



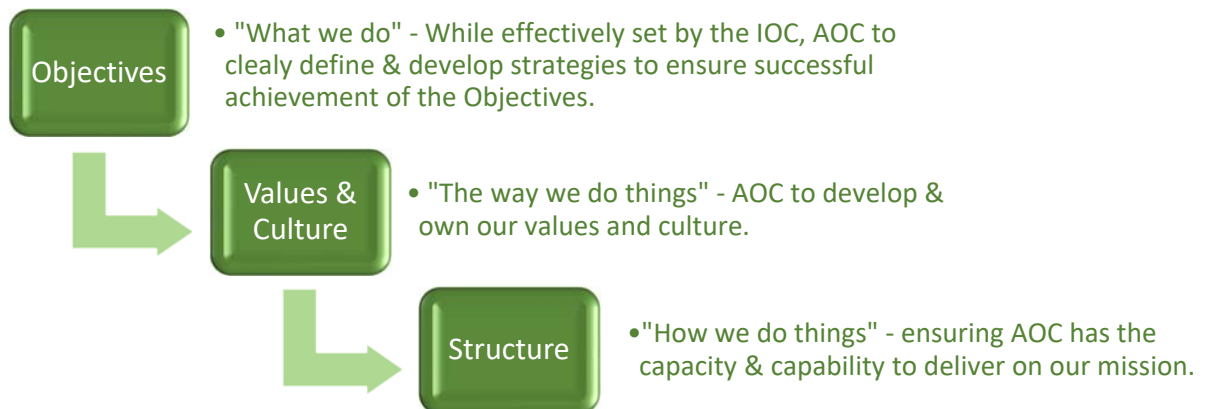
Resetting the Australian Olympic Committee as an Organisation

At the end of last year, the AOC undertook an organisational review with the focus on clearly affirming what we are about, providing for implementation of the Cultural Review recommendations and to refine our organisational structure to ensure we are fit for purpose. This was not a wholesale rebuild but a reset.

Importantly, the reset addressed the strong message from the Cultural Review and debrief papers of both the London and Rio Games, that there was a significant degree of organisational dysfunction, particularly when games time operational pressures increased. This dysfunction added to the apparent lack of clarity in decision making, perceptions of unfair treatment and poor behaviour.

The Cultural Review also highlighted a lack of understanding amongst staff and stakeholders of the AOC's wider role under our Objectives. Understanding and giving effect to these Objectives is critical to the AOC mission and our role in the International Olympic movement.

The reset took a three-step approach;



Our Objectives – “*what we do*”

The sixteen Objectives of the AOC are listed in the constitution and have been approved by the IOC under the Olympic Charter which regulates IOC recognition of all National Olympic Committees (NOC). Chapter 4 of the IOC Charter explicitly sets out the mission and role of NOCs as well as their composition and structure. The Objectives are in effect AOC's strategic goals to be achieved as part of a “strategic plan”. The Objectives provide the AOC with clarity of its role and mission.

Therefore, the challenge and focus of the AOC is to ensure we successfully achieve and improve on this mission year on year.

To assist in being able to clearly develop strategies and allocate responsibilities, the Objectives, as set out below, have been combined where similar, paraphrased in operational terms and presented in two groups, “guiding” and “operational”.

Guiding Objectives – these are at the core of everything we do and provide the base on which strategic initiatives need to align with;

1. Develop, promote and protect the principles of Olympism and the Olympic Movement in Australia in accordance with the Olympic Charter and all regulations and directives issued by the IOC;
2. Take action against any form of discrimination and violence in sport;
3. Protect clean athletes and the integrity of sport by being a leading advocate in the fight against doping and all forms of manipulation of competition and related corruption. Adopt and implement the World Anti-Doping Code;
4. Ensure the observance of the Olympic Charter, preserve the autonomy of the AOC and resist all pressures of any kind, including but not limited to political, legal, religious or economic pressures which may prevent the AOC from complying with the Olympic Charter;
5. To exercise its exclusive authority to select and designate the city or cities which may apply to organise Olympic Games in Australia.

