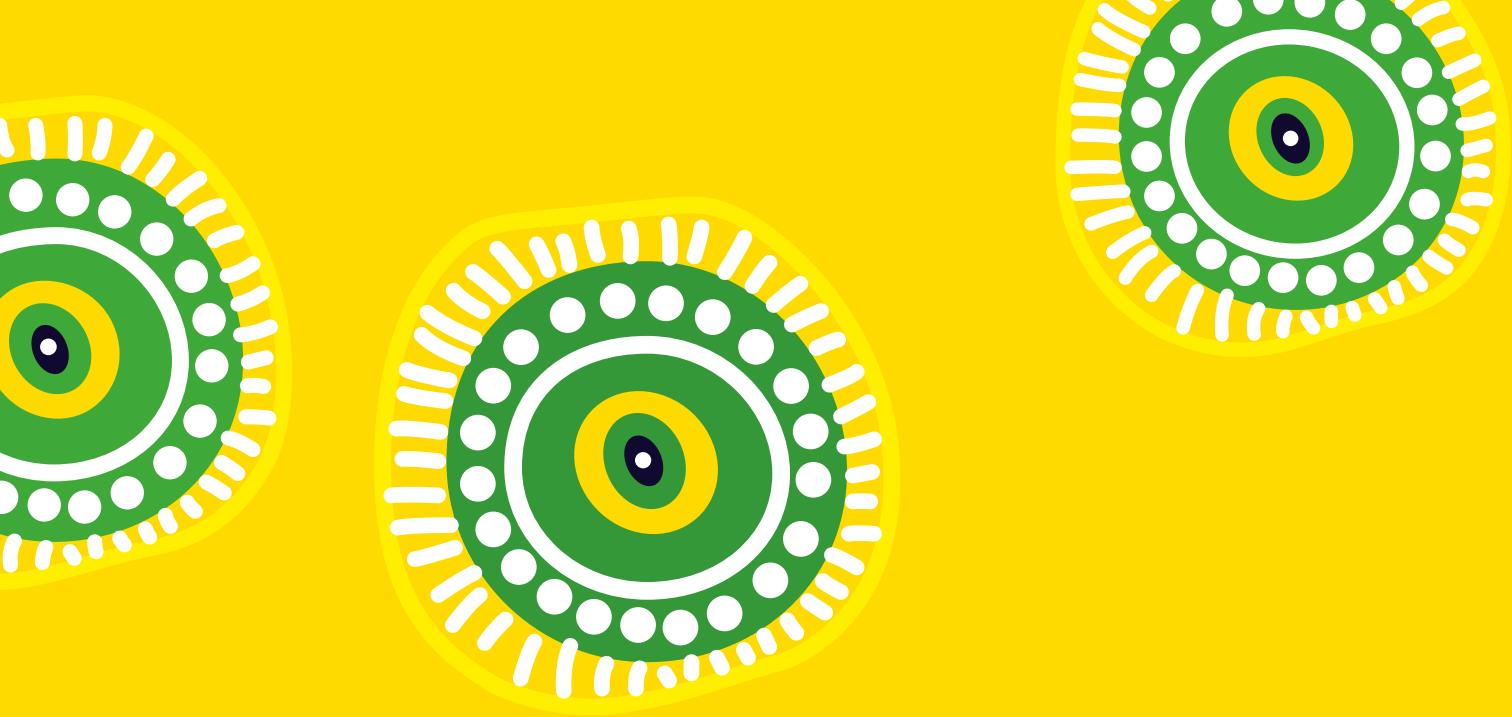


Australian Government
Australian Sports Commission

Corporate Plan 2025–29



Australian Sports Commission Acknowledgment of Country

The Australian Sports Commission (ASC) acknowledges all Aboriginal and Torres Strait Islander peoples of this nation, the Traditional Custodians of the lands, seas, skies and waters on which we live, work and play. We pay our respects to all Elders past and present.

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.

The ASC extends this acknowledgement to the Traditional Custodians of the lands where our 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.



PARIS 2024



Australian Government
Australian Sports Commission

The Australian Sports Commission Board is pleased to present the Corporate Plan 2025–29, which covers the period of 2025–26 to 2028–29.

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*.

