists management to continuously improve business performance.

In early 2023, Ernst & Young (EY) were engaged to provide internal audit services for the 2022-23 to 2023-24 period.

The audit program was developed taking into consideration:

- > our priorities within a strategic and operational risk environment
- > the ASC corporate plan
- > the Australian National Audit Office's (ANAO) annual audit work program and current areas of focus for cross-agency audits
- > outcomes of previous audits.

During 2022-23, EY conducted three internal audits:

- > ASC procurement practices — the audit assessed whether our procurement practices were compliant with legislative requirements and the ASC's internal procurement guidelines
- > Work health and safety management — the audit assessed the design and operating effectiveness of the ASC's work health and safety management system, including consideration of the ASC's approach to identifying and managing key WHS risks throughout the organisation
- > Management of confidentiality and integrity of sensitive information — the audit assessed the effectiveness of the ASC's governance practices as they relate to data privacy, taking into consideration requirements, guidance and best practice approaches under the Protective Security Policy Framework and Australian Privacy Principles.

Throughout the year, the FAR Committee maintained oversight of the internal audit program and implementation of internal audit recommendations.

## Fraud

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

Fraud incidents are recorded in the ASC Fraud Incident Register. During 2022-23, there were 4 reports of potential fraud. Three internal reports were investigated, and fraud was not found in these instances; however, control deficiencies were identified and rectified. As at 30 June 2023, one report was still under investigation by external law enforcement authorities.

One historical report from 2021-22 also remains open and under investigation by the South Australian Police.



## Compliance

The ASC uses a combination of self-reporting, audit and periodic reviews to monitor and report on compliance. Any instances of non-compliance with PGPA legislation are reported to the ASC Executive and the FAR Committee. The ASC mitigates non-compliance through the publication of delegation schedules and accountable authority instructions to support decision-making.

During 2022-23, the ASC did not have any significant issues reported to the Minister for Sport or the Minister for Finance that related to significant non-compliance with the finance law.

### **Mandatory Table: PGPA Rule Section 17BE [h]–[i] Significant non-compliance with the Finance Law**

**Table 27: Non-compliance**

Description of non-compliance	Remedial Action
N/A	

## Indemnities and insurance

The ASC is insured through the Australian Government's self-managed fund, Comcover. Cover includes directors' and officers' liability cover to the extent permitted by the PGPA Act. The entire premium is paid by the ASC. In 2022-23, the ASC did not provide any indemnity to any officer or any member of its accountable authority.

## External scrutiny

The ASC's operations are subject to scrutiny from external bodies such as the ANAO, the Commonwealth Ombudsman and the Australian Information Commissioner. External scrutiny provides independent assurance that the ASC's systems, processes and controls are effective.

### Reports by the Australian National Audit Office

In 2022–23, the ANAO did not table in Parliament any performance audit reports involving the ASC.

### Reports by a Parliamentary Committee

In 2022–23, no parliamentary committees released any reports involving the ASC.

### Reports by the Commonwealth Ombudsman

The Commonwealth Ombudsman did not release any reports during 2022–23 that involved the ASC or that had, or might have, a significant impact on the ASC's operations.

### Decisions by the Australian Information Commissioner

In 2022–23, the Australian Information Commissioner did not make any decisions that involved the ASC.

### Judicial decisions

No judicial decisions or decisions of administrative tribunals were made during 2022–23 that have had, or may have, a significant effect on the operations of the ASC.

### Privacy

In 2022–23, we did not receive any privacy complaints or report any breaches under the Notifiable Data Breaches Scheme.

In 2022–23, we published one Privacy Impact Assessment on the ASC Privacy Impact Assessment Register.

### Freedom of information

In 2022–23, we received 9 freedom of information requests — 5 requests were partially granted, 1 was refused due to the ASC not holding the information requested, 1 was transferred and 2 are currently active.

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



# 04

## FINANCIAL PERFORMANCE

INDEPENDENT AUDITOR'S REPORT	94
STATEMENT FROM THE CHAIR OF THE COMMISSION, CHIEF EXECUTIVE OFFICER AND CHIEF FINANCIAL OFFICER	96
FINANCIAL STATEMENTS	97

# Independent Auditor's Report



## INDEPENDENT AUDITOR'S REPORT

### To the Minister for Sport

#### Opinion

In my opinion, the financial statements of the Australian Sports Commission (the Entity) for the year ended 30 June 2023:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2023 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2023 and for the year then ended:

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

#### Basis for opinion

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

#### Other information

The Accountable Authority is responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2023 but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information, and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

## Accountable Authority's responsibility for the financial statements

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

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

## Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

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

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

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

Australian National Audit Office



Fiona Sheppard  
Executive Director  
Delegate of the Auditor-General  
Canberra  
29 September 2023

GPO Box 707, Canberra ACT 2601  
38 Sydney Avenue, Forrest ACT 2603  
Phone (02) 6203 7300

Leverrier Street Bruce ACT 2617  
PO Box 176 Belconnen ACT 2616  
ABN 67 374 695 240

+61 2 6214 1111  
info@ausport.gov.au  
ausport.gov.au



**Australian Government**  
**Australian Sports Commission**

## Statement from the Chair of the Commission, Chief Executive Officer, and Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2023 comply with subsection 42 (2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

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

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

A handwritten signature in grey ink, appearing to read 'Sukkar'.

Josephine Sukkar AM  
**Chair of the Commission**

A handwritten signature in grey ink, appearing to read 'Perkins'.

Kieren Perkins OAM  
**Chief Executive Officer**

A handwritten signature in grey ink, appearing to read 'Tanya Bush'.

Tanya Bush  
**Chief Financial Officer**

27 September 2023

27 September 2023

27 September 2023

# Financial Statements

## Australian Sports Commission STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2023

		Actual 2023 \$'000	Actual 2022 \$'000	Budget 2023 \$'000
<b>NET COST OF SERVICES</b>	<b>Notes</b>			
<b>EXPENSES</b>				
Grants	1.1A	221,953	221,547	237,905
Employee benefits	1.1B	65,948	59,035	62,287
Suppliers	1.1C	49,645	41,965	44,410
Depreciation and amortisation	2.2A	24,747	21,511	25,663
Write-down and impairment of other assets	1.1F	871	-	-
Restorative Program		400	-	-
Finance costs	1.1D	72	48	-
Impairment loss on financial instruments	1.1G	54	60	-
Other expenses	1.1E	65	4	54
<b>Total expenses</b>		<b>363,755</b>	<b>344,170</b>	<b>370,319</b>
<b>OWN-SOURCE INCOME</b>				
<b>Own-source revenue</b>				
Contributions from other entities		21,735	7,864	7,020
Revenue from contracts with customers	1.2A	9,518	6,638	13,702
Interest		5,839	651	2,316
Grant refunds		3,601	1,834	-
Sponsorships		766	551	-
Insurance recoveries		670	871	-
Rental income	1.2C	634	396	-
Gain / (Loss) from asset sales		50	(229)	-
Other revenue	1.2B	276	(23)	498
<b>Total own-source revenue</b>		<b>43,089</b>	<b>18,553</b>	<b>23,536</b>
<b>Gains</b>				
Other gains	1.2D	-	2,116	-
Reversals of asset write-downs and impairments	1.2E	-	33	-
<b>Total gains</b>		<b>-</b>	<b>2,149</b>	<b>-</b>
<b>Total own-source income</b>		<b>43,089</b>	<b>20,702</b>	<b>23,536</b>
<b>Net cost of services</b>		<b>320,666</b>	<b>323,468</b>	<b>346,783</b>
Revenue from Government		337,870	323,530	337,870
<b>Surplus</b>		<b>17,204</b>	<b>62</b>	<b>(8,913)</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation reserve		(2)	21,981	-
<b>Total comprehensive income</b>		<b>17,202</b>	<b>22,043</b>	<b>(8,913)</b>

The above statement should be read in conjunction with the accompanying notes.



**Australian Sports Commission**  
**STATEMENT OF FINANCIAL POSITION**  
*as at 30 June 2023*

		Actual 2023 \$'000	Actual 2022 \$'000	Budget 2023 \$'000
<b>ASSETS</b>	<b>Notes</b>			
<b>Financial assets</b>				
Cash and cash equivalents	2.1A	165,253	124,636	119,382
Trade and other receivables	2.1B	8,813	9,593	9,688
<b>Total financial assets</b>		<u>174,066</u>	<u>134,229</u>	<u>129,070</u>
<b>Non-financial assets<sup>1</sup></b>				
Land, buildings, and land improvements	2.2A	188,021	202,043	204,370
Infrastructure, plant and equipment	2.2A	8,499	9,382	9,219
Intangibles	2.2A	2,547	1,476	5,890
Prepayments		3,022	2,569	2,569
Inventories		364	398	398
<b>Total non-financial assets</b>		<u>202,453</u>	<u>215,868</u>	<u>222,446</u>
<b>Total assets</b>		<u>376,519</u>	<u>350,097</u>	<u>351,516</u>
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers	2.3A	3,538	3,758	3,465
Employees	2.3B	1,991	1,829	1,830
Grant		1,066	3,738	3,738
Other		70	88	474
<b>Total payables</b>		<u>6,665</u>	<u>9,413</u>	<u>9,507</u>
<b>Interest bearing liabilities</b>				
Leases	2.5A	7,815	6,201	5,426
<b>Total interest bearing liabilities</b>		<u>7,815</u>	<u>6,201</u>	<u>5,426</u>
<b>Provisions</b>				
Employee leave	3.1	12,994	13,166	13,845
Other	2.4	281	89	89
<b>Total provisions</b>		<u>13,275</u>	<u>13,255</u>	<u>13,934</u>
<b>Total liabilities</b>		<u>27,755</u>	<u>28,869</u>	<u>28,867</u>
<b>Net assets</b>		<u>348,764</u>	<u>321,228</u>	<u>322,649</u>
<b>EQUITY</b>				
Contributed equity		162,822	152,488	162,822
Asset revaluation reserve		233,478	233,478	233,479
Accumulated deficit		<u>(47,536)</u>	<u>(64,738)</u>	<u>(73,652)</u>
<b>Total equity</b>		<u>348,764</u>	<u>321,228</u>	<u>322,649</u>

The above statement should be read in conjunction with the accompanying notes.

<sup>1</sup> Right-of-use assets are included in the following line items – Buildings and land improvements, infrastructure, and plant and equipment.

**Australian Sports Commission**  
**CASH FLOW STATEMENT**  
*for the year ended 30 June 2023*

	Actual 2023 \$'000	Actual 2022 \$'000	Budget 2023 \$'000
<b>Notes</b>			
<b>OPERATING ACTIVITIES</b>			
<b>Cash received</b>			
Receipts from Government	337,870	323,530	337,870
Sale of goods and rendering of services	16,752	12,824	15,571
Contributions from Government entities	20,916	13,413	7,518
Interest	4,594	549	2,316
Insurance recoveries	670	871	-
Net GST/IVA received	<u>25,706</u>	<u>20,648</u>	<u>24,955</u>
<b>Total cash received</b>	<b><u>406,508</u></b>	<b><u>371,835</u></b>	<b><u>388,230</u></b>
<b>Cash used</b>			
Employees	(66,158)	(59,051)	(61,608)
Suppliers	(55,977)	(45,533)	(48,534)
Interest payments on lease liabilities	(72)	(16)	(54)
Grants	<u>(243,987)</u>	<u>(244,761)</u>	<u>(260,605)</u>
<b>Total cash used</b>	<b><u>(366,194)</u></b>	<b><u>(349,361)</u></b>	<b><u>(370,801)</u></b>
<b>Net cash from operating activities</b>	<b><u>40,314</u></b>	<b><u>22,474</u></b>	<b><u>17,429</u></b>
<b>INVESTING ACTIVITIES</b>			
<b>Cash received</b>			
Proceeds from sales of infrastructure, plant and equipment	<u>313</u>	<u>129</u>	<u>-</u>
<b>Total cash received</b>	<b><u>313</u></b>	<b><u>129</u></b>	<b><u>-</u></b>
<b>Cash used</b>			
Purchase of infrastructure, plant and equipment	<u>(11,958)</u>	<u>(6,240)</u>	<u>(32,242)</u>
<b>Total cash used</b>	<b><u>(11,958)</u></b>	<b><u>(6,240)</u></b>	<b><u>(32,242)</u></b>
<b>Net cash used by investing activities</b>	<b><u>(11,645)</u></b>	<b><u>(6,111)</u></b>	<b><u>(32,242)</u></b>
<b>FINANCING ACTIVITIES</b>			
<b>Cash received</b>			
Appropriations - contributed equity	<u>10,334</u>	<u>-</u>	<u>10,334</u>
<b>Total cash received</b>	<b><u>10,334</u></b>	<b><u>-</u></b>	<b><u>10,334</u></b>
<b>Cash used</b>			
Principal payments of lease liabilities	<u>1,614</u>	<u>(329)</u>	<u>(775)</u>
<b>Total cash used</b>	<b><u>1,614</u></b>	<b><u>(329)</u></b>	<b><u>(775)</u></b>
<b>Net cash from used by financing activities</b>	<b><u>11,948</u></b>	<b><u>(329)</u></b>	<b><u>9,559</u></b>
<b>Net increase in cash held</b>	<b><u>40,617</u></b>	<b><u>16,034</u></b>	<b><u>(3,385)</u></b>
Cash and cash equivalents at the beginning of the reporting period	<u>124,636</u>	<u>108,602</u>	<u>124,636</u>
<b>Cash and cash equivalents at the end of the reporting period</b>	<b><u>165,253</u></b>	<b><u>124,636</u></b>	<b><u>119,382</u></b>
2.1A			

The above statement should be read in conjunction with the accompanying notes.

