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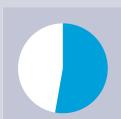
NSWIS SUMMARY INFOGRAPHIC



Athletes

Sports

Sport programs



52% Female athletes

Male athletes



85% Able bodied athletes

Para athletes



NSWIS & partner training hubs



National Training Centres in NSW



SENIOR WORLD CHAMPIONSHIP TITLE





SENIOR WORLD CHAMPIONS



Scholarship athletes	Scholarship athletes	Scholarship athletes	Scholarship athletes	b
65 Podium	53 Podium Ready	79 Podium Potential	117 Developing	
Scholarship athletes 146 Emerging	Scholarship athletes 13 International	Scholarship athletes 73 Graduate	Athlete agreements 60 Talent	Athlete agreements 49 Training







21.6% 24.6%

OF ATHLETES SELECTED TO THE AUSTRALIAN OLYMPIC **TEAM WERE NSWIS**



OF ATHLETES SELECTED TO THE AUSTRALIAN PARALYMPIC **TEAM WERE NSWIS**



MEDAL-WINNING SPORT PROGRAM AT BENCHMARK EVENTS



NSWIS COACHES SELECTED TO THE AUSTRALIAN **OLYMPIC TEAM**



NSWIS COACHES SELECTED TO THE AUSTRALIAN





NSWIS STAFF SELECTED

TO THE AUSTRALIAN

PARALYMPIC TEAM

CURRENT NSWIS ATHLETES **DELIVERED THE OLYMPICS UNLEASHED** PROGRAM IN NSW

PARALYMPIC TEAM

NSWIS STAFF SELECTED TO THE AUSTRALIAN **OLYMPIC TEAM**



SPORTS & INDIVIDUAL ATHLETE PROGRAM SUPPORTED BY ON-SITE **PHYSIOTHERAPY**



NSWIS STAFF CONTRIBUTED TO NATIONAL TRAINING CENTRES AND/OR **NSWIS SATELLITE SITES**



PERFORMANCE SUPPORT STAFF IN NATIONAL LEAD AND / OR NATIONAL TRAINING CENTRE ROLES

OLYMPICS UNLEASHED

SCHOOL VISITS COMPLETED

BY CURRENT OR FORMER

NSWIS ATHLETES IN NSW



PUBLICATIONS COMPLETED BY NSWIS STAFF IN JOURNALS



NSWIS STAFF CONTRIBUTING TO PUBLICATIONS AND / OR CONFERENCES





GROWTH IN SOCIAL MEDIA ENGAGEMENT





UNIQUE MEDIA FEATURES





29th October 2021

The Hon. Natalie Ward, MLC
Minister for Sport, Multiculturalism,
Seniors and Veterans
Governor Macquarie Tower
Level 36, 1 Farrer Place
Sydney NSW 2000

Dear Minister,

It gives us great pleasure to submit the 25th Annual Report for the NSW Institute of Sport, the state's lead agency for high performance sport.

The report is for the 12 months to 30 June 2021 and has been prepared in accordance with section 8 of the *Annual Report (Statutory Bodies) Act 1984* and *Annual Reports (Statutory Bodies) Regulation 2010.*

Our Annual Report provides an overview of the Institute's operations and significant achievements for the year.

Yours sincerely,

Gary Flowers

Kevin Thompson CEO



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CHAIR'S MESSAGE

IT HAS BEEN A YEAR LIKE NO OTHER AND I AM SO PROUD OF THE INSTITUTE'S STAFF, COACHES, AND ATHLETES. TEAM NSWIS HAS UNITED TO RISE TO THE CHALLENGES OF THE COVID-19 PANDEMIC AND THE POSTPONEMENT OF THE TOKYO 2020 OLYMPIC AND PARALYMPIC GAMES. WE HAVE DEMONSTRATED TO THE COMMUNITY THAT SPORT TEACHES US TO OVERCOME ADVERSITY, THAT TEAMWORK MAKES US STRONGER, AND THAT OUR ATHLETES ARE SOME OF THE MOST RESILIENT, DETERMINED, AND INSPIRING PEOPLE IN NSW.

This is evidenced by data published in Sport Australia's latest AusPlay report released on 3 May 2021, which found that 79% of Australians aged 18 and over feel pride for our Olympic, Paralympic, and Commonwealth Games athletes and teams, and 72% say they can be inspired by their achievements.

The Olympic and Paralympic Games will deliver world class performances and equally as many inspirational stories of athletes who gritted their teeth and did our country proud. The achievements of these athletes go well beyond the medals, and we will remember the Tokyo Games for the lessons in humanity delivered by athletes who had neither family nor supporters there to barrack for them.

I would personally like to thank the Institute's staff and senior leadership team for their outstanding commitment to supporting our athletes during the pandemic. Behind every great performance is an amazing team and time and time again I am reminded of why I am so proud to be the Chair of our organisation.

I would also like to thank my fellow Board members for their ongoing support and guidance. Our Board has played an important role is supporting the leadership team with some very difficult planning and decision making over the last 12 months. Sport has an important role to play as NSW navigates the pandemic and in supporting the COVID-19 recovery that will aim to rebuild our communities. Our athletes inspire the community through good news stories, as role models that encourage participation in sport with active and healthy lifestyles and as advocates for positive mental health and education initiatives.

The sporting industry is a major employer in NSW. Planned infrastructure grants will support the development of high performance and community facilities, that will create jobs and provide safe sporting environments that encourage participation in sport. Sporting facilities attract major international sporting events that provide the foundation from which to build prosperous communities and connect people from different backgrounds, fostering cohesion and inclusion.

While international benchmark competitions were limited due to the pandemic, our winter sport athletes managed to produce some outstanding performances as they prepare for the 2022 Beijing Olympic and Paralympic Games. Belle Brockhoff and Jarryd Hughes were crowned world champions after winning the inaugural snowboard cross team event at the 2021 Snowboard World Championships. The pair made history, claiming the win in the newly introduced discipline, which will make its debut at the 2022 Games.

Matt Graham had a stellar season, claiming world championship silver and becoming the 2020/21 Moguls World Cup champion. He is the first Australian male since the legendary Dale Begg-Smith to win a World Cup Crystal Globe title.

Ben Tudhope continued to dominate in the Para Snowboard events and was recognised as the Snow Australia Athlete of the Year for the Paralympic discipline. Ben claimed gold and silver in the Snowboard Cross (LL2) event, in the only World Cup of the season following a COVID impacted schedule.



Tess Coady claimed bronze in the Women's Snowboard Slopestyle event at the World Championships in Aspen, Colorado. Tess joins former NSWIS athlete Torah Bright as the only other Aussie woman to claim a world championship medal in the Snowboard Slopestyle event.

Behind any results comes a great deal of training and preparation, and it's pleasing to see so many NSWIS staff taking on national roles and contributing to national training centres. Twelve performance support staff across six disciplines and one administration staff member have held national lead and / or national training centre roles throughout 2020/21. Twenty NSWIS coaches worked across nationally integrated programs and / or held national coaching roles during 2020/21.

It's also worth noting the significant strides the organisation continues to make in sport intelligence, governance, proactive clinical delivery and people development. Team NSWIS has proven to be adaptable to the most challenging of circumstances and I want to thank every team member who has continued to positively contribute to our success.

Finally, I would like to thank the NSW Government for their continued support of Olympic and Paralympic athletes across NSW. In June 2021, the NSW Government confirmed over \$5.2 million per annum in ongoing funding to support the Institute's operations, funding that will support the achievement of our vision to have more NSW athletes representing Australia and winning medals at benchmark international events.

9) James

Gary Flowers NSWIS CHAIR BComm, LLB





CEO'S MESSAGE

THE PAST TWELVE MONTHS HAVE CONTINUED TO THROW CHALLENGES AT ALL AUSTRALIAN'S INCLUDING THE SPORTING INDUSTRY. TEAM NSWIS HAVE NOT BEEN IMMUNE TO THE IMMENSE IMPACTS OF THE COVID-19 PANDEMIC. DESPITE THESE CHALLENGES, WE HAVE MANY THINGS TO BE VERY PROUD OF, AND OUR ORGANISATION AND ATHLETES HAVE CONTINUED TO FLOURISH.

The Tokyo 2020 Olympic and Paralympic Games were postponed to July and August of 2021 respectively. I can proudly report that 33 NSWIS staff members were selected to provide world class expertise across the Australian Olympic and Paralympic teams in Tokyo. NSWIS continues to firmly position itself as a leading high performance sporting organisation, largely due to our world class experts that directly contribute to the ongoing success of our athletes.

Our success would also not be possible without the ongoing support of the NSW Government, support that was reconfirmed in 2021 with the announcement of the continuation of the Institute's ongoing base funding. As the NSW Government's lead agency for high performance sport, this funding confirmation now provides the certainty with which we can finalise our investment in sport programs for the 2021-2024 Olympic and Paralympic cycle.

We are proud of the strong partnerships that we have built with national sporting organisations and system partners throughout this cycle. The strength of these partnerships is reflected by the 10 national training centres and high performance hubs based in NSW and the increased investment by our sport partners in our programs and services.

A significant part of the sport investment process has been to finalise our workforce model for the upcoming cycle. A

complex project, that required many contingency plans due to funding uncertainty at a State and Federal level resulting from the COVID-19 pandemic. We now have our team in place for the Paris Games and we have our sights firmly set on another successful Games.

Our winter sport athletes continue to prepare for the 2022 Beijing Olympic and Paralympic Games. NSW has a proud history of success in winter sports and we look forward to watching more inspiring performances by our athletes. The performances of our athletes at recent world championship and world cup events indicate that NSW will be well represented on the podium.

As we continue to look to the future, the Institute has secured a lease for our existing high performance training centre to remain at Sydney Olympic Park. Long term facility opportunities also remain a high priority as we seek NSW Government and external stakeholder support to develop a world-class high-performance training facility and sport technology hub to meet the future needs of Olympic and Paralympic athletes in NSW. This facility would ensure that NSW remains a world class destination for high performance athletes and will cement the State's reputation as an international leader in sport science, technology, and medicine.

Regional service delivery has also been strengthened with the Institute announcing a partnership with Regional Academies of Sport (RASi) in July 2020. This partnership will deliver improved pathway opportunities for regionally based athletes across NSW and will leverage off RASi environments and world class NSW high performance expertise to develop coaches, identify emerging athletes and nurture sporting talent through to the elite level of competition.



Over 180 current scholarship athletes have come through the regional academy pathway and some of the state's most successful athletes have risen to international success from their beginnings in regional NSW. Maintaining strong links to these academies is key to identifying and developing talented athletes, whilst also having a positive effect on the health and wellbeing of our regional youth and creating employment opportunities that will allow regional communities to prosper.

Across the year, tireless efforts have been made to ensure our staff and athletes can work and train in the safest sporting environments possible, including ensuring appropriate planning and responses to the rapidly changing COVID-19 pandemic situation. We have successfully navigated the challenges of the pandemic to keep athletes training, whether at home or in our daily training environments, in preparation for international competition including the Tokyo Games. I would like to thank our staff, coaches, and athletes for their monumental efforts to rise to these challenges and to support each other.

Over the past 12 months, NSWIS has continued to strengthen governance practices improving our overall compliance to 90.2% against a target of 85%. We have done

this whilst preserving the agility and responsiveness required to maintain a high performance environment.

We remain optimistic that the challenges of the pandemic will ease over the next 12 months and we will see a resumption of the international sporting competition schedule. We are committed to supporting the community in post-COVID-19 recovery and ensuring our athletes are ready to inspire and unite the world.



Professor KevinThompson

NSWIS CHIEF EXECUTIVE OFFICER

BSc(Hons) M.MED.SCI PhD FBASES FACSM CSci

NSWIS OVERVIEW



PURPOSE

TO SUPPORT AUSTRALIAN ATHLETES TO BECOME WORLD'S BEST.

NSWIS provides world leading coaching, performance support and daily training environments to support targeted athletes achieve podium performances.



VISION

MORE NSW ATHLETES REPRESENTING AUSTRALIA AND WINNING MEDALS.

We will strengthen our position as a world leading sporting organisation and ensure NSW athletes are consistently representing Australia and winning medals at major international events.



LEADERSHIP

INTEGRITY

EXCELLENCE

PASSION

TEAMWORK

NSWIS is committed to building our culture by living our core values of leadership, integrity, excellence, passion and teamwork. We believe that developing a great culture is everyone's responsibility – there are no spectators.



CHARTER

THE NSW INSTITUTE OF SPORT WAS ESTABLISHED UNDER THE INSTITUTE OF SPORT ACT 1995.

The objectives of the Institute are:

- To provide resources, services and facilities to enable New South Wales sportspeople to pursue and achieve excellence in sport while also furthering their educational, vocational and personal development
- To foster the development and co-ordination of high performance and talent development programs for New South Wales sportspeople
- To assist the development of Australian sporting performance at international levels through co-operatively developed, and complementary, national programs

NSWIS & PARTNER TRAINING HUBS

LEGEND



NSW OFFICE OF SPORT FACILITY



NATIONAL TRAINING CENTRE (NTC)*



SYDNEY METROPOLITAN

PENRITH

Sydney International Regatta Centre & Don Croot Boatshed

 Rowing (NTC) / Canoe Slalom (NTC) / Canoe Sprint / Individual athletes

SYDNEY OLYMPIC PARK

 Athletics / Hockey / Para Archery (NTC) / Water Polo / Swimming (NTC) / Diving (NTC) / Netball / Cycling / Wheelchair Track & Road (NTC) / Individual athletes / multisport camps

MIDDLE HARBOUR

Middle Harbour Yacht ClubSailing (NTC)

BLACKTOWN

Blacktown International Sports Park

• Softball

SYDNEY METRO - NORTH Pymble Ladies College & Knox Grammar

Swimming (NTC)

GLENWOOD

Valentine Sports Park

• Football (Future Matildas)

NARRABEEN

Sydney Academy of Sport & Recreation

 Canoe Sprint / Netball / Athletics / Winter Sports / Individual athletes, Surfing, multi-sport camps

REGIONAL NSW

CASUARINA / LENNOX HEADS

• Surfing (NTC) / Skateboarding / Camps

WOLLONGONG / ILLAWARRA

 Triathlon / Swimming / Wheelchair Basketball / Cycling / Hockey / Individual athletes / Surfing / Netball / Winter Sports

JINDABYNE

Jindabyne Sport & Recreation Centre, Perisher & Thredbo Ski Resorts

• Winter Sports (NTC) / multi-sport camps

NEWCASTL

The Forum (University of Newcastle)

 Wheelchair Track & Road (NTC) / Triathlon / Sailing / Swimming / Water Polo / Winter Sports

CENTRAL COAS

 Athletics / Sailing / Swimming / Netball / Canoe Sprint / Cycling / Individual athletes



^{*} FOR REPORTING PURPOSES, AN 'NTC' MAY RELATE TO A NATIONALLY RECOGNISED 'HUB' OR 'HIGH PERFORMANCE CENTRE', AND MAY INCORPORATE MULTIPLE VENUES.

NSWIS MANAGEMENT

NSWIS BOARD

Method and term of appointment of Board Members

The Board is to consist of:

- No fewer than five and no more than eight people, each with relevant expertise, appointed by the Minister for Sport, and
- The Chief Executive of the Office of Sport or a person employed in the Office of Sport nominated by the Chief Executive.

Of the members appointed by the Minister, one is to be appointed Chairperson of the Board and another is to be appointed Deputy Chairperson of the Board, whether in and by the relevant instrument of appointment as a member or in and by some other instrument executed by the Minister.

Subject to this Schedule, an appointed member holds office for such period (not exceeding five years) as is specified in the member's instrument of appointment, but is eligible (if otherwise qualified) for re-appointment.

BOARD **MEMBERS**



GARY FLOWERS CHAIR





CHRIS FYDLER OAM OLY BComm, LLB Four meetings attended Term: 12/11/2020 - 30/11/2023



JOSEPH CARROZZI DEPUTY CHAIR AM Five meetings attended

Term: 01/08/2015 - 04/08/2022

BRAD LANCKEN

BComm, LLB

Five meetings attended

Term: 12/11/2020 - 30/11/2023



OAM OLY Five meetings attended Term: 01/08/2015 - 04/08/2022



ELIZABETH CROUCH AM BEc, M Cyber Security

Term: 12/11/2020 - 30/11/2023



AMY JONES OLY





MATT SHIRVINGTON

Four meetings attended Term: 31/10/2018 - 31/10/2021

EXECUTIVE COMMITTEE



PROFESSOR KEVIN THOMPSON CHIEF EXECUTIVE BSc(Hons) M.MED.SCI PhD FBASES

FACSM CSci



KIRSTEN THOMSON OLY DIRECTOR, CORPORATE & COMMUNICATIONS

MMKTG, GradDip Sports Law



BARRIE JON MATHER SENIOR HIGH PERFORMANCE MANAGER D. Prof. EP, MBA



KENAN GOUADEC HIGH PERFORMANCE MANAGER BSc. ExSci, MSc. ExPhys



DALE CHAPMAN MANAGER, SPORT SCIENCE PhD, CSCS, ESSA Sp2



DR COREY CUNNINGHAM CHIEF MEDICAL OFFICER BSc (Med) MB BS, M. SportsMed

BENCHMARK EVENTS

BENCHMARK EVENTS RELATE TO A SPORT'S HIGHEST LEVEL OF SENIOR INTERNATIONAL COMPETITION WITHIN THE FINANCIAL YEAR.