Operational Objectives – these are the active working Objectives;

6. Promote, raise awareness and encourage participation in sport for the health, wellbeing and other benefits to all individuals and in support and encouragement of those objects, the development of high performance sport as the pinnacle of the benefits of sporting participation;
7. Promote the fundamental principles and values of Olympism in the fields of sport and education in schools, sports, physical education institutions and universities and the creation of institutions dedicated to Olympic education;
8. Plan and execute the representation and participation by Australia at the Olympic Games, Winter Games, Youth Olympic & Winter Games and Regional Games;
9. Give practical support to the issue of indigenous reconciliation through sport;
10. Support measures relating to the wellbeing, medical care and health of athletes;
11. In fulfilling these objects cooperate with governmental and non-governmental bodies while maintaining independence and not associate with any activity which would be in contradiction with the Olympic Charter.

To achieve the Objectives ten strategic initiatives have been identified for implementation over this quad.

Strategic Initiatives

1. Design and implement community engagement programs in co-ordination with national federations and other organisations to promote the benefits of participation in Olympic sports;
2. Implement resourcing and systems to enable the successful planning and delivery of multiple teams in overlapping cycles – 8 teams between 2017 – 2020; 17 between 2017 – 2024 with best practice policies and procedures;

3. Develop an overarching communication strategy for the AOC and Olympic sports, along with games and program specific plans, in co-ordination with National Federations and commercial partners;
4. Initiate plans to significantly expand AOC's leadership of Olympic sports through advocacy with government and other national and international forums;
5. Implement a commercial strategy to improve revenue from established and new sources to support expanded objectives and attendance at additional games;
6. Develop and implement an improved national fundraising strategy;
7. Initiate programs to support Olympians including Transition;
8. Achieve active and responsive engagement with National Federations at multiple levels;
9. Develop an engagement strategy to communicate and manage our entry into regional and other games;
10. Ensure AOC operational systems and process, including digital strategy, are in place to efficiently and effectively support the above.

The CEO and senior management team will prioritise the initiatives, develop plans to enable execution and determine effective performance measures for reporting to the Executive.

Our Values and Culture – “*the way we do things*”

This aspect of the reset is being addressed through implementing the recommendations of the Cultural Review undertaken by The Ethics Centre. The process of determining an appropriate set of values for the AOC has already commenced and will be finalised in the first quarter of 2018. Everyone at the AOC; Executive, Commissions, senior management and staff will own the process and the final agreed values and behaviours. This will become “the way we do things at the AOC”.

The Review's central recommendations and actions taken to date are;

- Renewed commitment by all leaders to model personal leadership that is consistent with the AOC's ethical framework – *this commitment has been made by the Executive and CEO;*
- Delegate to a sub-committee of the Executive responsibility for active monitoring of culture – *Executive has approved the Culture, Remuneration & Nominations Committee to oversee this task;*
- Revise the AOC's explicit ethical framework in consultation with staff and stakeholders to enable us to better articulate our purpose, values and principles – *Executive & senior management workshop has been held, full staff workshop scheduled for early 2018;*
- Develop a cultural plan which identifies the AOC's target culture and a plan for closing the gap between current and target culture – *this will follow after the above recommendation's process is complete;*
- Establish a dedicated People & Culture function – *Head of People & Culture reporting to the CEO has been recruited and commences March 2018;*
- Develop a formal process of re-engaging with the National Federations including cycle of feedback and consultation – *Head of Public Affairs & Communication has been recruited and commences February 2018 & a specific responsibility has been included in Games Operations.*

Governance

The AOC has been operating under the ASX Corporate Governance Principles and Recommendations and through the Annual Report the AOC has committed to these principles and recommendations. As part of the Cultural Review, The Ethics Centre made two recommendations in relation to governance;