**Australian Sports Commission**  
**STATEMENT OF CHANGES IN EQUITY**  
*for the year ended 30 June 2023*

	<b>Actual 2023 \$'000</b>	Actual 2022 \$'000	Budget 2023 \$'000
<b>RETAINED EARNINGS</b>			
<b>Opening balance</b>	<b>(64,738)</b>	(64,800)	(64,739)
<b>Comprehensive income</b>			
Surplus for the year	17,204	62	(8,913)
Other comprehensive income	(2)	-	-
<b>Total comprehensive income</b>	<b>17,202</b>	62	(8,913)
<b>Closing balance as at 30 June</b>	<b>(47,536)</b>	(64,738)	(73,652)
<b>ASSET REVALUATION RESERVE</b>			
<b>Opening balance</b>	<b>233,478</b>	211,497	233,479
<b>Comprehensive income</b>			
Other comprehensive income	-	21,981	-
<b>Total comprehensive income</b>	<b>-</b>	21,981	-
<b>Closing balance as at 30 June</b>	<b>233,478</b>	233,478	233,479
<b>CONTRIBUTED EQUITY</b>			
<b>Opening balance</b>	<b>152,488</b>	152,488	152,488
<b>Contributions by owners</b>			
Equity injection - Appropriation	10,334	-	10,334
<b>Total transactions with owners</b>	<b>10,334</b>	-	10,334
<b>Closing balance as at 30 June</b>	<b>162,822</b>	152,488	162,822
<b>TOTAL EQUITY</b>			
<b>Opening balance</b>	<b>321,228</b>	299,185	321,228
<b>Comprehensive income</b>			
Surplus for the year	17,204	62	(8,913)
Other comprehensive income	(2)	21,981	-
<b>Total comprehensive income</b>	<b>17,202</b>	22,043	(8,913)
<b>Contributions by owners</b>			
Equity injection - Appropriation	10,334	-	10,334
<b>Total transactions with owners</b>	<b>10,334</b>	-	10,334
<b>Closing balance as at 30 June</b>	<b>348,764</b>	321,228	322,649

The above statement should be read in conjunction with the accompanying notes.

**Accounting Policy**

**Equity injections**

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) are recognised directly in contributed equity in that year.

**Australian Sports Commission**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2023*

**Budget Variance Commentary**

The table below provides explanations for the major variances between the ASC's original budget estimates, as published in the 2022-23 October Portfolio Budget Statements, and the actual financial performance and position for the year, as presented in accordance with the Australian Accounting Standards.

The information presented below should be read in the context of the following:

1. Variance commentary has been included when the variance is greater than 10% of the original estimate and it has been considered important for a reader's understanding or is relevant to the assessment of the discharge of accountability and for analysis for the ASC's performance. Variances below this threshold are not included unless considered significant by their nature.
2. Variances relating to cash flows are a result of the factors explained for variances related to net cost of services, or assets and liabilities.
3. The Budget is not audited.

**Statement of Comprehensive Income**

<b>Impacted line items</b>	<b>Variance explanation</b>
Employee benefits	Additional employee costs above budgeted amounts are due to the realignment in 2022-23.
Suppliers	The majority of the variance between actuals and budget is attributable to a misclassification of expenditure in the 2022-23 Budget as grants, but which should have been classified as supplier expenditure.
Depreciation and amortisation	The ASC did not include an estimate for write-downs of assets as these were unknown at the time the 2022-23 Budget was compiled.
Restorative program	The Restorative program started making payments during the 2022-23 financial year. As the time of the 2022-23 Budget, the ASC was unable to quantify the payments expected in 2022-23 as assessment were not yet completed.
Impairment loss on financial instruments	The ASC did not include an estimate for impairment loss on financial statements as these were unknown at the time the 2022-23 Budget was compiled.
Contributions from other entities	Funding received from Government entities to assist in delivering sporting outcomes through various grant programs was unknown at the time of the 2022-23 Budget.
Revenue from contracts with customers	The ASC has seen a return in its commercial activities to pre-COVID-19 levels, however this only occurred in the final months of the 2022-23 financial year. The 2022-23 Budget assumed the ASC's commercial activities would return earlier to pre-COVID-19 pandemic levels, however this was not realised.
Interest	The ASC has seen a greater return on its investments due to the rapid increase in the RBA's cash rate over the past 12 months.

**Australian Sports Commission**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2023*

Other revenue	The variance is due to additional sponsorship revenue received in 2022-23.
---------------	--

**Statement of Financial Position**

<b>Impacted line items</b>	<b>Variance explanation</b>
Cash and cash equivalents	Higher than anticipated financial assets due to: <ul style="list-style-type: none"> <li>• Lower than expected capital expenditure resulting from extended procurement timeframes and capital planning;</li> <li>• Receipt of Paris funding measure in June 2023.</li> </ul>
Intangibles	Lower than expected capital expenditure resulting from extended procurement timeframes and capital planning.
Prepayments	Timing of expenditure required to be classified as prepayments.
Grants payables	Timing of grant payments and lower than expected grant payments than was originally budgeted.
Leases	A new lease was signed for increased Melbourne office space.
Other provisions	Payments relating to the Restorative program were not anticipated to be made during 2022-23. Payments in relation to the program commenced in June 2023. Additionally, the Melbourne office makegood provision increased due to the increased office space that was leased.

## Australian Sports Commission

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

#### Overview

The Australian Sports Commission (ASC) is a corporate Commonwealth entity within the Australian Government's Department of Health portfolio. It was established in 1985 and operates under the Australian Sports Commission Act 1989 and is governed by a Board of Commissioners appointed by the Minister for Sport.

The ASC is domiciled in Australia and its registered address is: Leverrier Street, Bruce ACT 2617.

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

The ASC role is to facilitate increased participation in organised sport and continued international sporting success including through leadership and development of a cohesive and effective sports sector, provision of targeted financial support, and the operation of the Australian Institute of Sport (AIS).

The continued existence of the entity in its present form and with its present programs is dependent on Government Policy and on continuing funding by Parliament for the entity's administration and programs.

#### Basis of preparation of the financial statements

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

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

- the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

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

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

#### New accounting standards

All new and amended standards that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on the entity's financial statements.

Two amending standards (AASB 2021-2 and AASB 2021-6) were adopted earlier than the application date as stated in the standard. This amending standards have been adopted for the 2022-23 reporting period.

Standard/ Interpretation	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
<u><i>AASB 2020-3 Amendments to Australian Accounting Standards – Annual Improvements 2018–2020 and Other Amendments</i></u>	<p>This Standard amends the following Australian Accounting Standards (AASs):</p> <ul style="list-style-type: none"> <li>• AASB 1 <i>First-time Adoption of Australian Accounting Standards</i> (AASB 1);</li> <li>• AASB 3 <i>Business Combination</i> (AASB 3);</li> <li>• AASB 9 <i>Financial Instruments</i> (AASB 9);</li> <li>• AASB 116 <i>Property, Plant and Equipment</i> (AASB 116);</li> </ul>

## Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

	<ul style="list-style-type: none"> <li>• AASB 137 <i>Provisions, Contingent Liabilities and Contingent Assets</i> (AASB 137); and</li> <li>• AASB 141 <i>Agriculture</i>.</li> </ul> <p>The amendments to AASB 116 require an entity to recognise the sales proceeds from selling items produced while preparing property, plant and equipment for its intended use and the related cost in profit or loss, instead of deducting the amounts received from the cost of the asset.</p> <p>The amendments to AASB 137 require an entity to specify the costs that an entity includes when assessing whether a contract will be loss-making.</p> <p>This Standard applies to annual periods beginning on or after 1 January 2022.</p>
<i>AASB 2022-3 Amendments to Australian Accounting Standards – Illustrative Examples for Not-for-Profit Entities accompanying AASB 15</i>	<p>This Standard adds an additional illustrative example to AASB 15 <i>Revenue from Contracts with Customers</i> (AASB 15) to demonstrate how the requirements of AASB 15 apply to transactions where a not-for-profit entity charges upfront fees as part of the goods and services offered.</p> <p>The Basis for Conclusions notes that the Australian Accounting Standards Board has deferred the decision about the initial measurement of right-of-use assets (at cost or at fair value) arising under concessionary leases until additional guidance on how to measure the fair value of such right-of-use assets is discussed.</p> <p>This Standard applies to annual periods beginning on or after 1 July 2022.</p>
<i>AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates and</i>	<p>AASB 2021-2 amends AASB 7, AASB 101, AASB 108, AASB 134 and AASB Practice Statement 2. The amending standard requires the disclosure of material, rather than significant, accounting policies, and clarifies what is considered a change in accounting policy compared to a change in accounting estimate.</p> <p>AASB 2021-6 amends the Tier 2 reporting requirements set out in AASB 1049, AASB 1054 and AASB 1060 to reflect the changes made by AASB 2021-2.</p> <p>The details of the changes in accounting policies and adjustments are disclosed below and in the relevant notes to the financial statements.</p> <p>This amending standard is not expected to have a material impact on the ASC’s financial statements for the current reporting period or future reporting periods.</p>
<i>AASB 2021-6 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards</i>	

### Significant accounting judgments and estimates

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

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

## **Australian Sports Commission**

### **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

---

#### **AIS Site**

As a Corporate Commonwealth entity (CCE), the ASC is primarily funded by the Australian Government to support and invest in sport and physical activity at all levels. This funding has continued to ensure the success of Sport 2030, which provides the roadmap for future success for sport in this country.

The ASC has a significant non-financial asset base which is subject to the ASC revaluation policy. The program of capital works is essential to ensure the ASC remains a going concern into the future. The ASC is continuing to work closely with the Australian Government to refine a program of capital works as scheduled asset replacements exceed available cash.

#### **Taxation**

The ASC is exempt from all forms of taxation in Australia except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST). The ASC, through the European Training Centre, is subject to Italian taxes such as corporate income tax (IRES), a regional production tax (IRAP) and Italian Value Added Tax (IVA).

#### **Change in Accounting Policy**

The financial statements include a restatement of prior period comparative information, with restatement and associated disclosures made in compliance with *AASB108 Accounting Policies, Changes in Accounting Estimates and Errors* and the PGPA Rules. Due to a change in accounting policy for the recognition of revenue in relation to Memorandum of Understandings entered into with government entities, Contributions from other entities (own-source revenue) and grants expense in the prior period was reduced by \$7.573m. There was no net impact on the statement of comprehensive income. The change to the prior period ensures comparability to the current year financial information.

#### **Events after the reporting period**

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



## Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### Note 1: Financial Performance

This section analyses the financial performance of Australian Sports Commission for the year ended 2023.

#### 1.1: Expenses

	2023	2022
	\$'000	\$'000
<b>Note 1.1A: Grants</b>		
Private sector		
Non-profit organisations	172,568	171,936
Other	23,587	20,315
Public sector		
State and Territory Governments	24,954	27,053
Australian Government entities (related parties)	750	-
Local Governments	94	2,243
<b>Total Grants</b>	<b>221,953</b>	<b>221,547</b>
<b>Note 1.1B: Employee benefits</b>		
Wages and salaries	51,105	46,645
Superannuation		
Defined contribution plans	6,576	5,453
Defined benefit plans	1,742	1,865
Leave and other entitlements	5,188	4,479
Separation and redundancies	1,337	593
<b>Total employee benefits</b>	<b>65,948</b>	<b>59,035</b>

#### Accounting Policy

##### Grants

The ASC administers a number of grant schemes. Grant expenses are recognised to the extent that (i) the services required to be performed by the grantee have been performed or (ii) the grant eligibility criteria have been satisfied, but payments due have not been made. When the Government enters into an agreement to make these grants, but services have not been performed or criteria satisfied, this is considered a commitment.