NATIONAL TEAM % GOLD MEDALS SILVER MEDALS **SPORTS** MEDALLISTS **TOP 8 V/// 78**% 4 7 **WINTER SPORTS**

TOKYO OLYMPIC GAMES **SELECTIONS**



















TOKYO PARALYMPIC GAMES **SELECTIONS**





179 AUSTRALIAN PARA-ATHLETES



24% OF THE AUSTRALIAN PARALYMPIC TEAM





2020/21 STRATEGIC INITIATIVES

NSWIS FACILITY AT SYDNEY OLYMPIC PARK

The Institute continued to progress short and long term facility opportunities that seek to meet the future needs of NSWIS and targeted athletes via the provision of a world class high performance environment for Olympic and Paralympic athletes at Sydney Olympic Park. A new lease agreement was established with Property NSW securing the continuation of the Institute's existing daily training environment at Sydney Olympic Park.

NSWIS is located at 6b Figtree Drive, Sydney Olympic Park in a purpose-built facility providing high performance sport services for athletes competing at the Olympic Games, Paralympic Games, Commonwealth Games and World Championships. The facility caters for approximately 100 employees and provides sport program administration. sport intelligence and technology, sport science and medical facilities to approximately 500 NSWIS athletes (of which around 12% are para athletes).

The facility has not had any major upgrades for 15 years and NSWIS has submitted a facility refurbishment business case for consideration by NSW Treasury. The refurbishment will support the necessary upgrades required to ensure NSW Olympic and Paralympic athletes are provided with a world class training environment.

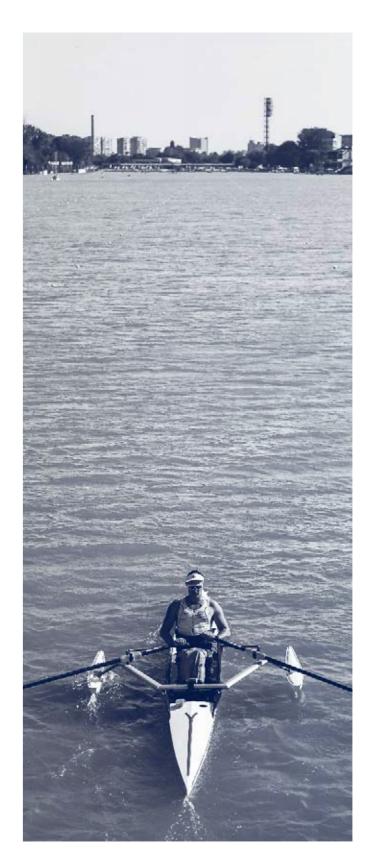
NSWIS has invested funds to facilitate some immediate improvements that will ensure a safe environment, with increased accessibility for people with disabilities. These initial upgrades also provide an improved athlete experience by locating all athlete services on the Ground Floor and establishing a dedicated performance health area to support our proactive clinical service delivery model.

The Institute's long term ambition is to establish a world class high performance training facility and sport technology hub in Western Sydney to ensure NSW remains a world class destination for high performance athletes. The development of a Sport Technology Hub for Olympic and Paralympic athletes will cement the state's reputation as an international leader in sport science, technology, and medicine.

In partnership with prominent universities and industry partners, the hub would deliver returns to the NSW community by:

- Preparing world class athletes for success (more NSW athletes representing Australia and winning medals)
- Developing future champions
- Securing world leading experts in high performance sport
- Providing educational opportunities for the NSW community (focus on Western Sydney)
- Progressing sport intelligence and technology capabilities.

NSWIS continues to work with NSW Government agencies and stakeholders to develop future facility opportunities.



SPORT INVESTMENT

The sport investment process for 2020-2024 commenced during the financial year with the NSWIS Board approving the recommended NSWIS sport programs and partnerships for the Paris Olympic and Paralympic cycle.

Final investment decisions with sports are still to be determined following the confirmation of NSWIS base funding from NSW Government and federal funding confirmation for our sport partners in June 2021. NSWIS representatives are working with sport partners to finalise agreements early in the next financial year.

COVID-19 has impacted the timelines of this project due to funding uncertainty at both a state and federal level and a delayed Tokyo 2020 Olympic and Paralympic Games; the Institute is aligned with the national system in terms of progress in this area.

GOVERNMENT RELATIONS & FUNDING

Government relations continued to be an important focus, with the Institute looking to strengthen partnerships with other government agencies and foster relationships with Ministers across NSW to achieve the best outcomes for the community, support the delivery of NSW Government priorities and realise the NSWIS vision and purpose.

Securing ongoing base funding was of critical importance during the reporting period with 30% of the Institute's funding at significant risk. A loss of this funding would have had catastrophic implications for the Institute and for Olympic, Paralympic, and emerging athletes across NSW.

As part of the NSW Government's 2021-22 Budget announcement, \$21.4 million over four years was confirmed as part of NSWIS base funding forming a small part of the \$450 million in additional funding over four years in the sport and active recreation sector. This achievement was significant and provides the Institute with a sustainable funding model.

Other government relations activity has been highlighted by a number of opportunities, including:

- Beijing 2022 Winter Olympics one year to announcements with the NSW Minister for Sport featuring NSWIS Olympian Sami Kennedy-Sim
- Beijing 2022 Winter Paralympics one year to go announcements
- International Women's Day celebrations with the Minister for Sport and the Minister for Women featuring NSWIS athletes Nicola McDermott and Ellie Cole, and NSWIS Head of Movement Science Tamara Martens.

Focus will now shift to developing a proposed NSW Government 2032 High Performance Strategy to guide investment in targeted and prioritised areas in the runway to the 2032 Brisbane Olympic and Paralympic Games.

WELLBEING, LEARNING AND DEVELOPMENT

NSWIS LEARNING HUB

The NSWIS Learning Hub was launched in March 2021 with the onboarding program successfully implemented for staff. This Learning Management System (LMS) enables the Institute to:

- undertake and deliver training to staff and athletes anywhere and at anytime
- manage and distribute quality content to NSWIS staff, and athletes and coaches in the pathway

- enhance the efficiency of the staff and athlete onboarding experience
- develop the next generation of high-performance coaches and support staff.

78% of staff completed the compulsory onboarding by the end of the financial year. Planning and development of the Athlete Learning Hub has commenced and is due for release in late 2021, focusing on the area of athlete onboarding and induction.

EMPLOYEE ASSISTANCE PROGRAM (EAP)

The Institute engaged a new Employee Assistance Program (EAP) provider aimed at providing employment benefits that add value to employees inside and outside of the workplace. AccessEAP was selected as the new provider with service benefits to NSWIS employees including:

- 24/7 service
- Access via multiple platforms
- Wellbeing tracking and support
- Access to health and wellbeing education.

PEOPLE DEVELOPMENT

The Institute continued to strengthen its focus on the area of People Development Planning during 2020/21. This was achieved through the delivery of targeted organisational development opportunities and personalised professional development experiences. The People Development Plan resulted in the achievement of:

- 82% of staff with an active Personal Development Plan (PDP)
- 78% of staff with a completed Personal Excellence Plan (PEP)
- 55% of staff interested in progressing to more senior roles and responsibilities within the organisation.

ATHLETE WELLBEING AND ENGAGEMENT (AW&E)

The Athlete Wellbeing and Engagement (AW&E) unit implemented a new webpage and centralised resource portal targeted at NSWIS scholarship athletes. During COVID-19 restrictions the website and resource portal supported online delivery and servicing to athletes via presentations and group workshops. These included:

- the autonomous athlete
- habits workshop
- personal values
- team culture
- managing time effectively
- personal values and on track plans.

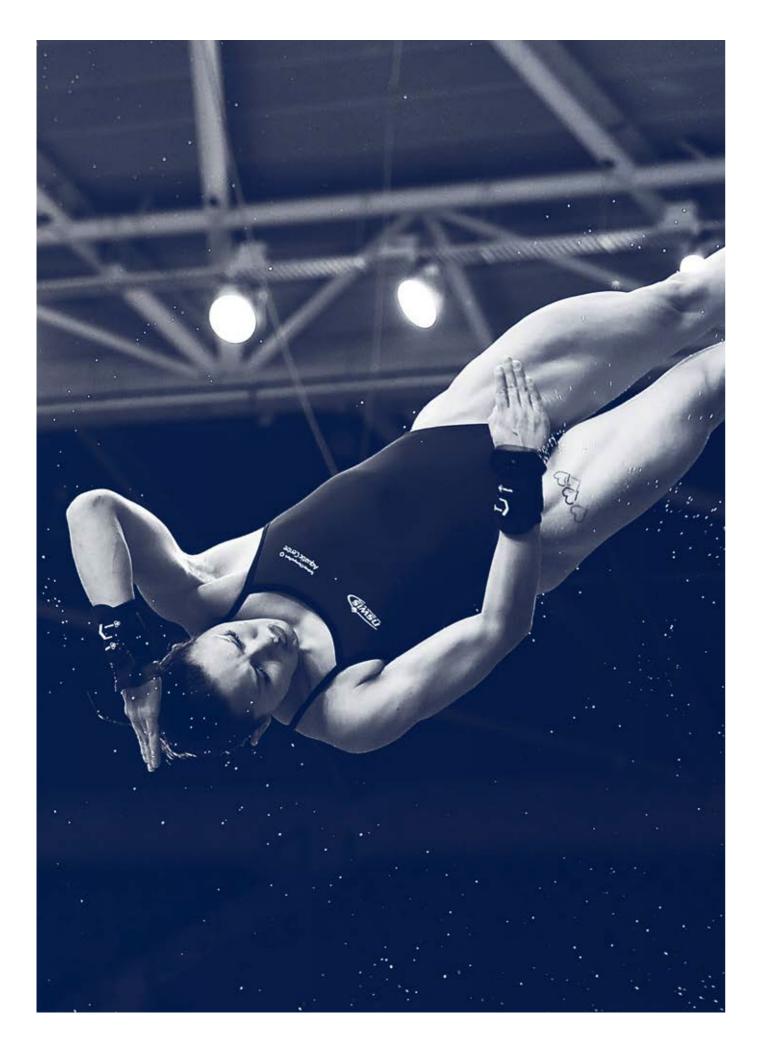
MANAGEMENT OF COVID 19 PANDEMIC

NSWIS has continued to review and update its COVID Safe Plan and Medical Guidelines in response to the COVID-19 pandemic. These plans have been regularly reviewed by the Institute's Executive and Chief Medical Officer and are aligned with NSW Public Health Orders.

The health and safety of NSWIS athletes and staff remained our highest priority and we have successfully navigated the challenges of the pandemic whilst providing the safest possible daily training environments.

NSWIS also undertook regular COVID pulse surveys to monitor the wellbeing of employees. The results of each survey were examined, noting any significant changes in staff sentiment, with management encouraged to follow up where appropriate.





NSWIS PERFORMANCE DRIVERS



ATHLETES & PATHWAYS

The infrastructure or systems that identify, develop, manage and progress sufficient numbers and quality of athletes to ensure sustained world best performance, in partnership with sport.



COACHING

The infrastructure or systems that identify, develop, manage and progress sufficient numbers and quality of coaches to ensure sustained world class performance.



DAILY TRAINING ENVIRONMENT

The key elements of the environment that provides the resources, support and guidance in the athlete's day to day training and preparation to achieve key performance targets for that athlete/team.



COMPETITION

The planned series of domestic and international events that contribute to the athlete's/team's preparation for major benchmark events.



LEADERSHIP, POSITION & CULTURE

With a performance centred culture and clear brand positioning; identify, develop, manage and progress quality infrastructure, systems and people that enable NSWIS to contribute to leadership in the Australian sport system and achieve sustained world best performance.



RESEARCH AND INNOVATION

Research is the systemic investigation undertaken to develop a new product, service or knowledge or a new process or technique. Innovation is the application of approaches, including research, that results in the adoption of something different and which impacts on the achievements of a sustained high performance success.

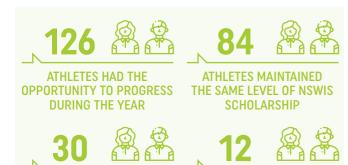
AIHIFIFS AND PATHWAYS

SUCCESS AT MAJOR COMPETITIONS

Four NSWIS athletes won a total of three medals at benchmark events. NSWIS athletes also achieved seven top 8 placings and represented 78% of national teams. For more details, refer to 'Performance Highlights' and 'Sport Reporting' pages.

As a result of the COVID-19 pandemic, the majority of benchmark events, were cancelled in 2020/21. The Tokyo 2020 Olympic and Paralympic Games were postponed until 2021.

The Institute continued to monitor and support the progression of athletes, in order to track nationally categorised and developing athletes toward medal winning performances at benchmark events. Key measures related to progression are provided below:



ATHLETES PROG D A HIGHER SCH CATEGOR	OLAI		IP	TO		ATHLETES MOVED LOWER SCHOLARSHIP CATEGORY					
al Scholarship Mover	nents	from	'A' to	'B' be	twee	n 1 Ju	1 2020	- 30 .	Jun 20	21	
Training	9	0	0	1	1	0	0	0	0	0	

CAIEGORY				CAIEGURY						
otal Scholarship Mover	nents	from	'A' to	'B' be	twee	a 1 .lu	2020	- 30.	lun 20	21
Training	9	0	0	1	1	0	0	0	0	0
Talent Agreement	1	0	0	1	2	0	0	0	0	0
International	0	0	1	8	1	0	0	0	0	0
Emerging	0	0	0	42	21	0	0	0	0	0
Developing	3	0	0	0	37	7	0	1	0	0
Podium Potential	0	0	2	0	3	22	0	7	2	0
Commonwealth Gold	0	0	0	0	0	0	0	0	0	0
Podium Ready	1	0	0	0	1	1	0	29	0	0
Podium	0	0	0	0	0	0	0	1	34	0
Transition	0	0	0	0	0	0	0	0	0	0
	Training	Talent Agreement	International	Emerging	Developing	Podium Potential	commonwealth Gold	Podium Ready	Podium	Transition

ETES MOVED

To 'B'

ATHLETE ADVISORY GROUP

The NSWIS Athlete Advisory Group (AAG) was created to provide athletes a voice and support decision making at NSWIS. The AAG serves as a link between athletes and the NSWIS management team and Board. Each sport program has a designated AAG member for athletes to liaise with and provide relevant recommendations and feedback to assist with NSWIS operations.

The AAG meets a minimum of three times per year and has had success impacting the following areas during the last 12 months:

NSWIS Awards

- strengthening award categories and nomination guidelines.

Athlete Learning Hub

- providing feedback on content and learning experience.

NSWIS building refurbishment

- providing direction for the design and functionality of athlete lounge.



Rohan Browning





Jonathan Goerlach Erik Horrie





Kaarle McCulloch Sami Kennedy-Sim







Matt Levv Morgan Blamey

Anne Gripper Independent Chair

COVID-19

The COVID-19 pandemic significantly impacted athlete competitions and daily training environments in 2020/21.

COACHING

COACH DEVELOPMENT

A total of 18.5 development days were completed by NSWIS coaches. 90% of all development activities delivered to Institute staff were accessible for coaches during 2020/21.

Development opportunities supported included:

- Mental Health in Sport (AIS)
- Sharing expertise with the pathway (Presentation on athlete planning and preparation)
- Technical accreditations ASCA Level 1
- Professional requirements First aid and CPR
- World Class to World Best Conference
- NSWIS forums The Brain Series
- NSWIS webinars Integration from a Coaches Point of View
- Specialist workshops Media Training
- Community of Practice

The Institute nominated 32 NSWIS and national sporting organisation pathway coaches to take part in the AIS Coach Talk Program, designed to develop cross-sport communities of practice and facilitate the sharing of knowledge.

Eleven NSWIS coaches completed the staff onboarding program via the Learning Hub which included courses on behaviour and conduct expectations, bullying, harassment and discrimination, workplace safety essentials, preventing fraud and corruption, operation of medical services, resolving workplace grievances and disputes and creating your professional excellence plan (PEP).

The Institute also secured former NSWIS athlete and coach Bradley McGee in the role of Coach Development Lead, to drive the ongoing development of NSWIS coaches ensuring that they are appropriately supported and capable of coaching athletes to achieve international podium performances.

