



**Review of the
Victorian Institute
of Sport report**

Executive Summary

June 2017

Australia's high performance sports landscape

Since the 2000 Sydney Olympics, Australia's Olympic results have **declined**. **Increasingly intense** competition between nations for international elite sporting success is a **major contributing factor in this decline**.

Following the 2012 London Olympics, a national high performance sport policy framework, Australia's Winning Edge (AWE) 2012-2022 was developed by the Australian Sports Commission (ASC) in conjunction with Australia's high performance network. The framework acts as a game plan to **improve** Australian sport **performance**.

The success of Australia's Winning Edge relies heavily on the State Institutes of Sport and State Academies of Sport (SIS/SAS), in combination with the Australian Institute of Sport (AIS). The SIS/SAS provide high performance services and support in partnership with National Sporting Organisations (NSOs), to deliver high quality daily training environments for athletes and teams with podium potential.

The Victorian Institute of Sport

The Victorian Institute of Sport (VIS) is a major contributor to Australia's international elite sporting success. Since 1990, the VIS has provided support to athletes via **sport programs** and a central services model for individual scholarship holders.

Purpose of the review

In 2016 the Victorian Government engaged Ernst & Young (EY) to undertake a review to examine the performance, resourcing, efficiency and effectiveness of the VIS in meeting its purpose and performance measures and to make recommendations for future improvement to current operational practices.

EY's Review Framework

The Review used EY's high performance framework to consider eight key performance drivers that contribute to a successful high performance sports environment.

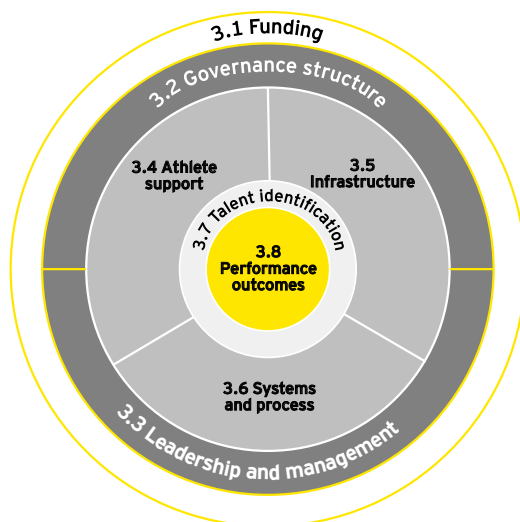
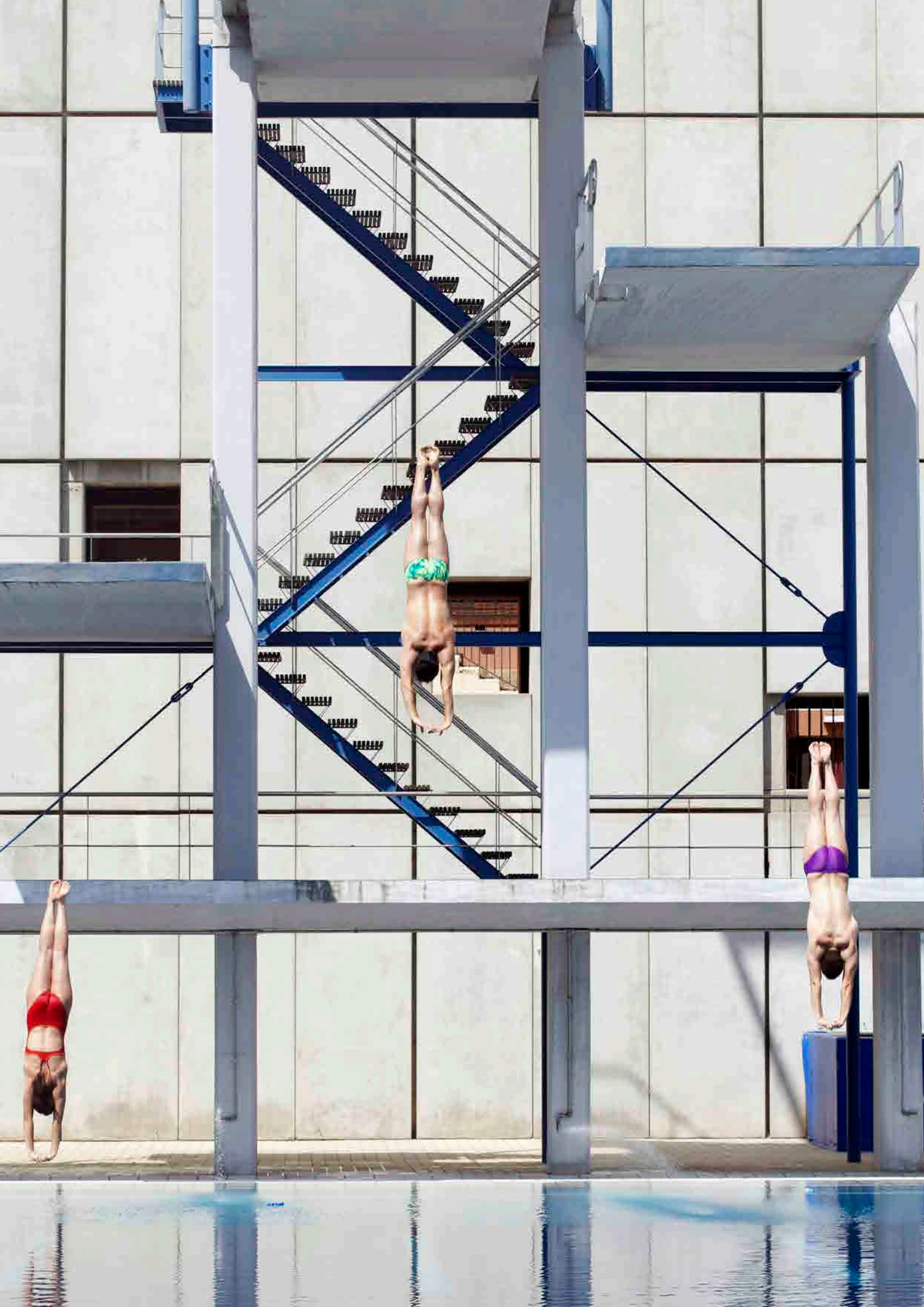