##### Employees

Accounting policies for employee related expenses are contained in Note 3: People and Relationships.

#### Note 1.1C: Suppliers

##### Goods and services supplied or rendered

Property Costs	15,121	12,459
Contractors and consultants		
Contractors and consultants	12,118	7,628
Sports Sector Support	8,550	11,376
Communications and IT	5,352	4,356
Travel	3,180	1,128
Insurance	1,400	1,207
Media, publishing and advertising	1,049	939
Other	2,504	2,369
<b>Total goods and services supplied or rendered</b>	<b>49,274</b>	<b>41,462</b>
<b>Other suppliers</b>		
Operating lease rentals	68	185
Short-term leases	303	318
<b>Total other suppliers</b>	<b>371</b>	<b>503</b>
<b>Total suppliers</b>	<b>49,645</b>	<b>41,965</b>

The ASC has no short-term lease commitments as at 30 June 2023 (2022: one).

The above lease disclosures should be read in conjunction with the accompanying notes 1.1D, 2.2A and 2.5A.

**Australian Sports Commission**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

**Accounting Policy**

Short-term leases and leases of low-value assets

The ASC has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000). The ASC recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2023 \$'000	2022 \$'000
<b>Note 1.1D: Finance costs</b>		
Interest on lease liabilities	<u>72</u>	<u>48</u>
<b>Total finance costs</b>	<u>72</u>	<u>48</u>

The above lease disclosures should be read in conjunction with the accompanying notes 1.1D, 2.2A and 2.5A.

**Accounting Policy**

*Finance Costs*

All borrowing costs are expensed as incurred.

**Note 1.1E: Other expenses**

Sponsorship in kind	<u>65</u>	<u>4</u>
<b>Total other expenses</b>	<u>65</u>	<u>4</u>

**Note 1.1F: Write-down and impairment of other assets**

Non-financial assets:

Write-down and impairment - land and buildings	867	-
Write-down and impairment - infrastructure, plant and equipment	<u>4</u>	<u>-</u>
<b>Total write-down and impairment of other assets</b>	<u>871</u>	<u>-</u>

**Note 1.1G: Impairment loss on financial instruments**

Impairment on trade and other receivables	<u>54</u>	<u>60</u>
<b>Total impairment loss on financial instruments</b>	<u>54</u>	<u>60</u>

## Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 1.2: Own Source Revenue and Gains

	2023 \$'000	2022 \$'000
<b>Note 1.2A: Revenue from contracts with customers</b>		
Rendering of services	8,802	6,390
Sale of goods	<u>716</u>	<u>248</u>
<b>Total revenue from contracts with customers</b>	<b><u>9,518</u></b>	<b><u>6,638</u></b>
<b>Disaggregation of revenue from contracts with customers</b>		
Major product / service line:		
Accommodation and facilities hire	4,603	2,806
Childcare fees	1,377	1,282
Aquatic Centre	1,131	563
Contributions and cost recovery	1,029	1,540
Retail	716	248
AIS Site tours	661	127
Fitness programs	1	62
Medical and Allied Health services	-	10
	<u>9,518</u>	<u>6,638</u>
Type of customer:		
State and Territory Governments	-	1,102
Non-government entities	<u>9,518</u>	<u>5,536</u>
	<u>9,518</u>	<u>6,638</u>
Timing of transfer of goods and services:		
Over time	2,509	1,907
Point in time	<u>7,008</u>	<u>4,731</u>
	<u>9,518</u>	<u>6,638</u>

#### Accounting Policy

Revenue from the sale of goods is recognised when control has been transferred to the customer.

The ASC recognises income under *AASB 15 Revenue from Contracts with Customers* if the performance obligations are required by an enforceable contract and they are sufficiently specific to enable the ASC to determine when they have been satisfied.

The ASC recognises income for Childcare fees, Aquatic Centre and Fitness programs over time, as these services are simultaneously received and consumed by the customer. These services are provided for a specific, nominated period and recognised over the period that the obligations are met.

For all other services, the ASC recognises income at the point in time that the service obligation is satisfied. The customer obtains control of these promised goods or services at the point of sale.

The transaction price is the total amount of consideration to which the ASC expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.

Receivables for goods and services, which have 30-day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at the end of the reporting period.

Allowances are made when collectability of the debt is no longer probable.

## Australian Sports Commission

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

	2023 \$'000	2022 \$'000
<b>Note 1.2B: Other revenue</b>		
Foreign currency translation gain/(loss)	169	(35)
Gain on makegood	89	-
Other revenue	18	12
<b>Total other revenue</b>	<b>276</b>	<b>(23)</b>

<b>Note 1.2C: Rental income</b>		
Operating leases		
Lease income	634	396
<b>Total rental income</b>	<b>634</b>	<b>396</b>

#### Operating leases

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

Rent relief that was offered to National Sporting Organisations in response to the COVID-19 pandemic has now ceased.

<b>Maturity analysis of operating lease income receivables:</b>		
Within 1 year	620	601
One to two years	414	601
Two to three years	-	402
<b>Total undiscounted lease payments receivable</b>	<b>1,034</b>	<b>1,604</b>

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.1D, 1.2B, 2.2A and 2.5A.

<b>Note 1.2D: Other gains</b>		
Gain on recognition of Italian Value Added Tax Credits	-	2,116
<b>Total other gains</b>	<b>-</b>	<b>2,116</b>

#### Accounting Policy

##### *Italian Value Added Tax*

The European Training Centre (ETC) makes supplier payments on which value added tax (VAT) is payable. The ASC is entitled to a VAT credit resulting from previous tax paid and has recognised a VAT receivable as the ASC has control of the benefit, it is probable the benefits will flow to the ASC, and the amount has been reliably measured.

<b>Note 1.2E: Reversals of previous asset write-downs and impairments</b>		
Reversal of write-downs in inventory	-	1
Reversal of impairment loss on financial instruments	-	32
<b>Total reversals of previous asset write-downs and impairments</b>	<b>-</b>	<b>33</b>

## Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### Note 2: Financial Position

This section analyses Australian Sports Commission assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and Relationships.

#### 2.1: Financial Assets

	2023	2022
	\$'000	\$'000
<b>Note 2.1A: Cash and cash equivalents</b>		
Cash on hand or on deposit	45,253	44,636
Term deposits	<u>120,000</u>	<u>80,000</u>
<b>Total cash and cash equivalents</b>	<u>165,253</u>	<u>124,636</u>

#### Accounting Policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

- a) cash on hand;
- b) demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value; and
- c) term deposits in bank accounts with a maturity of less than 12 months.

#### Note 2.1B: Trade and other receivables

##### Goods and services receivables

Goods and services	3,007	3,148
Interest	<u>1,467</u>	<u>222</u>
<b>Total goods and services receivables</b>	<u>4,474</u>	<u>3,370</u>

##### Other receivables

Net GST receivable from the Australian Taxation Office	1,439	4,729
Italian Value Added Tax	<u>2,919</u>	<u>2,116</u>
<b>Total other receivables</b>	<u>4,358</u>	<u>6,845</u>

<b>Total trade and other receivables (gross)</b>	<u>8,832</u>	<u>10,215</u>
--	--------------	---------------

##### Less impairment loss allowance:

Goods and services	<u>(19)</u>	<u>(622)</u>
<b>Total trade and other receivables (net)</b>	<u>8,813</u>	<u>9,593</u>

Refer Note 2.3A for information relating to contract liabilities.

#### Reconciliation of the impairment allowance account

Opening balance	(622)	(595)
Amounts written-off	629	1
Amounts recovered and reversed	-	32
Increase in impairments recognised in net surplus	<u>(26)</u>	<u>(60)</u>
<b>Closing Balance</b>	<u>(19)</u>	<u>(622)</u>

## Australian Sports Commission

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

---

#### **Accounting Policy**

##### *Loans and receivables*

Trade receivables, other receivables and loans that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest that are not provided at below-market interest rates are classified as subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

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

Loans and other receivables that are provided on more favourable terms than the borrower could obtain in the marketplace contain a concessional discount. The ASC does not adjust the fair value for the concessional component unless it is considered material.

Concessional loans are measured at fair value at initial recognition and classified as subsequently measured at amortised cost using the effective interest method, adjusted for any loss allowance.

##### *Impairment*

All financial assets are assessed for impairment at the end of each reporting period. When recovery of a financial asset is assessed as unlikely, an impairment allowance is made. If there is objective evidence that an impairment loss has been incurred for loans and receivables, the amount of the loss is measured as the difference between the assets carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The carrying amount is reduced by way of an impairment allowance, recognised in the Statement of Comprehensive Income.

## Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 2.2: Non-Financial Assets

Note 2.2A: Reconciliation of the Opening and Closing Balances of Land, Buildings and land improvements, Infrastructure, Plant and Equipment and Intangibles

	Land \$'000	Buildings & land improvements \$'000	Total land, buildings & land improvements \$'000	Infrastructure, plant & equipment \$'000	Purchased software \$'000	Internally developed software \$'000	Total Intangibles \$'000	Total \$'000
<b>As at 1 July 2022</b>								
Gross book value	14,520	651,029	665,549	29,295	2,667	9,150	11,817	706,661
Accumulated depreciation/amortisation and impairment	-	(463,506)	(463,506)	(19,913)	(2,597)	(7,744)	(10,341)	(493,760)
<b>Net book value 1 July 2022</b>	<b>14,520</b>	<b>187,523</b>	<b>202,043</b>	<b>9,382</b>	<b>70</b>	<b>1,406</b>	<b>1,476</b>	<b>212,901</b>
Opening balance adjustments	-	-	-	-	-	-	-	-
<b>Adjusted total as at 1 July 2022</b>	<b>14,520</b>	<b>187,523</b>	<b>202,043</b>	<b>9,382</b>	<b>70</b>	<b>1,406</b>	<b>1,476</b>	<b>212,901</b>
Additions								
By purchase or internally developed	-	5,297	5,297	2,080	-	2,071	2,071	9,448
Right-of-use assets	-	2,607	2,607	-	-	-	-	2,607
Acquisition of entities or operations (including restructuring)	-	-	-	-	-	-	-	-
Revaluations and impairments recognised in other comprehensive income	-	-	-	-	-	-	-	-
Revaluations recognised in net cost of services	-	-	-	-	-	-	-	-
Write-down and impairments recognised in net cost of services	-	-	-	-	-	-	-	-
Write-down and impairments on right-of-use assets recognised in net cost of services	-	-	-	-	-	-	-	-
Depreciation and amortisation	-	(20,120)	(20,120)	(2,656)	(45)	(955)	(1,000)	(23,776)
Depreciation on right-of-use assets	-	(939)	(939)	(32)	-	-	-	(971)
Transfers to and from investment property carried at fair value through profit or loss	-	-	-	-	-	-	-	-
Transfers - GV	-	-	-	-	-	-	-	-
Transfers - Acc dep	-	-	-	-	-	-	-	-
Prior year WIP reclassified to other asset classes	-	-	-	(97)	-	-	-	(97)
Other movements of right-of-use assets	-	-	-	-	-	-	-	-
Disposals	-	(867)	(867)	(4)	-	-	-	(871)
Written-down value of assets transferred to National Sporting Organisations	-	-	-	-	-	-	-	-
Written-down value of assets sold	-	-	-	(174)	-	-	-	(174)
Other movements - derecognition of makegood	-	-	-	-	-	-	-	-
<b>Net book value 30 June 2023</b>	<b>14,520</b>	<b>173,501</b>	<b>188,021</b>	<b>8,499</b>	<b>25</b>	<b>2,522</b>	<b>2,547</b>	<b>199,067</b>
<b>Net book value 30 June 2023 represented by</b>								
Gross book value	14,520	654,024	668,544	29,785	2,667	11,221	13,888	712,217
Accumulated depreciation/amortisation and impairment	-	(480,523)	(480,523)	(21,286)	(2,642)	(8,699)	(11,341)	(513,150)
<b>Total as at 30 June 2023</b>	<b>14,520</b>	<b>173,501</b>	<b>188,021</b>	<b>8,499</b>	<b>25</b>	<b>2,522</b>	<b>2,547</b>	<b>199,067</b>
Carrying amount of right-of-use assets	-	7,160	7,160	61	-	-	-	7,221

## Australian Sports Commission

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

---

The above carrying values include work in progress costs for buildings and land improvements \$2.659m (2022: \$4.134m), infrastructure, plant and equipment \$0.877m (21-22: \$1.080m) and computer software \$2.072m (2022: \$0.035m).