Contents

From our Chair 4

About us 5

Our purpose 6

The ASC's Strategic Vision 7

Key activities 8

Key focus areas 10

Performance measures 12

Operating context 18

The Australian sporting environment 19

Capability 20

Corporate governance 23

From our Chair

I am pleased to present the 2025-29 Corporate Plan on behalf of the Australian Sports Commission (ASC).

I'm now 12 months into my role as Chair of the ASC and would like to acknowledge outgoing Commissioners Andrew Ireland, Kurt Fearnley AO PLY, Amanda Laing, Dixie Marshall and Craig Redman whose tireless service has put the ASC in the strong position that we see today.

I am pleased to welcome our new Commissioners Liz Jack OLY, Lydia Williams OLY, Andrew Purchas OAM, Dr Chloe Flutter and Selwyn Button who complement our existing and diverse group as we continue to drive Australian sport forward.

Our vision is for sport to be safe, fair, accessible and inclusive for everyone, with every athlete supported to reach their full potential.

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.

The Australian Government's record \$385 million investment package for sport will ensure Australians have world class pathways and support at all levels of sport from participation to high performance. This includes a record \$54.9 million for Para sport — doubling previous funding — ahead of Brisbane 2032.

The Australian Institute of Sport (AIS) is proud to play a leadership role alongside Paralympics Australia and in partnership with the National Institute Network (NIN) and sports on the national Para Uplift, with Para Sport Units established across the country to address better classification opportunities, access to fit-for-purpose training environments and specialised coaching and performance support.

Work is also underway to upgrade the AIS campus in Canberra so it is once again modern and world-leading.

Construction of three new facilities — a new multi-story and para-accessible accommodation, a testing and training centre and indoor sport dome will commence later this year. These facilities mean our athletes will have access to the best testing and training facilities available so they can perform at their best and inspire Australians.

As Australian high performance sport continues to win well and build sustainable success towards Brisbane 2032 and beyond, we're also addressing the barriers people tell us they face participating in sport so all Australians that want to be involved can be involved in sport. This is how we will Play Well.

As we look towards next year's Milano Cortina Winter Olympic and Paralympic Games, the Glasgow Commonwealth Games, Los Angeles 2028 and Brisbane 3032 I'm confident that the actions we take now will create a lasting legacy for Australian sport that will benefit us all for years to come.



Kate Jenkins AO
Chair
Australian Sports Commission

About us

The 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 under *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, 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, 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 help create the world's best sporting environments.



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 Australian Institute of Sport (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 work on generating a competitive advantage for Australian athlete success at the 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.



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 will achieve our purpose through three strategic goals¹.



LEAD AND ENABLE THE WORLD'S BEST SPORT SYSTEM

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 High Performance 2032+ Sport Strategy (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 best-practice to help athletes, coaches, and performance support staff work as high functioning performance teams.

Complementing the HP2032+ Sport Strategy is Australia's Sport Participation Strategy, which we developed to ensure everyone has a place in sport. It aims to create safe, welcoming, inclusive and fun sporting experiences so that Australians can 'Play Well'. This sector 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

The ASC hopes to see more Australians benefit from the positive contribution that sport makes within their communities. The ASC aims to showcase the meaningful impact sport can have on people's lives, and the importance of 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.



¹ Listed as key activities in the ASC Portfolio Budget Statements.



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 five 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
- 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
- deliver a range of sector-wide Play Well initiatives that enable the sector to create great sporting environments and experiences so that everyone can access the benefits of sport and 'Play Well'.