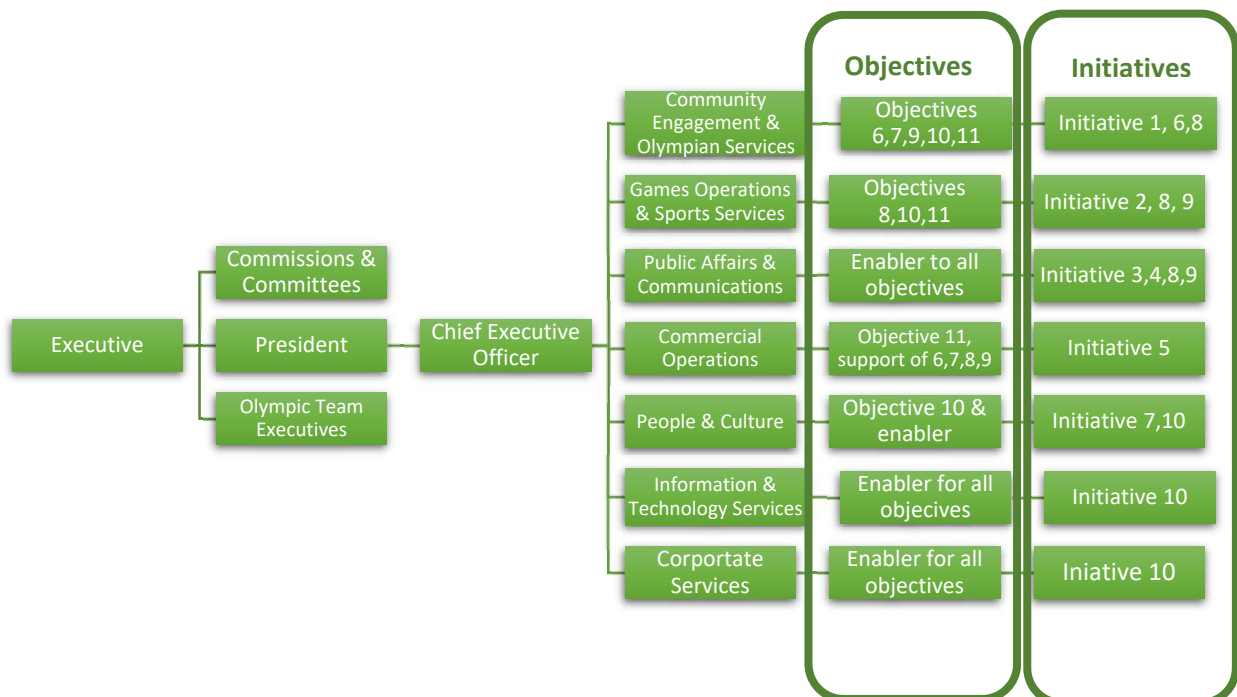
6. The AOC Executive review its governance model – ensuring that it is ‘fit for purpose’ as a ‘committee’ dependent on it complying with all IOC directions requirements for recognition as a NOC and not merely derived from generally accepted standards.
7. AOC should determine the extent to which it ought to separate strategic oversight from executive functions, clearly communicate this decision and then clarify the role of the AOC Executive in relation to stakeholders, including: sponsors, athletes, National Federations, the Australian public and governments. This matter should be included as part of an organisational review of reporting lines and responsibilities.

In light of these recommendations the AOC Executive has commenced a governance review using an independent consultant to assist in determining appropriate governance standards for an organisation like the AOC.

Structure – “how we do things”

To ensure the AOC has the capability and capacity to deliver on its Objectives, an organisational structure of seven functional divisions has been established. Each division is headed by a senior manager and responsible for specific Objectives and Strategic Initiatives.

The following diagram sets out the AOC’s overall structure and core reporting lines and the specific objectives and strategic initiatives each division is accountable for. While the objectives will only change occasionally, the initiatives will be regularly addressed.



For the Summer and Winter Olympic Teams, the Chef de Mission, appointed by and reporting to the Executive, continues to have the ultimate responsibility for the Team. The Chef is supported by a Team Executive and AOC management and works closely and co-operatively with the CEO to ensure the AOC staff are clear on responsibilities and reporting lines during the two phases of a Games cycle, planning and Games time.

For the Youth Olympic Team, regional games teams and teams for other games, the planning and delivery will be managed directly by the Games Operations & Sports Services division reporting to the CEO. The CEO and Head of Games Operations will work closely with these teams appointed Chef de Missions. An overview of each divisions key areas of responsibility and staffing follows.

Community Engagement & Olympian Services

With the adoption of the IOC's Olympic Agenda 2020, and Recommendation 23 to 'Engage with Communities', the AOC amended the Constitution in May 2017 to provide for more meaningful engagement between the Olympic Movement and Australian communities. To give this full effect this division has been created to have prime responsibility under the Head of Community Engagement & Olympian Services reporting to the CEO to ensure AOC strategy is clear and the programs are delivered, including games time campaigns. The division has responsibility across three important areas.