#### **Revaluations of infrastructure, plant and equipment and intangibles**

All revaluations were conducted in accordance with the revaluation policy stated in the Accounting Policy below. Independent valuers conducted a desktop review of land and buildings, and infrastructure, plant and equipment as at 31 March 2023.

#### **Contractual commitments for the acquisition of infrastructure, plant, equipment and intangibles**

The ASC had \$1.961m outstanding contractual commitments for infrastructure, plant, equipment, and intangibles as at 30 June 2023 (2022: \$1.960m). Contractual commitments primarily relate to land and buildings minor works projects. The ASC expects all contractual commitments to be settled within 12 months.

#### **Accounting Policy**

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

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

#### *Asset Recognition Threshold*

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

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

#### *Lease Right of Use (ROU) Assets*

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright but included in the same column as where the corresponding underlying assets would be presented if they were owned.

Following initial application, an impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition in ASC, General Government Sector and Whole of Government financial statements.



**Australian Sports Commission**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

*Revaluations*

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

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

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

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

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

*Intangibles*

The ASC's intangibles comprise both purchased and internally developed software.

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

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

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the ASC's software are 3 to 7 years (2022: 3 to 7 years).

All software assets were assessed for indications of impairment as at 30 June 2023.

*Impairment*

All assets were assessed for impairment at 30 June 2023. Where indicators of impairment exist, the asset's recoverable amount is estimated, and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

*Derecognition*

All assets are derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

**Australian Sports Commission**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

*Depreciation*

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

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

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

<b>Asset Class</b>	<b>Sub-class</b>	<b>2023</b>	<b>2022</b>
Buildings	Buildings	3 – 75 years	3 – 75 years
Land improvements	Land improvements	15 – 40 years	15 – 40 years
Leasehold improvements	Leasehold improvements	Lease term	Lease term
Infrastructure, plant, and equipment	Furniture, fittings, plant, and equipment	4 – 25 years	4 – 25 years
Infrastructure, plant, and equipment	Computer hardware	3 – 5 years	3 – 5 years
Infrastructure, plant, and equipment	Marine fleet	2 – 20 years	2 – 20 years
Infrastructure, plant, and equipment	Motor vehicles	2 – 10 years	2 – 10 years

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

## Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 2.3: Payables

	2023	2022
	\$'000	\$'000
<b>Note 2.3A: Suppliers</b>		
Trade creditors and accruals	3,159	3,377
Contract liabilities from contracts with customers	329	334
Refund liabilities	<u>50</u>	<u>47</u>
<b>Total suppliers</b>	<b><u>3,538</u></b>	<b><u>3,758</u></b>

Contract liabilities from contracts with customers include:

- sponsorship contributions from Suncorp and Nestle relating to program costs for 2023-24 for the performance of sponsorship obligations, with the ASC determining these costs unlikely to be refunded.
- contributions received from participants of the Psychology Peer Supervisory Program. This program will run from 1 April 2023 to 31 March 2024 and the ASC has determined it is highly unlikely the revenue will be refunded.
- deposits received from Swimming Australia for NextGen swimming events. Given these are national events the ASC has determined that it is highly unlikely that these events will be cancelled and that the revenue will be refunded.

Refund liabilities relate to prepaid swim lessons, with the ASC determining that there is a 5% chance of event cancellation and refund. The remainder will be treated as a contract liability.

<b>Note 2.3B: Employees</b>		
Salaries and wages	1,556	1,659
Superannuation	<u>435</u>	<u>170</u>
<b>Total employee payables</b>	<b><u>1,991</u></b>	<b><u>1,829</u></b>

**Australian Sports Commission**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

**2.4: Provisions**

	2023 \$'000	2022 \$'000
<b>Note 2.4: Other provisions</b>		
Provisions for makegood	221	89
Provisions for Restorative Program	60	-
<b>Total other provisions</b>	<b>281</b>	<b>89</b>

	Provision for Restorative Program \$'000	Provision for makegood \$'000	Total \$'000
<b>As at 1 July 2022</b>	-	89	<b>89</b>
Additional provisions made	400	221	<b>621</b>
Amounts used	(340)	-	<b>(340)</b>
Amounts reversed	-	(89)	<b>(89)</b>
<b>Total as at 30 June 2023</b>	<b>60</b>	<b>221</b>	<b>281</b>

**Accounting Policy**

*Provision for makegood*

The ASC recognises a provision for makegood where there is a present obligation to dismantle, remove and restore a leased premises to its original condition and the end of the lease. The provision will be measured at the best estimate of the amount required to settle the obligation, adjusted for inflationary factors.

*Provision for Restorative Program*

A provision for Restorative Program payments is recognised where the Program Delegate makes a decision to offer a payment to an applicant. The provision recognised is measured as the amount of the payment offered to the applicant, representing the best estimate of the amount to settle the ASC's obligations.

## Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 2.5: Interest Bearing Liabilities

	2023	2022
	\$'000	\$'000
<b>Note 2.5A: Leases</b>		
<b>Lease liabilities</b>		
Buildings	7,754	6,108
Infrastructure, plant and equipment	61	93
<b>Total leases</b>	<b>7,815</b>	<b>6,201</b>
<b>Maturity analysis - contractual undiscounted cash flows</b>		
Within 1 year	1,312	871
Between 1 to 5 years	4,655	3,050
More than 5 years	2,121	2,470
<b>Total leases</b>	<b>8,088</b>	<b>6,391</b>

#### Leases

The ASC in its capacity as lessee has obligations for offices, warehouse and accommodation and the lease obligation under the Heads of Agreement for the European Training Centre in Varese, Italy. The lease payments represent a percentage of the total construction cost of the facilities. The ASC also has a lease obligation with the Department of Health for an office in Sydney that is subject to 4% annual increase. ASC signed a new lease for the Melbourne office that is subject to a 3.25% annual increase. The new lease came into effect in April 2023.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1C, 1.1D, 1.2C, 2.2A and 2.5A.

#### Accounting Policy

For all new contracts entered into, the ASC considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

**Australian Sports Commission**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

**Note 3: People and Relationships**

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people.

**3.1: Employee Provisions**

	2023 \$'000	2022 \$'000
<b>Note 3.1: Employee provisions</b>		
Leave	<u>12,994</u>	13,166
<b>Total employee provisions</b>	<u>12,994</u>	13,166

**Accounting Policy**

Liabilities for short-term employee benefits and termination benefits expected within twelve months of the end of the reporting period are measured at their nominal amounts.

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

*Leave*

The liability for employee benefits includes provision for annual leave and long service leave.

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

The liability for long service leave has been determined using an employee-based spreadsheet model developed by the Australian Government Actuary as at 30 June 2023. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and general pay increases.

*Separation and Redundancy*

Provision is made for separation and redundancy benefit payments. The ASC recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

*Termination Benefits*

The ASC does not have a provision for termination payments as at 30 June 2023.

*Superannuation*

Staff of the ASC are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

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

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

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

## Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 3.2: Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing, and controlling the activities of the entity, directly or indirectly, including any Director of that entity. The ASC has determined the key management personnel to be the statutory position holders as per the *Australian Sports Commission Act 1989* and the Portfolio Minister. Key management personnel remuneration is reported in the table below:

	2023 \$	2022 \$
Short-term employee benefits	1,331,491	1,350,743
Post-employment benefits	110,441	100,560
Other long-term employee benefits	12,070	32,652
<b>Total key management personnel remuneration expenses</b>	<b>1,454,002</b>	<b>1,483,955</b>

The total number of key management personnel (noting this includes Commissioners) in the above table is 11 individuals (2021-2022: 16). The total number of substantive key management positions (noting this includes Commissioners) in the above table is 10 individuals (2021-22: 11).

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

Note 3.2 is prepared on an accruals basis and excludes short-term acting arrangements (less than three months).

## **Australian Sports Commission**

### **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

---

#### **3.3: Related Party Disclosures**

##### **Related party relationships**

The ASC is an Australian Government controlled entity. Related parties to the ASC are Key Management Personnel (KMP) (refer to definition at Note 3.2), the Portfolio Minister and other Australian Government entities.

##### **Transactions with Commonwealth controlled entities**

During the year, the ASC had arrangements with government entities including the Department of Health and Aged Care to assist with the delivery of the ASC's activities and programs. The income received from government entities is disclosed as 'Contributions from other entities' in the Statement of Comprehensive Income. All expenses paid to government entities are under normal terms and conditions.

##### **Loans to Key Management Personnel related entities**

There were no loans made to KMP or related entities.

##### **Contributions to related organisations**

Contributions are made to various sporting organisations as part of the ASC's normal course of business. They were approved and made on normal terms and conditions.

KMP are required to register conflicts of interest in any sporting organisations or related parties of the ASC's business. KMP are not part of decisions where there is a real or perceived conflict.

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

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

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the entity, it has been determined that there are no related party transactions to be separately disclosed.



## Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### Note 4: Managing Uncertainties

This section analyses how the Australian Sports Commission manages financial risks within its operating environment.

#### 4.1: Contingent Assets

	Claims for damages or costs		Total	
	2023 \$'000	2022 \$'000	2023 \$'000	2022
<b>Contingent assets</b>				
Balance from previous period	-	158	-	<b>158</b>
New contingent assets recognised	-	-	-	-
Assets realised	-	(158)	-	<b>(158)</b>
<b>Total contingent assets</b>	-	-	-	-

#### Quantifiable Contingent assets

##### *Business Interruption*

During the financial year, the ASC put in a claim with Comcover to recover \$0.619m due to the loss of revenue from business interruption during the COVID-19 pandemic. This claim was settled during 2022-23.

#### Unquantifiable Contingent liabilities

##### *Restorative Program*

The ASC Board approved the ASC Restorative Program in February 2022 and it was officially launched on 20 July 2022. The Program is an opportunity for AIS scholarship athletes from 1981 to 2013, to seek restoration in respect of past practices in a trauma informed way. The Program allows athletes to share their experience safely and receive acknowledgment through financial and non-financial support. During the 2022-23 financial year, the ASC started making payments to athletes and have been recognised in the financial statements as a Restorative Program expense. It is not possible to reliably estimate the amounts of all eventual payments as part of the program however at the point of which a payment becomes a possibility and can be reliably measured, a quantifiable contingent liability will be recognised. Refer to Note 2.4 for recognition criteria of a provision.

##### *Legal Claims*

At 30 June 2023, the ASC was involved in a number of litigation cases before the courts. It is not possible to quantify amounts relating to these cases and the information is not disclosed on the grounds that it might seriously prejudice the outcomes of these cases.

#### Accounting Policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

**Australian Sports Commission**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

**4.2: Financial Instruments**

	2023	2022
	\$'000	\$'000
<b>Note 4.2A: Categories of financial instruments</b>		
<b>Financial assets at amortised cost</b>		
Cash and cash equivalents	165,253	124,636
Trade and other receivables	2,988	2,526
Interest receivable	1,467	222
<b>Total financial assets at amortised cost</b>	<b>169,708</b>	<b>127,384</b>
<b>Total financial assets</b>	<b>169,708</b>	<b>127,384</b>
<b>Financial Liabilities</b>		
<b>Financial liabilities at amortised cost</b>		
Suppliers	3,538	3,758
Employees	1,991	1,829
Grants	1,066	3,738
Other	70	88
<b>Total financial liabilities at amortised cost</b>	<b>6,665</b>	<b>9,413</b>
<b>Total financial liabilities</b>	<b>6,665</b>	<b>9,413</b>
<b>Note 4.2B: Net gains or losses on financial assets</b>		
<b>Financial assets at amortised cost</b>		
Interest revenue	5,839	651
Impairment of financial instruments	(54)	(60)
<b>Net gains/(losses) on financial assets at amortised cost</b>	<b>5,785</b>	<b>591</b>
<b>Net gains/(losses) on financial assets</b>	<b>5,785</b>	<b>591</b>

**Accounting Policy**

*Financial assets*

In accordance with AASB 9 *Financial Instruments*, the ASC classifies its financial assets into the following categories:

- a) financial assets at amortised cost;
- b) financial assets at fair value through other comprehensive income; and
- c) financial assets at fair value through profit and loss.

The classification depends on both the ASC's business model for managing the financial assets and contractual cash flow characteristics of the item at initial recognition. Financial assets are recognised when the ASC becomes party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon a trade date.

Comparatives have not been restated on initial application.