Brad, one of Australia's most decorated Olympic cyclists, is responsible for working closely with the relevant national high performance programs. The desired outcome is to maximise each coach's quality and overall competency through targeted support and development initiatives.

NATIONALLY INTEGRATED COACHES

Twenty NSWIS coaches worked across nationally integrated programs or held national coaching roles during 2020/21.



DAILY TRAINING ENVIRONMENT

WORLD CLASS PROACTIVE CLINICAL DELIVERY MODEL

Ongoing investment in the NSWIS proactive clinical delivery model has continued to increase the Institute's capacity to provide world class medical services to athletes, which has enabled:

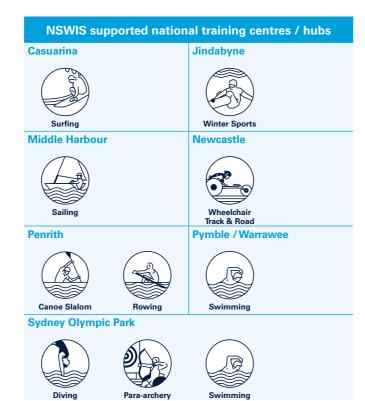
- 12 sport programs and the individual athlete program to be supported by physiotherapists in NSWIS daily training environments
- 5.4 full-time equivalent (FTE) clinicians secured and resourced
- 87% of NSWIS training and competition days completed without medical interruption
- External sport physicians, physiotherapists and soft tissue therapists have also been upskilled through a range of NSWIS clinical development initiatives.

DEVELOPMENT OF NATIONALTRAINING CENTRES AND SATELLITE SITES

Eleven staff members, spanning eight disciplines, have contributed to national training centres or NSWIS satellite site operations in 2020/21.



Through staff contributions and ongoing investment, NSWIS has continued to support 10 national training centres / hubs throughout 2020/21.



*For reporting purposes, a 'national training centre' may relate to a nationally recognised 'hub' or 'high performance centre' and may incorporate multiple venues.

NATIONAL SNOWSPORTSTRAINING CENTRE IN JINDABYNE

Aimed at providing a world class facility for athletes training on home soil, the training centre will help maximise the domestic winter training period and keep athletes in Australia training for longer. This training centre will include an acrobatics centre, airbag, and ski slope.

Snow Australia has secured a Community Sport Grant from NSW Government which will permit completion of the air bag component of the project. Development of the air bag brings a safe and progressive approach to Big Air and Slope Style disciplines for the community.

A tender was circulated in mid-August for all four stages of the facility refurbishment of the training centre with planned works to begin in October 2021.

There is an identified current shortfall of approximately \$1.2 million to finish all stages of the building refurbishment (not including gym area fit out). The partnership (Snow Australia, Olympic Winter Institute of Australia, Office of Sport and NSW Institute of Sport) is working to secure the remaining funds to complete all four stages of building works.

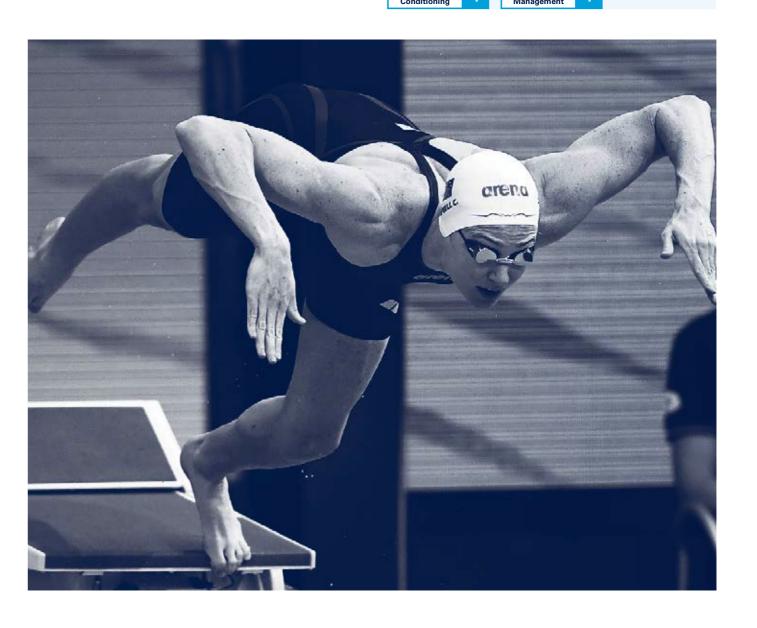
The Institute is supporting the project through the involvement of two staff members and the CEO, who form part of the Project Steering Committee and advise on the building refurbishment and designs.



NSWIS STAFF IN NATIONAL LEAD / INTEGRATED ROLES

12 performance support staff across six disciplines and one administration staff member have held national lead or national training centre roles throughout 2020/21.





COMPETITION

NSWIS STAFF ON NATIONALTEAMS

Five NSWIS coaches across two sport programs were selected onto national teams for 2020/21 benchmark events and international competitions.



Note: Due to COVID-19, the majority of benchmark events and international competition were cancelled during the 2020/21 financial year.

Eight NSWIS coaches across seven sport programs were selected to the Australian Olympic Team for the Tokyo Games.



18 NSWIS staff were selected to the Australian Olympic Team to for the Tokyo Games. The NSWIS CEO was appointed Head of Performance and the NSWIS Head of Performance Health was appointed as the COVID-19 Liaison Officer for the team.

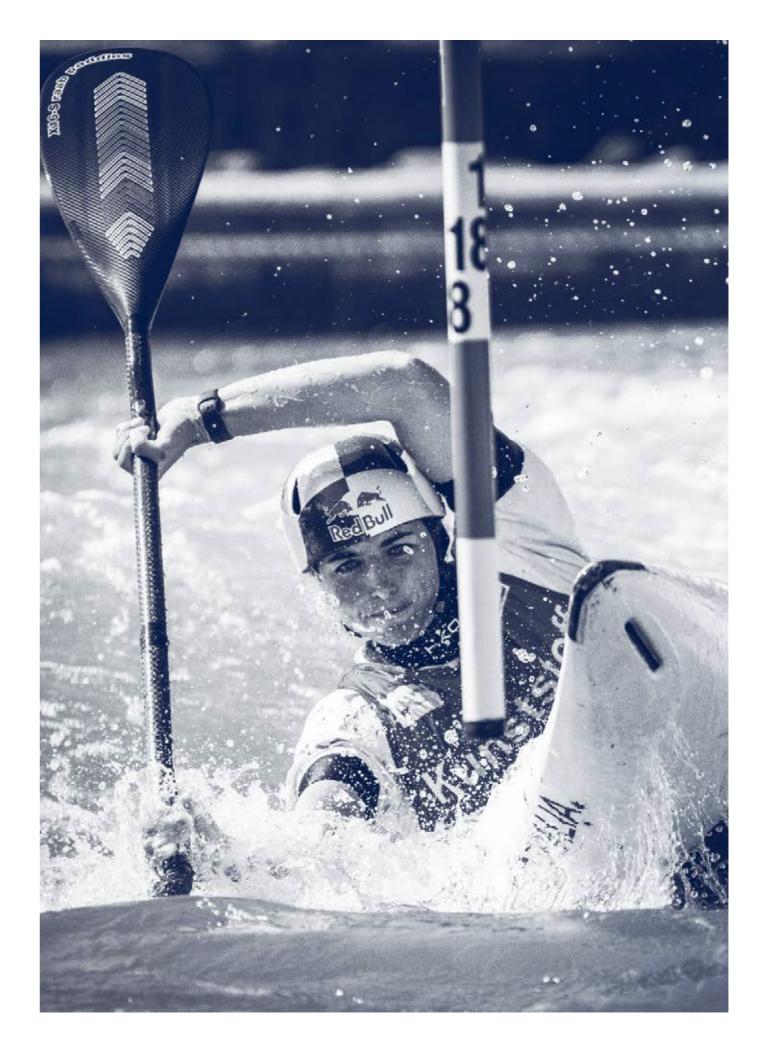


Four NSWIS coaches across three sport programs were selected to the Australian Paralympic Team for the Tokyo Games.



Four NSWIS staff were selected to the Australian Paralympic Team for the Tokyo Games.

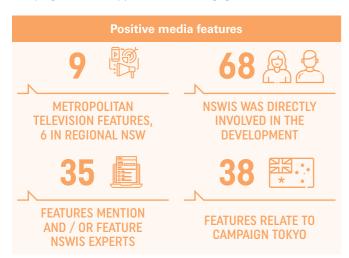


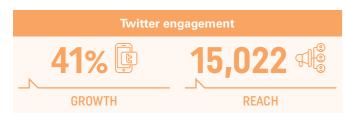


LEADERSHIP, POSITION AND CULTURE

BRAND STRATEGY AND COMMUNICATIONS

Through effective and consistent delivery of key brand messages, the Institute has strengthened its positioning in the marketplace. Campaigns have provided a significant boost to content generation and have contributed to increased engagement data across the majority of mediums. In particular, the Campaign Tokyo project has been a huge success ahead of the Olympic and Paralympic Games. Additionally, the NSWIS High Performance at Home initiative, along with the Sydney 2000 Games 20 year Anniversary campaign, offered opportunities to engage a wider audience.











Community

The 7News Spirit of Sport campaign celebrated how NSWIS sports adapted to change, innovated, and maintained a culture of excellence during an incredibly difficult period when the COVID-19 pandemic hit. The award was well received in the community, receiving almost 500 votes, and adding 300 subscribers to the NSWIS weekly newsletter. The finalists for the 7News Spirit of Sport award were:



The award was won by the Winter Sports program who combated the logistical challenges presented by the pandemic, successfully navigated athletes and coaches returning from international travel safely and coordinated scholarship athletes into NSW ski resorts prior to state borders closing to ensure a winter training season could be achieved. On top of the pandemic, the NSWIS winter program worked closely with stakeholders, including the ski resorts, to ensure a safe training environment whilst continuing to deliver world's best training facilities.

Innovation allowed athletes to continue training whilst offsnow, epitomised by the snowboard cross coach adding upgrades to start gates originally developed at the AIS. The upgrades provided athletes valuable time to continue building on their starting skills. The program introduced a skill acquisition initiative, which works with acrobatic sports to develop cross-disciplinary skills. Responding to quarantine requirements and its effect on social and lifestyle skills, the program incorporated team building activities designed to build social cohesion, connectedness and to maintain a positive frame of mind to cope with living in challenging circumstances.

With international border closures in place, several coaches were unable to work directly with their athletes and a collaborative approach from the winter sports program ensured athlete training continued. Modified training programs were delivered remotely in conjunction with coaches on the ground, whilst live footage and data was available for coaches overseas to be analysed in real time to provide instant feedback to athletes. All coaches went to great lengths to work together to ensure minimal disruption to the athletes' preparations for the Beijing 2022 Winter Olympics and Paralympics.

HIGH PERFORMANCE AT HOME

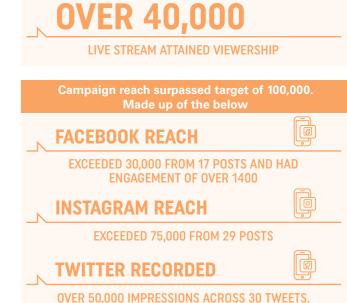
NSWIS continued to deliver the *High Performance at Home* digital initiative in the wake of the COVID-19 lockdown period in NSW, utilising the Institute's expertise to help everyday Australians manage their physical health and mental wellbeing from home. The initiative involved significant collaboration across NSWIS units, allowing for the development of high quality public resources which contributed to a record breaking campaign.



SYDNEY 2000 OLYMPIC AND PARALYMPIC GAMES 20YEAR ANNIVERSARY

To celebrate the 20 year anniversary of the Sydney 2000 Olympic and Paralympic Games the NSW Institute of Sport delivered a campaign looking back on the achievements of NSWIS athletes.

A Facebook live stream show was the highlight. Hosted by NSWIS Board member Matt Shirvington, the show featured prominent guests such as lan Thorpe AM and Louise Sauvage OAM and was a tremendous success with strong reach and viewer numbers. The campaign engaged program partners at every level - from offering cross posting for the live stream, to tagging and mentioning partners in content. This extended the campaign's overall reach and was particularly successful on Twitter.



OYLMPICS UNLEASHED

NSWIS continued to support the Australian Olympic Committee's Olympics Unleashed program, run in partnership with the NSW Government, with both current and former athletes engaging with school children across NSW. NSWIS athletes and alumni contributed to 468 school visits in NSW, which amounted to 52,491 students. Current NSWIS athletes participating in the program include Tokyo 2020 Olympic representatives Keesja Gofers (Water Polo), Nicola McDermott (Athletics) and Riley Fitzsimmons (Canoe Sprint), in addition to Jo Brigden-Jones (Canoe Sprint), Steven Solomon (Athletics) and Aidan Roach (Water Polo).

OTHER PROGRAMS OR INITIATIVES

Athletes from the NSW Institute of Sport gained a greater appreciation of Aboriginal and Torres Strait Islander history and culture, through the Australian Institute of Sport (AIS) Share a Yarn initiative. In the lead-up to NAIDOC week from 8-15 November 2020, groups of athletes met with traditional landowners at their home training venue to learn about their history. Rowing athletes Rowena Meredith and Emma Fessey shared a yarn with Darug Nation custodian Uncle Lex Dadd at the Rowing Australia Women's National Training Centre in Penrith, and sailor Rebecca Hancock and cyclist Amanda Reid shared a varn with John Hunter from the Muramara Cultural Council at Sydney Olympic Park. Athletes Shared a Yarn with local indigenous custodians at six sporting locations around the country, learning about the history and significance of the land, but also building ongoing relationships with the indigenous community in their local area.

Nine athletes from the NSW Institute of Sport have taken part in the initiative from the Australian Institute of Sport in collaboration with Black Dog Institute. The Mental Fitness Program is a unique offering that brings together two of the AIS's existing programs – the Mental Fitness Presentation and the Bite Back Mental Fitness Challenge. Designed to help young people manage their mental health and improve their general wellbeing, the Mental Fitness Program delivers mental wellbeing presentations at high schools throughout the country.

Now in its second year, the Lifeline Community Custodians initiative helps to deliver the impactful community engagement program, with athletes stepping up to help increase awareness around suicide prevention and encourage anyone who needs support to reach out and ask for help. Five NSWIS athletes are Lifeline Community Custodians.

SPORT INTELLIGENCE AND TECHNOLOGY

NSWIS recruited a Senior Data Scientist and strengthened the NSWIS Sport Intelligence and Technology unit via implementing a sustainable model. Following the recruitment, the role focused on completing a review of current capabilities and identifying Sport Intelligence and Technology team and resourcing requirements. Resulting key projects included:

- Expansion of the NSWIS data warehouse, which underpins numerous Sport Intelligence tools supporting data-driven decisions
- Migration and consolidation of legacy data into the NSWIS data warehouse
- Development of an executive-level key metrics dashboard
- Deployment of self-service analytics tools for Strength & Conditioning, Marketing & Communications, and Medical
- Establish automation tasks and system data integrations for Finance and People & Culture.

GOVERNANCE

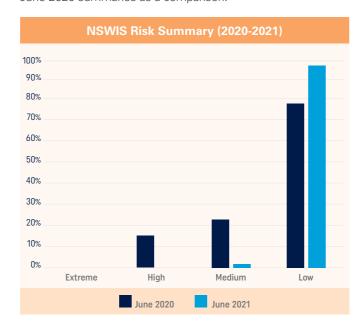
NSWIS has continued to utilise the Audit Office of NSW Governance Lighthouse Framework to strengthen the Institute's governance practices.

Some of the key highlights include:

- Improved overall compliance to 90.2% (up from 85.2%), against an annual target of 85%.
- Achievement of zero items on the risk register rated as Compliance Not Assured or High Risk.
- Increased profile of Purchasing and Procurement across the Institute with a course developed and launched as part of the Learning Hub
- Annual targets relating to the reduction of 'High Risk' and 'Partially Compliant' items have been met.

The improvements have been generated by updates to the Institute's policies and procedures. Further improvements will be seen by updates to policies and actions during the next financial year, which will focus on strengthening and monitoring controls to ensure compliance across the business.

The June 2021 summaries are shown below as well as the June 2020 summaries as a comparison:





RESEARCH AND INNOVATION

APPLIED RESEARCH AND INNOVATION PROJECTS

The NSWIS Research Project Register is regularly updated, with research tools used by performance teams to support and inform coaching interactions within the daily training environment

To date, four projects have been completed:

- Hockey: Performance analysis HOCl system real time video feedback for coaching and live streaming.
- Diving: Performance analysis live stream for virtual competition environment.
- Swimming: Physiology investigation into current methods to quantify training intensity in highly trained swimmers and the role of new technology to contribute to this understanding.
- Swimming: Biomechanics investigation into streamlining current methods and data captured into a single/usable and impactful resource.