Advocate for sport and its positive influence on Australia

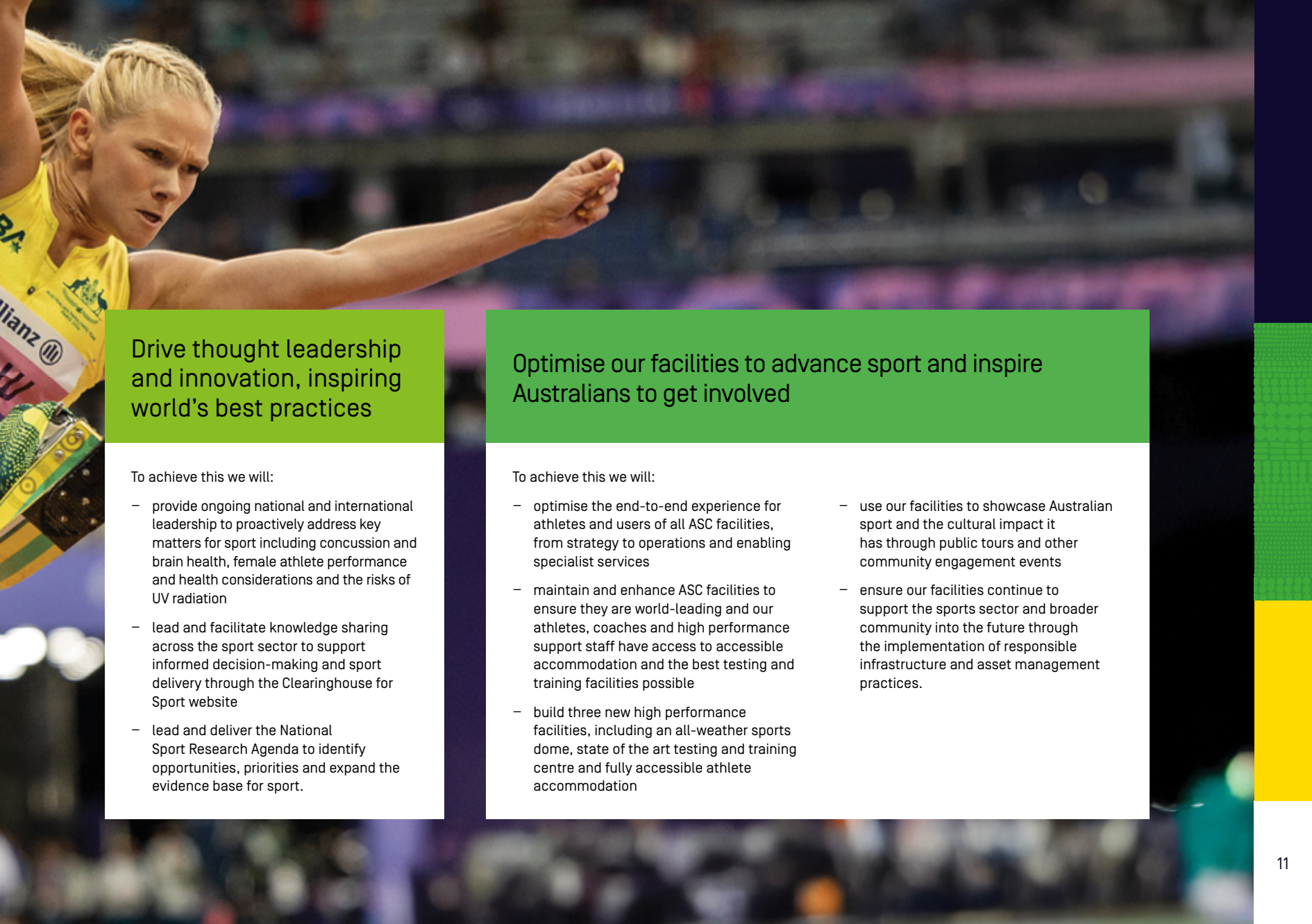
To achieve this we will:

- continue to implement the Sport Volunteer Coalition Action Plan to help sports grow their volunteer numbers and create a positive volunteering experience
- generate and analyse data to understand Australians' involvement with sport, and the impact of sport
- manage grant programs that deliver health and social benefits to Australians such as the Sporting Schools Program, Local Sporting Champions and the Local Para Champions.

Promote and support inclusive and diverse sporting environments

To achieve this we will:

- facilitate development of a comprehensive National Sport Equity, Diversity and Inclusion Strategy which will provide a structured and unified approach to promoting equity, diversity and inclusion across all levels of sports
- continue to run the Women Leaders in Sport program to empower more 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.



