

# NSWIS ANNUAL REPORT 2021/22



# ACKNOWLEDGEMENT OF COUNTRY

**We acknowledge the Traditional Custodians of the lands where we work and live.**

We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW. We pay our respects to Elders past, present and emerging.



**The concept was inspired by elements of Sydney Olympic Park.**

NSWIS is represented by a central camp on a hill, which represents grounding, growth and strength. Surrounding the hill are medicine leaves for recovery and coolamons, spears and woomeras, which represent the tools that our athletes use.

There are also trees which represent development, bush plums for endurance, animal tracks for their amazing individual traits, wildflowers for their resilience and people gathered around the water for its life-giving abilities.

**ARTIST: Ryhia Dank**



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# NSWIS 21/22 SUMMARY INFOGRAPHIC

**502**  
Athletes

SPORTS

**26**  
Sports

**15**

Sport Programs

## ACCOMPLISHMENTS

 **5**  
Senior World  
Championship Titles

 **4**  
Senior World  
Champions

## MEDALS

 **19%**  
Of Paralympic medals were  
won by NSWIS athletes

 **30%**  
Of Olympic medals were  
won by NSWIS athletes

## ATHLETES

**49%**  
Male Athletes

**51%**  
Female Athletes

**87%**  
Able Bodied  
Athletes

**13%**  
Para Athletes

## NSWIS ATHLETES AT TOKYO 2020 GAMES

 **34%**  
Of athletes selected to  
Australian Olympic Team  
where NSWIS runs a  
sport program

 **27%**  
Of athletes selected to  
Australian Paralympic Team  
where NSWIS runs a  
sport program

## NSWIS ATHLETES AT BEIJING 2022 WINTER GAMES

 **51%**  
Of athletes selected to  
Australian Olympic Team

 **89%**  
Of athletes selected to  
Australian Paralympic Team

## MEDIA


**349**

Unique media features

## TRAINING CENTRES


**9**

NSWIS staff deliver at National Training Centres &amp; / or NSWIS satellite sites


**12**

Performance &amp; administration staff in National lead &amp; / or National Training Centre roles

## COACHES: AUSTRALIAN OLYMPIC / PARALYMPIC TEAM


**8**

NSWIS coaches selected on Australian Olympic Team


**4**

NSWIS coaches selected on Australian Paralympic Team

## STAFF: AUSTRALIAN OLYMPIC / PARALYMPIC TEAM


**18**

NSWIS staff selected on Australian Olympic Team


**4**

NSWIS staff selected on Australian Paralympic Team

## PUBLICATIONS


**5**

NSWIS staff contributed to publications &amp; / or conferences


**6**

Publications completed by NSWIS staff in sports science journals

## TRAINING HUBS


**9**

NSWIS &amp; Partner Training Hubs


**6**

National Training Centres in NSW

## SOCIAL MEDIA


**8%**

Growth in LinkedIn reach


**8%**

Growth in Facebook reach


**16%**

Growth in Instagram reach

[www.nswis.com.au](http://www.nswis.com.au)



29th October 2022

**The Hon. Alister Henskens, SC MP**  
**Minister for Sport**  
**52 Martin Place**  
**SYDNEY NSW 2001**

Dear Minister,

It gives us great pleasure to submit the 26th 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 2022 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**  
Chair

**Kevin Thompson**  
CEO

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NSW 2127, Australia





TOKYO



**It has been an incredible twelve months and I am so proud of the Institutes' staff, coaches and athletes who continue to deliver outstanding results on the world's stage."**

## MESSAGE FROM

# THE CHAIR

Team NSWIS continues to record world class achievements at the summer and winter Olympic and Paralympic Games and demonstrates the importance of NSWIS to both high performance sport and the community. Sport teaches us to overcome adversity, that teamwork makes us stronger, and our athletes have proven they are some of the most resilient, determined and inspiring people in the state.