*Financial Assets at Amortised Cost*

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

*Effective Interest Method*

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

## Australian Sports Commission NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

---

### *Financial Assets at Fair Value Through Other Comprehensive Income (FVOCI)*

Financial assets measured at fair value through other comprehensive income are held with the objective of both collecting contractual cash flows and selling the financial assets, and the cash flows meet the SPPI test.

Any gains or losses as result of fair value measurement or the recognition of an impairment loss allowance is recognised in other comprehensive income.

### *Financial Assets at Fair Value Through Profit and Loss (FVTPL)*

Financial assets are classified at fair value through profit and loss where the financial assets either do not meet the criteria of financial assets held at amortised cost or at FVOCI (i.e. mandatorily held at FVTPL) or may be designated.

Financial assets at FVTPL are stated at fair value, with any resultant gain or loss recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest earned on the financial asset.

### *Impairment Of Financial Assets*

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

### *Financial liabilities*

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

### *Financial Liabilities at Fair Value Through Profit or Loss*

Financial liabilities at fair value through profit or loss are initially measured at fair value. Subsequent fair value adjustments are recognised in profit or loss. The net gain or loss recognised in profit or loss incorporates any interest paid on the financial liability.

### *Financial Liabilities at Amortised Cost*

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

**Australian Sports Commission**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

**Note 5: Other Information**

**5.1: Current/non-current distinction for assets and liabilities**

	2023	2022
	\$'000	\$'000
<b>Note 5.1: Current/non-current distinction for assets and liabilities</b>		
<b>Assets expected to be recovered in:</b>		
<b>No more than 12 months</b>		
Cash and cash equivalents	165,253	124,636
Trade and other receivables	8,813	9,593
Inventories	364	398
Prepayments	2,819	2,294
<b>Total no more than 12 months</b>	<b>177,249</b>	<b>136,921</b>
<b>More than 12 months</b>		
Land, buildings, and land improvements	188,021	202,043
Infrastructure, plant and equipment	8,499	9,382
Intangibles	2,547	1,476
Prepayments	203	275
<b>Total more than 12 months</b>	<b>199,270</b>	<b>213,176</b>
<b>Total assets</b>	<b>376,519</b>	<b>350,097</b>
<b>Liabilities expected to be settled in:</b>		
<b>No more than 12 months</b>		
Suppliers payables	3,538	3,758
Employee payables	1,991	1,829
Grant payables	1,066	3,738
Other payables	70	88
Leases	1,235	824
Other provisions	60	89
Employee provisions	4,409	5,512
<b>Total no more than 12 months</b>	<b>12,369</b>	<b>15,838</b>
<b>More than 12 months</b>		
Leases	6,580	5,377
Employee provisions	8,585	7,654
Other provisions	221	-
<b>Total more than 12 months</b>	<b>15,386</b>	<b>13,031</b>
<b>Total liabilities</b>	<b>27,755</b>	<b>28,869</b>



# 05

## AUSTRALIAN SPORTS FOUNDATION

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

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

In 2022–23, the ASF prepared and published an annual report in line with PGPA Act requirements. Details of the ASF's operations and a range of financial and performance information can be found in the ASF's annual report and have not been reproduced here.

For copies of the ASF annual report, refer to the ASF website [www.asf.org.au](http://www.asf.org.au) or contact the distributions officer:

**Australian Sports Foundation**

Leverrier Street  
BRUCE ACT 2617  
Tel: 02 5112 0990  
Email: [info@asf.org.au](mailto:info@asf.org.au)





# 06

## APPENDICES AND REFERENCES

<b>APPENDIX 1 – HIGH PERFORMANCE RESULTS</b>	<b>130</b>
World Champions or World Championships Equivalent winners, 2022–23	130
<b>APPENDIX 2 – ASC AWARD RECIPIENTS</b>	<b>136</b>
2022 AIS Sport Performance Awards (ASPAs)	136
ASC Media Awards	137
<b>APPENDIX 3 – FUNDING TO SPORTS</b>	<b>138</b>
<b>APPENDIX 4 – CONTACT OFFICERS</b>	<b>144</b>
<b>APPENDIX 5 – SUMMARY OF COMPLIANCE</b>	<b>145</b>
<b>SHORTENED FORMS</b>	<b>150</b>
<b>INDEX</b>	<b>151</b>



# Appendix 1 — High performance results

## World Champion or World Champion equivalent winners, 2022–23

**Table 28: World champion or world champion equivalent winners 2022–23**

<b>Sport</b>	<b>Event</b>	<b>Competition</b>	<b>Athlete/team</b>	<b>Podium result</b>
Athletics	High Jump — Women	World Championships	Eleanor Patterson	1
Athletics	Javelin Throw — Women	World Championships	Kelsey-Lee Barber	1
Boccia	Individual — BC3 — Men	World Championships	Daniel Michel	1
Boccia	Pairs — BC3 — Mixed	World Championships	Australia	1
Canoe — Slalom	CSLX — Women	World Championships	Jessica Fox	1
Cycling — Track	Team Sprint (3 persons) — Men	World Championships	Australia	1
Golf	Individual — Men	The Open	Cameron Smith	1
Para — Cycling	C2 — 500 m Time Trial — Women	Track World Championships	Amanda Reid	1
Para — Cycling	C4 — 3 km Pursuit — Women	Track World Championships	Emily Petricola	1
Para — Lawn Bowls	Pairs B2 — Mixed	World Championships (IBBA)	Australia	1
Para — Lawn Bowls	Pairs B3 — Mixed	World Championships (IBBA)	Australia	1

<b>Sport</b>	<b>Event</b>	<b>Competition</b>	<b>Athlete/team</b>	<b>Podium result</b>
Para — Snowboard	Snowboard Cross — Lower Limb 1 Impaired — Women	World Championships	Amanda Reid	1
Para — Snowboard	Snowboard Cross — Lower Limb 2 Impaired — Men	World Championships	Ben Tudhope	1
Para — Table Tennis	Doubles Class 20 — Women	World Championships	Lei L/Yang Q	1
Para — Table Tennis	Singles Class 10 — Women	World Championships	Yang Qian	1
Para — Triathlon	PTWC — Women	World Championships	Lauren Parker	1
Rugby	Team — Women	World Cup Sevens	Australia	1
Tennis	Doubles — Men	Australian Open	Hijikata/Kubler	1
Tennis	Doubles — Mixed	US Open	Sanders/Peers	1
Wheelchair Rugby	Team — Mixed	World Championships	Australia	1
Boccia	Individual — BC3 — Women	World Championships	Jamieson Leeson	2
Boxing	70 kg — Women	World Championships	Kaye Scott	2
Boxing	75 kg — Women	World Championships	Caitlin Parker	2
Canoe — Slalom	C1 — Women	World Championships	Jessica Fox	2
Canoe — Slalom	K1 — Women	World Championships	Jessica Fox	2

<b>Sport</b>	<b>Event</b>	<b>Competition</b>	<b>Athlete/team</b>	<b>Podium result</b>
Canoe — Sprint	K4 500 m — Women	World Championships	Australia	2
Cycling — Road	Individual time trial — Women	World Championships	Grace Brown	2
Cycling — Track	Sprint — Men	World Championships	Matt Richardson	2
Freestyle Skiing	Aerials — Women	World Championships	Danielle Scott	2
Freestyle Skiing	Moguls — Men	World Championships	Matt Graham	2
Para — Cycling	C1 — Road Race — Women	Road World Championships	Kaitlyn Schurmann	2
Para — Cycling	C1 — Time Trial — Women	Road World Championships	Kaitlyn Schurmann	2
Para — Cycling	C2 — 3 km Pursuit — Women	Track World Championships	Amanda Reid	2
Para — Cycling	C4 — Road Race — Women	Road World Championships	Meg Lemon	2
Para — Cycling	C4 — Time Trial — Women	Road World Championships	Emily Petricola	2
Para — Cycling	T2 — Time Trial — Women	Road World Championships	Carol Cooke	2
Para — Cycling	Tandem B — 1000 m Time Trial — Women	Track World Championships	Ward/Gallagher	2
Para — Cycling	Tandem B — Sprint — Women	Track World Championships	Ward/Gallagher	2
Para — Table Tennis	Doubles Class 20 — Mixed	World Championships	Ma L/Yang Q	2
Para — Table Tennis	Singles Class 9 — Women	World Championships	Lei Lina	2
Rowing	Four — Men	World Championships	Australia	2

<b>Sport</b>	<b>Event</b>	<b>Competition</b>	<b>Athlete/team</b>	<b>Podium result</b>
Rugby	Team — Women	World Rugby Sevens Series	Australia	2
Skateboarding	Street — Women	WS World Championships	Chloe Covell	2
Snowboard	Halfpipe — Men	World Championships	Valentino Guseli	2
Snowboard	Snowboard Cross — Women	World Championships	Josie Baff	2
Tennis	Doubles — Mixed	Wimbledon	Ebdon/Stosur	2
Weightlifting	87 kg — Women	World Championships	Eileen Cikamatana	2
3x3 Basketball	Team [3x3] — Women	3x3 World Cup	Australia	3
Athletics	Pole Vault — Women	World Championships	Nina Kennedy	3
Basketball	Team — Women	World Cup	Australia	3
Boxing	Light Heavyweight — Women	World Championships	Emma-Sue Greentree	3
Canoe — Sprint	K2 500 m — Men	World Championships	van der Westhuizen/Green	3
Cycling — Road	Road race — Men	World Championships	Michael Matthews	3
Cycling — Road	Team time trial — Mixed	World Championships	Australia	3
Cycling — Track	Sprint — Men	World Championships	Matthew Glaetzer	3

<b>Sport</b>	<b>Event</b>	<b>Competition</b>	<b>Athlete/team</b>	<b>Podium result</b>
Diving	3 m Springboard Synchro — Women	World Championships	Smith/Keeney	3
Hockey	Team — Women	World Cup	Australia	3
Para — Canoe — Sprint	Kayak single KL3 200 m — Men	World Championships	Dylan Littlehales	3
Para — Cycling	C1-5 — Team Sprint — Open	Track World Championships	Australia	3
Para — Cycling	C2 — 1000 m Time Trial — Men	Track World Championships	Gordon Allan	3
Para — Cycling	C2 — Time Trial — Men	Road World Championships	Darren Hicks	3
Para — Cycling	C3 — 3 km Pursuit — Men	Track World Championships	David Nicholas	3
Para — Cycling	C3 — 500 m Time Trial — Women	Track World Championships	Paige Greco	3
Para — Cycling	C3 — Time Trial — Women	Road World Championships	Paige Greco	3
Para — Cycling	C4 — 3 km Pursuit — Women	Track World Championships	Meg Lemon	3
Para — Cycling	C5 — 500 m Time Trial — Women	Track World Championships	Erin Normoyle	3
Para — Cycling	C5 — Road Race — Men	Road World Championships	Alistair Donohoe	3
Para — Cycling	T2 — Time Trial — Men	Road World Championships	Stuart Jones	3
Para — Table Tennis	Doubles Class 17 — Mixed	World Championships	Peltissier/Lei L	3
Para — Table Tennis	Singles Class 9 — Men	World Championships	Ma Lin	3
Para — Triathlon	PTS2 — Women	World Championships	Anu Francis	3

<b>Sport</b>	<b>Event</b>	<b>Competition</b>	<b>Athlete/team</b>	<b>Podium result</b>
Para — Triathlon	PTS4 — Men	World Championships	Jeremy Peacock	3
Para — Snowboard	Dual Banked Slalom — Lower Limb 1 Impaired — Women	World Championships	Amanda Reid	3
Para — Snowboard	Dual Banked Slalom — Lower Limb 2 Impaired — Men	World Championships	Ben Tudhope	3
Rowing	Double Sculls — Men	World Championships	Antill/Bartholot	3
Rowing	Eight — Men	World Championships	Australia	3
Rowing	Four — Women	World Championships	Australia	3
Rowing	Single Sculls — Women	World Championships	Australia	3
Snowboard	Big Air — Women	World Championships	Tess Coady	3
Surfing	Shortboard — Men	World Surfing Games	Jackson Baker	3
Surfing	Shortboard — Women	World Surfing Games	Sally Fitzgibbons	3
Taekwondo	Lightweight 68-74 kg — Men	World Championships	Leon Sejranovic	3
Tennis	Doubles — Mixed	Australian Open	Gadecki/Polmans	3
Wheelchair Tennis	Quad Singles — Open	Wimbledon	Heath Davidson	3

## Appendix 2 — ASC award recipients

### 2022 AIS Sport Performance Awards [ASPAs]

The 2022 ASPAs were presented on 15 December 2022. The awards celebrated the outstanding achievements of athletes, teams, coaches, volunteers and leaders in Australian high performance sport and offered a chance to reflect and celebrate the incredible achievements of Australian high performance sport.

