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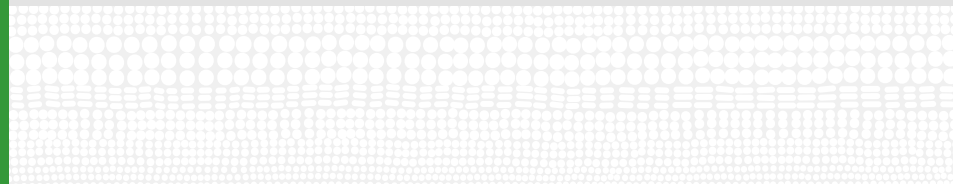
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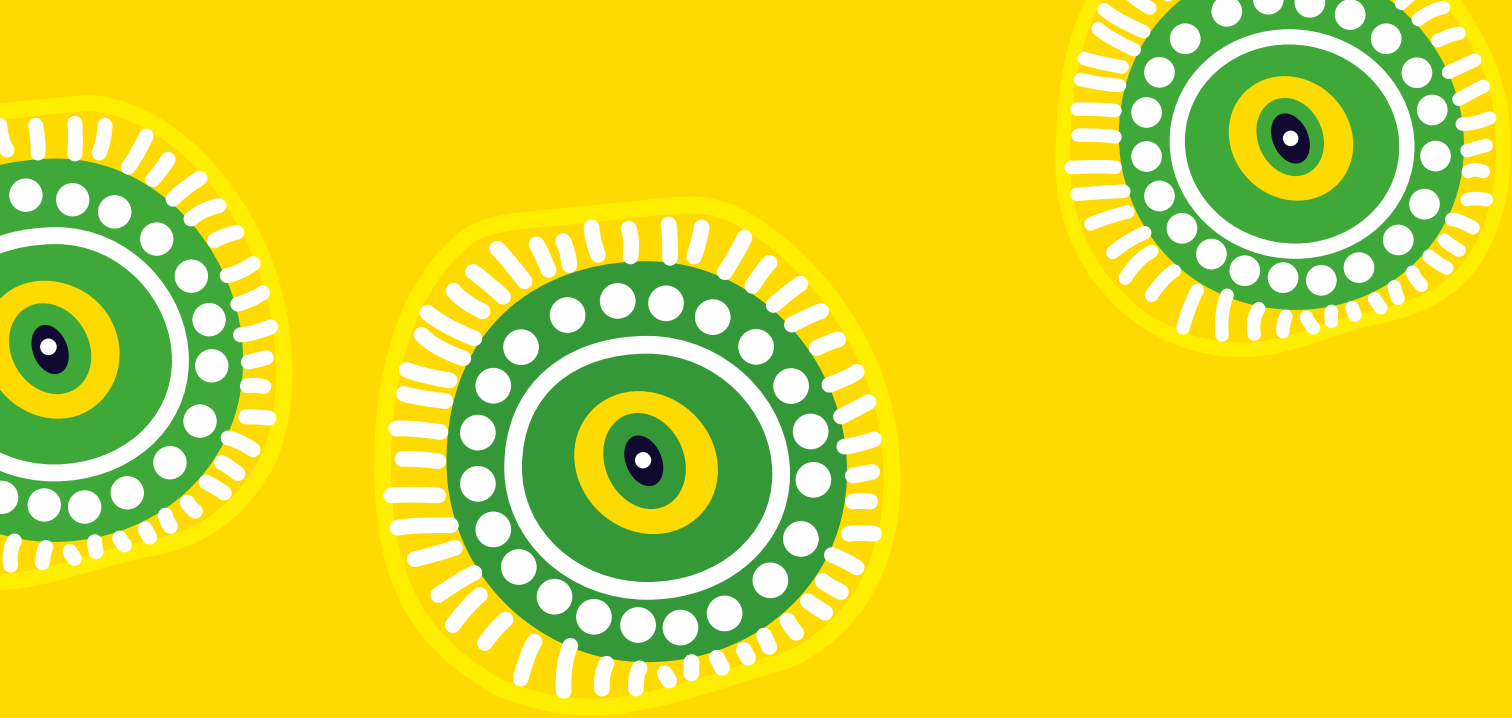


Australian Government

Australian Sports Commission

Corporate Plan
2024-28





Australian Sports Commission Acknowledgment of Country

The Australian Sports Commission (ASC) acknowledges the Traditional Custodians of the lands where its offices are located, the Ngunnawal people and recognise 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 Yugambeh 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.





Australian Government

Australian Sports Commission

The Australian Sports Commission Board is pleased to present the Corporate Plan 2024–28, which covers the period of 2024–25 to 2027–28.

This Corporate Plan meets the requirements under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and paragraphs 23 and 25 of the *Australian Sports Commission Act 1989*.

This Corporate Plan also meets the requirements of the Corporate Plan and Annual Operational Plan as required under paragraph 26 of the *Australian Sports Commission Act 1989*.

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From our Chair

I am pleased to present the 2024-28 Corporate Plan on behalf of the Australian Sports Commission (ASC).

I look forward to leading the ASC as its new Chair over the life of this plan.

I know the joy and pride that sport can bring us all, and the opportunities it provides. As we celebrate the Paris 2024 Olympics and Paralympics, and 8 years out from Brisbane 2032, my vision is for sport to be safe, fair, accessible and inclusive for everyone, with every athlete supported to reach their full potential.

We want to bring out the best in everyone involved in sport because that's how we will become the world's best — by working together and bound by a common purpose.