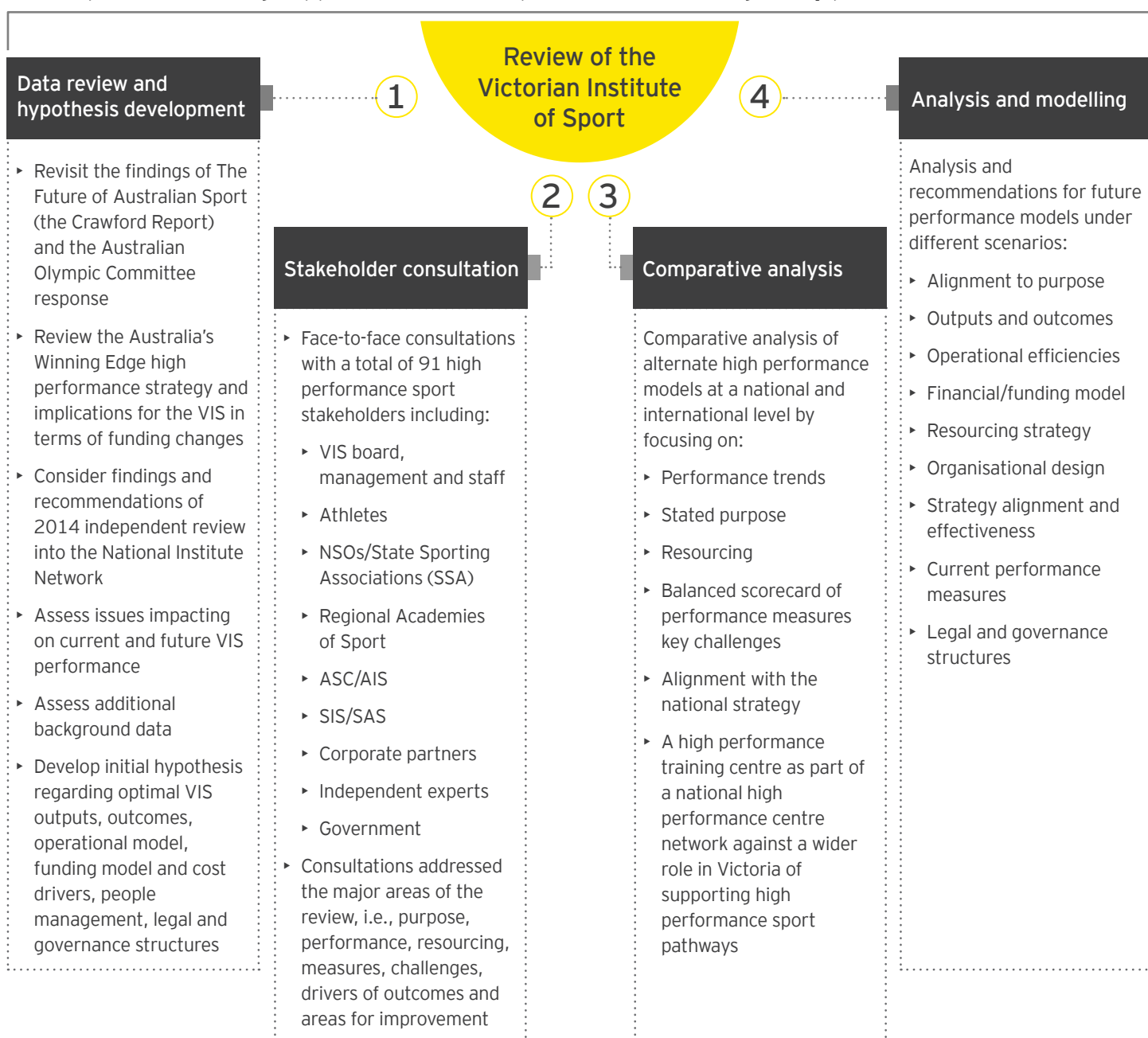
Chart 1: EY High performance framework





Approach

EY adopted a four stage approach to contemplate each of the eight key performance drivers.





Review summary

The VIS contributes significantly to Australia's high performance sport outcomes in an efficient manner.

In the four year cycle leading to the 2016 Rio Olympic Games the VIS supported the second highest number of athletes, achieved the second highest number of podium results and was the most efficient of the Australian institutes with the best ratio of athletes serviced per podium result.

Because the VIS is operating in a competitive worldwide high performance sport environment, additional funding in isolation will not necessarily produce improved athlete performance outcomes.

Existing funding should be examined to see if it can be more effectively targeted to support athletes and sports with the greatest likelihood of success.

The VIS faces challenges retaining and attracting the best coaches and performance staff in a highly competitive international market. There is a sound business case for additional government investment.

There is an opportunity for the VIS to play a greater role supporting sports with talent identification and pathway development and increase the social dividend from high performance sport through increased community engagement and sharing of knowledge.

Services provided by the VIS could be expanded to create a partnership network of high performance centres of excellence across Victoria.

The legal structure of the VIS should be investigated in the medium term to ensure the Victorian government's ability to manage its investment is optimised.

The VIS contributes significantly to Australia's high performance sport outcomes in an efficient manner, however there are opportunities to improve and expand the role of the VIS across four main areas

01

Maintaining a competitive position

02

Stronger talent identification and development pathway

03

Increase social dividend with increased participation

04

Regional Centres of Excellence
Satellite Structure





01

Maintaining a competitive position

The VIS is a high achieving organisation, however there are some opportunities for improvement from an efficiency perspective that can be achieved without the need for additional funding, including greater strategic clarity and building stronger strategic partnerships with the DHHS, NSOs, SSAs, professional sports and universities to provide a network of high performance services throughout Victoria.