**Table 29: ASPAs recipients**

Award	Winner 2022
Female Athlete of the Year	Jessica Stenson, Athletics Australia
Female Para-Athlete of the Year	Emily Petricola, AusCycling
Male Athlete of the Year	Cam Smith, Golf Australia
Male Para-Athlete of the Year	Ben Tudhope, Snow Australia
Coach of the Year	Peter McNeil and Kate Blamey, Olympic Winter Institute of Australia
Emerging Athlete of the Year	Donnell Wallam, Netball Australia
High Performance Program of the Year	Athletics Australia
Award for Leadership	Petria Thomas, Commonwealth Games Australia
Team of the Year	Women's Rugby 7s, Rugby Australia
Community Engagement Award	Kyle Vander-Kuyp, Athletics Australia
Win Well Award	Victorian Institute of Sport
Sport Volunteer of the Year Award	Nicole Williams, Cricket Australia

## ASC Media Awards

The 21st annual ASC Media Awards were presented on 15 March 2023. The Awards recognised excellence in sports journalism and broadcasting and the role of the media in connecting Australians with sport. The awards focused on analytical and insightful reporting and the presentation of sport and sporting issues, with the aim of fostering improved coverage of key issues within sport. Thirteen awards were presented, including the Lifetime Achievement Award for Contribution to Sports Media.

**Table 30: ASC Media Award recipients**

Award	Winner 2022
Lifetime achievement award	Tracey Holmes
Best reporting of an issue in sport	Julian Linden, Swimming takes the plunge, News Corp
Best sport coverage by an individual — broadcast	Neroli Meadows, ESPN / Ordineroli Speaking Highly commended: Matty Johns, Fox Sports
Best sport coverage by an individual — written	Peter Badel, News Corp
Best sport podcast	Head Noise, The Australian
Best coverage of a sporting event	News Corp, Birmingham Commonwealth Games
Best sport profile — broadcast	Fearless — the inside story of the AFLW, JamTV / Disney+ Highly commended: RIDE, WildBear Entertainment / ABC
Best sport profile — written	Emma Kemp and Carly Earl, The Medal Maker, The Guardian
Best coverage of sport for people with disability	Matthew Carmichael, Seven Network
Best coverage of a community sport issue — rural & regional media	Zoe Keenan and Dinushi Dias, Racism and sexism in country football, ABC South West WA
Best depiction of inclusive sport	Johnny Taranto, I'm Not a Runner, Adventure Time Films Highly commended: Jamie van Leeuwen and Joey Lynch, Journey of the Afghanistan Women's Team, ESPN
Best coverage of sport by a club or organisation	GWS GIANTS
Best sports photography	Quinn Rooney, Diving for gold, Getty Images



## Appendix 3 — Funding to sports

**Table 31: Funding to sports, 2022–23**

<b>Sport</b>	<b>High Performance (\$)</b>	<b>Participation (\$)</b>	<b>Other (\$)</b>	<b>Total (\$)</b>
Archery	1,625,000	100,000	450	1,725,450
Artistic swimming	210,000	-	-	210,000
Athletics	10,152,477	450,000	26,450	10,628,927
Badminton	676,447	325,000	450	1,001,897
Baseball	450,000	650,000	450	1,100,450
Basketball	6,943,300	950,000	2,558,209	10,451,509
Bocce	-	50,000	-	50,000
Boccia	320,000	-	16,500	336,500
Bowls	1,323,600	650,000	6,450	1,980,050
Boxing	225,000	50,000	-	275,000
Combat Institute	2,677,000	-	-	2,677,000
Cricket	-	-	2,700,450	2,700,450

<b>Sport</b>	<b>High Performance (\$)</b>	<b>Participation (\$)</b>	<b>Other (\$)</b>	<b>Total (\$)</b>
Croquet	-	-	450	450
Cycling	9,600,000	650,000	947,450	11,197,450
Diving	3,440,000	50,000	6,000	3,496,000
Equestrian	3,978,125	450,000	-	4,428,125
Fencing	172,000	50,000	-	222,000
Flying disc	-	-	450	450
Football	2,280,000	-	8,770,450	11,050,450
Golf	1,550,921	650,000	450	2,201,371
Gridiron	-	-	450	450
Gymnastics	1,910,000	950,000	12,450	2,872,450
Handball	-	-	450	450
Hockey	5,120,000	650,000	6,450	5,776,450
Ice racing	-	50,000	450	50,450

<b>Sport</b>	<b>High Performance (\$)</b>	<b>Participation (\$)</b>	<b>Other (\$)</b>	<b>Total (\$)</b>
Judo	310,765	100,000	-	410,765
Karate	-	100,000	-	100,000
Lacrosse	-	100,000	450	100,450
Modern pentathlon	100,000	-	-	100,000
Motorcycling	-	100,000	450	100,450
Motorsport	-	200,000	450	200,450
Netball	2,661,599	950,000	450	3,612,049
Olympic Winter Institute	5,311,000	-	-	5,311,000
Orienteering	-	100,000	-	100,000
Paddle	7,785,000	200,000	120,450	8,105,450
Paralympics	4,325,000	300,000	3,120,450	7,745,450
Polocrosse	-	50,000	450	50,450
Pony club	-	100,000	450	100,450
Rowing	10,220,000	200,000	23,100	10,443,100
Rugby union	3,670,000	-	20,000	3,690,000

<b>Sport</b>	<b>High Performance (\$)</b>	<b>Participation (\$)</b>	<b>Other (\$)</b>	<b>Total (\$)</b>
Sailing	8,367,000	650,000	450	9,017,450
Shooting	3,270,000	200,000	-	3,470,000
Skate	1,000,000	-	-	1,000,000
Snow	2,690,000	450,000	15,000	3,155,000
Softball	1,310,000	450,000	450	1,760,450
Sports climbing	165,000	-	450	165,450
Squash	790,000	450,000	10,450	1,250,450
Surf life saving	-	650,000	450	650,450
Surfing	2,060,000	450,000	-	2,500,000
Swimming	13,455,000	650,000	41,000	14,146,000
Table tennis	1,100,000	200,000	450	1,300,450
Taekwondo	260,500	200,000	-	460,500
Tennis	-	-	3,000,000	3,000,000

<b>Sport</b>	<b>High Performance (\$)</b>	<b>Participation (\$)</b>	<b>Other (\$)</b>	<b>Total (\$)</b>
Tenpin bowling	-	450,000	450	450,450
Touch football	-	650,000	450	650,450
Triathlon	3,825,000	450,000	450	4,275,450
University sport	-	50,000	450	50,450
Volleyball	2,720,000	450,000	10,000	3,180,000
Water polo	3,938,920	200,000	6,450	4,145,370
Waterski & wakeboard	-	100,000	450	100,450
Weightlifting	505,175	50,000	-	555,175
Wrestling	85,000	50,000	-	135,000
<b>NSO totals</b>	<b>132,568,829</b>	<b>16,025,000</b>	<b>21,429,009</b>	<b>170,022,838</b>
Blind sports	-	65,000	450	65,450
Deaf sports	-	85,000	450	85,450
Disability sports	-	210,000	450	210,450
Disabled wintersport	-	60,000	-	60,000

<b>Sport</b>	<b>High Performance (\$)</b>	<b>Participation (\$)</b>	<b>Other (\$)</b>	<b>Total (\$)</b>
Riding for the disabled	-	100,000	450	100,450
Special Olympics	-	545,000	450	545,450
Sport inclusion Australia	-	100,000	-	100,000
Transplant	-	70,000	-	70,000
Australian Sporting Alliance for People with a Disability	-	-	185,000	185,000
<b>NSOD totals</b>	<b>-</b>	<b>1,235,000</b>	<b>187,250</b>	<b>1,422,250</b>
<b>Overall totals</b>	<b>132,568,829</b>	<b>17,260,000</b>	<b>21,616,259</b>	<b>171,445,088</b>

**Notes:**

High Performance includes High Performance, Athlete Wellbeing & Engagement, Performance Pathways, Equipment Funding, Mental Performance in Competition, National Generation 2032 Coach Program, and other high performance one-off initiatives.

Participation includes Participation Growth Funding.

Other includes Women Leaders in Sport, Coach Experiential Learning Program, Preventative Health Initiatives, Legacy Projects and other one-off initiatives.

Combat: Institute High Performance funding includes funding for Boxing, Judo and Taekwondo.

Paralympics High Performance funding includes funding for Wheelchair Rugby.

## Appendix 4 — Contact officers

### Chair and CEO

Australian Sports Commission  
Leverrier Street  
BRUCE ACT 2617

Or

PO Box 176  
BELCONNEN ACT 2616  
Tel: 02 6214 1111

### Distribution officer

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

## Appendix 5 — Summary of compliance

The ASC is bound by legislative requirements to disclose certain information in its annual report. The main requirements are detailed in the PGPA Act, the PGPA Rule and the ASC Act.

Below is the table set out in Schedule 2A of the PGPA Rule. Section 17BE(u) requires that this table be included in entities' annual reports.

**Table 32: Summary of Compliance**

PGPA Rule reference	Part of report	Description	Requirement
<b>17BE</b>	<b>Contents of annual report</b>		
17BE(a)	About us — page 18	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	Enabling legislation — page 70	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(iii)	Our purpose — page 20	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	Ministerial direction — page 71	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	Ministerial direction — page 71	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	Ministerial direction — page 71	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory



<b>PGPA Rule reference</b>	<b>Part of report</b>	<b>Description</b>	<b>Requirement</b>
17BE(f)	Not applicable	Particulars of non-compliance with: a. a direction given to the entity by the Minister under an Act or instrument during the reporting period; or b. a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(g)	Our performance — page 27	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	Compliance — page 90	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory
17BE(j)	Mandatory Table — Details of accountable authority — page 78	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	Organisational structure — page 56	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	Our People — page 57 ASC staff locations for (d) — page 19	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: a. statistics on full-time employees; b. statistics on part-time employees; c. statistics on gender; d. statistics on staff location	Mandatory
17BE(l)	About us — page 18	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory

<b>PGPA Rule reference</b>	<b>Part of report</b>	<b>Description</b>	<b>Requirement</b>
17BE(m)	Planning and accountability — page 87	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n), 17BE(o)	Financial statements — page 97	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): <ul style="list-style-type: none"> <li>a. the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and</li> <li>b. the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions</li> </ul>	If applicable, mandatory
17BE(p)	Organisational structure — page 56 Board and committees — page 72	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	Judicial decisions — page 91	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory
17BE(r)	External scrutiny — page 91	Particulars of any reports on the entity given by: <ul style="list-style-type: none"> <li>a. the Auditor-General (other than a report under section 43 of the Act); or</li> <li>b. a Parliamentary Committee; or</li> <li>c. the Commonwealth Ombudsman; or the Office of the Australian Information Commissioner</li> </ul>	If applicable, mandatory

<b>PGPA Rule reference</b>	<b>Part of report</b>	<b>Description</b>	<b>Requirement</b>
17BE(s)	The Australian Sports Foundation — page 127 While not a subsidiary of the ASC, the ASC Act requires us to report on the state of affairs of the ASF	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	Indemnities and insurance — page 90	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory
17BE(taa)	Finance, audit and risk committee — page 81 Mandatory table — Audit Committee for (b) — (e) — page 82	The following information about the audit committee for the entity: a. a direct electronic address of the charter determining the functions of the audit committee; b. the name of each member of the audit committee; c. the qualifications, knowledge, skills or experience of each member of the audit committee; d. information about each member's attendance at meetings of the audit committee; e. the remuneration of each member of the audit committee	Mandatory
17BE(ta)	Mandatory table — Executive remuneration — pages 83–86	Information about executive remuneration	Mandatory

<b>PGPA Rule Reference</b>	<b>Part of Report</b>	<b>Description</b>	<b>Requirement</b>
17BF	Disclosure requirements for government business enterprises		
17BF(1)(a)(i)	N/A	An assessment of significant changes in the entity's overall financial structure and financial conditions	If applicable, mandatory
17BF(1)(a)(iii)	N/A	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial conditions	If applicable, mandatory
17BF(1)(b)	N/A	Information on dividends paid or recommended	If applicable, mandatory
17BF(1)(c)	N/A	Details of any community service obligations the government business enterprise has including: <ul style="list-style-type: none"> <li>a. an outline of actions taken to fulfil those obligations; and</li> <li>b. an assessment of the cost of fulfilling those obligations</li> </ul>	If applicable, mandatory
17BF(2)	N/A	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise	If applicable, mandatory