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
- lead and facilitate knowledge sharing across the sport sector to support informed decision-making and sport delivery through the Clearinghouse for Sport website
- 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:

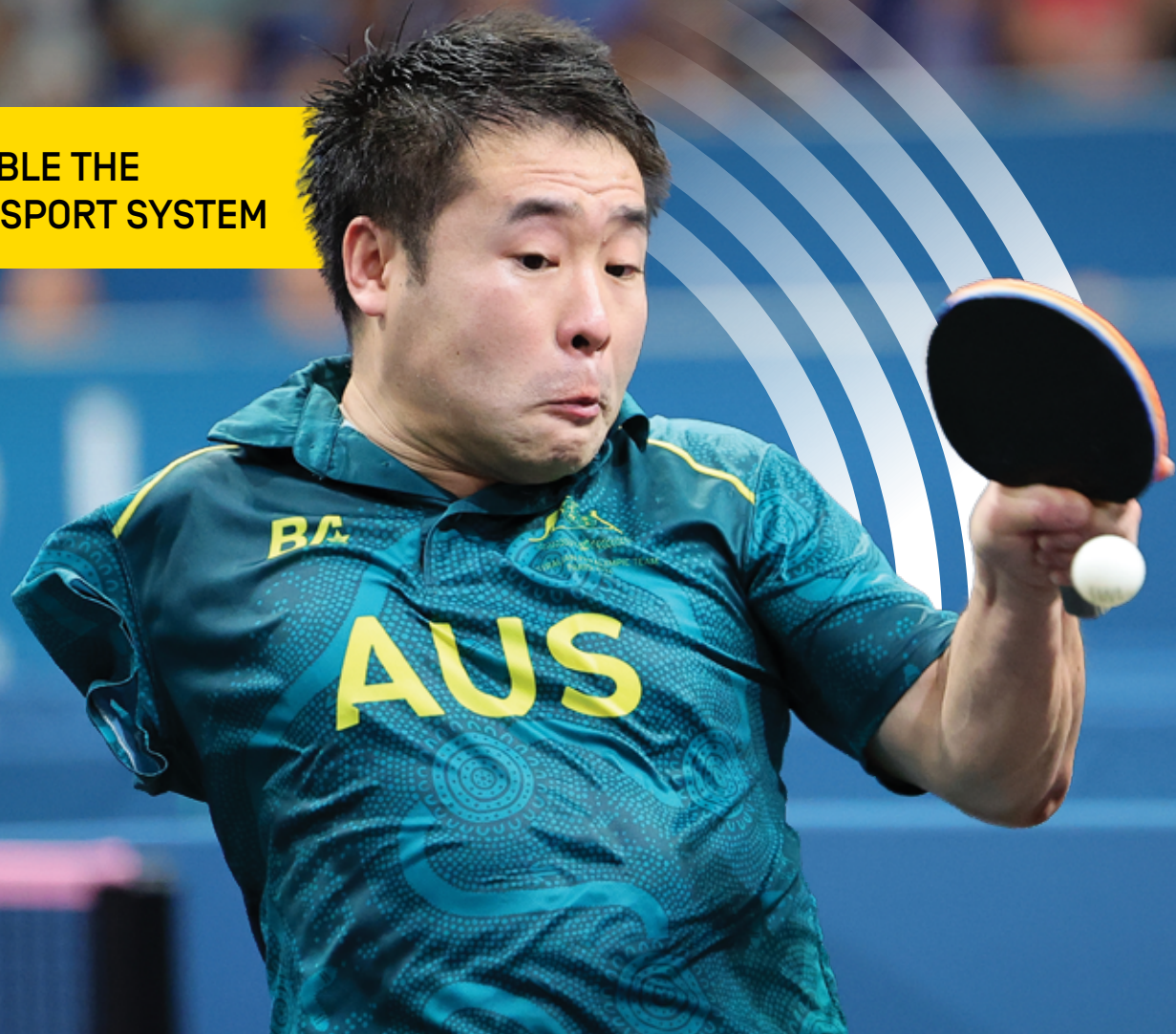
- optimise the end-to-end experience for athletes and users of all ASC facilities, from strategy to operations and enabling specialist services
- maintain and enhance ASC facilities to ensure they are world-leading and our athletes, coaches and high performance support staff have access to accessible accommodation and the best testing and training facilities possible
- build three new high performance facilities, including an all-weather sports dome, state of the art testing and training centre and fully accessible athlete accommodation
- use our facilities to showcase Australian sport and the cultural impact it has through public tours and other community engagement events
- ensure our facilities continue to support the sports sector and broader community into the future through the implementation of responsible infrastructure and asset management practices.

Performance measures

Strategic Goal



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



Performance criteria for 2025-2026 and beyond

Measure 1 — Percentage of high-performance funded sports rated by the AIS as achieving benchmark targets.

