

Queensland Academy of Sport

Submission to the National Sport Review Panel on *Australian Sport: emerging challenges, new directions*

This submission from the Queensland Academy of Sport's (QAS) is provided below through recommendations and uses these acronyms frequently:

ASC	Australian Sports Commission
AIS	Australian Institute of Sport
NSO	National Sport Organisation
SSO	State Sport Organisation
SIS/SAS	State Institute of Sport / State Academy of Sport.

1 Ensure Australia's continued elite sporting success

1.1 *Identify any areas of duplication within Australia's sporting system and recommend ways to build a more efficient system.*

- 1.1.1 Create a national high performance development program that identifies the athlete pathway so there is a coordinated approach of NSO, SSO, AIS, SIS/SAS to avoid athlete overload and burnout and maximise performance outcomes.
- 1.1.2 Increase scope of the National Elite Sport Council (NESC) so it is responsible for monitoring and reporting processes and outcomes to minimise duplication and consolidate the high performance system.
- 1.1.3 Coordinate and pool resources (eg funding, services, programs) and improve communication in the AIS, SIS/SAS network so that information and systems are developed in collaboration and shared to more effectively use resources (eg combine duties of AIS Group Sport Managers with ASC Consultants for NSOs; implement a central repository of athlete development profiles).
- 1.1.4 Provide leadership for more extensive involvement and feedback from stakeholders (eg NSOs, SSOs, AIS, SIS/SAS) nationally to coordinate collaborative activities and concentrate efforts on prioritised areas.
- 1.1.5 Decentralise AIS programs where appropriate to SIS/SAS and concentrate AIS resources on high performance training camps so that athletes can train at home and compete in national competition without losing their state affiliation.
- 1.1.6 Support sport programs in geographical areas most suited to their needs (eg climate, facilities, access) rather than duplicating in a metropolitan area not best suited to the environmental needs of the sport.
- 1.1.7 Re-implement a sport science/medicine coordination system similar to pre-2000 requiring NSOs to have sport science/medicine committees that assess issues across Australia and facilitate coordinated service activities thereby reducing service duplication in AIS, SIS/SAS.

1.2 Examine the relationship between the Australian Sports Commission, AIS, State and Territory institutes, academies of sport and regional institutes and how this relationship could deliver better athlete pathways.

- 1.2.1 Allocate federal funding for elite sport programs directly to AIS, SIS/SAS to ensure that funding is directed to elite sport athletes and coaches.
- 1.2.2 Review guidelines for high performance funding from the ASC to create a more transparent account of where money is spent.
- 1.2.3 Provide a platform for competition between SIS/SAS athletes at national and international events, and invite international athletes to Australian events to help athletes gain experience at appropriate development stages in the elite athlete pathway.
- 1.2.4 Clarify roles and responsibilities of all stakeholders in the athlete pathway and implement a communication and monitoring system allowing good interaction, accountability and consistent exchangeable data sets.

1.3 Recommend opportunities to ensure maximum returns from talent identification programs.

- 1.3.1 Enhance communication across NSO, SSO, AIS, SIS/SAS for better coordination of a collaborative national talent identification program.
- 1.3.2 Maintains focus on athlete development located in the most appropriate regions (eg based on available talent pool, infrastructure, and long-term projections).
- 1.3.3 Expand programs to encompass talent transfer between sports to maximise athletic careers and minimise loss of talent (eg a systematic process at elite and sub-elite levels for injured and potentially retiring athletes and those who miss team selection).
- 1.3.4 Provide a strategic plan incorporating a defined and supported pathway for talent-identified athletes to progress into programs from club and school sport (eg include development programs preparing athletes for SIS/SAS programs).
- 1.3.5 Provide training and support to coaches to meet the specific needs of talent identification programs.
- 1.3.6 Prioritise resources for talent identification in sports with highest probability of international success.
- 1.3.7 Increase profile of talent identification programs to enhance awareness of opportunities for athletes and how to become involved.

2 Better place sport and physical activity as a key component of the Government's preventative health approach.

2.1 Examine Government programs to increase participation rates in sport and physical activity, including analysis of existing programs.

- 2.1.1 Support national programs based on success of state and local programs (eg Queensland programs: Eat Well Be Active; Find Your 30; Get Active; True Sport Lives Here; Active Women and Girls; Locker Room Series; and Challenge, Achievement and Pathways in Sport).
- 2.1.2 Increase awareness through media coverage (eg use AIS, SIS/SAS role models for promotion; support corporate events promoting physical activity).
- 2.1.3 Require reporting of Government program quality, not just quantity.

2.2 Identify and recommend opportunities to break down barriers to participation at junior, adult and senior ages with a view to making it simpler and easier for Australians to participate in the sport or physical activity of their choice, including for women, the disabled and Indigenous people.

- 2.2.1 Reward organisations through recognition and support for reducing barriers (eg opportunities to 'snack on sport'; improving cooperation between schools and clubs).
- 2.2.2 Raise the profile of sport and physical activity for all Australians through increased media coverage (eg success stories of Australia's Paralympians).
- 2.2.3 Assist in reducing insurance costs for participants.