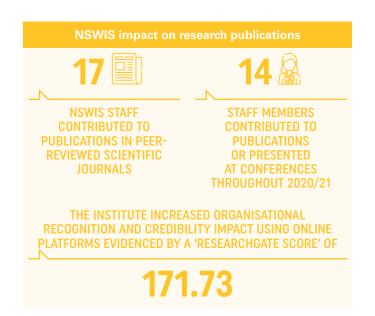
NSWIS HIGHER DEGREE BY RESEARCH PROGRAM

Research and innovation partnerships continued with the University of Canberra and Western Sydney University (WSU), both of which are supported by research from higher degree students, in addition to a partnership with University of NSW Linkage grant application.

During 2020/21 four higher degree student positions were in place:

- Two in Performance Health (Physiotherapy)
- One in Sport Science (Physiology) and Cycling
- One in Sport Science (Biomechanics) and Rowing.

NSWIS KNOWLEDGE SHARED ACROSS HIGH PERFORMANCE SYSTEM





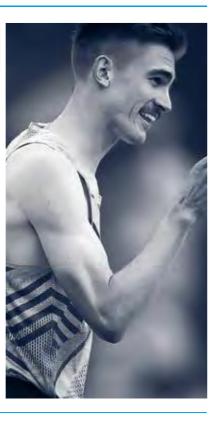
Track and Field

Championships

Para Track and Field Championships

Program Highlights

- Nicola McDermott became the first Australian female high jumper to clear 2m at the 2021 Australian National
- Ollie Hoare broke the Australian indoor 1500m record during the 2021 New Balance Indoor Grand Prix on Staten Island NY. His time was the 7th fastest indoor 1500m in the world of all time.
- Jessica Hull broke three Australia national records in the 1500m, 3000m & 5000m, in three separate Diamond League meetings.
- High jumper Brandon Starc secured a silver and a bronze medal in the Diamond League events in Rome and
- 1500m runner Ollie Hoare won a silver medal at the Gateshead Diamond League meet in May.





CANOE SLALOM



Podium

Podium Ready

Podium Potentia

Emerging

International Events



Medallists

2021 Canoe Slalom **Events in** Czech Republic and Germany

Due to the ongoing COVID-19 pandemic, there was no national championship held for Canoe Slalom.

Program Highlights

- NSWIS athletes secured 75% of the places on the Australian Olympic Team for canoe slalom.
- In her first international competition for 18 months, Jessica Fox won gold in the C1 and bronze in the K1 at the 2021 ICF Canoe World Cup 1 in Prague. She followed this result with gold in the K1 at World Cup 2 in Germany
- Between September 2020 and May 2021, Paddle Australia organised a total of 10 local races in which the canoe slalom community was able to compete, providing a pathway as well as opportunities for Olympians to prepare for the international season.



CANOE SPRINT



Podium Ready



2021 Paddle Australia **Canoe Sprint** Championships

Program Highlights

- Following medal performances in all K1 events at the Sprint Canoe National Championships, Jackson Collins and Kailey Harlen were named as the official reserves for the Olympic team.
- Paddle Australia selected the senior national team for the national championships held in Adelaide which included: o 100% NSWIS representation in the women's senior national team.
 - o 50% NSWIS representation in the men's senior national team.
 - o 70% NSWIS representation in the women's u23 national team.
 - o 45% NSWIS representation in the men's u23 national team.
- A successful surf to kayak talent ID camp was run in June 2021 with 78 athletes attending, 75% of attendees had never paddled in a kayak before and 55 athletes were retained for a planned eight week training program. This was unfortunately cancelled due to COVID-19 restrictions.
- The NSWIS Canoe Sprint Program held a successful regatta in December 2020 following the cancellation of all







Medals

Medallists

Medallists

Medals

Medallists

Medals

Medals

- All three NSWIS para cyclists (Amanda Reid, Gordon Allan and Stuart Jones) were selected to the Australian Paralympic Team to compete at Tokyo 2020 Paralympic Games.
- Three NSWIS graduate scholarship athletes (Amanda Spratt, Kaarle McCulloch and Ashlee Ankudinoff) were selected to the Australian Olympic Team to complete at the Tokyo 2020 Olympic Games.
- NSWIS supported athletes claimed seven gold, seven silver and seven bronze medals at the 2021 AusCycling Track National Championship.
- Amanda Reid set a new C2 500m Time Trial World Record at the 2020 AusCycling Track National Championship.
- Gordon Allan set a new C2 1000mTimeTrial national record at 2020 AusCyclingTrack National Championship.





2021 Australian Open Championships

Program Highlights

- Three NSWIS athletes were selected to represent Australia at the Tokyo 2020 Olympics. Melissa Wu was selected for her fourth Olympic Games, whilst Esther Qin was selected for her second Olympic Games and Sam Fricker was selected to make his Olympic debut in Tokyo.
- NSWIS head coach, Chava Sobrino was named National Team Coach for the Australian diving team at Tokyo
- NSWIS athletes achieved five podium performances at 2021 Australian Open Championships including Olympic Nomination Trials.



N HOCKEY MEN

Due to the ongoing COVID-19 pandemic, there was no national championship held for Hockey Men.

Program Highlights

- Eight NSWIS graduate athletes were selected to the Kookaburras National Olympic squad, with seven selected to represent Australia at the Tokyo 2020 Olympics.
- Ten NSWIS athletes were selected to participate in the National Junior Camp in May 2021.
- NSWIS men's head coach, Brent Livermore named as head coach of Australia A vs Kookaburras held during pre-Olympic camp in Darwin in July 2021, with four NSWIS athletes selected to represent Australia A.
- NSWIS graduate, Dylan Martin made his debut for Kookaburras in the Sentinel Homes Trans-Tasman Series against New Zealand in May/June 2021.



MHOCKEY WOMEN

Developing

Due to the ongoing COVID-19 pandemic there was no national championship held for Hockey Women.

Program Highlights

- NSWIS women's head coach, Katrina Powell was appointed as the head coach of the Australian women's team, the Hockeyroos, for the Tokyo 2020 Olympics
- Seven NSWIS athletes named in the extended Hockeyroos squad travelling for the Olympic Games.
- 10 NSWIS athletes attended the National Junior Camp in March 2021
- NSWIS graduate Courtney Schonell made her debut for Hockeyroos in the Sentinel Homes Trans-Tasman Series against New Zealand in May/June 2021



INDIVIDUAL SCHOLARSHIPS



Gymnastics Championships **Trampolining**





Gymnastics onships - Artist

- 11 NSWIS athletes selected to represent Australia at the Tokyo 2020 Olympic Games.
- 11 NSWIS athletes selected to represent Australia at the Tokyo 2020 Paralympic Games





PARA-ARCHERY



Podium

Podium Potenti

Emerging

2021 National Para and VI Championships

Program Highlights

- Three NSWIS athletes selected to represent Australia at the Tokyo 2020 Paralympic Games.
- NSWIS athletes secured two gold medals at the Para-Archery Final Paralympic Qualification Tournament.
- NSWIS Para- Archers won national titles across all divisions at the Para-Archery National Championship in 2021, with a total of seven gold medals, three silver medals and two bronze medals along with four national para-archery records.



11

Podium Ready

Podium Potenti

Medallists

2021 Australian Rowin Championships

Program Highlights

- NSWIS graduate athletes Harriet Hudson and Rowena Meredith secured Australia's 9th boat at the Tokyo 2020 Olympics after winning the final Olympic Qualification Regatta in Switzerland in May 2021.
- 12 NSWIS graduate scholarship athletes were selected to represent Australia at the Tokyo 2020 Olympic Games, including four women and eight men.
- NSWIS athlete Tara Rigney joined the Hancock Prospecting Women's National Training Centre in Penrith and was selected to represent Australia in the women's double scull at the 2020 Tokyo Olympics. Thomas Birtwhistle secured his selection for the Tokyo 2020 Paralympics in the PR3 Mixed Coxed Four boat after
- winning the PR3 Men's Single Scull event at the annual Gavirate (Italy) Para International Regatta in June 2021.
- Erik Horrie raced an unofficial world's best time of 9.11.48 to win gold in the PR1 men's single scull at the Australian Rowing Championships in March 2021.



SAILING

Podium Ready

Developing

Emerging

13

Due to the ongoing COVID-19 pandemic there was no national championship held for Sailing.

Program Highlights

- Lisa Darminan and Jason Waterhouse were selected to the Australian Olympic Team for the second time in the Mixed Multihull - Nacra 17 Foiling for the Tokyo 2020 Olympic Games.
- Jamie Ryan was selected to represent Australian at the Tokyo 2020 Olympic Games in the Women's 49ER FX.



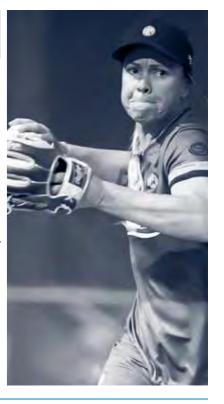


Podium Ready

Podium Potent

Due to the ongoing COVID-19 pandemic there was no national championship held for Softball.

- 13 NSWIS supported athletes were selected to the national team squad of 23 in January 2021 to prepare for the
- 10 NSWIS supported athletes (67% of team) announced in the final selection for the Australian Olympic Softball team to compete at the Tokyo 2020 Games.
- Pitcher Gabbie Plain was nominated as a finalist for the 2021 USA Softball Collegiate Player of the Year.



SURFING



Podium

Podium Potent

Surf League

2020-21 World

Due to the ongoing COVID-19 pandemic, there was no national championship held for Surfing.

Program Highlights

- Three NSWIS supported athletes (75% of team) were selected to represent Australia in surfing for the first time
- NSWIS supported surfer Sally Fitzgibbons won gold at the 2021 Women's International Surfing Association (ISA) World Surfing Games in El Salvador in June.



SWIMMING

13

2021 Australian Swimming Championships



2021 Australian ra swimming result

Program Highlights

- Four NSWIS athletes were selected to represent Australia at the Tokyo 2020 Olympic Games. Bronte and Cate Campbell were selected to their third and fourth Olympics respectively, joined by debutants Se-Bom Lee and
- Eight NSWIS para athletes were selected to represent Australia at the Tokyo 2020 Paralympics. Included in the eight athletes is 15-time Paralympic medallist Ellie Cole, Matt Levy who will compete in his fifth Paralympic Games and Tiffany Thomas-Kane who won four medals at the Rio Games in 2016.
- NSWIS athletes won four gold medals at the 2021 Australian Swimming Championships.
- NSWIS para athletes claimed 28 medals at the Australian Age Championships in April 2021. Standout open performances include Taylor Corry, Jarred Dyer and Jasmine Greenwood who all claimed multiple medals. Youngster Alexander Tuckfield starred for the age athletes, claiming four gold and one bronze medal.



WATER POLO MEN

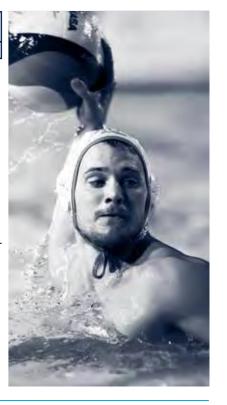
Podium Ready

16

Due to the ongoing COVID-19 pandemic, there was no national championship held for Water Polo Men.

Program Highlights

- NSWIS was established at the national hub for the Australian men's water polo team for 2020/21 with all athletes training in our Daily Training Environment for Olympic selection.
- Eleven NSWIS athletes (85% of team) were selected to represent Australia at the Tokyo 2020 Olympic Games.
- Seven NSWIS athletes are set to make their Olympic debuts in Tokyo.



WATER POLO WOMEN

Podium Ready

Developing

Emerging

12

Due to the ongoing COVID-19 pandemic, there was no national championship held for Water Polo Women.

- Eight NSWIS athletes (62%) were selected to represent Australia at the Tokyo 2020 Olympics.
- Five NSWIS athletes are set to make their Olympic debut in Tokyo.
- Successfully hosted a national development camp in Sydney with QAS, WAIS and SASI athletes and coaches. A total of 33 athletes from across the country were involved.





WHEELCHAIR BASKETBALL

Due to the ongoing COVID-19 pandemic, there was no national championship held for Wheelchair Basketball.

Program Highlights

- NSWIS head coach, Janna Mizens was announced as Australian U25 Women's Wheelchair Basketball Head Coach.
- Five NSWIS athletes were selected to represent Australia at the Tokyo 2020 Paralympic Games, including three
- A wheelchair basketball hub was established in Wollongong with strength and conditioning servicing provided in partnership with the Illawarra Academy of Sport.
- NSWIS athletes Shawn Russell and Brett Stibners won player of the round awards in the National Wheelchair Basketball League (NWBL) in weeks one and three respectively.







NTER SPORTS

Benchmark Event

FIS Freestyle Ski and Snowboarding World **Championships 2021**

- NSWIS athletes Belle Brockhoff and Jarryd Hughes were crowned world champions after winning the inaugural Snowboard CrossTeam event at the 2021 Snowboard World Championships in Idre Fjall, Sweden. The pair made history, claiming the win in the newly introduced discipline, which will make its Olympic debut at the Beijing 2022 Winter Games.
- Matt Graham had a stellar season, claiming world championship silver and becoming the 2020/21 Moguls World Cup champion. He is the first Australian male since the legendary Dale Begg-Smith to win a World Cup Crystal Globe title.
- BenTudhope continued to dominate in the Para Snowboard events and was recognised as the Snow Australia Athlete of the Year for the Paralympic discipline. Tudhope claimed gold and silver in the Snowboard Cross (LL2) events, in the only world cup of the season following a COVID impacted schedule.
- Tess Coady claimed bronze in the Women's Snowboard Slopestyle event at the World Championships in Aspen, Colorado. Coady joins Torah Bright as the only other Aussie woman to claim a world championship medal in the Snowboard Slopestyle event.







FINANCIALS

NSW INSTITUTE OF SPORT

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NSW Institute of Sport Statement by the Members of the Board

For the period 1 July 2020 to 30 June 2021

Pursuant to Division 7.2 of the *Government Sector Finance Act 2018* and in accordance with a resolution of the Directors of the NSW Institute of Sport, we declare on behalf of the Board that in our opinion:

- The Financial Statements exhibit a true and fair view of the financial position as at 30 June 2021 and financial performance for the period 1 July 2020 to 30 June 2021 of the NSW Institute of Sport.
- (ii) The Financial Statements have been prepared in accordance with the provisions of the *Government Sector Finance Act 2018*, the regulations, and the Treasurer's Directions.

Further we are not aware of any circumstances which would render any particulars included in the Financial Statements to be misleading or inaccurate.