For the VIS to maintain its competitive position in the high performance sports landscape it requires a focus on two key areas:

1. Data management and analysis systems are key to contemporary success in high performance sport. Existing VIS data management systems are relatively unsophisticated.
 - Improvements in data management systems would provide management with better support to make critical high performance investment decisions and enhance delivery of results.
2. The quality of coaching and high performance services significantly influences high performance outcomes
 - Yet, the VIS has a challenge retaining and attracting the best coaches and performance staff
 - The recruitment and retention of the best high performance staff is highly competitive, especially in the context of:
 - International market pressures
 - National competition from well-funded professional codes (i.e., AFL, NRL, Cricket) and the university sector
 - Other institutes and academies of sport

Deficiencies in data management systems and coaching resources place the VIS at a disadvantage behind other institutes and universities.



02

Stronger talent identification and development pathway

Investing in the right athletes is critical to achieving high performance outcomes, hence talent identification is a critical success factor for high performance sport.

However, the VIS currently has little control over this area, as it relies on sports with limited resources to identify talent.

An opportunity exists for the VIS to play a leadership role in supporting sports with talent identification and pathway development to increase the likelihood of achieving high performance outcomes.

Broadening the remit of the VIS to play an active role in talent pathway would require additional staff to develop and manage the programs in partnership with selected National Sporting Organisations and State Sporting Associations, university partners and professional sports.

Invest additional VIS resources in the development pathway and encourage greater levels of participation to create a larger “pool” of talent from which to choose the elite talent of the future and improve the chances of high performance success.



03

Increase social dividend with increased participation

High performance success can be used to inspire and drive participation at grassroots and even sub-elite level competitions; for instance the “Cathy Freeman” effect on increased enrolments in Little Athletics post the Sydney 2000 Olympics.

Professional sports have successfully used high performance athletes to increase participation and engage with the community in a strategic manner.

The VIS has considerable knowledge and expertise that could be shared through VIS athletes, coaches and staff engaging with community and sub-elite sport in order to increase participation and assist the development of promising young athletes and coaches.

Opportunities exist to strengthen the link between community sport and high performance sport to return a social dividend to the community.

Opportunities exist to link high performance athletes and Olympians/Paralympians with State Sporting Associations, Regional Sports Assemblies and sporting clubs to increase participation and realise substantial social outcomes such as engagement and positive behaviour.

To encourage a deeper connection with the broader community, the VIS infrastructure could be utilised more broadly within the community and sub-elite sport, through sharing coaching expertise and high performance learnings.



04

Regional Centres of Excellence/ Satellite Structure

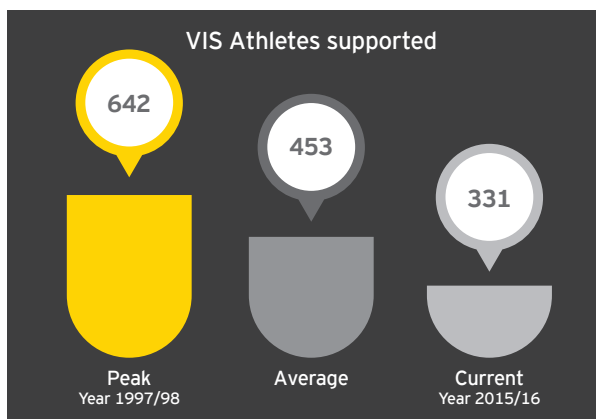
The VIS facility in Albert Park is perceived favourably from a high performance perspective and contributes to Victoria's high performance sport success.

The central location of the VIS could be enhanced through satellite partnerships with universities, Regional Academies of Sport and/or professional sports to provide services to elite athletes across metropolitan Melbourne and regional Victoria.

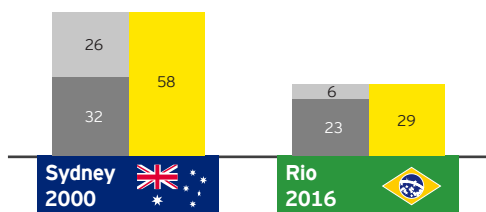
There is a strategic opportunity to create a satellite structure, whereby the VIS would continue to operate from a central location with increased breadth of services through partnerships with universities and/or expanding the reach of the VIS to establish Centres of Excellence in conjunction with the Regional Academies of Sport and Regional Sports Assemblies.