Targets	2025-26	2026-27	2027-28	2028-29
	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 2025-26	As per 2026-27	As per 2027-28
Measurement Methodology	During the Annual Check In process, action plans, informed by NSO's current cycle high performance (HP) 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 2 — Improvement in funded national sports² governance maturity.

Targets	2025-26	2026-27	2027-28	2028-29
	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 2025-26	As per 2026-27	As per 2027-28
Measurement Methodology	Each funded NSO and NSOD will complete a governance maturity assessment ³ using the Sports Governance Standards evaluation and assurance tool.			

² Funded national sporting organisations and national sporting organisations for people with a disability.

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 criteria for 2025-26 and beyond

Measure 3 – Increase sport participation by Australian children aged 5 to 14 years.

Targets	2025–26	2026–27	2027–28	2028–29
	Participant attendances in the Sporting Schools Program (SSP) to reach 2,200,000.	As per 2025-26	As per 2026-27	As per 2027-28
	60% of Remote and Regional Schools registered in SSP receive funding at least once per year.	As per 2025-26	As per 2026-27	As per 2027-28
	70% of Special Schools ⁴ registered in SSP receive funding at least once per year.	As per 2025-26	As per 2026-27	As per 2027-28
Measurement Methodology	Sporting Schools participation attendances are calculated via the program acquittal process. Remote and regional schools that receive funding are calculated via the grant application process. Special schools that receive funding are calculated via the grant application process.			

Measure 4 – Increase the number of Australians involved in organised sport in any capacity.

Targets	2025–26	2026–27	2027–28	2028–29
	ASC sport sector strategies, policies and investment decisions are supported by evidence-based research.	As per 2025-26	As per 2026-27	As per 2027-28
Measurement Methodology	ASC's sport sector strategies and policies are informed by contemporary and reliable research and information, which also considers the views of relevant stakeholders affected by the strategy and/or policy. Grant investment decisions meet the transparency, accountability and probity requirements, as outlined in the Government's Commonwealth Grants Rules and Principles 2024.			

⁴ As defined at section 6 of the *Australian Education Act 2013*.

Strategic Goal



DRIVE INNOVATION IN SPORT



Performance criteria for 2025-26 and beyond

Measure 5 – Staged development of the AIS Campus to enhance sport training facilities and drive athlete development, including sports innovation.

Targets	2025-26	2026-27	2027-28	2028-29
	AIS Podium Project activities delivered in line with approved project program, budget, schedules and safety requirements.	As per 2025-26	As per 2025-26	As per 2025-26
Measurement Methodology	Gateway reviews, including program assurance activities that will inform whether project activities are delivered in line with approved program budgets, schedules and safety requirements.			

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 seven 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

Australia continues to attract major sporting events with canoe slalom, triathlon, beach volleyball and boccia among a number of sports hosting high profile global events on our shores in 2025.

Not only are these events an opportunity to showcase our homegrown talent to the world but they can also inspire the next generation to get involved in sport.

Our latest national AusPlay survey results show more than a quarter of Australian adults used a public space to run, play sports like football/soccer and basketball, or swim last year.

Ensuring all Australians can access the places and spaces they need to be active is a key focus of Play Well, our national Sport Participation Strategy.

This strategy aims to eliminate barriers so that all Australians that want to be involved can be involved in sport, and complements the work being done through Win Well, Australia's High Performance 2032+ Sport Strategy.

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

Through our Play Well and Win Well Strategies, the Australian sport sector is aligned and is tackling these major issues and is committed to working together to create greater opportunities for all Australians involved in sport.

As we progress through this defining era in Australian sport, and with the Milano Cortina 2026 Winter Olympic and Paralympic Games, Glasgow 2026 Commonwealth Games, Los Angeles 2028 and Brisbane 3032 on the horizon, the ASC will continue to support and invest in sport at all levels to ensure sport has a place for everyone and delivers results that make Australia proud.

Capability

Our people

The ASC is committed to building a strong organisational culture and driving great experiences and outcomes for our workforce and the sport sector.

Our workforce is employed under the Australian Sports Commission Enterprise Agreement and includes a diverse range of talent with former athletes, coaches, officials, sports administrators and subject matter experts from the public and private sectors.