Signed in Sydney this 22nd day of September 2021

Mr Gary Flowers Chairman

Mr Joseph Carrozzi
Board Member



INDEPENDENT AUDITOR'S REPORT

NSW Institute of Sport

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the NSW Institute of Sport (the Institute), which comprise the Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, notes comprising a Statement of Significant Accounting Policies, and other explanatory information.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the Government Sector Finance Act 2018 (GSF Act), the Government Sector Finance Regulation 2018 (GSF Regulation) and the Treasurer's Directions
- · presents fairly the Institute's financial position, financial performance and cash flows

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Institute in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Institute's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The members of the Board of the Institute are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by the Members of the Board.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

Board's Responsibilities for the Financial Statements

The members of the Board are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulations and Treasurer's Directions. The Board's responsibility also includes such internal control as the members of the Board determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the members of the Board are responsible for assessing the Institute's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

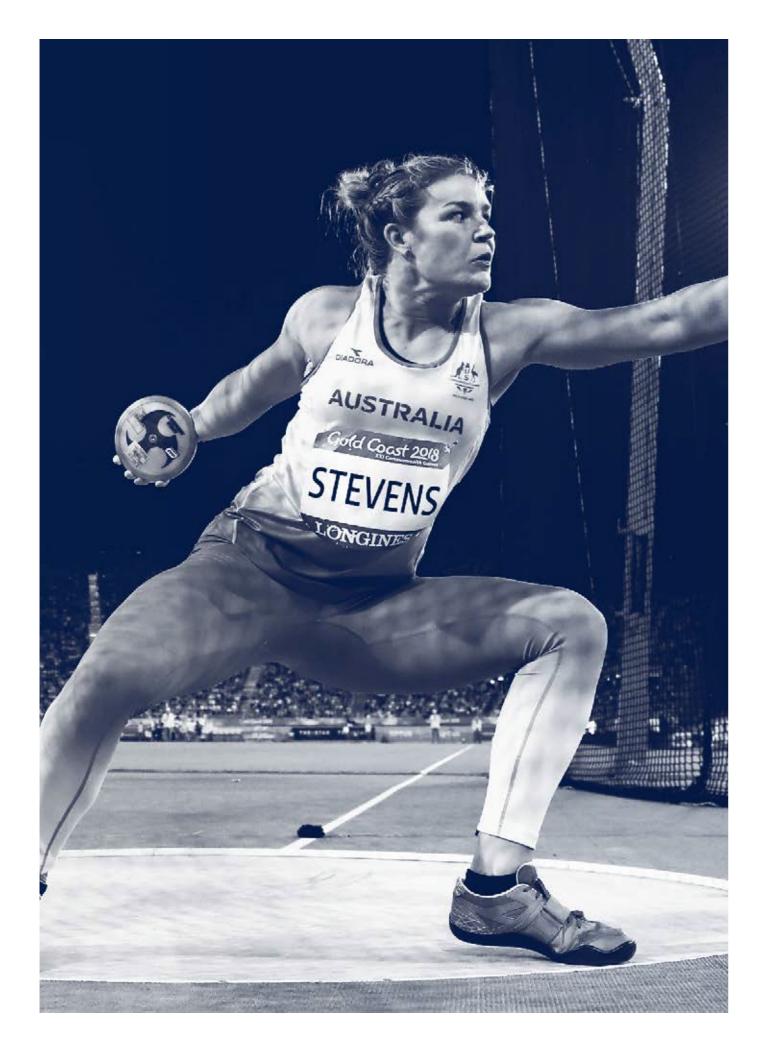
- · that the Institute carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Lisa Berwick Director, Financial Audit

Delegate of the Auditor-General for New South Wales

22 September 2021 SYDNEY



NSW INSTITUTE OF SPORT STATEMENT OF COMPREHENSIVE INCOME

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

	Econor	nic Entity	Parent Entity		
	2021	2020	2021	2020	
Note	\$'000	\$'000	\$'000	\$'000	
2(a)	10 215	11 039	122	100	
		,		10,939	
				5,525	
				2,805	
				1,334	
2(†)	10	15/	10	157	
	20,408	20,860	20,408	20,860	
3(a)	16,816	17,228	16,816	17,228	
3(b)	698	782	698	782	
3(c)	5	16	5	16	
3(d)	2,383	2,232	2,383	2,232	
3(e)	883	915	883	915	
	20,785	21,173	20,785	21,173	
	077	040	077	040	
	3//	313	3//	313	
4	-	-	-	-	
	377	313	377	313	
	-	-	-	-	
	377	313	377	313	
	2(a) 2(b) 2(c) 2(d) 2(e) 2(f) 3(a) 3(b) 3(c) 3(d) 3(e)	2021 Note	Note \$'000 \$'000 2(a) 10,215 11,039 2(b)	Note \$'000 \$'000 \$'000 2(a) 10,215 11,039 122 2(b) - - 10,093 2(c) 6,412 5,525 6,412 2(d) 2,710 2,805 2,710 2(e) 1,061 1,334 1,061 2(f) 10 157 10 20,408 20,860 20,408 3(a) 16,816 17,228 16,816 3(b) 698 782 698 3(c) 5 16 5 3(d) 2,383 2,232 2,383 3(e) 883 915 883 20,785 21,173 20,785 377 313 377 4 - - - - - - - 377 313 377	

The accompanying notes form part of these financial statements.

NSW INSTITUTE OF SPORT STATEMENT OF FINANCIAL POSITION

FORTHE PERIOD 1 JULY 2020 TO 30 JUNE 2021

		Economic Entity		Parent Entity	
		2021	2020	2021	2020
	Note	\$'000	\$'000	\$'000	\$'000
ASSETS					
Current Assets					
Cash and Cash Equivalents	5	3,617	2,697	3,617	2,697
Receivables	6	1,084	1,418	1,084	1,418
Inventories	7	51	214	51	214
Total Current Assets		4,752	4,329	4,752	4,329
Non-Current Assets					
Property Plant and Equipment	8				
Plant and equipment	0	344	480	344	480
Sporting Equipment		358	524	358	524
Leasehold Improvements		1	3	1	3
Intangible Assets		42	91	42	91
Right-of-use assets under leases	9	9,081	2,304	9,081	2,304
Total property, plant and equipment	9	9,826	3,402		
Total Non-Current Assets		9,826		9,826 9,826	3,402
Total Assets		14,578	3,402 7,731	14,578	3,402 7,731
Iotal Assets		14,576	7,731	14,576	1,131
LIABILITIES					
Current Liabilities					
Payables	11	707	370	2,496	2,479
Leases	13	1,439	2,292	1,439	2,292
Provisions	12	1,577	1,874	-	_
Total Current Liabilities		3,723	4,536	3,935	4,771
		•			
Non-Current Liabilities					
Leases	13	7,649	102	7,649	102
Provisions	12	212	476	-	241
Total Non-Current Liabilities		7,861	578	7,649	343
Total Liabilities		11,584	5,114	11,584	5,114
Net Assets		2,994	2,617	2,994	2,617
FOLUTY					
EQUITY		0.004	0.047	2.004	0.047
Accumulated Funds		2,994	2,617	2,994	2,617
Total Equity		2,994	2,617	2,994	2,617

The accompanying notes form part of these financial statements.

NSW INSTITUTE OF SPORT STATEMENT OF CHANGES IN EQUITY

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

	Accumulated Funds	Total Equity
	\$'000	\$'000
2021 ECONOMIC ENTITY		
Balance at 1 July 2020	2,617	2,617
Net result for the year	377	377
Other comprehensive income	-	-
Total comprehensive income for the year	377	377
Balance at 30 June 2021	2,994	2,994
2021 PARENT ENTITY		
Balance at 1 July 2020	2,617	2,617
Net result for the year	377	377
Other comprehensive income	-	-
Total comprehensive income for the year	377	377
Balance at 30 June 2021	2,994	2,994
2020 ECONOMIC ENTITY		
Balance at 1 July 2019	2,304	2,304
Net result for the year	313	313
Other comprehensive income	-	-
Total comprehensive income for the year	313	313
Balance at 30 June 2020	2,617	2,617
2020 PARENT ENTITY		
Balance at 1 July 2019	2,304	2,304
Net result for the year	313	313
Other comprehensive income	-	-
Total comprehensive income for the year	313	313
Balance at 30 June 2020	2,617	2,617

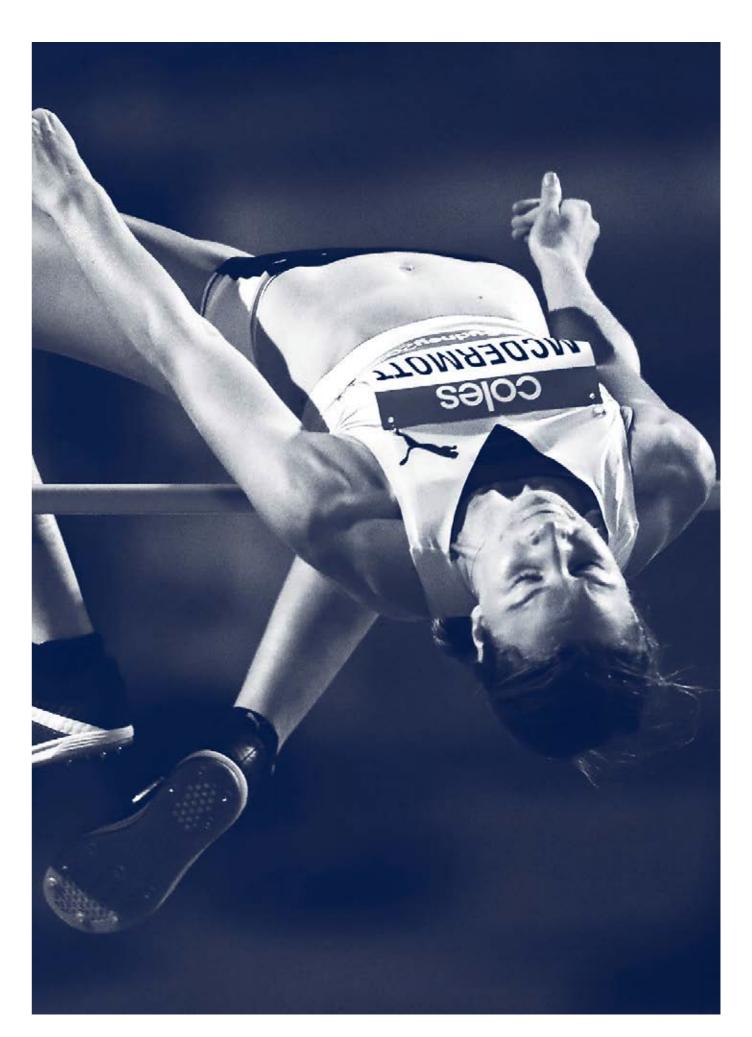
The accompanying notes form part of these financial statements

NSW INSTITUTE OF SPORT STATEMENT OF CASH FLOW

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

		Econor	Economic Entity		nt Entity
		2021	2020	2021	2020
	Note	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities					
Payments					
Employee related		(11,368)	(12,552)	(11,368)	(12,552)
Suppliers for goods and services		(4,212)	(3,435)	(4,212)	(3,435)
Grants		(1,061)	(1,334)	(1,061)	(1,334)
Other		(698)	(202)	(698)	(202)
Total Payments		(17,339)	(17,523)	(17,339)	(17,523)
Receipts					
Grant from NSW Government		16,816	17,228	16,816	17,228
Sale of Goods and Services		597	58	597	58
Interest Received		5	16	5	16
Grants and Other Contributions		2,383	2,232	2,383	2,232
Other		908	915	908	915
Total Receipts		20,709	20,449	20,709	20,449
Net Cash Flows from Operating Activities	17	3,370	2,926	3,370	2,926
Cash Flows from Investing Activities					
Proceeds from sale of property, plant and equipment	8	-	3	-	3
Purchases of plant and equipment	8	(148)	-	(148)	-
Net Cash Flows from Investing Activities		(148)	3	(148)	3
Cash Flows from Financing Activities					
Payment of principal portion of lease liabilities		(2,302)	(2,471)	(2,302)	(2,471)
Net Cash Flows from Financing Activities		(2,302)	(2,471)	(2,302)	(2,471)
NET INCREASE //DECDEASE) IN CASH		920	450	020	4E0
NET INCREASE/(DECREASE) IN CASH Opening cash and cash equivalents		2,697	458 2,239	920 2,697	458 2,239
· ·	5				
Closing Cash and Cash Equivalents	5	3,617	2,697	3,617	2,697

The accompanying notes form part of these financial statements



NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following summary explains the significant accounting policies that have been adopted in preparation of these financial statements.

(a) Reporting Entity

The NSW Institute of Sport (NSWIS) is a NSW government entity and is controlled by the State of New South Wales which is the ultimate parent. The NSWIS is a not-for profit entity (as profit is not its principle objective). The NSWIS as a reporting entity, comprises all the entities under its control, which includes the Institute of Sport Staff Agency (ISSA).

In the process of preparing the consolidated financial statements for the economic entity, consisting of the controlling and controlled entities, all inter-entity transactions and balances have been eliminated, and like transactions and other events are accounted for using uniform accounting policies.

These financial statements for the period ended 30th June have been authorised for issue by the Board on 22nd September 2021.

(b) Basis of the Preparation of the Financial Statements

The entity's Financial Statements are general purpose financial statements which have been prepared on an accruals basis and in accordance with:

- Applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations)
- The requirements of the Government Sector Finance Act 2018 (the GSF Act) and
- Treasurer's Directions issued under the GSF Act.

Financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the entity's presentation and functional currency.

(c) Going Concern

consolidated financial statements for the entity, management has considered and assessed the entity's ability to continue as a going concern. Management has determined that the entity has the ability to meet its upcoming obligations and continue as a going concern.

(d) Statement of compliance

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(e) Administered Activities

Transactions and balances relating to the administered activities are not recognised as the entity's income, expenses, assets and liabilities, but are disclosed in the accompanying schedules as 'Administered Income', 'Administered Expenses', 'Administered Assets and 'Administered Liabilities'.

The accrual basis of accounting and applicable accounting standards have been adopted.

(f) Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of GST, except that the:

- amount of GST incurred by the Institute as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of an asset's cost of acquisition or as part of an item of expense; and
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to the Australian Taxation Office are classified as operating cash flows.

(g) Foreign Currency Translation

Transactions in foreign currencies are recorded using the spot rate at the date the transaction first qualifies for recognition. The Institute does not denominate any monetary or non-monetary assets and liabilities in foreign currency.

(h) Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is presented in respect of the previous year for all amounts reported in the financial statements.

(i) Changes in accounting policy, including new or revised Australian Accounting Standards

(i) Effective for the first time in 2020-2021

The accounting policies applied in 2020-21 are consistent with those of the previous financial year except as a result of the new or revised Australian Accounting Standard that has been applied for the first time in 2020-21:

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) applies for the first time in 2020-21 but has had no impact on NSWIS's financial statements.

(ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2021 reporting period.

The following new Australian Accounting Standards have not been applied and are not yet effective.

- AASB 17 Insurance Contracts (effective 1 January 2021)
- AASB 2018-6 Amendments to Australian Accounting Standards – Definition of a Business (effective 1 January 2020)
- AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material (effective 1 January 2020)
- AASB 2019-1 Amendments to Australian Accounting Standards – References to the Conceptual Framework
- AASB 2019-3 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform

The Institute anticipates that the adoption of these Standards in the period of initial application will have no material impact on the financial statements.



NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

2. EXPENSES EXCLUDING LOSSES

	Econon	nic Entity	Parer	nt Entity
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
(a) Employee Related Expenses				
Board Member's Fees and associated on-costs	107	87	107	87
Salaries and Wages (including annual leave)	8,671	9,394	-	-
Superannuation	751	795	10	8
Long Service Leave	124	115	-	
Worker's Compensation Insurance	46	68	-	-
Payroll Tax and Fringe Benefit Tax	516	580	5	5
Total Employee related expenses	10,215	11,039	122	100
(b) Personnel Services				
Personnel Services - Institute of Sport Staff Agency	-	-	10,093	10,939
Total Personnel Services	-		10,141	10,939
(c) Other operating expenses include the following:				
Auditor's remuneration - audit of the financial statements	51	40	51	40
Expenses related to leases of low-value assets	111	57	111	57
Maintenance	137	198	137	198
Insurance	28	56	28	56
Consultants	27	52	27	52
Other Contractors	805	888	805	888
Athlete & Medical Services	1,145	761	1,145	761
Rent & Occupancy Costs	1,193	813	1,193	813
Travel	806	472	806	472
Minor Equipment & Motor Vehicles	426	440	426	440
Printing, Stationery, Communications & Promotions	369	522	369	522
In-Kind Contributions	655	617	655	617
Other expenses	659	609	659	609
Total Other Operating Expenses	6,412	5,525	6,412	5,525

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

2. EXPENSES EXCLUDING LOSSES continued

Recognition and Measurement

Maintenance expense

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement or an enhancement of a part or component of an asset, in which case the costs are capitalised and depreciated.

Insurance

The entity's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self-insurance for Government entities. The expense (premium) is determined by the Fund Manager based off past claims experience.

Lease expense

The Entity recognises the lease payments associated with the following types leases as an expense on a straight-line basis:

- Leases that meet the definition of short-term. i.e. where the lease term at commencement of the lease is 12 months or less. This excludes leases with a purchase option.
- Leases of assets that are valued at \$10,000 or under when new.
- Variable lease payments not included in the measurement of the lease liability (i.e. variable lease payments that do not depend on an index or a rate, initially measured using the index or rate as at the commencement date). These payments are recognised in the period in which the event or condition that triggers those payments occurs.

	Econon	Economic Entity		t Entity
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
(d) Depreciation and amortisation				
General Plant & Equipment	153	143	153	143
Electronic & Scientific	-	-	-	-
Sporting Equipment	297	207	297	207
Intangibles	49	49	49	49
Leasehold Improvements	2	2	2	2
Right of use assets				
Buildings	2,072	2,251	2,072	2,251
Plant and equipment	137	153	137	153
Total Depreciation and amortisation	2,710	2,805	2,710	2,805
(e) Grants and subsidies				
Sporting Associations	1,061	1,334	1,061	1,334
Total Grants and subsidies	1,061	1,334	1,061	1,334

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

2. EXPENSES EXCLUDING LOSSES continued

Recognition and Measurement

Grants and subsidies

Grants and subsidies are recognised as expenses when the Institute pays the grants based on the Minister's approval and the Treasury Allocation Letters. The grants are normally recognised as expenses on payment to sporting bodies and for the development of community sporting and recreational facilities.

	Econo	mic Entity	Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
(f) Finance costs				
Interest expense from lease liabilities	10	157	10	157
Total Finance Costs	10	157	10	157

Recognition and Measurement

Finance costs consist of interest and other costs incurred in connection with the borrowing of funds. Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to not-for-profit NSW General Government Sector entities.



NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

3. REVENUE

Recognition and Measurement

Income is recognised in accordance with the requirements of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities, dependent on whether there is a contract with a customer defined by AASB 15 Revenue from Contracts with Customers. Comments regarding the accounting policies for the recognition of income are discussed below.

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
(a) Grant from NSW Government				
NSW Government Recurrent Grant	16,816	17,228	16,816	17,228
Total Grant from NSW Government	16,816	17,228	16,816	17,228

Recognition and Measurement

Income from grants to acquire/construct a recognisable non-financial asset to be controlled by the entity is recognised when the entity satisfies its obligations under the transfer. The entity satisfies the performance obligations under the transfer to construct assets over time as the non-financial assets are being constructed. The percentage of cost incurred is used to recognise income, because this most closely reflects the progress to completion.

Revenue from grants with sufficiently specific performance obligations is recognised as when the Entity satisfies a performance obligation by transferring the promised goods or services. Revenue from these grants is recognised based on the grant amount specified in the funding agreement/funding approval, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. No element of financing is deemed present as funding payments are usually received in advance or shortly after the relevant obligation is satisfied.

Income from grants without sufficiently specific performance obligations is recognised when the entity obtains control over the granted assets (e.g. cash).

Receipt of volunteer services is recognised when and only when the fair value of those services can be reliably determined and the services would have been purchased if not donated. Volunteer services are measured at fair value.

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

3. REVENUE continued

	Economic Entity		Parent Entity	
	2021	2021 2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
(b) Sale of Goods and Services				
Sponsorship - Cash	43	165	43	165
Sponsorship - In-Kind	655	617	655	617
Total Sale of goods and services	698	782	698	782

Recognition and Measurement

Sale of goods

Revenue from sale of goods is recognised as when the entity satisfies a performance obligation by transferring the promised goods. The entity typically satisfies its performance obligations when control of the goods is transferred to the customers. The payments are typically due when control of the goods is transferred.

Revenue from these sales is recognised based on the price specified in the contract, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. No element of financing is deemed present as the sales are made with a short credit term. No volume discount or warranty is provided on the sale.

Rendering of service

Revenue from rendering of services is recognised when the entity satisfies the performance obligation by transferring the promised services. The entity typically satisfies its performance obligations when the service is completed or performed in agreement with the contract terms e.g. periodic coaching services. The payments are typically due when the customer has been invoiced for services provided.

The revenue is measured at the transaction price agreed under the contract. No element of financing is deemed present as payments are due when service is provided.

	Eco	Economic Entity		Parent Entity
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
(c) Investment revenue				
Interest Received	5	16	5	16
Total Interest Received	5	16	5	16

Recognition and Measurement

Interest income

Interest income is recognised using the effective interest method. The effective interest rate is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset.

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

3. REVENUE continued

	Econo	Economic Entity		t Entity
	2021	2021 2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
(d) Grants and Other Contributions				
State Sporting Organisations	27	59	27	59
National Sporting Organisations	2,356	2,173	2,356	2,173
Total Grants and Contributions	2,383	2,232	2,383	2,232

Recognition and Measurement

Income from grants/contributions to acquire/construct a recognisable non-financial asset to be controlled by the entity is recognised when the entity satisfies its obligations under the transfer. The entity satisfies the performance obligations under the transfer to construct assets over time as the non-financial assets are being constructed. The percentage of cost incurred is used to recognise income, because this most closely reflects the progress to completion.

Revenue from grants/contributions with sufficiently specific performance obligations is recognised as when the Entity satisfies a performance obligation by transferring the promised goods and services.

Revenue from these grants/contributions is recognised based on the grant/contribution amount specified in the funding agreement/funding approval, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. No element of financing is deemed present as funding payments are usually received in advance or shortly after the relevant obligation is satisfied.

Income from grants/contributions without sufficiently specific performance obligations is recognised when the entity obtains control over the granted assets (e.g. cash).

Receipt of volunteer services is recognised when and only when the fair value of those services can be reliably determined and the services would have been purchased if not donated. Volunteer services are measured at fair value.

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

3. REVENUE continued

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
(e) Other Income				
Rent	225	238	225	238
Cost Recoveries	529	580	529	580
Sundry	129	97	129	97
Total Other Income	883	915	883	915
4. GAIN / (LOSS) ON DISPOSAL	Econon	nic Entity	Paren	t Entity
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Gain/(loss) on disposal of land and buildings, plant and equipment and intangibles				
Written down value of assets disposed	-	-	-	-
Net gain/(loss) on disposal of land and buildings, plant and equipment and intangibles	-	-	-	

5. CURRENT ASSETS - CASH AND CASH EQUIVALENTS

For the purposes of the Statement of Cash Flows, cash and cash equivalents include cash at bank and cash on hand.

Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of the financial year to the statement of cash flows as follows:

	Economic Entity		Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Cash at bank or on hand	3,617	2,697	3,617	2,697
Total cash and cash equivalents	3,617	2,697	3,617	2,697

Refer Note 18 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

6. CURRENT / NON-CURRENT ASSETS - RECEIVABLES

Economic Entity		Parent Entity	
2021	2020	2021	2020
\$'000	\$'000	\$'000	\$'000
145	306	145	306
338	511	338	511
51	-	51	-
-	75	-	75
550	526	550	526
1,084	1,418	1,084	1,418
-	-	-	-
-	-	-	-
1,084	1,418	1,084	1,418
	2021 \$'000 145 338 51 - 550 1,084	2021 2020 \$'0000 \$'0000 145 306 338 511 51 - - 75 550 526 1,084 1,418	2021 2020 2021 \$'000 \$'000 145 306 145 338 511 338 51 - 51 - 75 - 550 526 550 1,084 1,418 1,084

Refer Note 18 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

Recognition and Measurement

All 'regular way' purchases or sales of financial asset are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Subsequent measurement

The entity holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Impairment under AASB 9

The entity recognises an allowance for expected credit losses (ECLs) for all debt financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate.

For trade receivables, the entity applies a simplified approach in calculating ECLs. The entity recognises a loss allowance based on lifetime ECLs at each reporting date. The entity has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

7. CURRENT / NON-CURRENT ASSETS - INVENTORIES

	Econ	Parent Entity			
	2021 2020		2021		
	\$'000	\$'000	\$'000	\$'000	
Uniform Stock	51	214	51	214	
Total Inventories	51	214	51	214	

Recognition and Measurement

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost method.

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost the entity would incur to acquire the asset. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.



NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

8. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT

	Plant & Equipment	Electronic & Scientific Equipment	Sporting Equipment	Leasehold Improvements	Intangible Assets	Totals
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020 Economic & Parent						
At 1 July 2019 - fair value						
Gross carrying amount	846	1,446	1,752	5,043	405	9,492
Accumulated depreciation and impairment	(610)	(1,059)	(1,018)	(5,038)	(265)	(7,990)
Net Carrying Amount	236	387	734	5	140	1,502
Year ended 30 June 2020						
Net carrying amount at beginning of year	236	387	734	5	140	1,502
Disposals	-	-	(3)	-	-	(3)
Reclassifications	387	(387)	-	-	-	-
Less: Depreciation expense	(143)	-	(207)	(2)	(49)	(401)
Net carrying amount at end of year	480	-	524	3	91	1,098
At 1 July 2020 - fair value						
Gross carrying amount	2,298	-	1,749	5,043	405	9,495
Accumulated depreciation and impairment	(1,818)	-	(1,225)	(5,040)	(314)	(8,397)
Net Carrying Amount	480	-	524	3	91	1,098

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

8. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT continued

	Plant & Equipment	Electronic & Scientific Equipment	Sporting Equipment	Leasehold Improvements	Intangible Assets	Totals
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2021 Economic & Parent						
Year ended 30 June 2021						
Net carrying amount at beginning of year	480	-	524	3	91	1,098
Additions	17	-	131	-	-	148
Disposals	-	-	-	-	-	-
Reclassifications	-	-	-	-	-	-
Less: Depreciation expense	(153)	-	(297)	(2)	(49)	(501)
Net carrying amount at end of year	344	-	358	1	42	745
At 30 June 2021 - fair value						
Gross carrying amount	2,315	-	1,880	5,043	405	9,643
Accumulated depreciation and impairment	(1,971)	-	(1,522)	(5,042)	(363)	(8,898)
Net Carrying Amount	344	-	358	1	42	745

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

8. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT continued

Recognition and Measurement

Acquisition of property, plant and equipment

Property, plant and equipment are measured at cost. Cost is the amount of cash or cash equivalents paid or

the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other AAS.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent; i.e. deferred payment amount is effectively discounted over the period of credit.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition (see also assets transferred as a result of an equity transfer).

Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

Major inspection costs

When a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied.

Restoration costs

The present value of the expected cost for the restoration or cost of dismantling an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision is met.

Depreciation of property, plant and equipment

Depreciation is provided for on a straight-line basis so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Institute.

The following depreciation rates were used based on the assessment of the useful life of that equipment:

- General Plant and Equipment range from 6.67% to 33.3%
- Fixtures & Fittings range from 10% to 33%
- Electronic and Scientific Equipment range from 3.33% to 50%
- Sporting Equipment range from 5% to 50%
- Leasehold Improvements range from 10% to 33%

Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP 14-01). This policy adopts fair value in accordance with AASB 13, AASB 116 and AASB 140 Investment Property.

The entity doesn't revalue property plant and equipment as there are no land and buildings or infrastructure assets.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

8. NON-CURRENT ASSETS – PROPERTY, PLANT AND EQUIPMENT continued

Recognition and Measurement continued

Impairment of property, plant and equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 Impairment of Assets is unlikely to arise. Since property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in rare circumstances such as where the costs of disposal are material.

The entity assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the entity estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Specialised assets held for continuing use of their service capacity are rarely sold and their cost of disposal is typically negligible. Their recoverable amount is expected to be materially the same as fair value, where they are regularly revalued under AASB 13.

As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.



NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

9. LEASES

Entity as a lessee

The entity leases various properties, equipment and motor vehicles. Lease contracts are typically made for fixed periods of 3 to 5 years, but may have extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. The entity does not provide residual value guarantees in relation to leases.

Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the entity and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee. During the current financial year, there was no financial effect of revising lease terms to reflect the effect of exercising extension and termination options. A number of motor vehicle leases are due to expire in August 2021. As at the balance date, new leases have been committed to, to replace the expiring leases, however, have not been recorded in the financial statements as the leases are not yet active. Potential future cash outflows of \$172,282 have not been included in the lease liability in relation to these leases.

The entity has elected to recognise payments for short-term leases and low value leases as expenses on a straight-line basis, instead of recognising a right-of-use asset and lease liability. Short-term leases are leases with a lease term of 12 months or less. Low value assets are assets with a fair value of \$10,000 or less when new and comprise mainly office equipment.

(a) Right-of-use assets under leases

The following tables presents right-of-use assets under leases:

	Buildings	Plant and equipment	Total
	\$'000	\$'000	\$'000
Balance at 1 July 2020	2,072	232	2,304
Additions	8,931	55	8,986
Depreciation expense	(2,072)	(137)	(2,209)
Balance at 30 June 2021	8,931	150	9,081
Balance at 1 July 2019	4,323	385	4,708
Depreciation expense	(2,251)	(153)	(2,404)
Balance at 30 June 2020	2,072	232	2,304
(b) Right-of-use liabilities under leases			
The following table presents liabilities under leases			
		2021	2020
		\$'000	\$'000
Balance at 1 July 2020		2,394	4,708
Interest expenses		(10)	(157)
Additions		8,986	-
Payments		(2,282)	(2,157)
Balance at 30 June 2021		9,088	2,394

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

9. LEASES continued

(c) Right-of-use expenses under leases

The following amounts were recognised in the statement of comprehensive income for the current and prior periods:

	2021	2020	
	\$'000	\$'000	
Depreciation expense of right-of-use assets	2,209	2,404	
Interest expense on lease liabilities	10	157	
Expense relating to short-term leases	-	-	
Expense relating to leases of low-value assets	105	110	
Variable lease payments, not included in the measurement of lease liabilities	-	-	
Total amount recognised in the statement of comprehensive income 2,324			

The entity had total cash outflows for leases of \$2.63 million in FY2020-21 (\$2.63 million in FY2019-20).

Recognition and Measurement

The entity assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The entity recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

i. Right-of-use assets

The entity recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability (refer ii below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Plant and machinery 3 to 5 years
- Motor vehicles and other equipment 3 to 5 years
- Property and Buildings 5 to 10 years

If ownership of the leased asset transfers to the entity at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to revaluation (except for those arising from leases that have significantly below-market terms and conditions principally to enable the entity to further its objectives in note iv below) and impairment.

Refer to the accounting policies in property, plant and equipment in Note 8.

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

9. LEASES continued

Recognition and Measurement continued

ii. Lease liabilities

At the commencement date of the lease, the entity recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- fixed payments (including in substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate;
- amounts expected to be paid under residual value guarantees;
- exercise price of a purchase options reasonably certain to be exercised by the entity; and
- payments of penalties for terminating the lease, if the lease term reflects the entity exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the entity's leases, the lessee's incremental borrowing rate is used, being the rate that the entity would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The entity's lease liabilities are included in borrowings.

iii. Short-term leases and leases of low-value assets

The entity applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term

iv. Leases that have significantly below-market terms and conditions principally to enable the entity to further its objectives

Right-of-use assets under leases at significantly below-market terms and conditions that are entered into principally to enable the entity to further its objectives, are measured at cost. These right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, subject to impairment. They are not subject to revaluation.

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

10. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

Recognition and Measurement

Fair value measurement and hierarchy

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1 quoted (unadjusted) prices in active markets for identical assets / liabilities that the entity can access at the measurement date.
- Level 2 inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 inputs that are not based on observable market data (unobservable inputs).

The entity recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

There were no transfers between Level 1, 2 or 3 during the year 2021 or 2020 year.

The methods and valuation techniques used for the purpose of measuring fair value are unchanged compared to the previous reporting year.

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

11. CURRENT LIABILITIES - PAYABLES

	Ecor	nomic Entity		Parent Entity		
	2021	2020	2021	2020		
	\$'000	\$'000	\$'000	\$'000		
Uniform Stock						
Accrued Salaries, Wages and On-Costs	205	146	-	-		
Revenue received in advance	25	-	25	-		
Creditors	94	32	94	32		
Accruals	383	192	383	192		
Amount Payable - Institute of Sport Staff Agency	-	-	1,994	2,255		
	707	370	2,496	2,479		

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 18.

Recognition and Measurement

Payables represent liabilities for goods and services provided to the entity and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial. Payables are financial liabilities at amortised cost, initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised net result when the liabilities are derecognised as well as through the amortisation process.

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

12. CURRENT / NON-CURRENT LIABILITIES - PROVISIONS

	Econor	mic Entity	Parent Entity	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Current				
Employee benefits and related on-costs				
Annual leave	1,041	1,113	-	-
Long service leave	536	761	-	-
Total current provisions	1,577	1,874	-	-
Non-current				
Employee benefits and related on-costs				
Long service leave	212	235	-	-
Other Provisions				
Provision for Restoration - NSWIS Premises	-	241	-	241
Total non-current provisions	212	476	-	241
Total Provisions	1,789	2,350	-	241
Aggregate employee benefits and related on-costs				
Provisions - current	1,577	1,874	-	-
Provisions - non-current	212	235	-	-
Accrued salaries, wages and on-costs	205	146	-	-
	1,994	2,255	-	-

Recognition and Measurement

Employee benefits and related on-costs

Salaries and wages, annual leave and sick leave

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 Employee Benefits (although short-cut methods are permitted).

Actuarial advice obtained by Treasury has confirmed that using the nominal annual leave balance plus the annual leave entitlements accrued while taking annual leave can be used to approximate the present value of the annual leave liability. The entity has assessed the actuarial advice based on the entity's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the entity does not expect to settle the liability within 12 months as the entity does not have an unconditional right to defer settlement.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in future.

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

12. CURRENT / NON-CURRENT LIABILITIES – PROVISIONS continued

Recognition and Measurement continued

Employee benefits and related on-costs continued

Long service leave and superannuation

The employer's obligation for employee entitlements is recognised as an expense in the period it relates to. Superannuation expense is determined based on 9.5% of employee salaries. All NSWIS employees are members of a defined contribution plan resulting in no unfunded liability for NSWIS.

Long service leave is measured at the present value of expected future payments to be made in respect of services provided up to the reporting date. Consideration is given to certain factors based on actuarial review, including expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using Commonwealth government bond rate at the reporting date.

The liability is calculated in accordance with AASB 119 Employee Benefits and NSW Treasury Circular TC 21/03 Accounting for Long Service Leave and Annual Leave. Accrued long service leave is treated as both a current and non-current liability in accordance with the Treasury Circular.

Consequential on-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax.