## Shortened forms

AIS	Australian Institute of Sport
ANAO	Australian National Audit Office
APC	Australian Paralympic Committee
ASC	Australian Sports Commission
ASF	Australian Sports Foundation
ASPAs	AIS Sport Performance Awards
AW&E	Athlete wellbeing and engagement
dAIS	direct athlete income support
ETC	European Training Centre
GOE	Governance and organisational enhancement
HSRs	Health and safety representatives
HP	High performance
IPC	International Paralympic Committee
MAICD	Member of the Australian Institute of Company Directors
MHRN	Mental Health Referral Network
NIN	National Institute Network
NSO	National sporting organisation
NSOD	National sporting organisation for people with disability
NSRA	National Sport Research Agenda
PA	Paralympics Australia
PGPA	Public governance, performance and accountability
RAP	Reconciliation Action Plan
SGS	Sport Governance Standards
WHS	Work health and safety
WLIS	Women leaders in sport

# Index

## A

- abbreviations, 150
- Aboriginal and Torres Strait Islander people, 14–15, 23, 28, 64–65
  - see also* AIS Share a Yarn program; First Nations people; Indigenous Basketball Australia; NRL Indigenous Women's Academy
- Accessibility Champion course, 32, 45
- accessibility of sport, 28, 41, 45
- accountability, 87
- accountable authority details, 78–80
- AFL, 53
- AI (artificial intelligence), 45
- AIS *see* Australian Institute of Sport
- AIS Athlete Accelerate Program, 15
- AIS Basketball and Netball Centre, 45
- AIS Canberra campus, 49, 67
- AIS Elevate Coach program, 45
- AIS Engineering, customised equipment design and delivery by, 12, 43, 44, 48
- AIS European Training Centre (ETC), 11, 43, 67
- AIS Generation 2032 Coach program (Gen32), 15, 38
- AIS Hub, 45
- AIS Mental Fitness program, 46
- AIS Mental Health Audit, 21
- AIS Mental Health Referral Network *see* Mental Health Referral Network (MHRN)
- AIS Performance Services team, 49
- AIS Residence of Champions, 43
- AIS REST Hub, 44
- AIS Share a Yarn program, 46, 65
- AIS Sport Performance Awards *see* ASPAs
- AIS Summit program, 36
- AIS Talent program, 15
- AIS Thrive with Pride program, 46
- AIS Women in High Performance Coaching program, 37
- All Abilities program, 28
- Allan, Richie, 64
- Anderson, Lynne, 73
- annual performance statements, 26–53
- apology to former AIS athletes *see* ASC Restorative Program
- archery, 44
- artistic swimming, 44
- ASC *see* Australian Sports Commission
- ASC Environmental Sustainability policy, 68
- ASC Heritage Collection, 68
- ASC Media Awards, 137
- ASC Privacy Impact Assessment Register, 91
- ASC Restorative Program, 66
- ASPAs (AIS Sport Performance Awards), 136
- Athlete Accelerate program, 15
- athlete categorisation, 45, 50
- athlete consents, 44
- Athlete Management System (AMS), 44
- athlete support, 12, 45, 81
- athlete wellbeing, 36, 42, 45, 50
  - see also* AIS Mental Fitness program; Mental Health Referral Network (MHRN); Wellbeing Health Check
- Athlete Wellbeing and Engagement managers, 36, 45
- Athlete-Centric Governance of Technology and Athlete Information statement, 44

- athletes
    - safeguarding of, 66
    - see also* female athletes
  - athletes with a disability *see* Disability Sports Australia; NSODs; para-sports; Paralympic athletes
  - Athletics Australia, 32, 41, 53, 136
  - audit committee, 82, 148
  - Auditor-General's report, 94–95
  - audits, 81, 94–95
  - AusCycling, 28, 43, 136
  - AusPlay Injury from Sport and Physical Activity in Australia report [April 2023], 34
  - AusPlay National Sport and Physical Activity Participation report [November 2022], 34
  - AusPlay surveys, 14, 21, 34
  - Australian Information Commissioner, 91
  - Australian Institute of Health and Welfare (AIHW), 34
  - Australian Institute of Machine Learning, 45
  - Australian Institute of Sport (AIS)
    - demand for use of facilities, 16, 67
    - effect of COVID-19 on, 16, 67, 101
    - high-performance camps at, 43, 46, 49, 67
    - medical leadership provided by, 43
    - MOU with ACT government, 16
    - sites, 18–19, 67
    - see also* Australian Sport Learning Centre; European Training Centre (ETC); high performance sport; Pizzey Park training centre
  - Australian Jujitsu Federation, 41
  - Australian National Audit Office, 91
  - Australian Privacy Principles, 89
  - Australian Public Service (APS) Net Zero 2030 initiative, 68
  - Australian Radiation Protection and Nuclear Safety Agency, 43
  - Australian Sport Learning Centre, 27, 32, 40, 41
  - Australian sporting environment, 21, 34
  - Australian Sports Commission Act 1989, 18, 70–71
  - Australian Sports Commission (ASC)
    - about, 18
    - functions of, 70–71
    - governance of, 18, 70–71, 87–90
    - management of human resources, 59–62
    - objects of, 70–71
    - organisational structure, 14, 56
    - purpose, 20
    - role, 103
    - staff and program locations, 18–19
    - values, 57
    - vision, 22, 87
    - workforce, 57–62
    - see also* Australian Institute of Sport (AIS)
  - Australian Sports Commission Board
    - activity, 77–80
    - committees, 81–83
    - members, 72–76
    - role, 18
  - Australian Sports Foundation (ASF), 127
  - Australia's High Performance 2032+ Sport Strategy (HP2032+ Sport Strategy), 10, 15, 21, 22, 36, 42
  - authority and directions, 70–71
  - awards, 136–137
- ## B
- basketball, 17, 28
  - Basketball Australia, 28
  - Black Dog Institute, 46
  - Blamey, Kate, 136
  - Blue Moon data project, 50
  - Boxing Australia, 49
  - broadcasting of sport *see* media; sports broadcasting

## C

- Cancer Council, 43
- canoe slalom, 44, 50
- canoe sprint, 44
- capability building programs, 28, 32, 34
- career development programs, 46
- Career Practitioner Referral Network, 36, 46
- case studies
  - Outcome: 'A thriving organised sports sector', 36–38, 41
  - Outcome: 'More Australians involved in organised sport', 29, 30
  - Outcome: 'World's best high performance system', 48–50, 52–53
- cash flow statement, 99
- Chair's Report, 10–11
- Chief Executive Officer's report, 14–16
- child safety *see* safeguarding of children and athletes
- childcare support, for coaches, 15, 38
- children
  - participation in organised sport, 30
  - safeguarding of, 66
  - see also* Local Sporting Champions grants; Sporting Schools program; youth
- Clarke, Lynsey, 38
- Clearinghouse for Sport website, 32, 34, 35
- Clements, Matti, 50
- climbing, 44
- coach development programs, 12, 45, 46
- Coach Mentoring program, 45
- coaching and officiating
  - childcare support for coaches, 15, 38
  - courses for, 34, 41
  - development grants for, 12, 45, 46
  - flexible working arrangements for coaches, 37, 38
  - in high performance sports, 12, 15, 36, 38, 45
  - programs for, 12, 45, 46
- Coaching and Officiating Conference, 36
- Comcover Risk Management Benchmarking Survey, 88
- Commonwealth Child Safe Framework, 66
- Commonwealth Games Australia, 136
- Commonwealth Games (Birmingham, 2022), 12, 17, 42, 47, 49, 53
- Commonwealth Ombudsman, 91
- Commonwealth Risk Management Policy 2014, 88
- Community Coaching — Essential Skills course, 41
- Community Partnerships program, 46
- Community Perceptions Monitor survey, 53
- community pride in athletes and teams, 53
- compliance, 90
- compliance summary, 145–149
- Concussion and Brain Health position statement, 43
- conferences, 36–37
- Consent Engine system, 44
- contact officers, 144
- corporate governance *see* governance
- corporate partners, 65
- Corporate Plan, 87
- COVID-19 pandemic
  - impact on AIS visitor numbers, 16, 67, 101
  - sport participation increasing after, 14, 21, 27, 30
  - sports recovering from, 28
- cricket, 17, 28, 53, 136
- Cricket Australia, 28, 53, 136



critical communications, 34  
critical incident management, 34  
cultural awareness, 64  
Cultural Competency and Reconciliation training, 64  
cycling, 17, 28, 43, 136

## D

'Daily Sports News', 34, 35  
dAIS (direct athlete income support) funding, 45, 81  
data governance, 44, 81  
Data Governance Custodian, 44  
data management, 44  
data security, 81  
de Rozario, Madison, 17, 48  
Defence — Risk Education for Directors course, 33, 41  
Delahunty, Hugh, 73, 77  
Disability Inclusion for Coaches course, 45  
disability sports *see* All Abilities program; Local Para Champions grants program; NSODs; para-sports  
Disability Sports Australia, 32, 41  
disordered eating, 53  
Disordered Eating in High Performance Sport project, 53  
Diversity, Equity and Inclusion Framework, 57, 66  
diving, 44  
Driver Primary School (Darwin), 30

## E

eating disorders, 53  
Eating Disorders in Sport (EDiS) Workshop, 53  
eLearning  
for NSO directors and committee, 32–33  
for work health and safety, 63  
*see also* online resources

electric vehicle trial, 68  
Elevate Learning Grants program, 46  
employees *see* staff  
enabling legislation, 70–71  
energy usage, 68–69  
environment and heritage, 68–69  
*Environment Protection and Biodiversity Conservation Act 1999*, 68  
environmental sustainability, 68–69  
Equestrian Australia, 41  
equipment calibration services, 44  
equipment engineering, 12, 43, 44, 48  
equity, statement of changes in *see* statement of changes in equity  
European Training Centre (ETC), 11, 43, 67  
executive coaching programs, 34  
executive remuneration, 83–86  
external scrutiny, 91

## F

Farmer, Pat, 74, 77  
Fearnley, Kurt, 74  
Female Athlete Research Camp, 52  
female athletes, 12, 45, 52  
*see also* women's sport  
Female Performance and Health Initiative (FPHI), 12, 45, 52  
FIBA Women's World Cup, 28  
FIFA Women's World Cup, 10, 28  
Finance, Audit and Risk Committee, 81  
financial statements, 97–126  
First Nations artwork, 14–15, 64  
First Nations Cultural Connection program, 65  
First Nations people, 14  
*see also* Aboriginal and Torres Strait Islander people  
First Nations Staff Network, 64  
food waste bioconversion program, 68

football, 10, 28, 53  
    *see also* AFL; rugby league  
Football Australia, 28, 43  
Former Elite Level Athlete Brain Health  
Research Program, 43  
fraud control, 89  
Freedom of Information Act 1982, 91  
freedom of information requests, 91  
funding of sports, 138–143  
Future of Australian Sport report, 34

## G

Game Plan (online tool), 32  
Games Team debrief process, 43  
gas usage, 68–69  
gender diversity, 43, 46, 66  
gender equality, in high performance  
coaching, 38  
gender equity, 15  
Generation 32 Coach program (Gen32),  
15, 38, 45  
Godfrey, Leigh, 38  
Godwin, Georgia, 17  
Goerlach, Jonathan, 17  
Golf Australia, 136  
Good Village AIS Problem Solvers  
program, 46  
governance  
    of ASC, 70–71, 87–90  
    of data, 44  
    of sports, 32, 33, 39  
Governance and Executive Performance  
Committee, 83  
Governance and Organisational  
Enhancement (GOE) Plans, 33, 39  
grants programs *see* under name of  
program, e.g., Local Sporting Champions  
grants program

Greenhouse Gas Emissions Inventory, 68  
Greentree, Emma, 49  
gymnastics, 44  
Gymnastics Australia, 53

## H

Harding, Sam, 17  
Harvey, Luke, 17  
Hauser, Matt, 17  
HawkEye, 45  
Heritage and Culture Committee, 68  
High Performance Forum, 36  
high performance sport, 42–53  
    awards, 136  
    camps, 43, 49  
    coaching, 37, 38  
    disordered eating in, 53  
    gender diversity inclusion and, 43  
    highlights, 12  
    investment in, 12  
    mental health in, 21  
    programs, 36  
    respectful behaviours in, 34  
    results, 130–135  
    support from REST Hub, 44  
    technology in, 37, 43  
    *see also* Australia's High Performance  
    2032+ Sport Strategy  
hockey, 17  
Hore, Brad, 14  
    *Kinship*, 15  
Horizons milestones, 22  
    Horizon One, 42  
human resources management, 59–62  
    *see also* staff