We encourage and help Australians of all backgrounds, ages and abilities to get involved in sport and we advocate for sport and the positive influence it has on the nation.

Our grant programs support athletes, coaches, officials and organisations, while our Sporting Schools program is helping more children access free and fun sporting opportunities than ever before. More than 9,200 schools are registered with the program and our goal is to reach 32 million participants by Brisbane 2032.

We're now 18 months into Australia's High Performance 2032+ Sport Strategy (HP2032+ Sport Strategy) which is a united commitment from our Olympic, Paralympic and Commonwealth Games sports to 'Win Well' and build sustainable success towards Brisbane 2032 and beyond.

Australia's high performance sport system is more united than ever, working together to deliver the Horizon 1 Win Well Projects which included the landmark Connection to Country Action Plan.

Likewise, work continues to help Australians to 'Play Well' as part of the nation's first co-designed Sport Participation Strategy with a Play Well Leadership Group assembled that will oversee the implementation of the strategy and deliver on its vision that 'everyone has a place in sport'.

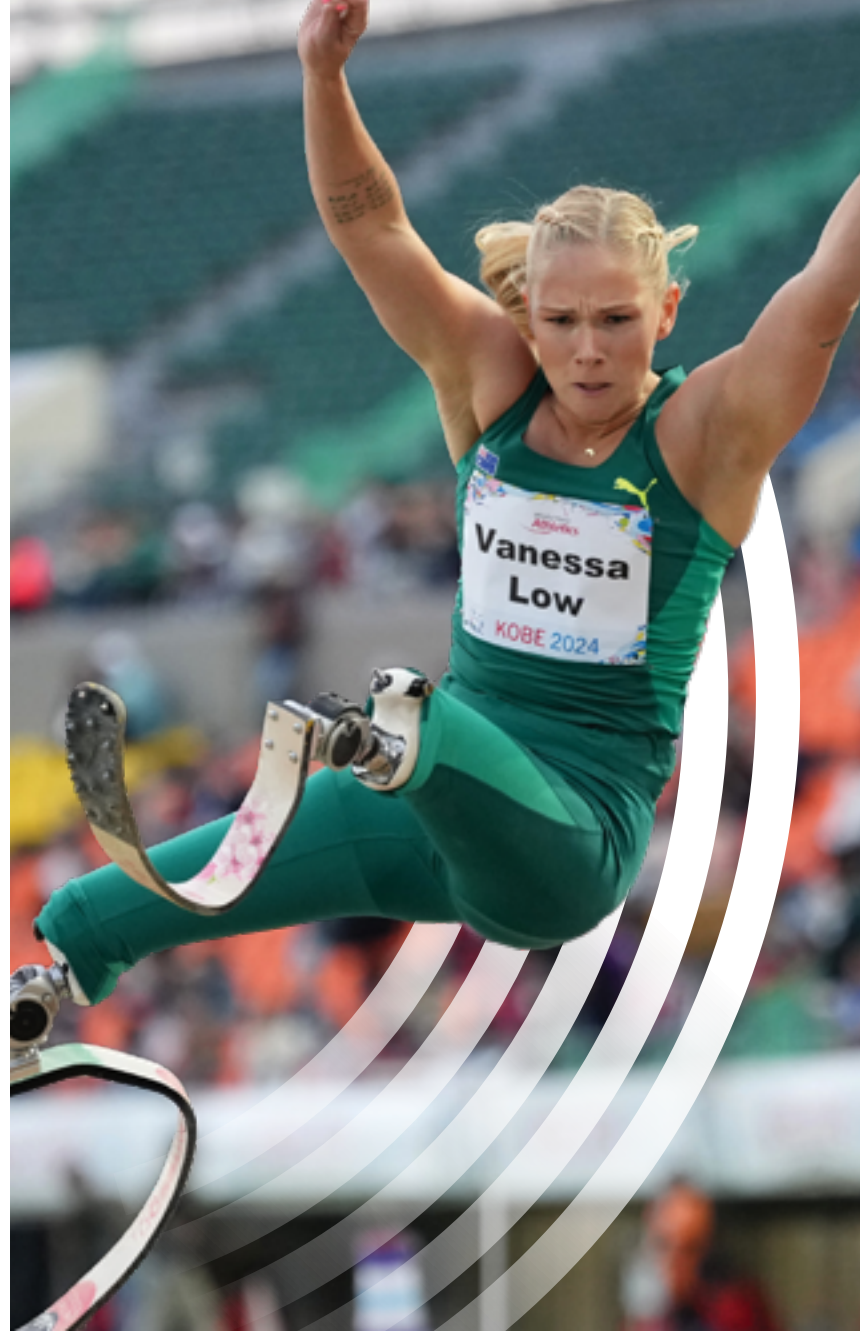
We are proud that our Australian Institute of Sport (AIS) Campus has been the home of sport in Australia for over 42 years and welcome the \$249.7 million investment announced in the FY2024-25 Federal Budget to upgrade our high performance facilities to ensure they are once again world-leading.

The funding will ensure our athletes have access to the best testing and training facilities available and includes a new multi-story and para-accessible accommodation building and testing and training centre to provide state-of-the-art equipment and support for our athletes' development. An indoor sport dome will also provide 24/7 all-weather training facilities for our track and field sports.