We are invested in providing the right support and environment to help our leaders and employees perform at their best while upholding 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 effectively manage and deliver outcomes aligned to strategic priorities, budget, and Australian 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 per cent 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 an iconic and key focal point for high performance sport in Australia. It brings NSOs, NSODs and the 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.

Technology

Diverse technology needs across the ASC, in combination with close collaboration and connection with sector partners, drive innovative responses for sport. The ASC's broad spectrum of technical capabilities including digital identity, high performance, machine learning, data, cyber security, and architecture are critical to supporting the digital evolution of the ASC and the sport sector.

Underpinning the ASC's digital evolution is the five-year Technology Transformation Program which moves the organisation to a platform-based architecture, increasing efficiency and effectiveness through the centralised management and standardisation of platforms. This approach will lead to improved scalability, enhanced security and compliance, and the continuous improvement of platforms to adapt and respond to changing business and stakeholder needs.

The ASC continues to be a key partner to support our ecosystem to engage, enhance, and align sport and technology to drive education, governance, participation and performance outcomes.

Child and Athlete Safeguarding

The ASC has adopted the Commonwealth Child Safe Framework and 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 child abuse, harmful practices, sexual harassment or assault, and work to ensure that athletes, staff and others in our care have appropriate safeguarding and support.

The ASC is a participating institution in the National Redress Scheme and supports the Government's National Grant Connected Policy. The ASC incorporates integrity policy requirements into agreements for services and funding, particularly those for NSOs and NSODs, and continues to work with Sport Integrity Australia to improve safeguarding in the sector.

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 scholarship athletes to have their experiences recognised and to access support services if and when required. Insights and learning from this program will inform future practices and actions for the ASC.

Reconciliation

Our vision for reconciliation is to deliver tangible benefits to Aboriginal and Torres Strait Islander peoples and communities and reduce inequality between Aboriginal and Torres Strait Islander peoples' and non-Indigenous Australians. This is a critical part of ensuring that sport remains a foundation of Australian life, delivering physical, social, and economic benefits to all.

The ASC is committed to creating more culturally safe environments that better support First Nations peoples. This commitment reflects our continued journey to champion and deliver meaningful, sustainable outcomes by:

- deepening and fostering meaningful connections with Aboriginal and Torres Strait Islander communities, grounded in mutual respect, understanding, and collaboration
- strengthening our internal workplace culture, by continuing to build workforce cultural awareness and capability
- fostering a safe and responsive workplace for Aboriginal and Torres Strait Islander staff, ensuring their voices are heard, their identities respected and celebrated, and their career aspirations supported
- building relationships that honour and celebrate the histories, cultures, and contributions of First Nations peoples of Australia, ensuring their voices guide and shape the future of sport in this nation
- deepening our understanding of the needs and aspirations of Aboriginal and Torres Strait Islander communities by actively listening, learning, and embedding culturally respectful practices into every aspect of all we do
- working closely with our system partners to increase the participation of Aboriginal and Torres Strait Islander peoples at all levels in sport, through programs and services that reach metropolitan, rural, regional and remote areas.



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 8-13 members, including the Secretary of the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts 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.