2.3 Recommend strategies to increase the effectiveness of the promotion of sport by the Federal Government to better communicate positive health and activity messages to the broader community.

- 2.3.1 Publicise community partnerships (eg between business, local councils, and government) demonstrating collaborative attempts to promote and deliver positive health and activity messages.
- 2.3.2 Diversify use of role models to promote healthy lifestyles.

3 Strengthen pathways from junior sport to grassroots community sport right through to elite and professional sport.

3.1 Examine the capacity of the system to ensure optimal and efficient delivery of the athlete and coach pathway for any given sport.

- 3.1.1 Require NSOs to have defined, realistic and implemented pathways for their sport participants (eg athletes, coaches, officials, and administrators).
- 3.1.2 Allocate specific funding to NSOs for monitoring and enhancing the quality of their sport pathways so that their capacity to nurture participants through career pathways is enhanced.
- 3.1.3 Provide national funding for the retention of talented athletes and coaches at all stages of the sport pathway.
- 3.1.4 Provide talent identification and development programs for athletes and coaches at various stages of development to promote progression of Australia's talent through career pathways.
- 3.1.5 Provide more and better opportunities for coach learning and development.
- 3.1.6 Encourage sport organisations to recognise coach capabilities separate from their athletes' performances.
- 3.1.7 Provide better career pathways for female coaches (eg clearer transition from athlete to coach).

3.2 Recommend the most effective support and recognition for the coaches, officials, umpires, administrators and volunteers who keep our community clubs alive.

- 3.2.1 Establish a national coaching association to share information and coaching knowledge across sports.
- 3.2.2 Increase public recognition of exceptional service to community clubs so that coaches, officials, umpires, administrators and volunteers feel valued, and others are inspired to help.

- 3.2.3 Support professional development programs for coaches, officials, umpires, administrators and volunteers to acknowledge their service, progress their skills and act as an incentive for continued involvement.
- 3.2.4 Encourage sports to provide flexible environments for people to be involved in community club roles (eg job sharing, timing of events).
- 3.2.5 Provide welfare benefits and tax incentives for people assisting clubs.

3.3 *Examine how relationships between the Commonwealth Government and National Sporting Organisations, State Sporting Organisations and Australia's peak representative bodies at key multi-sports competitions may be strengthened to deliver better performance outcomes.*

- 3.3.1 Simplify administration, increase collaboration and share resources between groups to deliver better infrastructure, knowledge, support and performance outcomes at multi-sport competitions.
- 3.3.2 Require sport organisations to report intangible benefits of their programs as outcomes of success rather than solely performance outcomes (eg medals and rankings).

4 *Maintain Australia's cutting edge approach to sports science, research and technology.*

4.1 *Examine the capacity of the system to ensure provision of cutting edge technology, innovation, sport science, sports medicine, applied research to underpin sport performance and development, including ways to maintain Australia's position as leaders in anti-doping.*

- 4.1.1 Provide leadership for a collaborative and coordinated national direction in sport science, research and technology to better share information, knowledge, skills and research outcomes and reduce duplication.
- 4.1.2 Invest in talented people to fast-track their learning, increase their numbers, and minimise their loss overseas by providing clearer/appropriate pathways.
- 4.1.3 Build upon research strengths and capabilities, facilitating use of new technologies, and re-establishing research activity to levels prior to the Sydney Olympics.
- 4.1.4 Recognise the importance of the Athlete Career Education Program for performance enhancement.
- 4.1.5 Maintain strengths in anti-doping by collaborating with other international leaders and disseminating information regularly to SSOs, NSOs, AIS and SIS/SAS.

4.2 *Examine the current partnerships in place within these fields and recommend any potential partnerships.*

- 4.2.1 Encourage NSOs, SSOs, AIS, SIS/SAS to work collaboratively in a multi-disciplinary approach to injury prevention and management (eg develop national screening program and sharing of information and a national education program for athletes).
- 4.2.2 Build on collaborative links between AIS, SIS/SAS and Australian and overseas universities to increase research capabilities.
- 4.2.3 Foster collaborative links among AIS, SIS/SAS and innovation/technology organisations to maximise sport outcomes.

5 Identify opportunities to increase and diversify the funding base for sport through corporate sponsorship, media and any recommended reforms, such as enhancing the effectiveness of the Australian Sports Foundation.

- 5.1.1 Capitalise on corporate sponsorship from mining and finance sectors for NSOs and SSOs with funding filtering down to clubs.
- 5.1.2 Position sport as a contributor to healthy lifestyles and green environments so that corporate organisations easily align with sport.
- 5.1.3 Investigate tax incentives (eg concessions, salary sacrificing) for ASC, AIS, SIS/SAS, NSO, SSO, and community sport staff and volunteers to assist in competing with international salaries.
- 5.1.4 Implement a national high performance corporate sponsorship program for AIS, SIS/SAS athletes.
- 5.1.5 Investigate a national physical activity lottery to fund community initiatives and high performance sport.