I would also like to thank my fellow Board members for their ongoing support and guidance. The Board has continued to operate with good governance and provide invaluable support to the senior leadership team as we emerge from the impacts of the pandemic. I would like to acknowledge and thank Joseph Carrozzi AM who has resigned as the Deputy Chair. Joseph has been an invaluable member of the NSWIS Board and has helped support the Institute to deliver some great outcomes during his serving terms. I would also like to welcome new Board member Mike Bushell and reappointed Olympians Matt Shirvington and Amy Jones.

Sport has played an important role as NSW navigated and recovered from the pandemic. Our athletes have inspired the community through good news stories, as role models that encourage participation in sport and as advocates for positive mental health and education initiatives.

Eight NSWIS coaches supported the team in Tokyo including Chava Sobrino, head coach for diving and Katrina Powell, head coach for women's hockey. Nine NSWIS performance support staff directly assisted sports in Tokyo and a further nine NSWIS management and performance support staff were part of the Australian Olympic Team's headquarters staff.

At the Games, there were outstanding gold medal performances by Jessica Fox in the women's canoe slalom, Jack Hargreaves, Alexander Purnell and Spencer Turin in the men's rowing four and sisters Cate and Bronte Campbell who both swam in the women's 4 x 100m freestyle relay and the women's 4 x 100m medley relay.



At the 2020 Paralympic Games, 44 NSWIS supported athletes were selected to the Australian Team and among them, 14 NSWIS athletes won 21 medals across six sports. They were supported by three NSWIS coaches across three sports and four NSWIS staff, who were appointed to the Australian Paralympic Team for the Tokyo Games.

Gold medal moments and incredible performances came from Madison De Rozario who won the women's 800m T53 and the women's marathon T54, Amanda Reid in the women's C1-3 500m time trial and Matt Levy in the men's 4 x 100m freestyle relay 34 points.

At the Beijing 2022 Olympic and Paralympic Winter Games, 53% of the Australian Olympic and 89% of the Australian Paralympic Teams were comprised of NSWIS athletes who earned 60% of Australia's total medal haul. Further, five NSWIS coaches were selected to lead the Australian Olympic Team in Beijing.

Jakara Anthony secured a stand out moment of the Games, winning gold in the women's moguls under the guidance of NSWIS coaches Peter McNeil and Kate Blamey, who is the first female mogul coach to win an Olympic medal. Tess Coady won a bronze medal in the women's snowboard slopestyle event while Ben Tudhope won a bronze medal in the snowboard cross SB-LL2 and was the only Australian medallist at the Paralympic Games.

I would personally like to thank the Institute's staff and senior leadership team for their outstanding commitment to supporting our athletes as they emerged from the pandemic and competed to the best of their ability at the Games. Behind every great performance is an amazing team and I am continually reminded of why I am so proud to be the Chair of NSWIS.

I would also like to thank my fellow Board members for their ongoing support and guidance. The Board has continued to operate with good governance and provide invaluable support to the senior leadership team as we emerge from the impacts of the pandemic. Sport has played an important role as NSW navigated and recovered from the pandemic. Our athletes have inspired the community through good news stories, as role models that encourage participation in sport and as advocates for positive mental health and education initiatives.

Behind any sporting result 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 staff across six disciplines and one administration staff member have held national lead and / or national training centre roles throughout 2021/22. Sixteen NSWIS coaches worked across nationally integrated programs and /or held national coaching roles during 2021/22.

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 its commitment to our vision to have more NSW athletes representing Australia and winning medals at international benchmark events by confirming the Institute's funding of \$17.5m as total funding.



**Gary Flowers**

Chair  
BComm, LLB



**The past year has demonstrated how 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.”**

## MESSAGE FROM

# THE CEO

It was a hugely successful year for NSWIS with more athletes selected on national teams and more medals won by our athletes at the summer and winter Olympic and Paralympic Games.

We are incredibly proud of the 38 NSWIS employees selected to Australian teams competing at the summer and winter Olympic and Paralympic Games, demonstrating the depth of expertise and breadth of experience of our staff.