- **Community Engagement**
 - Promote and encourage participation in sport for the health, wellbeing and growth of Olympic sports participation and retention, including pathways;
 - Promote the principles and values of Olympism in the fields of sport and education in schools, sports, and universities;
 - Develop strategies & initiatives that give practical support to the issue of indigenous reconciliation through sport;
 - Develop constructive relationships with the ASC participation division and state and territory departments of sport and recreation and education.
- **Olympian Services**
 - Provision of services to the alumni and Olympian Clubs to foster their activities and support our aim to build networks and engagement opportunities between Olympians and the AOC;
 - Collaborate with the World Olympians Association, IOC and Olympic Solidarity for opportunities including funding, employment and education;
 - Provide service to AOC departments with Olympians as required, including athlete appearances;
 - Service the Athletes Commission.
- **Fundraising**
 - Develop and manage the national fundraising program to maximise opportunities and revenue generation through State Fundraising Committees, governments and reviewing the event operations for national efficiencies and expense control;

The division is also responsible for servicing the State Olympic Councils for their operations and programs.

There are no additional staff for the division, rather a reallocation and clearer focus of responsibilities and improved co-ordination of State based staff. The State staff will be drawn closer to the AOC so as they not only feel part of but are part of the team. The managers of the three delivery areas will be required to take responsibility for working with State staff to assist in activation of their respective programs, while the Head of the division will need to manage State staff priorities and work load.

Games Operations & Sports Services

This is the lead division to plan and deliver the representation and participation by Australia at the Olympic Games, Winter Games, Youth Olympic & Winter Games and Regional Games. The Head of this division, reporting to the CEO, is responsible for the operational planning, integration, budget development and delivery of each team's participation in a Games. Other Divisional Heads will be required to account to the Head of Games Operations and Sport Services for the delivery of their operational requirements for teams.

For the Summer and Winter Olympic Teams during the games planning phase the Head of Games Operations will have dual reporting to the CEO and Chef de Mission. During games time, the division will deliver the Team's operational requirements under the direction of the Chef de Mission. The Tokyo 2020 team organisational structure will be presented later this year.

A key responsibility of this division is building strong and operationally effective relationships with national federations to enable the AOC to understand and plan for member sports respective high-performance competition requirements. This includes looking for new and innovative ways to better deliver the games time experience for athletes and officials. In addition, the division will manage;

- Relationship with Lagardere for team outfitting and procurement;
- Athlete and National Federation support programs including Medal Incentive, Olympic Solidarity, NF high performance grants;
- Relationship with the AIS to co-ordinate their support of team preparation and games time performance;
- Servicing of the Medical Commission.

This division has three new roles, a second Manager of Games Operations and two co-ordinators to ensure the AOC has the capability and capacity to support the teams with best practise for optimal athlete performance. However, there is only an increase of one in headcount as the positions of Manager, Games Selection & Legal and Manager and Games Support & Youth have been made redundant.

Commercial Operations

The commercial function is outsourced to Lagardere with the CEO responsible for managing the relationship and reporting to the Executive through the President. The CEO, with the senior management of Lagardere, is responsible for the development of commercial strategy and the day to day management as part of AOC's operations. The President particularly oversees significant strategic commercial issues and the important IOC relationship.

The Head of Commercial Operations provides the operational and co-ordination link between AOC and Lagardere to facilitate the delivery of the services including;

- Sponsorship acquisition and servicing;
- Management of TOP program;
- Licensing;
- Procurement and outfitting;
- Brand management and rights protection;
- Games time commercial operations including ticketing, sponsor programs;
- Facilitate the delivery of sponsor benefits and to determine potential new opportunities;
- Co-ordinate sponsor leveraging programs ensuring AOC participation in the planning and development and as required in delivery;
- General marketing consultation for programs and initiatives;

Public Affairs and Communications

This revamped division led by the Head of Public Affairs and Communication reporting to the CEO, combines government relations, media communications, issue management, corporate and social responsibility as well information dissemination and strategic communication advice. The division is responsible for developing and implementing all internal and external communications strategies for Teams and AOC programs and providing the day to day and games time media services, content production and issues monitoring and management.