I know success will be greatest when every part of the system is able to perform their role at their best, and I look forward to leading the ASC, including in its work towards ensuring there is a lasting legacy for all Australian sports and the community from this green and gold decade - when the eyes of the world will be on Australian athletes, Australian sport and Australian venues.



Kate Jenkins AO
Chair
Australian Sports Commission



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* and operates in accordance with the *Public Governance, Performance and Accountability Act 2013*.

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

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.





Our purpose

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

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 will work on generating a competitive advantage for Australian athlete success. We also identify opportunities to work strategically in partnership with sports and organisations that enhance the broader Australian sport sector.



The ASC's Strategic Vision

This strategic vision outlines the ASC's 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. This corporate plan operationalises this strategic vision and details the specific key activities, targets and performance measures upon which we will be held accountable.

STRATEGIC VISION: Sport has a place for everyone and delivers results that make Australia proud.

MISSION: The ASC will lead, support and provide opportunities for all communities to be involved in sport, while growing elite success and representation, inspiring future generations.

OUR STRATEGIC GOALS



**LEAD AND ENABLE THE WORLD'S
BEST SPORT SYSTEM**



**INVOLVE MORE AUSTRALIANS
WITH SPORT AT ALL LEVELS**



**DRIVE INNOVATION
IN SPORT**

KEY FOCUS AREAS

Build the capability
of sport and the
people involved

Advocate for sport
and its positive influence
on Australia

Promote and
support inclusive
and diverse sporting
environments

Drive thought
leadership and
innovation, inspiring
world's best practices

Optimise our facilities
to advance sport and
inspire Australians
to get involved

Key activities

We achieve our purpose through three strategic goals¹.



We will ensure the Australian sport sector is connected, sharing insights, coordinating projects, and integrating systems to operate more effectively. This will deliver greater value to participants and communities. We will help the sector workforce access the development and support necessary to successfully perform their roles and build their capability.

Guided by Australia's HP2032+ Sport Strategy, we will invest in high performance programs and deliver initiatives to support Australia's elite athletes, their support staff, our sport partners and the sector more broadly to enable them to Win Well on the road to the Brisbane 2032 Olympic and Paralympic Games and beyond. We will use world-leading knowledge, innovation and practice to ensure our athletes, coaches, and performance support work as high functioning performance teams.

Complementing the HP2032+ Sport Strategy is Australia's Sport Participation Strategy, which was developed to ensure everyone has a place in sport. By creating safe, welcoming, inclusive and fun sporting experiences, Australians are being called on to Play Well. This co-designed strategy sets out to address the unique challenges and opportunities in our sporting landscape and foster greater engagement and participation in sport across the nation.



INVOLVE MORE AUSTRALIANS WITH SPORT AT ALL LEVELS



Through our work, Australians will see the positive contribution that sport makes within their communities. They will recognise the meaningful impact that sport has on their lives, and they will have equitable access to playing and non-playing roles.

We will strengthen collaborations with our partners to increase the number of players, coaches, officials, administrators and volunteers involved in organised sport and ensure they reflect the diversity of Australian communities.



DRIVE INNOVATION IN SPORT



We strive to drive innovation in sport and continue to be a key partner in supporting engagement, investment and enhancement of the collaboration between sport, technology, research and learning.

By expanding our knowledge base and understanding, we can optimise performance across the domains in which we operate and champion solutions that benefit the entire sport sector and the community.



Key focus areas

To achieve our strategic goals, we have identified 5 key focus areas which set the direction for the important work we do. We have outlined actions under each focus area which will help us deliver against our strategic goals, strive towards achieving our vision and mission and respond to the challenges and opportunities of our current environment.

Build the capability of sport and the people involved

To achieve this, we will:

- Invest in high performance and sport participation programs, performance pathways, and research and innovation through ASC grant programs.
- Deliver a range of key high performance programs and initiatives through the HP2032+ Sport Strategy to ensure success on the road to the Brisbane 2032 Olympic and Paralympic Games and beyond.
- In partnership with the sector that co-designed Australia's Sport Participation Strategy, ensure there is a focus on developing great sporting environments and experiences so that everyone can come together to access the benefits of sport and Play Well.
- Implement a National Sport Index to track status of sports across their core areas of operation, enabling timely monitoring and support.

Advocate for sport and its positive influence on Australia

To achieve this, we will:

- Continue to implement the Sport Volunteer Coalition Action Plan to support more Australians to volunteer in sport and enhance the sport volunteering experience.
- Generate data to understand Australians' involvement with and the impact of sport.
- Manage free programs that deliver health and social benefits to Australians including the Sporting Schools Program and grant programs including the Local Sporting Champions and the Local Para Champions programs.

Promote and support inclusive and diverse sporting environments

To achieve this, we will:

- Deliver a comprehensive National Sport Diversity, Equity and Inclusion Strategy, which will provide a structured and unified approach to promoting diversity, equity, and inclusion across all levels of sports in our country.
- Continue to lead the Women Leaders in Sport program to empower women in sport and help to create a culture which values gender equity.
- Support the holistic development and wellbeing of athletes, coaches and high performance staff through the facilitation of professional development, career and education programs and wellbeing.

Drive thought leadership and innovation, inspiring world's best practices

To achieve this, we will:

- Provide ongoing national and international leadership to proactively address key matters for sport including concussion and brain health, female athlete performance and health considerations, and the risks of UV radiation.
- Help sport participants and sporting organisations connect more securely and easily to digital services across the sport sector through Sport Connect.
- Lead and facilitate knowledge sharing across the sport sector to support informed decision-making and sport delivery through the Clearinghouse for Sport.
- Lead and deliver the National Sport Research Agenda to identify opportunities, priorities and expand the evidence base for sport.