There were 26 NSWIS employees selected for the Australian Olympic Team including eight coaches and 18 performance support staff for the Tokyo 2020 Olympic Games. Further, three NSWIS coaches and four NSWIS staff were appointed to the Australian Paralympic Team and five NSWIS coaches were appointed to the Australian Team for the Beijing Olympic Winter Games.

Our athletes performed outstandingly well at the Tokyo Olympic Games, winning 14 medals including four gold, an increase of three gold medals from the

Rio 2016 Games. There was an increase of six medals (8 to 14), eight medallists (12 to 20) and 33 finalists from Rio 2016 to Tokyo 2020. Moreover, more medals were won in female events by NSWIS athletes than ever before.

At the Paralympic Games, 14 NSWIS scholarship athletes won 21 medals across six sports and encouragingly, there were a significant number of fourth and fifth place finishes and 48 top-8 finishes.

Incredibly, 53% of the Australian Winter Olympic and 89% of the Australian Winter Paralympic Teams were comprised of NSWIS athletes and they won 50% and 100% of Australia's total medal haul at these Games.

NSWIS continues to focus on positive and engaging collaboration with the Regional Academies of Sport (RASI) and has part-funded several positive actions in the past 12 months to build and support the regional network. Following the 2022 RASI coaching conference facilitated by NSWIS, a regional working group was established with the vision of creating a sustainable elite talent supply delivering success

in 2032 for Olympic/Paralympic Program sports supported by NSWIS. This group consists of representatives from NSWIS, regional academies, the Office of Sport and various state sporting organisations and aims to identify regional and pathway strategies and initiatives to optimise 2032 success for NSW athletes.

We are proud of the strong partnerships we have built with national sporting organisations and system partners. NSWIS continues to work with these partners, NSW Government agencies and representatives to secure investment in high performance facility developments and upgrades to meet the needs of Olympic and Paralympic sports across NSW. The Executive has also undertaken work to establish and position NSWIS as a leader in high performance coach development as part of a broader AIS Australian Coach Development Strategy.

As a result of the 2021 People Matter Employee Survey (PMES), a significant amount of work has been done to make NSWIS a more attractive employer with a 16% increase in job satisfaction and enrichment. The survey identified several areas for workplace improvement, including salary, senior leadership, change management, collaboration and learning and development.

We are pleased to report these focus areas were used to make key decisions and develop a 12 month action plan at NSWIS producing multiple positive outcomes for the organisation. A significant project included a refurbishment of the NSWIS facility to improve accessibility for our athletes and staff with a disability and relocate all athlete services to the ground floor to provide a more seamless high performance environment. The refurbishment also addressed a backlog of maintenance requirements necessary to maintain a high performance training environment.

The Institute's first Diversity and Inclusion Strategy was released in 2022, which confirms our commitment to support the NSW Premier's 2025 diversity targets and NSW Government cluster initiatives aimed at achieving improved diversity and inclusion outcomes for the people of NSW. This strategy builds upon the progress we have made over recent years, including the implementation of our first indigenous internship program across STEM areas, commencing a high performance (female) coaching community of practice, and partnering with the national sporting network to

release a shared statement during National Reconciliation Week outlining our commitment as a system to take more substantive action on reconciliation.

We hope this strategy continues to inspire change within the sporting industry as we focus on five key areas of leadership, workforce, community, learning and opportunity.



**Professor Kevin Thompson**

Chief Executive Officer

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



# NSWIS **OVERVIEW**





## PURPOSE

**TO SUPPORT AUSTRALIAN ATHLETES  
TO BECOME WORLD'S BEST.**

The NSW Institute of Sport (NSWIS) provides world leading coaching, performance support and daily training environment's 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.



## VALUES

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.

# NSWIS & PARTNER TRAINING HUBS

A view of where NSWIS partner training hubs are located.