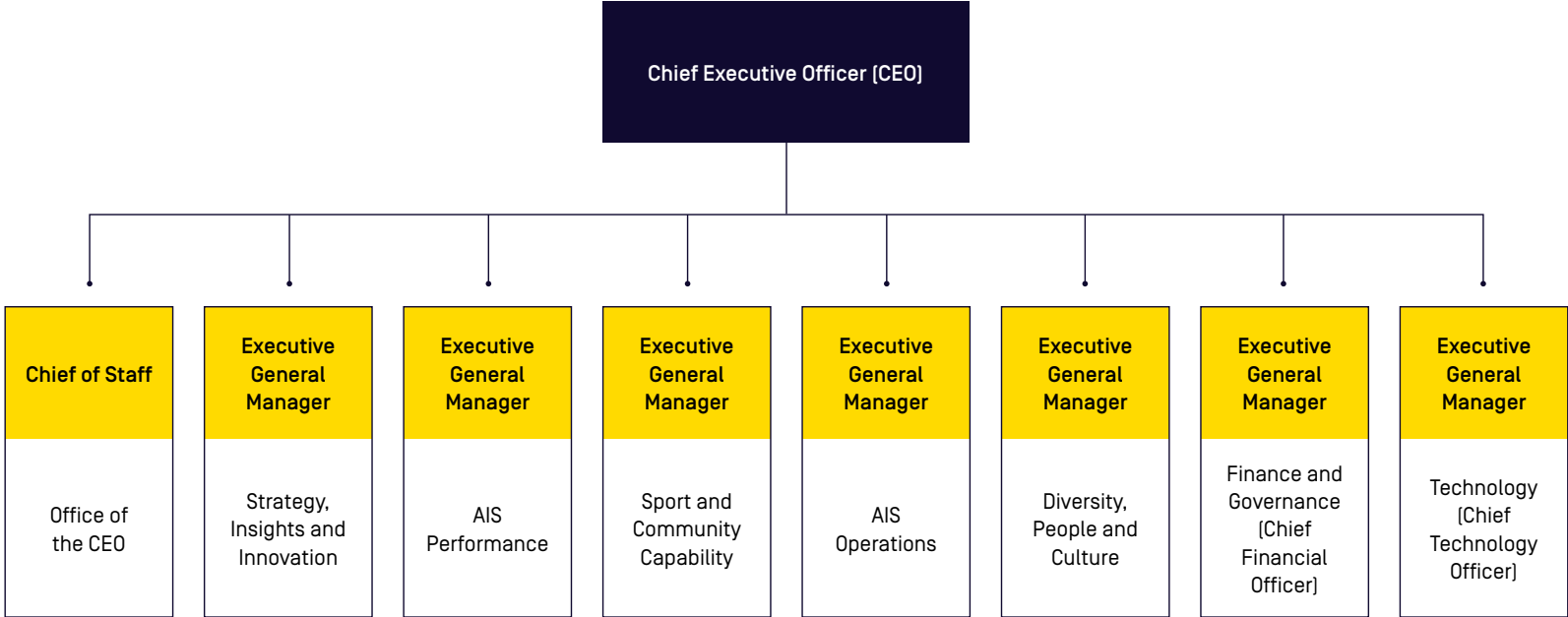
To support the ASC Board and Executive in decision-making and governance of the organisation, we have established a group planning process and various management committees. These committees can either be decision making or perform as an advisory function.

The Executive Committee (EC) is the lead governance committee, with four 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 the 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 ASC Board's Finance, Audit and Risk (FAR) Committee has reviewed and endorsed updates to the Strategic Risk Register.



Strategic Risk Register

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"> <li style="display: inline-block; width: 45%; vertical-align: top;"> <ul style="list-style-type: none"> – develop a thorough or appropriate budget and planning process 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 including the development and implementation of an ASC Integrity Framework <li style="display: inline-block; width: 45%; vertical-align: top;"> <ul style="list-style-type: none"> – maintain strong and enduring relationships with key partners across government and the sport sector – management of 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"> <li style="display: inline-block; width: 45%; vertical-align: top;"> <ul style="list-style-type: none"> – prioritise, invest in and monitor organisational culture initiatives that embed the ASC values and core principles of leadership, Equity, Diversity and Inclusion (EDI), 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 <li style="display: inline-block; width: 45%; vertical-align: top;"> <ul style="list-style-type: none"> – 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		
Failure to achieve world's best.	<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 HP 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 	<ul style="list-style-type: none"> - use strategic communications and program promotions to ensure sport participation opportunities are available to 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 - ongoing monitoring and refinement of the HP system's roles and responsibilities - ensure that HP pathways are well understood.
Operational		
Failure of the AIS facilities to deliver the services and experience, at the standard commensurate with high performance sport and community expectations.	<p>Together, we will:</p> <ul style="list-style-type: none"> - ensure AIS facility usage by athletes as well as visitors, 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 	<ul style="list-style-type: none"> - 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, work, health and safety, EDI and safeguarding and integrity policies, practices and people capabilities - ongoing benchmarking against international competitors.

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. This is under section 45 of the PGPA Act and section 17 of the PGPA Rule, which requires accountable authorities of Commonwealth entities to ensure that the entity has an audit committee.

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 through annual financial and performance statements audit activity, along with performance-based audits where appropriate.