Optimise our facilities to advance sport and inspire Australians to get involved

To achieve this, we will:

- Optimise the end-to-end experience for athletes and users of all ASC facilities, from strategy to operations and enabling specialist services.
- Maintain and revitalise ASC facilities to ensure they are world-leading and our athletes, coaches and high performance support staff have access to fully para-accessible accommodation and the best testing and training facilities possible.
- Use our facilities to showcase Australian sport and the cultural impact it has through public tours and other community engagement events.





Performance measures

Strategic Goal



**LEAD AND ENABLE THE WORLD'S
BEST SPORT SYSTEM**

Performance measures for 2024-2025 and beyond

Measure — Percentage of high-performance funded sports rated by the AIS as achieving benchmark targets.

Targets	2024-25	2025-26	2026-27	2027-28
	90% of all high performance funded National Sporting Organisations (NSOs) 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 check-in process with the AIS.	As per 2024-25.	As per 2024-25.	As per 2024-25.
Measurement Methodology	During the Annual Check In process, action plans, informed by NSO's current cycle high performance strategies, are agreed by the AIS and NSOs and assessed annually. The ASC performance target is measured by the number of ASC high performance funded NSOs who have demonstrated clear progression on annual agreed action plans divided by the total number of ASC high performance funded NSOs.			

Measure — Improvement in funded national sports² governance maturity.

Targets	2024–25	2025–26	2026–27	2027–28
	75% of funded National Sporting Organisations (NSOs) and National Sporting Organisations for People with Disability (NSODs) are above 80% of their total expected maturity.	As per 2024-25.	As per 2024-25.	As per 2024-25.
Measurement Methodology	Each funded NSO and NSOD will complete a governance maturity assessment ³ utilising the Sports Governance Standards evaluation and assurance tool.			

Measure — Level of engagement with the Clearinghouse for Sport — the sector’s cross-jurisdictional knowledge sharing platform.

Targets	2024–25	2025–26	2026–27	2027–28
	Maintain at least 1.3 million user transactions.	Maintain at least 1.3 million user transactions.	Maintain at least 1.3 million user transactions.	Maintain at least 1.3 million user transactions.
Measurement Methodology	Measuring the level of sport sector partner engagement and number of information transactions performed through the Clearinghouse for Sport web portal.			

Measure — Increase access to world class sport learning resources for all Australians involved in sport.

Targets	2024–25	2025–26	2026–27	2027–28
	Increase number of learners completing ASC online education compared to 2023–24.	Increase number of learners completing ASC online education compared to 2024–25.	Increase number of learners completing ASC online education compared to 2025–26.	Increase number of learners completing ASC online education compared to 2026–27.
Measurement Methodology	Capture the number of individuals accessing learning and completing courses through the Australian Sport Learning Centre.			

² Funded national sporting organisations (NSOs) and national sporting organisations for people with disability (NSODs).
³ Governance maturity is measured by the Sports Governance Standards, through which organisations evaluate the effectiveness and efficiency of their governance systems and processes.

Strategic Goal



INVOLVE MORE AUSTRALIANS WITH SPORT AT ALL LEVELS

Performance measures for 2024–25 and beyond

Measure — Increase sport participation by Australian children aged 5 to 14 years.

Targets	2024–25	2025–26	2026–27	2027–28
	47% of children in Australia aged 5 to 14 years participate in organised sport outside of school hours each week. ⁴	As per 2024-25.	As per 2024-25.	As per 2024-25.
	Participant attendances in the Sporting Schools program to reach 2,200,000.	As per 2024-25.	As per 2024-25.	As per 2024-25.
Measurement Methodology	<p>Data sourced through the ASC's AusPlay survey. AusPlay is a national population level survey that provides insights into the sport and physical activity behaviours of all Australians, including organised out-of-school sport and physical activity participation by Australian children aged 5 to 14.</p> <p>Sporting Schools participation attendances are calculated via the program acquittal process.</p>			

Measure — Increase the number of Australians involved in organised sport in any capacity.

Targets	2024–25 ⁵	2025–26	2026–27	2027–28
	47% of Australians aged 15 years and over are involved ⁶ in organised ⁷ sport. ⁸	As per 2024-25.	As per 2024-25.	As per 2024-25.
Measurement Methodology	Data sourced through the ASC’s AusPlay survey. AusPlay is a national population level survey that provides insights into the sport and physical activity behaviours of all Australians, including involvement by participants aged 15 and over in organised sport in both playing and non-playing roles such as coaching and officiating.			

Measure — Percentage of Australians who understand the value and benefits of sport.

Targets	2024–25	2025–26	2026–27	2027–28
	80% of Australians understand the value and benefits of sport.	As per 2024-25.	As per 2024-25.	As per 2024-25.
Measurement Methodology	Data sourced through the ASC’s Community Perceptions Monitor (CPM) survey. CPM tracks views and perceptions held by Australian adults (18 years and over) about sport, including the level of awareness of the value and benefits of sport.			

Measure — Community pride in, and inspiration from, Olympic, Paralympic and Commonwealth Games athletes and teams.