## SYDNEY METROPOLITAN

<b>PENRITH</b>	Sydney International Regatta Centre & Don Croot Boatshed <i>Rowing (NTC) / Canoe Slalom (NTC) / Canoe Sprint / Individual athletes</i>
<b>SYDNEY OLYMPIC PARK</b>	<i>Athletics / Hockey / Para Archery (NTC) / Water Polo / Swimming (NTC) / Diving (NTC) / Cycling / Wheelchair Track &amp; Road (NTC) / Individual athletes / multi-sport camps</i>
<b>MIDDLE HARBOUR</b>	Middle Harbour Yacht Club <i>Sailing (NTC)</i>
<b>NARRABEEN</b>	Sydney Academy of Sport & Recreation <i>Canoe Sprint / Athletics / Winter Sports / Individual athletes, Surfing, multi-sport camps</i>

## REGIONAL NSW

<b>CASUARINA / LENNOX HEAD</b>	<i>Surfing (NTC) / Skateboarding / Camps</i>
<b>NEWCASTLE</b>	<a href="#">The Forum (University of Newcastle)</a> <i>Wheelchair Track &amp; Road (NTC) / Triathlon / Sailing / Swimming / Water Polo / Winter Sports</i>
<b>CENTRAL COAST</b>	<a href="#">Mingara One</a> <i>Athletics / Sailing / Swimming / Canoe Sprint / Cycling / Individual athletes</i>
<b>JINDABYNE</b>	<a href="#">Jindabyne Sport &amp; Recreation Centre</a> , <a href="#">Perisher &amp; Thredbo Ski Resorts</a> <i>Winter Sports (NTC) / multi-sport camps</i>
<b>WOLLONGONG / ILLAWARRA</b>	<i>Triathlon / Swimming / Wheelchair Basketball / Cycling / Hockey / Individual athletes / Surfing / Winter Sports</i>





## 2021/22 STRATEGIC INITIATIVES



### NSWIS Future Facility – Sydney Olympic Park

Significant work has been undertaken to secure a world class Sport Technology Hub (Hub) and training facility to meet the future needs of NSW Olympic and Paralympic athletes. The development of a world class high performance facility will cement the State's reputation as an international leader in sport science, medicine, and intelligence. As a leader in these sectors, NSWIS will be positioned to provide long-term returns to the NSW community by:

- Preparing world's best athletes for success and developing future champions;
- Inspiring healthy, active lifestyles and the next generation of NSW sporting talent;
- Creating and retaining jobs in sport coaching, administration, science, medicine, intelligence and technology;
- Providing an inclusive, functional, and contemporary high performance facility for Olympic and Paralympic athletes;

- Leveraging partnerships for the benefit of the high performance sector and community;
- Providing education and engagement opportunities for NSW communities;
- Creating student training internships and PhD studentships; and
- Creating sport technology and innovation networks and projects with Universities and Industry partners.

The vision for the Hub is to establish an internationally recognised high performance facility that builds on existing capabilities and functionalities and develops new ones, by bringing together partners from elite sport, education, government and health and technology sectors while providing the quality of infrastructure required for NSWIS to achieve its vision and purpose.

The Institute will continue to seek support for the proposed Hub throughout the 2022/23 financial year with the goal of delivering a four year development program shortly after.



## Brisbane 2032 Games Strategic Framework

The ability to position NSW to deliver medal winning performances at a home Games in Brisbane in 2032, underpinned by world class infrastructure, technology, events, and expert people has the potential to deliver significant economic and social benefits for the state, and the nation. It will also create an ongoing legacy for many years post the Games.

While there are 10 years to Brisbane 2032, NSW and Australia's success at these Games will be determined by the next six years. This will require focused effort in unearthing and preparing the state's most promising athletes, coaches, and performance support staff.

To achieve our vision and for NSW Olympic and Paralympic athletes to thrive, strong collaboration and partnerships across the high performance system and NSW Government will be critical. The NSW 2032 Strategy, created in partnership with the Office of Sport, has been built through consultation and engagement with key agencies and sport partners to ensure a united effort. The Strategy remains in draft format whilst further engagement across government and the sporting sector is undertaken.