13. CURRENT / NON-CURRENT LIABILITIES - LEASES

	Economic Entity		Parent	Parent Entity	
	2021	2020	2021	2020	
	\$'000	\$'000	\$'000	\$'000	
Current leases					
Lease liability	1,439	2,292	1,439	2,292	
Total Current leases	1,439	2,292	1,439	2,292	
Non-Current leases					
Lease liability	7,649	102	7,649	102	
Total Non-Current leases	9,088	102	9,088	102	

Recognition and measurement

Borrowings classified as financial liabilities at amortised cost are initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process.

Lease liabilities are determined in accordance with AASB 16.

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

14. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

There were no known contingent liabilities or contingent assets at balance date.

15. BUDGET REVIEW

Budget for NSWIS is not separately presented to NSW Parliament and a budget review has not been reported in these financial statements.

16. EQUITY

Accumulated Funds

The category 'Accumulated Funds' includes all current and prior period retained funds.

17. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

Econo	mic Entity	Parent Entity	
2021	2020	2021	2020
\$'000	\$'000	\$'000	\$'000
3,370	2,926	3,370	2,926
(2,710)	(2,805)	(2,710)	(2,805)
(10)	(157)	(10)	(157)
561	(101)	241	(101)
(122)	-	(122)	-
(337)	86	(17)	86
(212)	388	(212)	388
(163)	(24)	(163)	(24)
-	-	-	-
377	313	377	313
	2021 \$'000 3,370 (2,710) (10) 561 (122) (337) (212) (163)	\$'000 \$'000 3,370 2,926 (2,710) (2,805) (10) (157) 561 (101) (122) - (337) 86 (212) 388 (163) (24)	2021 2020 2021 \$'000 \$'000 \$'000 3,370 2,926 3,370 (2,710) (2,805) (2,710) (10) (157) (10) 561 (101) 241 (122) - (122) (337) 86 (17) (212) 388 (212) (163) (24) (163) - - -

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

18. FINANCIAL INSTRUMENTS

The Economic Entity's principal financial instruments and potential risks associated with those instruments are listed below. These financial instruments arise directly from the entity's operations and are required to finance its operations. The entity does not enter into or trade financial instruments including derivative financial instruments for speculative purposes.

The entity's main risks arising from financial instruments are outlined below, together with the entity's objectives' policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Chief Executive Officer has overall responsibility for the establishment and oversight of risk management. Risk management policies are established to identify and analyse the risks faced by the entity. Compliance with policies is reviewed by the Chief Executive on a continuous basis.

(a) Financial Instrument Categories

			Carrying Amount	Carrying Amount
			2021	2020
Financial Assets	Note	Category	\$'000	\$'000
Class:				
Cash and Cash Equivalents	5	N/A	3,617	2,697
Receivables ¹	6	Amortised cost under AASB 9	746	907
			Carrying Amount	Carrying Amount
			2021	2020
Financial Liabilities	Note	Category	\$'000	\$'000
Class:				
Payables ²	11	Financial Liabilities measured at amortised cost	682	370

- 1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
- 2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

(b) Derecognition of financial assets and financial liabilities

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the entity transfers its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:

- the entity has transferred substantially all the risks and rewards of the asset; or
- the entity has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control.

When the entity has transferred its rights to receive cash flows from an asset or has entered into a passthrough arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. Where the entity has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the entity's continuing involvement in the asset. In that case, the entity also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the entity has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the entity could be required to repay.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the net result.

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2020 TO 30 JUNE 2021

18. FINANCIAL INSTRUMENTS continued

(c) Offsetting financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the Statement of Financial Position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

(d) Financial risks

i) Credit risk

Credit risk arises when there is the possibility of the debtors of the Institute defaulting on their contractual obligations, resulting in a financial loss to the Institute. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for credit losses or allowance for impairment).

Credit risk arises from the financial assets of the entity, including cash, receivables, and authority deposits. No collateral is held by the entity. The entity has not granted any financial guarantees.

Credit risk associated with the entity's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards.

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System.

Receivables - trade debtors and loans

Accounting policy for impairment of trade debtors and other financial assets

Collectability of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand.

The entity applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade debtors.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The entity has identified the GDP and the unemployment rate to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors. Trade debtors are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others a failure to make contractual payments for a period of greater than 120 days past due.

The entity is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors as at 30 June 2021. Due to the nature of the entities receivables and based on the past history of losses, NSWIS has determined the expected credit loss rate as being immaterial and has not taken up an amount for expected losses.

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

18. FINANCIAL INSTRUMENTS continued

(d) Financial risks continued

ii) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Institute's exposures to market risk is limited to cash as it has no borrowings or unit priced investment facilities. The Institute has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Institute operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis assumes all other variables remain constant.

Interest rate risk

Exposures arise from cash and cash equivalents bearing variable interest rates. The Economic Entity does not hold fixed rate assets and liabilities. Sensitivity to a +1% movement in rates and -1% movement in rates and its impact is set out below:

	\$'000	\$'000	\$'000	\$'000	\$'000
2021	Carrying amount	Profit -1%	Equity	Profit +1%	Equity
Financial Assets					
Cash and Cash Equivalents	3,617	(36)	(36)	36	36
2020	Carrying amount	Profit -1%	Equity	Profit +1%	Equity
Financial Assets					
Cash and Cash Equivalents	2,697	(27)	(27)	27	27

iii) Liquidity risk

Liquidity risk is the risk that the entity will be unable to meet its payment obligations when they fall due. The entity continuously manages risk through monitoring future cashflows to ensure adequate holdings of high quality liquid assets.

During the current and prior year, there were no defaults of loans payable. No assets have been pledged as collateral.

The entity's exposure to liquidity risk is deemed insignificant based on prior period's data and current assessment of risk.

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSWTC 11/12. The Economic Entity is not involved in any long-term financial borrowings and payables are settled within 30 days of receiving the supplier's invoice.

(e) Fair value measurement

The net fair value of cash deposits and non-interest bearing monetary financial assets and liabilities reflect their approximate carrying value.

NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

FORTHE PERIOD 1 JULY 2020TO 30 JUNE 2021

19. RELATED PARTY DISCLOSURE

(a) Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly.

(b) Key management personnel compensation

Key management personnel compensation was as follows:

	2021	2020
	\$'000	\$'000
Short-term employee benefits		
Salaries, Superannuation, Annual Leave	1,941	2,096
Other monetary allowances	-	-
Non-monetary benefits	-	-
Other long-term employee benefits	295	195
Post-employment benefits	-	-
Termination benefits	-	205
Total remuneration	2,236	2,496

(c) Other transactions with key management personnel and related entities

From time to time, key management personnel may purchase goods or services from NSWIS. These purchases are on the same terms and conditions as those entered into by other customers and are immaterial in nature. During 2020-21 there have been no transactions reported with key management personnel.

During 2020-21, NSWIS had related party transactions with the Office of Sport, receiving \$16.8 million in grant payments, on behalf of the NSW Government (2019-20: \$17.0 million) as well as cost recoveries of \$0.1 million (2019-20: \$0.2 million). NSWIS also has a shared services arrangement with the Office of Sport whereby they provide back-office support and processing services for which NSWIS paid \$0.1 million (2019-20: \$0.1 million). These transactions were conducted at arms-length.

NSWIS has a related party relationship with the Olympic Winter Institute of Australia (OWIA). The CEO of NSWIS is a member of the Board of OWIA. During 2020-21, NSWIS had related party transactions with OWIA, receiving \$0.3 million in grants and contributions (2019-20: \$0.0 million) and making payments of \$0.2 million for services received and costs reimbursement (2019-20: \$0.1 million). These transactions were conducted at arms-length.

20. OTHER MATTERS – COVID 19

The entity has assessed the impact of COVID 19 on its operations. It has been determined that there has been no significant impact on the current revenues and expenses of the organisation due to COVID 19 and any future impacts cannot be reliably estimated at this time. It has been further determined that there is no significant risk of any material adjustment to the carrying amount of assets and liabilities within the next financial year due to COVID 19.

21. EVENTS AFTERTHE REPORTING PERIOD

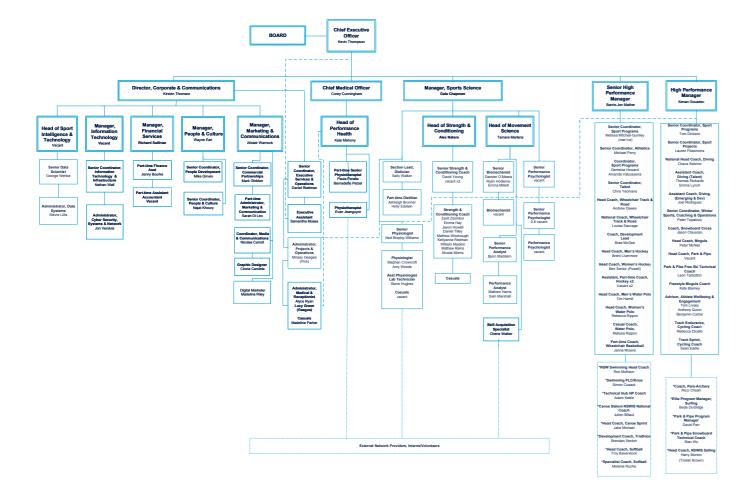
There were no significant events after reporting period.





APPENDIX

APPENDIX 1: ORGANISATIONAL CHART



APPENDIX 2: LEGISLATION AND LEGAL CHANGE

The NSW Institute of Sport (NSWIS) was established as a Statutory Authority under the *Institute of Sport Act 1995*. During the reporting period, there were no changes made to the Act.

APPENDIX 3: PEOPLE AND CULTURE

Staffing

This appendix provides data on the number of staff employed by NSWIS, commentary on People and Culture (P&C) policies and practices, movement in salaries, and organisational structure. As of 30 June 2021, NSWIS employed 76 full-time, 12 part-time and two active casual staff.

Table 1: Staffing totals

Reporting Period	2021	2020	2019	2018
Full-time	76	76	83	60
Part-time	12	20	18	16
Casual	2	5	32	14
Total	90	101	133	90

^{*} Staff figures as at 30 June 2021

The NSWIS workforce was comprised of 60% male and 40% female staff, with 76% of roles engaged to provide direct support to NSW athletes in coaching and high performance services.

Organisational Structure

In 2020/21, the following recruitment actions were undertaken:

- Head of Strength and Conditioning
- Administrator, Medical Receptionist (full time)
- Head of Movement Science
- Administrator, Medical Receptionist (part time)
- Coach, Strength and Conditioning (x2)
- Skill Acquisition Specialist
- Assistant Accountant
- Sport Physiotherapist
- Senior Sport Physiotherapist
- Track Endurance Coach (cycling)
- Senior High Performance Manger
- Senior Data Scientist
- Senior Sport Psychologist
- Senior Coordinator Cyber Security, Systems and Networks
- Senior Sport Biomechanist

Conditions of Employment and Movement in Payroll Costs

All staff, apart from three senior executive roles (CEO, Director, Corporate and Communications and Chief Medical Officer), are employed under the NSWIS Enterprise Agreement 2020-2022.

NSWIS staff are employed on a fixed term employment contract. During the reporting period, all contracts ceased on 31 December 2020. New contracts were provided to most staff for the Olympic/Paralympic cycle. The salary and on-costs for 2020/21 include a 2.27% salary increase paid to all staff employed from 1 January 2020, except for the three senior executive roles.

The senior executives did not receive an increase in the reporting period.

Staff turnover was 28% in the 2020/21 period, a figure which was expected for this point in the cycle as a new workforce model has been embedded to reflect the organisational needs for the next cycle leading into the Paris 2024 Olympic and Paralympic Games.

Leave Administration

People & Culture reviews employees' annual leave entitlements on an ongoing basis. Where balances exceed 30 days, the team works with the staff member and supervisor to reduce this balance. On a fortnightly basis, annual leave balances are included on employee pay slips. Managers and supervisors are empowered to manage this directly with their staff, discussing leave as part of regular performance meetings. The NSWIS Executive is provided with a leave administration report on a regular basis.

Learning and Development

The NSWIS People Development Plan identifies the development priorities and knowledge/skill gaps required to develop highly skilled staff, high performing teams, and a responsive and agile workforce. Priorities are informed by employee Professional Development Plans (PDP) to ensure development is congruent with the achievement of expected individual and organisational outcomes.

Additionally, employees engaged in targeted learning and development opportunities, aligned to the priorities identified in their PDP, through external providers, experiential learning, and national roles.

During 2020/21, NSWIS launched the Learning Hub (learning management system) to enhance organisational learning and

enable delivery of a blended learning experience to employees and athletes. Throughout April and May, all existing employees undertook an updated onboarding and induction program, with all new starters required to complete the program as part of the NSWIS onboarding program.

Guidelines. Policies and Procedures

The Institute has a policy review program that ensures all policies are reviewed every two years as a minimum. Policies may also be reviewed more frequently to respond to changes in legislation, regulation, or to ensure NSWIS maintains best practice processes and policies.

Policies, procedures, and guidelines considered and reviewed included:

- Information Security Incident Management Policy
- Information Security Policy
- Purchasing Card Policy
- Gifts, Benefits, & Hospitality Policy
- Infectious Disease Policy
- Privileged Access Management Policy
- Commercial Partnership Policy
- Anti-Doping Policy
- Vitamin Supplement Policy
- Financial Operations Policy
- Salary Packaging Policy
- Access Control Policy
- Cardiac Screening Policy
- Cryptographic Key Management Policy
- Board Governance Statement
- Fraud, Corruption, and Public Interest Disclosure Policy
- Travel and Transport Guidelines
- Professional Development Guidelines
- Procurement and Purchasing Guidelines
- Asset Guidelines
- Guidelines for External Tours
- Comms Device Guidelines
- WHS Guidelines
- Uniform Guidelines
- Athlete Mental Health at Risk Framework

Employees have access to all the NSWIS policies and guidelines via the intranet site ARENA.

APPENDIX 4: CODE OF CONDUCT

The NSWIS Code of Conduct was amended in 2020/21 and rolled out to all existing staff via the Learning Hub. A revised Athlete Code of Conduct was also created and is being rolled out as athlete inductions occur in each sport. These codes set out the standards of professional behaviour expected by all employees, Board members, athletes, fee for service contractors, interns, volunteers, and anyone who represents NSWIS.

Adherence to the Code is a requirement of employment and is incorporated into the NSWIS Enterprise Agreement and employment contracts for all employees and contractors. Adherence to the Code is also included within the NSWIS Athlete Agreement.

The Code of Conduct is provided to all new staff members through the onboarding program in the Learning Hub.

APPENDIX 5: EQUAL EMPLOYMENT OPPORTUNITY (EEO)

NSWIS is committed to a workplace that is free of unlawful discrimination and harassment. The Institute strives to ensure that practices and behaviours in the workplace do not disadvantage people because they belong to a particular EEO group (e.g., women, Aboriginal and Torres Strait Islander people, people whose first language was not English and people with a disability).

- 40% of staff (excluding casuals) are female, and the representation on the Executive Committee during the financial year was 29% (which is the same as the previous year). In the financial year we introduced a recruitment standard whereby at least one suitably qualified female will be shortlisted for interview in all future vacancies.
- NSWIS has no identified staff of Aboriginal and/or Torres Strait Islander descent. We are considering providing an indigenous internship in partnership with CareerTrackers and sponsored, in part, by the Public Service Commission (PSC).
- Two staff members (excluding casuals) with a disability were employed during the reporting period and required some adjustment to their workplace. As the NSWIS facility was purpose built for the training of both able bodied and athletes with a disability, it incorporates modifications including wheelchair access.

- NSWIS engaged Morris Goding Access Consulting to complete an accessibility review of the Institute's tenancy as part of the refurbishment project. This review identified areas for improvement including accessible doors and doorways, bathroom and changeroom access, signage, and kitchen accessibility. These recommendations have been incorporated into the Institute's refurbishment project, prioritising accessible doors and doorways, signage, and kitchen accessibility. The recommendations for bathroom and changeroom areas have been shared with the building owners for review.
- Nine staff (excluding casuals) are from a racial, ethnic, or ethno-religious minority groups, of which English was not their first language. This reflects the international nature of high performance sport. NSWIS strives to be a world leading high performance organisation and whilst home grown talent remains our priority, sometimes we need to look internationally to attract world leading experts.
- NSWIS provided an Indian national who had brought his young family to Australia with a project role on a voluntary basis within our data science team. The candidate had recently applied for an NSWIS position, and whilst not successful, was eligibility listed. This project utilised his experience in machine learning to build heart rate models of swim training sessions where heart rate data is lost. This opportunity provided him with real world experience in sport intelligence, whilst being a valuable addition to the NSWIS team.