Key results



- ▶ Support for VIS sports peaked at **64** sports in **2002/03**
- ▶ Since inception in 1990, the VIS has supported an average of **50** sports per annum across individual, program and Elite Athletes with a Disability (EAD)
- ▶ In **2015/16** the VIS supported **58** sports, through sports programs and individual scholarships



VIS podium results
 Rest of Australia podium results
 Total Australia podium results



VIS Tier 1 Sports* Athletes achieved **5** podium results in **2016** compared to **28** in **2000**.

*Tier 1 Sports: aerial skiing, athletics, cycling, diving, golf, gymnastics, hockey, netball, rowing, sailing, swimming, triathlon and water polo



Since the VIS's high of **50** podium results at the **2000** Sydney Paralympics, athletes have continued to play a vital part of the success of the VIS and have maintained a steady output of **26** podium results in **2012** at the London Paralympics and **24** in **2016** at the Rio Paralympics.



After peaking at **76** VIS podium results in **1998** at the Kuala Lumpur Commonwealth Games, the **2014** Glasgow Commonwealth Games resulted in **35** VIS podium results.

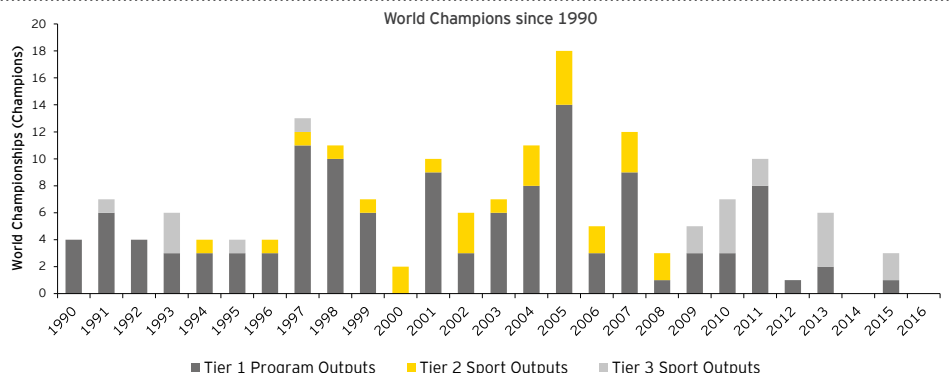


World championship

first place results have varied considerably since inception of the VIS in **1990**



peaking at **18** World Championships won in **2005**



Key findings

Funding and performance measures

1

VIS has achieved strong performance outcomes compared to other SIS/SAS. Additional investment in isolation will not necessarily produce improved athlete podium results.

Opportunities exist for improvements in strategic clarity, alignment and partnerships with key stakeholders. Improved data management and analysis systems will support improved decision making.

2

Management and governance

Legal structure

3

The legal structure of the VIS is an important consideration in terms of the Victorian government's ability to manage its investment to achieve desired outcomes from a high performance sport, participation, economic development, health and education perspective.

International sporting success can lead to prestige and contribute to a collective sense of identity and generate a social dividend by boosting participation at community and sub-elite levels. This creates a healthier population and fosters a larger 'pool' of talent from which to choose the elite talent of the future to improve the chances of high performance success.

4

Talent identification, pathway development and increasing participation

Centralised business model

5

The VIS facility in Albert Park is perceived favourably from a high performance perspective and contributes to Victoria's performance success. Nevertheless, the central location of the VIS in Albert Park could be enhanced through satellite partnerships to service elite athletes across metropolitan Melbourne and regional Victoria.

Disclaimer

The Review of the Victorian Institute of Sport (“VIS”) was prepared by Ernst & Young (“EY”) in March 2017 for the Department of Health and Human Services (DHHS) solely for the purpose of an independent review of the operations of the VIS. The Review is a Cabinet in Confidence document and will not be released to the public. EY’s final report was constructed based on information current at 14 October 2016 (being the date of completion of the Draft Report). Since this date, material events may have occurred since completion which is not reflected in the report.

EY has acted in accordance with the instructions of the DHHS in preparing a public version of the Executive Summary from the Review of the Victorian Institute of Sport and, in doing so, has prepared the Executive Summary for the benefit of the public. This does not include recommendations or dollar figures and will be a version of the Key Findings section of the report, due to the sensitivity of the information.

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