Sport has the power to make us all prouder, happier, and healthier. The NSW high performance sport system needs to evolve to build on our achievements to date. We need to respond to the challenges of the past and the present, as well as the opportunities of the future.

## NSWIS Talent Unit and Regional Strategy Pilot

NSW regions remain an underutilised source of athletic potential for Olympic and Paralympic sports. Professional sports have invested significantly in unlocking this potential to the detriment of less well funded Olympic and Paralympic state sporting organisations that are missing out on the opportunity to identify and develop talent from regional areas.

In partnership with regional academies of sport and state sporting organisations, NSWIS has identified the barriers which preclude regionally based Olympic and Paralympic sport athletes from progressing along the high performance pathway.

- Level of resourcing (differs from sport to sport).
- Lack of quality, professional coaches (majority are volunteers).
- Absence of a visible and aligned pathway for progression.
- Competition for talent with professional sporting codes.
- Centralisation of certain sports (particularly team sports) in metro areas leads to an absence of inspirational local heroes.

- Reduced competition opportunities.
- Access to world class facilities and training environments.

A regional talent working group has been established with representatives from NSWIS, the Office of Sport, RASi and SSOs. This group has focused on several key areas including:

- Professionalised coaching
- Pathway planning
- Individual Athlete Performance Plans
- Sport intelligence (data science, analytics and technology)
- Athlete wellbeing & engagement
- Performance support (sport science, medical, physiotherapy)
- Competition and camps
- Facility access

As an initial step to address these focus areas, the NSW Government invested \$600,000 as part of the Sport and Recreation Recovery and Community Rebuild Package. In partnership with the Office of Sport, NSWIS is currently delivering a series of NSW Talent Unit Pilot Projects including:

1. Swimming –Regional Coaching Project Manager
2. Cycling –Regional Development Coach
3. Athletics –Sport Intelligence Project
4. Regional Academies Coaching Conference
5. Regional Academies –Coach Development Program

## High Performance Infrastructure

NSWIS has continued to work with sport partners and NSW Government agencies to secure investment in high performance facility developments and upgrades to meet the needs of Olympic and Paralympic sports across NSW.

NSWIS has worked collaboratively with the Office of Sport, the Olympic Winter Institute of Australia and Snow Australia to complete the Phase 1 and Phase 2 stages of the National Snowsports Training Centre (NSTC) facility development in Jindabyne.

The NTSC includes the outdoor installation of two outdoor airbags and the redevelopment of the existing indoor sport hall. The outdoor airbags provide a world class dryland training facility for winter sport athletes (snowboard and freestyle skiing) to progress the development of their acrobatic and aerial skills without the need to travel overseas to access similar training facilities.

The location and proximity to Perisher and Thredbo ski resorts provide ease of access for athletes to transfer from dryland training on the airbags to snow. The redevelopment of the indoor sport centre provides an increased area for acrobatics training, strength and conditioning, cardio gymnasium as well as physiotherapy treatment, an athlete learning hub and office space for winter sport athletes and coaches.

Work also continues to establish a Northern Beaches high performance hub at Narrabeen in partnership with the Office of Sport. Based at Sydney Academy of Sport & Recreation Narrabeen, the Northern Beaches high performance hub will service the triathlon and canoe sprint programs, as well as offering support services and facilities to the sailing and individual athlete programs. The development includes the relocation to a permanent administration building that includes office space for staff, athlete lounge and medical facilities. For the first time NSWIS will also provide an accommodation option for athletes and coaches within the Narrabeen campus.

Finally, NSWIS has supported Paddle Australia to strengthen facility management of the Penrith Whitewater Stadium and secured additional white-water access to optimise the daily training environment for canoe slalom athletes.

### **Coach Development**

The Executive has undertaken work to establish and position NSWIS as a leader in high performance coach development as part of a broader Australian Institute of Sport (AIS) Coach Development Strategy. In doing so, NSWIS has recruited an AIS funded high performance coach development lead and appointed a high performance coach advisor for both the provision of individualised support for NSWIS coaches and the delivery of the National Generation 2032 Coaching Program (Gen32).