## I

ICT security, 81  
inclusive sport, 23, 41, 43, 45, 46, 137  
indemnities and insurance, 90  
independent auditor's report, 94–95  
Indigenous Advisory Committee, 64  
Indigenous Australians *see* Aboriginal and Torres Strait Islander people; First Nations people  
Indigenous Basketball Australia, 28  
Indigenous Procurement Strategy, 64  
information collection and data sharing, 44, 89  
Information Publication Scheme, 91  
Injury Rehabilitation program, 43  
*Innovate* Reconciliation Action Plan, 64–65  
insurance, 90  
integrity in sport, 23  
internal audit program, 81, 88, 89  
Internal Risk Committee (IRC), 88  
International Ski and Snowboard Federation, 44  
Ireland, Andrew, 72

## J

Jet Lag and Travel Planner application, 44  
judicial decisions, 91  
Junior Pan Pacific Swimming Championships (Canberra, 2024), 16

## K

key activities  
    Outcome: 'A thriving organised sports sector', 32–34  
    Outcome: 'More Australians involved in organised sport', 27–28  
    Outcome: 'World's best high performance system', 42–46  
*Kinship* (artwork by Brad Hore), 15

## L

Laing, Amanda, 75  
leadership courses, 34  
learning resources, 40  
    *see also* online resources  
letter of transmittal, 5  
LGBTIQ+ inclusion, 46  
lighting audit, 68  
Local Para Champions grants program, 13, 28  
Local Sporting Champions grants program, 13, 28  
London Marathon [2022], 48

## M

McKeon, Emma, 17  
McNiel, Peter, 136  
Mainwaring, David, 17  
Marshall, Dixie, 75  
Matildas, 10  
media, 137  
medical support, 43, 53  
megatrends, 34  
Melanoma Institute of Australia, 43  
Mental Fitness Ambassadors, 46  
Mental Fitness program, 46  
mental health, 14, 21, 36, 46, 66  
    *see also* athlete wellbeing  
Mental Health Referral Network (MHRN), 21, 36, 66  
Mental Performance in Competition grant, 46  
Minister for Sport, 11, 15, 18, 27, 30, 38, 42, 70–71  
ministerial directions, 71  
Modern Slavery Statement, 77  
multicultural engagement programs, 28  
Murphy, Brendan, 76, 77

## N

NAIDOC Week, 64

National Eating Disorders Collaboration, 53

National Generation 2032 Coach Program *see* Generation 32 Coach program (Gen32)

National Governance Resource Library, 32, 33

National Indigenous Youth Basketball program, 28

National Institute Network (NIN), 34, 38, 44–46, 49, 53

National Quality Assurance Technical Committees, 44

National Reconciliation Week, 64

National Sport Participation Strategy, 10–11, 14–15, 36, 77

National Sport Research Agenda (NSRA), 32, 37

national sporting organisations *see* NSOs

national sporting organisations for people with disability *see* NSODs

National Sports Director Register, 32, 33

National Training Centre (NTC), 67

National Volunteer Week, 28, 29

National Women's Rugby League, 51, 52

Netball Australia, 32, 41, 136

New Starter Induction program, 57

Ngunnawal language training, 64

NIN *see* National Institute Network

Noggin (WHS management system), 63

notifiable WHS incidents, 63

NRL Indigenous Women's Academy, 52

NSODs (national sporting organisations for people with disability)

- funding, 20, 28, 45–46, 142–143
- Game Plan tool for, 32
- governance of, 33, 39
- learning resources for, 40

NSOs (national sporting organisations)

- achieving benchmark targets, 47
- coaching resources, 45
- critical incident management workshops for, 34
- funding, 12, 20, 28, 138–143
- governance of, 33, 39
- grants for, 45
- learning resources for, 32, 33, 40
- participation grants for, 28
- planning process, 43–44
- respectful behaviours workshops for, 34
- wellbeing in, 44–45

## O

objectives

- Outcome: 'A thriving organised sports sector', 32
- Outcome: 'More Australians involved in organised sport', 27
- Outcome: 'World's best high performance system', 42

Office for Women, 15

Olympic and Paralympic Games

(Paris, 2024), 11, 14, 48

(Brisbane, 2032), 20, 22, 77, 87

*see also* Winter Olympic and Paralympic Games

Olympic Winter Institute of Australia (OWIA), 43, 136

online resources

- on AIS Hub, 45
- for ASC staff, 57, 64
- for athletes, 49
- for community, 40
- for community coaching, 41
- for Disability Sport Australia, 32, 41

- for NSO directors and committee, 32–33
- for sports, 32, 33, 40
- sports governance courses, 32, 41
- for teachers, 27
- for work health and safety, 63
- see also* AIS Hub; Australian Sport Learning Centre
- operational highlights, 66
- organisation chart, 56
- Outcome: 'A thriving organised sports sector'
  - case studies, 36–38, 41
  - key activities, 32–34
  - objectives, 32
  - results, 35, 39–40
- Outcome: 'More Australians involved in organised sport'
  - case studies, 29–30
  - key activities, 27–28
  - objectives, 27
  - results, 28, 30, 31
- Outcome: 'World's best high performance system'
  - case studies, 48–50, 52–53
  - key activities, 42–46
  - objectives, 42
  - results, 47, 51, 53
- P**
- Paddle Australia, 43, 50, 53
- para-sports
  - funding for, 142–143
  - high performance results, 130–135
  - Local Para Champions grant program, 28
  - see also* Disability Sports Australia; NSODs; Olympic and Paralympic Games
- Paris 2024 Olympic and Paralympic Preparation Fund, 11
- parliamentary committees, 91
- participation, 27–31
  - funding for, 13, 138–143
  - highlights, 13
  - improvement in, 21
  - see also* AusPlay surveys; National Sport Participation Strategy; Sporting Schools program
- participation grants programs, 13, 28
- Participation Leaders Network Conference, 36
- performance against deliverables
  - Outcome: 'A thriving organised sports sector', 35–40
  - Outcome: 'More Australians involved in organised sport', 27–31
  - Outcome: 'World's best high performance system', 47–53
- Performance Pathway grants, 45–46
- performance pathways, 22, 50
- performance statements, 25–53
- Perkins, Kieren, 14–16, 66
- personal development programs, 46
- Peters, Callum, 49
- Petricola, Emily, 136
- PGPA Act *see* *Public Governance, Performance and Accountability Act 2013*
- Phillips, David, 66
- Physical Education — Essential skills for primary teachers course*, 27
- 'Pipelines' platform, 45
- Pittman, Jamie, 49
- Pizzey Park training centre, 18, 67
- planning and accountability, 87
- Planning, Monitoring and Review (PMR) project, 42
- portfolio budget statements, 87
- primary school sport teaching resources, 27
- privacy, 39, 89, 91
- Privacy Impact Assessment Register, 91
- problem solving, 46

procurement practices, 89  
Protective Security Policy Framework, 89  
*Public Governance, Performance and Accountability Act 2013*, 5, 18, 26, 71

## Q

quality assurance, 44  
Queensland Academy of Sport, 45

## R

Reconciliation Action Plan, 64–65  
Redman, Craig, 76  
Reece, Lindsey, 29  
regional and remote communities,  
grants for, 13, 28  
Regional Sport Events Fund, 13  
Reinhold Batschi Men's National Training  
Centre for Rowing (Yarralumla, ACT), 67  
related party disclosures, 121  
remuneration of key management  
personnel, 83–86, 120  
respectful behaviours workshops, 34  
REST (Rest, Environment, Sleep and  
Travel) Hub, 44  
Restorative Program, 66  
results  
    Outcome: 'A thriving organised sports  
    sector', 35, 39, 40  
    Outcome: 'More Australians involved in  
    organised sport', 28, 30, 31  
    Outcome: 'World's best high  
    performance system', 47, 51, 53  
risk management, 33, 81, 88  
rowing, 44, 67  
Rugby Australia, 136  
rugby league, women's, 51, 52

## S

safeguarding of children and athletes, 66  
schools  
    teacher resources for physical  
    education, 27  
    *see also* Sporting Schools program  
Share a Yarn program, 46, 65  
shortened forms, 150  
skin cancer, 43  
Smith, Cam, 136  
Snow Australia, 41, 136  
soccer *see* football  
Spirit of the Game — Organisational  
Culture course, 33, 41  
sport  
    inclusive, 23, 41, 43, 45, 46, 137  
    teaching resources for, 27  
sport climbing, 44  
Sport Digital Identity program, 39  
Sport Governance Standards (SGS)  
assessment tool, 33, 39  
Sport Intelligence and Analytics team, 50  
sport participation, 27–31  
    funding for, 138–143  
    grants for, 13, 28  
    highlights, 13  
    *see also* AusPlay surveys; National  
    Sport Participation Strategy;  
    Participation Leaders Network  
    Conference; Sporting Schools program  
Sport Volunteer Coalition, 14–15, 27–28, 29  
Sport Volunteer of the Year award,  
27, 77, 136  
SportAUS Connect platform, 39  
sporting organisations *see* NSODs; NSOs  
Sporting Schools program, 13, 15, 27, 30  
sports broadcasting, 136–137

sports directors  
    education course, 33  
    register of, 32, 33

sports engineering, 12, 43

sports funding, 11, 13, 138–143  
    *see also* grants

sports injuries, 34

sports integrity, 23

Sports Intelligence and Analytics team, 44

sports journalism, 136–137

sports medicine, 34, 35, 43

Sports Technology and Applied Research Symposium, 37

Squash Australia, 32, 41

staff, 19, 59–62

staff development, 57

Start Line Foundations course, 33

statement by the Commissioner re annual performance statements, 26

statement of changes in equity, 100–102

statement of comprehensive income, 97

statement of financial position, 98

Statement from the Chair of the Commission, Chief Executive Officer, and Chief Financial Officer, 96

Stenson, Jessica, 136

strategic pillars, 20  
    ‘A thriving organised sports sector’, 32–41  
    ‘More Australians involved in organised sport’, 27–31  
    ‘World’s best high performance system’, 42–53  
    *see also* outcomes

Strategic Risk Register, 88

Sukkar, Josephine, 10–11, 72

summary of compliance, 145–149

sun safety position statement, 43

Surfing Australia, 41

swimming, 16, 44

Swimming Australia, 32, 41, 53

## T

T20 Men’s World Cup, 28

teachers, *Physical Education — Essential skills for primary teachers* course, 27

Team Dynamics programs, 34

teenagers, sport participation program, 30

Thomas, Petria, 136

Thrive with Pride program, 46

Thunderstone, 64

Touch Football Australia, All Abilities program, 28

Transgender and Gender-Diverse Inclusion Guidelines for HP Sport, 43

triathlon, 17, 44

Tudhope, Ben, 136

## U

UCI World Road Cycling Championships, 28

University of Adelaide, 45

University of Canberra, 43

University of Sydney, 43

University of Western Australia, 44

## V

values, 57

Vander-Kuyp, Kyle, 136

Varese (Italy) sports training centre *see* European Training Centre (ETC)

Victorian Institute of Sport, 136

vision, 22, 87

VisionKit2 player tracking system, 45

volunteers, 14, 27–28, 29, 77, 136

## W

Wallam, Donnell, 136

water polo, 44

weed removal, 68

Wellbeing and Engagement (W&E) Network, 46

Wellbeing Health Check, 51

Wells, Anika, 11, 15, 27, 30, 71

wheelchair rugby, 43

Williams, Nicole, 136

Win Well Award, 136

Win Well Pledge, 10, 22–23

Winter Olympic and Paralympic Games  
[Milano Cortina, 2026], 14  
*see also* Olympic and Paralympic Games

Women in High Performance Coaching program, 37

Women Leaders in Sport (WLIS) program, 15, 34

Women in Sport Congress (Sydney, 2024), 37

Women's Leadership Package, 38

women's rugby 7s, 136

women's rugby league, 52

women's sport, 10, 28, 37, 38  
*see also* female athletes

work health and safety, 63, 89

*Work Health and Safety Act 2011*, 63

WorkSafe Committee, 63

world champions, 130–135

World Class to World Best Conference, 37

## Y

youth, sport participation program, 30

Yulunga Traditional Indigenous Games, 64









**Australian Government**  
**Australian Sports Commission**

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



Leverrier Street Bruce ACT 2617  
PO Box 176 Belconnen ACT 2616  
+61 2 6214 1111