Table 2: Trend in the Representation of EEO Groups - Percentage of Total Staff as at June 2021

EEO Group	BENCHMARK ORTARGET	2019	2020	2021
Women	50%	40%	39%	40%
Aboriginal people and Torres Strait Islanders	3%	0%	0%	0%
People whose first language was not English	23%	9%	7%	10%
People with a disability	6%	1%	1%	1%
People with a disability requiring work-related adjustment	N/A	1%	1%	1%

Table 3: Staff Numbers (excluding casuals) by level as at 30 June 2021

Level	Total Staff	Men	Women	Aboriginal People & Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People whose language first spoken as a child was not English	People with a Disability	People with a disability requiring work-related adjustment
<\$49,322	5	1	4	0	1	1	0	0
\$49,322 - \$64,779	5	1	4	0	0	0	1	0
\$64,780 - \$72,418	9	3	6	0	1	0	0	0
\$72,419 - \$91,641	25	16	9	0	3	3	0	0
\$91,642 - \$118,507	30	21	9	0	2	1	1	0
\$118,507 - \$148,134	10	9	1	0	1	2	0	0
>\$148,134 (non PSSE)	1	1	0	0	0	0	0	0
>\$148,134 (PSSE)	3	2	1	0	0	0	0	0
Totals	88	54	34	0	8	7	2	0

 Table 4: Percentage of total staff by salary level (as of 30 June 2021)

		up as percentag staff at each lev		Subgro	Subgroup as estimated percentage of total staff at each level			
Level	Total Staff	Men	Women	Aboriginal People & Torres Strait Islanders	People from Racial, Ethnic, Ethno- Religious Minority Groups	People whose language first spoken as a child was not English	People with a Disability	People with a disability requiring work-related adjustment
<\$49,322	5	20%	80%	0%	20%	20%	0%	0%
\$49,322 - \$64,779	5	20%	80%	0%	0%	0%	20%	0%
\$64,780 - \$72,418	9	33%	67%	0%	11%	0%	0%	0%
\$72,419 - \$91,641	25	64%	36%	0%	12%	12%	0%	0%
\$91,642 - \$118,507	30	70%	30%	0%	6%	3%	3%	0%
\$118,507 - \$148,134	10	90%	10%	0%	10%	20%	0%	0%
>\$148,134 (non PSSE)	1	100%	0%	0%	0%	0%	0%	0%
>\$148,134 (PSSE)	3	67%	33%	0%	0%	0%	0%	0%
Totals	88	60%	40%	0%	9%	8%	2%	0%

APPENDIX 6: HEALTH SAFETY & WELLBEING

NSWIS is committed to providing a safe working and training environment for staff, athletes, clients, and visitors. The prime responsibility for ensuring the health, safety and welfare of all employees, athletes and visitors rests with the CEO and senior managers, whilst all employees are responsible for cooperating fully, following instructions, using safety equipment appropriately and reporting risks and accidents / near misses / illnesses.

The NSWIS Health Safety and Wellbeing (HS&W) Committee has six members, led by the Chair with minutes recorded by the Secretary. The committee met on four occasions during the reporting period with minutes of those meetings posted on notice boards and on the NSWIS intranet. The HS&W Committee focused on reducing hazards through regular inspections and prompt action and is reported at Executive and Board meetings.

During the reporting period, there were four reports of injury to either employees or contractors with no Lost Time Injuries (LTI) to report for the period.

APPENDIX 7: DISABILITY ACTION PLAN

NSWIS continued to support disabled athletes and coaches in a variety of sports including athletics, wheelchair basketball, wheelchair rugby, swimming, archery, and rowing. The Institute maintained a close relationship with Paralympics Australia and the Office of Sport to encourage involvement of athletes with a disability in high performance sport.

17% of NSWIS supported athletes are para athletes and 29 of these athletes are Paralympians that have represented Australia at the highest level.

APPENDIX 8: ACTION PLAN FOR WOMEN

NSWIS provides equal employment opportunity for women to ensure the organisation is representative of the community it serves. As of 30 June 2021, 40% of employees (exclusive of casuals) were women. There is 29% female representation on the Executive Committee and 38% representation on the NSWIS Board.

NSWIS continues to support the Office of Sport's *Her Sport Her Way Strategy* that drives female participation in sport and the development of female senior executives.

APPENDIX 9: MULTICULTURAL POLICY

NSWIS continues to explore opportunities to meet the needs of stakeholders from diverse cultural backgrounds and to provide multicultural diversity in our programs, where there is a direct benefit to improving the performance of athletes. During the reporting period, NSWIS continued to support a nomination for permanent residency.

Our Multicultural Policy is being addressed through a Diversity and Inclusion Strategy that will support targeted areas for improvement.

NSWIS also continues to contribute to cluster wide multicultural initiatives and reporting requirements.

Table 5: Culturally and linguistically diverse (CALD) women

IMPROVING OUTCOMES FOR FEMALE LEADERSHIP				
Number of CALD women leaders	0			
2020 leadership training spend on CALD women	\$0			
Leadership positions	Nil			

Table 6: Language services

LANGUAGE SERVICES				
Client Demographics	DO NOT COLLECT			
Expenditure	\$0			
In-House Staff - Bilingual staff	8			
In-House Staff - Community Language Assistance Scheme recipients	Nil			
Service Provided	Nil			

Services for humanitarian entrants

Nil actions to date.

APPENDIX 10: SENIOR EXECUTIVE REMUNERATION

This Appendix represents the total remuneration package of executives in each band (at the end of the reporting year) and the percentage of total employee-related expenditure this equates to.

Table 7: Executive remuneration bands

	2019/20			2020/21		
PSSE Band	Male	Female	Total	Male	Female	Total
Band 1	1	1	2	1	1	2
Band 2	1	0	1	1	0	1

The percentage of employee payments that relates to senior executives was 6.30% in 2020-21 (5.96% in 2019-20).

APPENDIX 11: CONSUMER RESPONSE

NSWIS received one complaint regarding services in 2020-21, this was resolved using the Institute's Complaints Handling Guidelines. The Institute undertook mid-year and annual reviews of each sport program and services provided to athletes.

APPENDIX 12: 2020/21 BUDGET

INCOME	\$M
Grants	
State Government - Total appropriations	17.05
National & State Sporting Organisations	2.58
Sub-total	19.63
Sponsorship	
Cash	0.06
In-kind/Contra	0.61
Sub-total	0.72
Other	
Sundry	0.72
Sub-total	0.72
Total Revenue	21.02

EXPENDITURE	\$M
Staff Costs	10.37
Operating Costs	8.26
Total Expenditure	18.63
Operating Surplus/(Deficit)	2.39
Depreciation & Amortisation	2.69
Net Surplus/(Deficit)	(0.31)

APPENDIX 13: PUBLIC ACCESSTO GOVERNMENT INFORMATION

NSWIS did not receive any requests in 2020-21 for information under the *Government Information (Public Access) Act 2009.*

APPENDIX 14: SUSTAINABILITY

NSWIS is committed to responsible energy management for both environmental and financial objectives, aiming to achieve cost savings through reduced energy consumption and greater use of greenhouse technologies.

The NSWIS facility has a Nabers energy rating of 5 (highest rating) for both power and water. The facility also uses grey water (re-cycled water supplied by the Sydney Olympic Park Authority) for the flushing of toilets. Collected rainwater is also used for the irrigation of the plants and garden.

APPENDIX 15: PRIVACY AND PERSONAL INFORMATION POLICY

In 2020-21, there were no applications for review and no changes to the legislation.

APPENDIX 16: OVERSEAS TRAVEL

The table below represents travel undertaken by athletes, coaches, and staff during 2020-21 (to the nearest dollar amount).

APPENDIX 17: SERVICE PROVIDERS, CONTRACTORS AND CONSULTANTS

During the reporting period, NSWIS engaged a number of external service providers to provide the following:

- Legal services
- Information technology, finance, and human resources consulting
- High performance services including sport psychology, medical and physiotherapy
- Strength and conditioning and specialist coaching support
- Property consulting services

These external providers offered specialist services that supplement the services provided by NSWIS staff and coaches. In 2020-21, there were no individual consultancy engagements of greater than \$50,000. All providers were engaged for services to supplement existing NSWIS activities. The total cost of these engagements for 2020-21 was \$0.89m (2019-20 amounted to \$0.95m).

APPENDIX 18: GUARANTEE OF SERVICES

The Institute's main clients are high performance athletes and coaches. The NSW Institute of Sport aims through its internationally acclaimed programs and services to be a leader in high performance sport. NSWIS is committed to delivering high performance services throughout NSW to all NSWIS scholarship holders. We seek to improve our performance through a commitment to excellence

Table 8: Overseas travel breakdown

	Air Fares	Accomodation	Other	Total
General Purpose	4,206	-	-	4,206
Diving	4,068	-	-	4,068
Winter Sports	64,285	95,465	27,363	187,653
Total	73,099	95,465	27,363	195,927

across all areas of our operations. It is our aim to provide our athletes with cost effective and priority access to daily training facilities together with expert coaches, state of the art equipment and specialist services (sport science, sport medicine, sport psychology, wellbeing, sport intelligence, and career and education) to enhance athlete and program performance.

In dealing with service delivery, all NSWIS staff must abide by the Institute's Code of Conduct. NSWIS will consider all complaints carefully and welcomes suggestions to improve its efficiency and effectiveness.

Our organisation also seeks to establish and maintain effective strategic alliances which will enhance the services we provide to our coaches and athletes. NSWIS also interacts with government organisations, national and state sporting organisations, Australian and international universities, suppliers, the media, and the community.

APPENDIX 19: RISK MANAGEMENT AND INSURANCE

NSWIS is committed to having an effective risk management process in place to minimise the risk exposure to the business, sport programs, staff, and athletes.

Risk and Compliance

NSWIS have embedded within the business an Enterprise Risk Management Framework and Risk Management Guidelines as well as the Audit Office of NSW *Governance Lighthouse Framework*. The corporate risk and compliance registers are regularly reviewed and updated by Executive management and reviewed at each Audit and Risk Committee meeting. The Board subsequently reviews and approves the risk and compliance registers annually.

Insurance

NSWIS participates in the Treasury Managed Fund which is the State Government Insurance Scheme. The scheme is administered on behalf of the Government by Insurance and Care NSW (icare). The scheme covers worker's compensation, motor vehicles, property damage, Miscellaneous and public liability, the major insurance risks of the NSW Institute of Sport.

During the reporting period we did not submit any insurance claims

Audit and Risk Commitee

NSWIS currently has an Audit and Risk Committee and an internal audit function. During 2020/21, the Audit and Risk Committee met to:

- Discuss findings from the audit of the annual financial statements
- Discuss findings from internal audits undertaken during the year
- Review the organisation's risk and compliance registers
- Review the organisation's cyber security processes and activity
- Review the organisation's financial performance
- Approve changes to internal policies and procedures

A summary of the discussions from the Audit and Risk Committee meetings are provided to the NSWIS Board. Management promptly rectifies any shortcomings reported.



APPENDIX 20: PUBLIC INTEREST DISCLOSURES

NSWIS is committed to maintaining the highest standards of ethical and accountable conduct and will support all staff who report wrongdoing.

The NSWIS Fraud Corruption Prevention Policy and Public Interest Disclosure (PID) Policy outline the Institute's current internal reporting policies and procedures.

The Institute has met its reporting requirements under Section 31 of the PID Act. Below provides an overview:

Table 9: Public Interest Disclosures

Legislative Requirement	NSWIS Response
Number of public officials who have made a PID to the authority	0
Number of PIDs received by the authority in total and the number relating to each of the following:	0
. corrupt conduct	
i. maladministration	
ii. serious and substantial waste of public money or local government money (as appropriate)	
v. government information contraventions v. local government pecuniary interest contraventions	
Number of PIDs finalised by the authority	N/A
Whether the authority has a PID policy in place	Yes
What action the head of the authority has taken to ensure that his or her staff awareness responsibilities under section SE(1)(b) of the Act have been met.	The NSWIS CEO has ensured that: the authority has a public interest disclosures policy the policy designates at least one officer of the authority as being responsible for receiving public interest disclosures on behalf of the authority the staff of the authority are aware of the contents of the policy and the protections under the PID Act the authority complies with the policy and the authority's obligations under the PID Act

APPENDIX 21: CREDIT CARD CERTIFICATION

NSWIS reviewed and updated the existing Purchasing Card Policy in 2020/21. This policy, agreed to by all NSWIS purchase card holders, outlines the requirements for issue, usage, and administration of NSWIS provided purchase cards. The Chief Executive Officer certifies that purchasing card use at NSWIS is in accordance with relevant Premier's Memoranda and Treasurer's Guidelines.

APPENDIX 22: PAYMENT OF ACCOUNTS

NSWIS processes payments mostly by electronic funds transfer, rarely by cheque and makes payments on a weekly basis. NSWIS aims to pay all accounts within 30 days. In November 2019, NSWIS transitioned to a shared services arrangement with the Office of Sport who took on responsibility for making payment of accounts.

Table 10: 2020/21 Quarterly Payment of Accounts

Ageing of Accounts Payable	Quarter ending Sept 20	Quarter ending Dec 20	Quarter ending Mar 21	Quarter ending Jun 21 \$
Current not past due	127,934	-	137,346	15,754
Current between 30-60 days	-	-	-	-
Current between 60-90 days	-	-	-	598
More than 90 days	1,028	1,028	1,028	2,568
Total	128,962	1,028	138,374	18,920

Payment Performance		Quarter ending Sept 20	Quarter ending Dec 20	Quarter ending Mar 21	Quarter ending Jun 21
		\$	\$	\$	\$
Accounts Paid on	Value (\$)	2,006,987	1,676,130	1,842,343	2,132,946
Time	Number	297	325	361	549
Total Accounts Paid	Value (\$)	2,174,457	1,838,290	2,044,330	2,456,991
	Number	334	382	433	676
% of Accounts Paid on Time	Value (\$)	92%	91%	90%	87%
	Number	89%	85%	83%	81%

APPENDIX 23: ATTESTATION STATEMENTS





Internal Audit and Risk Management Attestation Statement for the 2020-21 Financial Year for the NSW Institute of Sport

I, Kevin Thompson, CEO of the NSW Institute of Sport, am of the opinion that the NSW Institute of Sport has internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, compliant with the seven (7) core requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

Core Requirements	Compliant, non- compliant or in transition
Risk Management Framework	
1.1 The Accountable Authority shall accept ultimately responsibility and accountability for risk management in the agency.	Compliant
1.2 The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.	Compliant
Internal Audit Function	
2.1 The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.	Compliant
2.2 The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for the Professional Practice of Internal Auditing.	Compliant
2.3 The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	Compliant
Audit and Risk Committee	
3.1 The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.	Compliant
3.2 The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.	Compliant

Membership

The chair and members of the Audit and Risk Committee are:

• Chair: Mr J Carozzi (NSWIS Deputy Chairman)

(Term 1st August 2015 – 4th August 2022)

Member: Mr B Lancken (NSWIS Board Member)

(Term 13th November 2017 – 30th November 2023)

• Member: Mr G Flowers (NSWIS Chairman)

(Term 1st August 2015 – 4th August 2022)

Kevin Thompson CEO, NSWIS 24th September, 2021 Richard Sullivan

Manager, Financial Services

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10th August 2021

New South Wales Institute of Sport - Cyber Security Annual Attestation Statement for the 2020-2021 Financial Year

I, Kevin Thompson, CEO of the New South Wales Institute of Sport am of the opinion that the New South Wales Institute of Sport has managed Cyber Security risks in a manner consistent with the mandatory requirements set out in the New South Wales Government Cyber Security Policy.

Risks to the information and systems of the New South Wales Institute of Sport have been assessed and are managed. In addition, there exists a current cyber incident response plan which has been tested logically and technically during the reporting period.

Governance is in place to manage the Cyber Security maturity and initiatives of the New South Wales Institute of Sport.

An independent review and audit of the agency's appropriateness of specific controls, integrity of systems and effectiveness of processes, including the Information Security Management System was undertaken by Solista Pty Ltd and found to be adequate or being properly addressed in a timely manner.

Kevin Thompson CEO, New South Wales Institute of Sport



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APPENDIX 24: ACCESS

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APPENDIX 25: ANNUAL REPORT PUBLICATION DETAILS

Published by: NSW Institute of Sport

Managing Editor: Kirsten Thomson

Editor and Copywriting: Alistair Warnock

Photography: Getty Images, Matthew Greenlaw

Design and Production: Southern Design

APPENDIX 26: PRODUCTION COSTS

The 2020/21 Annual Report was designed by Southern Design. Due to the Olympic and Paralympic Games, NSWIS had limited internal capacity and an external provider was sourced to meet reporting requirements. Costs were minimised by providing a clear scope and a design template to the provider.

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strategic partners









performance partners







sponsors & providers





























NSWIS endorsed training centre status



venue supporters

































#TEAMNSWIS