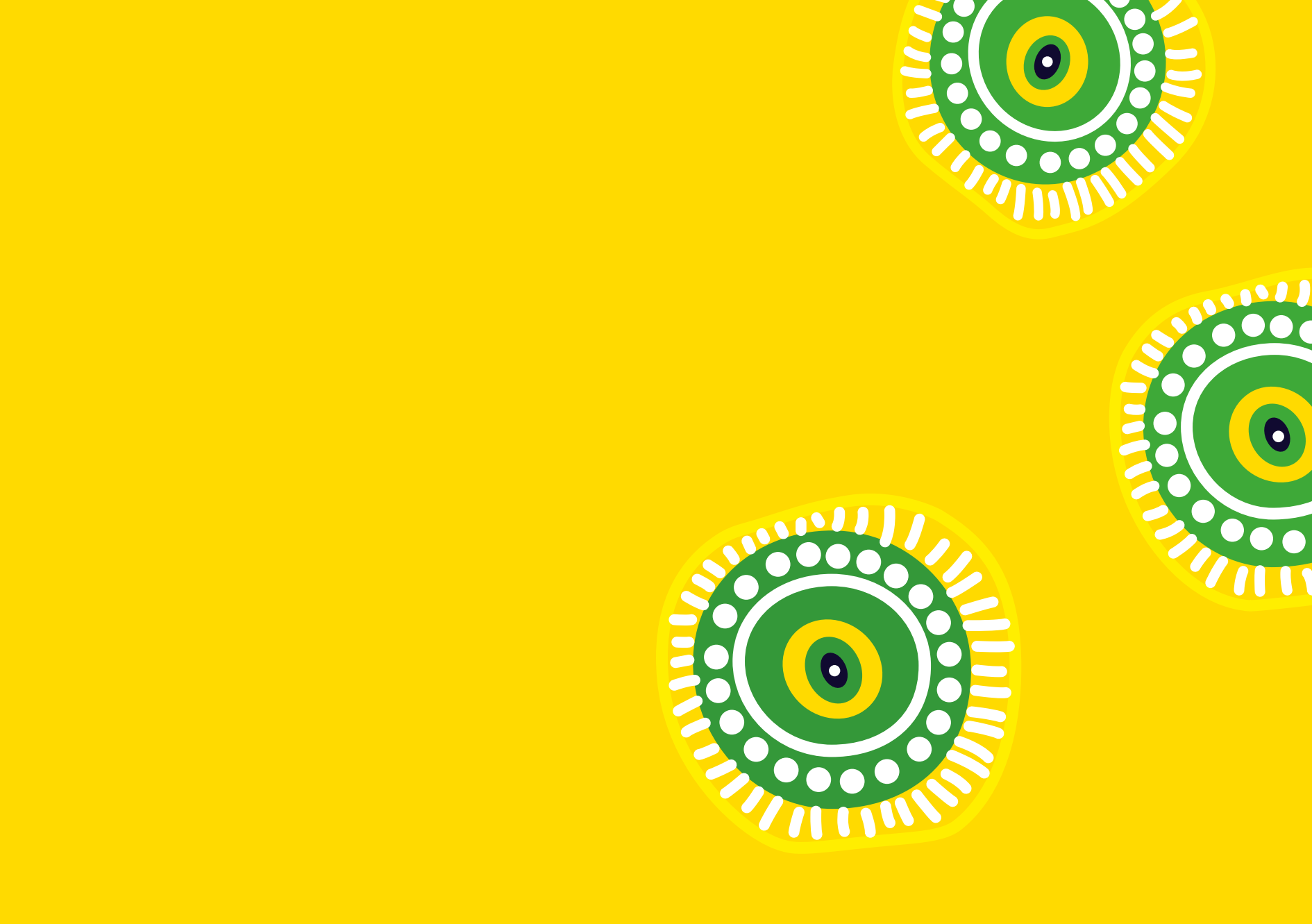
Cooperation and partnerships

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 the corporate sector along with government agencies, such as the Office for Sport, and the Office for Women and other Australian state and territory government agencies.

While adhering to ethical standards, we collaborate with leading research institutions in Australia and globally, as well as innovative companies. These collaborative activities allow us to work with the Australian sporting sector to introduce emerging technologies such as artificial intelligence, quantum science, and the latest advancements in sports innovation.



ausport.gov.au



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