Targets	2024–25	2025–26	2026–27	2027–28
	80% of Australians say Olympic, Paralympic and Commonwealth Games athletes and teams can make them proud.	As per 2024-25.	As per 2024-25.	As per 2024-25.
Measurement Methodology	Data sourced through the ASC’s Community Perceptions Monitor (CPM) survey. CPM tracks views and perceptions held by Australian adults (18 years and over) about sport, including perceptions and sentiments held toward Australia’s Olympic, Paralympic and Commonwealth Games athletes and teams.			

5 The AusPlay methodology for collecting participation data has been modified to provide more accurate information and is likely to result in expected performance results being re-baselined.
6 ‘Involved’ means having participated/played and/or been involved in a non-playing role (such as coaching, officiating, volunteering, etc.) at least once in the last 12 months.
7 Participated through an organisation, under the guidance of a coach or at an event/competition.
8 Filtered by sport-related activities (as reported through AusPlay).

Strategic Goal



DRIVE INNOVATION IN SPORT

Performance measures for 2024–25 and beyond

Measure — Increase in the adoption of Sport Connect [the ASC Sport Digital Identity Program].

Targets	2024–25	2025–26	2026–27	2027–28
	5% increase in the number of digital identities under management compared to 2023–24.	5% increase in the number of digital identities under management compared to 2024–25.	5% increase in the number of digital identities under management compared to 2025–26.	5% increase in the number of digital identities under management compared to 2026–27.
Measurement Methodology	Data sourced from Sport Connect including number of digital identities, organisations using the program and number of ASC external facing systems integrated.			





Operating context

At the ASC, we champion the value of sport. We encourage and help Australians of all backgrounds, ages and abilities to get involved in sport and enjoy the many benefits. We play a central leadership role across the broader sport sector through collaboration and direction.

As a Corporate Commonwealth Entity, the ASC is funded by the Australian Government to support and invest in sport at all levels. The ASC delivers a variety of grants through investment in high performance and sport participation programs, performance pathways, people development and wellbeing, and research and innovation. We manage high performance operations at the AIS campus in Canberra, supporting 7 national training centres of excellence, and the European Training Centre (ETC) in Italy. We individually support thousands of athletes and dozens of Australian sports through guidance and collaboration.



The Australian sporting environment

In 2024, women's sport is captivating Australia like never before with sports including cricket, netball, basketball and all our football codes shining on the national stage.

Recent global tournaments played on our shores have proven that there is an opportunity to get more women engaged with sport by showcasing the talents of our best female athletes, which flows on to more women wanting to participate at all levels.

Greater representation from all communities is an opportunity that will benefit Australia for years to come, however also brings with it a range of issues and challenges that must be addressed.

Access for every Australian to suitable facilities for training and competition from the grassroots to the elite level is one example of the systematic change required.

Ensuring 'everyone has a place in sport' is central to Australia's Sport Participation Strategy which has been co-designed to create solutions and overcome barriers to involvement in sport.

The Play Well sport strategy complements the work being done through Australia's High Performance 2032+ Sport Strategy which has Win Well at the heart of it.

The burnout of volunteers, ongoing challenges related to racism and abuse of officials and coaches, and increased awareness of concussion and brain health are other significant issues facing Australian sport.

Through our Play Well and Win Well strategies, the Australian sport sector is more aligned than ever before to tackle these major issues and to work together to create greater opportunities for all Australians, however they connect with sport.

As we celebrate the Paris 2024 Olympics and Paralympics, planning is already well underway for the next cycle which will culminate in Los Angeles in 2028 before our home Olympics and Paralympics in Brisbane in 2032.

As we progress through this defining era in Australian sport, the Australian Sports Commission will continue to advance sport, advocate for the positive influence it has on the whole nation and inspire all Australians to get involved.

Capability

Our people

The ASC workforce is employed under the *Australian Sports Commission Enterprise Agreement* and comes from a broad range of backgrounds, including former athletes, coaches, officials, sports administrators and subject matter experts from the public and private sectors.

We are committed to ensuring our workforce feel well, safe and included. The ASC's diversity and depth of talent fosters excellence, innovation, collaboration and delivery, which is underpinned by our core values of Respect, Integrity, Teamwork and Excellence.

The ASC continues to take proactive steps to manage and strengthen current and future workforce capabilities to continue to effectively manage and deliver outcomes aligned to strategic priorities, budget, and Government policy.

Infrastructure

The ASC is administered from Canberra at the AIS Bruce campus. The ASC also has offices in Melbourne and Sydney, and the ETC in Varese, Italy.

The ASC maintains buildings, sporting facilities and specialised equipment to support the ongoing objectives of the organisation. More than 90% of the ASC's asset base relates to buildings and facilities operated at the AIS campus in Canberra and the ETC.

The AIS campus remains a key focal point for high performance sport in Australia. It brings NSOs, NSODs and the National Institute Network (NIN) together by providing a unique offering complementing the functionality of other system partners. Its large-scale integrated facilities and capability supported by a multi-disciplinary team enable athletes, coaches and performance support specialists to come together to learn, collaborate and innovate, at any point along the athlete pathway. The ASC works with government to modernise the AIS, to ensure it remains a source of pride, inspiration and international success, delivers infrastructure to support the HP2032+ Sport Strategy, leverage commercial opportunities, and can lead the high performance sport system.

Technology

Diverse technology needs across the ASC, in combination with close collaboration and connection with sector partners, drive innovative responses for sport. The ASC provides a range of technology solutions to support sports across a range of diverse activities and initiatives that drive education, governance, participation and performance outcomes.