Importantly the division will support the President, CEO and Executive by developing strategy to influence public policy as well as building and maintaining a strong reputation and relationship with stakeholders.

Other important key responsibilities include;

- Take the lead role in driving the expansion of the AOC's social media and digital platforms;
- In co-ordination with Commercial Operations develop strategies and initiatives to support and integrate partner leveraging programs with AOC programs;
- Maintaining relationships with NFs in promotion of sports and athletes in and outside games time.

People & Culture

Reporting directly to the CEO, the Head of People & Culture has key responsibilities that expand the traditional HR role as well as assisting the CEO initiate and embed the recommendations from The Ethics Centre review. These responsibilities include;

- Coordinate the development and delivery of a new end-to-end HR model including leading the development and driving the unique AOC culture;
- Games time workforce planning, recruitment, selection, induction, corporate training, and exit processes for temporary staff, contractors and volunteers;
- Leading the implementation of AOC's athlete centred programs and policies including Olympian Transition;

- Providing direct HR support to the OWIA and consultant HR service to the national federations on request;
- Service the Culture, Remuneration & Nominations Committee.

At this point the People & Culture division consists of the senior manager, an assessment of resourcing requirements will be made when the new Head of commences in March. In implementing the athlete centred programs and the Transition Programs the role will be supported by Olympian Services and State based staff.

Information & Technology Services

Information and content management is a core activity across all AOC divisions. The Chief Information Officer, reporting to the CEO, will lead the division with a strong focus on the development of strategy, policy and systems that successfully support the outcomes being sought for each division and to guide AOC investment in this area. Opportunities to improve AOC's operations, communications reach, and the promotion of Olympic athletes will increasingly depend on digital systems to support the activities.

Key functions of this Division include;

- Information technology management;
- Data Management technical direction;
- Information /Knowledge Management;
- Technical communication services and systems;
- Systems & integration to support operations;
- Hardware & software procurement & planning;
- Website(s) – platform & operation.

Two new roles titled Technical Leads, have been created to quickly learn and utilise new technologies and be a source of ideas on how emerging technologies can help AOC's business. Staff numbers have not been increased as the two new roles replace two former roles which are now redundant due to the new direction and method of delivering information services.

Corporate Services

The major functions of this Division remain financial management, compliance, risk management, internal controls, property and premises and payroll with the CFO reporting to the CEO. The CFO is the AOC Company Secretary and in this role reports to the President and Executive.

The Chief Financial Officer & Head of Corporate Services will work with the CEO on financial strategy, including improving the accuracy of our financial reporting and forecasting capacity and in commercial strategy with Lagardere.

Legal will come under Corporate Services from an operational perspective, with the Legal Counsel reporting to the Head of, however the position will continue to attend senior management meetings and provide direct advice to the CEO, other senior managers, and Executive given the role's broad range of responsibilities.

Corporate Services responsibilities include;

- Business processes and procedures

- Commercial contract management
- Legal services
- Company secretary
- Office operations (incl. state offices)
- Servicing of Finance Commission and Audit & Risk Committee

Summary

This paper sets out a reset of the AOC that will ensure the organisation is fit for purpose through;

- Clearly affirming the Objectives of the AOC – “what we do”;
- Implementing the recommendations of the Cultural Review, including reviewing the AOC values that will be supportive of our Objectives – “the way we do things”;
- A review of governance by an independent consultant to assist in determining appropriate governance standards for an organisation like the AOC – “How we do things”;
- Developing an organisational structure that brings clarity and purpose to existing roles, expands the scope of other positions and creates new roles where there are gaps in capacity and capability – “How we do things”.

Ten strategic initiatives have been identified to be implemented over this quad to address the recently added objectives and the increased participation of Australian teams in regional and other games. Each initiative will have agreed measures of success, which include strategic outcomes, operational results and budget performance.

Following is the new organisation chart for the AOC, setting out each division’s staffing and reporting lines. There is renaming of divisions and titles, one additional division, People and Culture, and a headcount increase of 2, taking staff numbers from 36 to 38, including State based staff. Please note, not all positions are full time.

The AOC is building an organisation that is not just fit for purpose, but to be high performing. We are committed to deliver on our Objectives for the benefit of member sports, state Olympic councils and the overall Olympic movement.



Organisation Chart – January 2018