The ASC's delivery of a broad spectrum of technical capabilities including digital identity, high performance, data, cyber security, and architecture is critical to supporting the digital evolution of the ASC and the sport sector. The ASC's role continues to be a key partner to support our ecosystem to engage, enhance, and align sport and technology.

ASC Restorative Program

In 2022, the ASC established a restorative program for former AIS scholarship athletes who experienced harm from inappropriate practices or abuse as a result of their time at the AIS. This program followed the ASC Board's apology in May 2021 and demonstrates our commitment to ongoing action for AIS athletes to feel supported and to get help if, and when, they need it. Insights and learning from this program will inform future practices for the ASC and Australian sport.

Child and Athlete Safeguarding

The ASC is strongly committed to safe, respectful and supportive sport environments. We have zero tolerance for any behaviour that puts the wellbeing of people in the Australian sporting community at risk including bullying, sexual harassment or assault, and work to ensure that athletes, staff and others in our care have appropriate protection and support.

The ASC is a participating institution in the National Redress Scheme and supports the Government's National Grant Connected Policy.

In adopting the Commonwealth Child Safe Framework and our Child Safe Policy we strive to lead child safe practices on our sites, through the way we work and with our stakeholders. The ASC is focused on the implementation of the National Principles for Child Safe Organisations to lead by example for the sport sector.

Reconciliation Action Plan

As a leading entity in sport, our vision is to lead nationally in reconciliation using sport as the vehicle. The ASC aims to improve the recognised health and wellbeing inequities of Aboriginal and Torres Strait Islander peoples through sport participation and engagement with sport. We strive to be a culturally safe place where diversity is valued and opportunities to partner with Aboriginal and Torres Strait Islander peoples are actively sought through employment, procurement and engagement.

The ASC Reconciliation Action Plan (RAP) Committee works collaboratively across the organisation to deliver identified Innovate RAP goals and promote reconciliation activities across the ASC and the wider sport community.



Focus areas of the ASC Innovate RAP include:

- Building positive relationships with Aboriginal and Torres Strait Islander peoples and communities, embedding differing perspectives and learnings into our daily operations, ensuring representation, and understanding of a diverse Australia.
- Educating staff on Aboriginal and Torres Strait Islander cultures to build cultural safety in the workplace — encouraging two-way knowledge sharing and co-design practices.
- Promoting a sporting culture which celebrates Aboriginal and Torres Strait Islander peoples, cultures, histories, and achievements in the sporting industry.
- Creating Aboriginal and Torres Strait Islander employment pathways, and business opportunities to help close the gap on Aboriginal and Torres Strait Islander economic and health disparities to enhance the diversity of our workforce and network.



Corporate governance

We are governed by a Board of Commissioners who guide the work and strategic direction of the ASC. Under the *Australian Sports Commission Act 1989*, the responsible Minister appoints a Board of between 8 to 13 members, including the Secretary of the Department of Health and Aged Care as an ex-officio member. 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 Board is the 'accountable authority' under the PGPA Act.

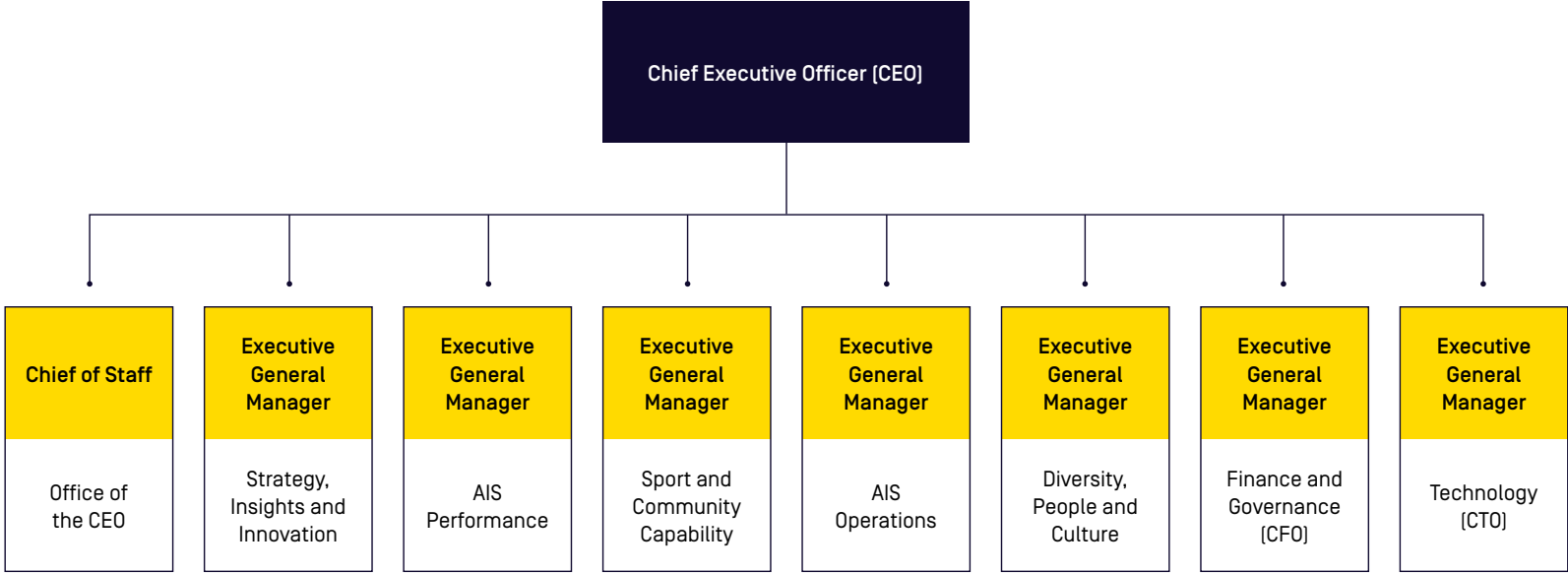
To support the ASC Board and Executive in decision-making and governance of the organisation, a group planning process is utilised and various management committees have been established. These committees can either be decision making or perform as an advisory function.

The Executive Committee (EC) is the lead governance committee, with 4 sub-committees which report directly to the EC:

- Security Committee
- Worksafe Committee
- Child and Athlete Safety Committee
- Reconciliation Action Plan Committee



ASC Executive Committee



Managing our risks

The ASC operates in a dynamic and complex environment where unexpected opportunities and threats can impact both our strategic goals and day to day activities.

The management of risk underpins ASC strategy delivery and operations. Our Risk Management Policy and Framework is consistent with the principles of the PGPA Act, the *Public Governance, Performance and Accountability Rule 2014* and the Commonwealth Risk Management Policy and is based on current best practice. The ASC Board, as the Accountable Authority, is responsible for determining how much risk the ASC is prepared to accept.

The ASC's Risk Management Policy and Framework informs better practice and embeds a risk culture at all levels across the entity.

The ASC's Strategic Risk Register considers risk to the delivery of our Strategic Vision and Corporate Plan. Our approach focuses on:

- aligning risk management with our strategic goals and key focus areas
- embedding risk management within our planning and reporting processes
- applying risk management processes to support decision making
- understanding that risk is everyone's responsibility.

The Strategic Risk Register was reviewed and updated and has been endorsed by the ASC Board's Finance, Audit and Risk (FAR) Committee.



Strategic risks	Risk responses/controls
Strategy execution	
<p>Failure to deliver on our Strategic Vision.</p>	<p>Together, we will:</p> <ul style="list-style-type: none"> - Use our established budget and planning processes to ensure our resources are both sufficient and effective. - Prioritise, implement and monitor the Strategy's program of work. - Maintain appropriate compliance programs. - Improve our assurance processes. - Maintain strong and enduring relationships with key partners across government and the sport sector. - Manage the ASC's strategic and enterprise risks. - Prioritise, implement, and monitor learning and talent development programs and effective workplace strategic planning strategies and tools to enable staff and teams to develop, grow and perform skills, knowledge and competencies which align with the ASC's long-term strategic goals.
Reputation	
<p>Loss of stakeholder confidence in our ability to lead the sport sector in Australia.</p>	<p>Together, we will:</p> <ul style="list-style-type: none"> - Prioritise, invest and monitor organisational culture initiatives that embed the ASC Values and core principles of leadership, Diversity, Equity and Inclusion (DEI), safeguarding and integrity. - Publish robust policies and guidance materials, to provide clear direction for both our staff and key stakeholders. - Continue to encourage evidence-informed decision making, within our day-to-day activities and investment in sports. - Establish and retain an effective, diverse and capable workforce, underpinned by strategic workforce planning. - Continue to monitor our organisational health and respond with clear action plans against priority areas of focus, thereby improving governance. - Maintain strong and enduring relationships with key partners across government and the sport sector. - Engage, evaluate and mitigate cyber risks, in alignment with ASC, Whole of Government policy and best practice. - Prioritise the National leadership role the ASC plays in the Win Well and Play Well strategies.

Strategic risks	Risk responses/controls
Innovation/Competitive	
<p>Failure to achieve world's best.</p>	<p>Together, we will:</p> <ul style="list-style-type: none"> - Ensure that the fundamentals for elite performance are well implemented across all sports. - Deliver on the Win Well Strategy. - Ensure world leading knowledge and practice, including customised technology and equipment, are available to high performance programs. - Leverage insights into our stakeholders needs, to identify opportunities to enhance our engagement approach. - Commit to maximising our research data. - Ensure Government funding is appropriately directed towards Athlete Wellbeing and Engagement and the improvement of Talent Pathways. - Promote the value and benefits of organised sport. - Utilise strategic communications and program promotions, to ensure our sport participation opportunities are available for all Australians. - Support sports to improve the effectiveness and sustainability of their business operations, by providing high quality information, guidance and resources. - Maintain strong and enduring relationships with key partners across government and the sport sector. - Assess opportunities for leveraging innovative technologies. - Enable, promote and monitor the cultural levers required for innovation and excellence. - Continue to monitor and refine the high performance system's roles and responsibilities.
Operational	
<p>Failure of the AIS facilities to deliver the services and experience, at the standard commensurate with high performance sport and community expectations.</p>	<p>Together, we will:</p> <ul style="list-style-type: none"> - Ensure AIS facility usage reflects the ASC's unique leadership advantage to deliver on the Win Well Strategy. - Focus on efficiency, effectiveness, design, and implementation for all our operational processes, to achieve world's best. - Respond to any agreed business changes in an agile manner. - Use our Infrastructure Prioritisation Plan to ensure immediate priorities are addressed and that any development is conducted within our means. - Ensure infrastructure and staff at the AIS Campus are resourced appropriately. - Maintain strong and enduring relationships with key partners across government and the sport sector. - Ensure whole-of-organisational approaches to technology planning and delivery. - Prioritise and monitor effectiveness of contracting, WHS, DEI and safeguarding and integrity policies, practices and people capabilities.

Risk management and oversight

The FAR Committee provides oversight and advises the Board on the ASC's risk management approach, ensuring adequate controls are in place to mitigate risk. The Executive team considers risk regularly at their scheduled Committee meetings, and also play a key role in risk monitoring and driving improvements in risk culture for the entity.

To support the operational management of risk within the ASC, risk management is embedded within our planning processes and incorporated into key ASC business processes, including: procurement, funding decisions, project management, internal audit, financial management, work health and safety, and daily business activities.

Audit and assurance

The ASC's risk management framework also informs the development and management of our internal audit program to ensure appropriate assurance over risk occurs. Internal audit is supported by an independent service provider, to further provide objective assurance over the conduct of the internal audit program. External assurance oversight is provided by the Australian National Audit Office (ANAO) through annual financial and performance statements audit activity, along with performance-based audits where appropriate.

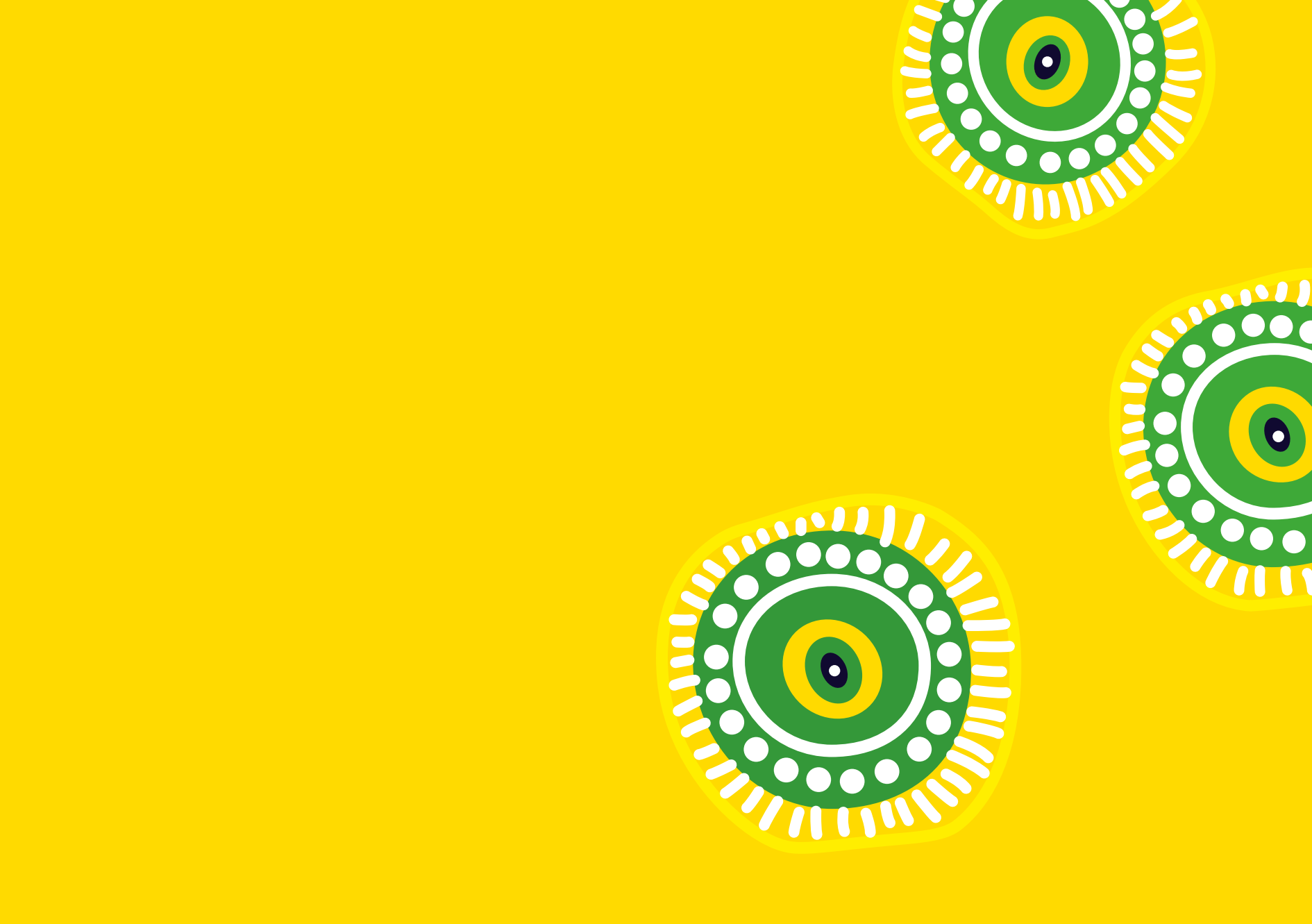
Cooperation and partnerships

We recognise our partners across the sport sector.

Alongside our sports, we work closely with our state and territory partners, including the NIN, the Australian Olympic Committee, Paralympics Australia and Commonwealth Games Australia.

We welcome the growing government ecosystem now available to support Australian sport, including Sport Integrity Australia, the National Sports Tribunal and partnerships with Government agencies, such as the Office for Sport, and the Office for Women and other Australian state and territory government agencies.

Our collaboration with all these organisations, along with other Commonwealth departments, academia and other sectors, will help us achieve our objectives and showcase the values and benefits of sport.





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