NSWIS has supported the Gen32 Program by investing in six coach scholarships across five sports for our next generation of coaches. The sports include winter sports, rowing, triathlon, hockey and surfing. NSWIS Gen32 coach scholarship holders are employed by NSWIS, immersed within the daily training environment of their respective sport, and provided an individualised mentoring and an education program over two years.

The NSWIS high performance coach advisor has promoted the coaching community of practice by facilitating and creating opportunities for NSWIS coaches to get together to share knowledge and cross-pollinate ideas and experience.

NSWIS has also worked with national sport partners to identify future high performance coaches and take a lead role in the provision of full-time coaching opportunities within priority pathway programs.

### **Culture, Diversity and Inclusion**

NSWIS has collaborated with key partners and staff to implement a Diversity and Inclusion Strategy that delivers on targets appropriate for the NSW Government's lead agency for high performance sport. Where possible the strategy aligns NSWIS with cluster wide diversity and inclusion programs, targets, and supports relevant initiatives that can have a positive impact on NSWIS.

Diversity and Inclusion highlights for the year included:

- The introduction of an indigenous intern program which provided two interns with invaluable work experience for an indigenous student wanting a career in high performance sport.
- Engagement of a local artist to provide an indigenous artwork for the NSWIS facility.
- Created standards for the use of acknowledgement of country for all staff to understand and utilise.
- The launch an eLearn for staff entitled "Aboriginal and Torres Strait Islander Cultural appreciation".
- The identification of several high potential women, providing them with targeted development opportunities in the classroom and the workplace.



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# NSWIS **PERFORMANCE DRIVERS**

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1

## 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.

2

## COACHING

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

3

## 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.

4

## COMPETITION

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

5

## 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.

6

## RESEARCH & 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.

# ATHLETES & PATHWAYS

## Success at major competitions

Thirty-four NSWIS athletes won a total of 41 medals at benchmark events across ten sports. NSWIS athletes comprised 26% of national team members.

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

**260**

Athletes had the opportunity to progress

**80**

Athletes progressed to a higher scholarship category

**154**

Athletes maintained the same level of NSWIS scholarship

**26**

Athletes moved to a lower scholarship category



## Tokyo 2020 Olympic Games



## Tokyo 2020 Paralympic Games



## Campaign Tokyo

At the Tokyo 2020 Olympic Games, 105 NSWIS athletes were selected for the Australian Olympic Team, an increase of 40 NSWIS athletes from Rio 2016. Between them, they won 14 medals (30.4%), including four gold across eight sports. This was an increase of six medals, eight medallists and 33 finalists from Rio 2016 to Tokyo 2020.

It was the highest ever percentage (33.6%) of athletes selected to the Australian Olympic Team for sports supported by NSWIS and the second highest return of all time for NSW of events competed in (21.2%) which resulted in a medal. Finally, it was the most ever NSWIS medals, a total of eight medals won in female events including three gold.

NSWIS scholarship holders and sisters Cate and Bronte Campbell, who both swam in the women's 4 x 100m freestyle relay and the women's 4 x 100m medley relay, won gold medals at the 2020 Games as did Jessica Fox in the women's canoe slalom while Jack Hargreaves, Alexander Purnell and Spencer Turin claimed gold in the men's rowing four.

The highest number of NSWIS supported athletes ever, a total of 44, were selected to the 2020 Australian Paralympic Team, an increase of seven athletes from Rio 2016 to Tokyo 2020. Between them 14 athletes won 21 medals across six sports. Encouragingly, there were a significant number of fourth and fifth place finishes and 48 top 8 finishes, which indicates a large number of athletes were competitive in their events.

Three NSWIS scholarship holders delivered gold medal performances. Madison De Rozario won the women's 800m T53 and the women's marathon T54, Amanda Reid secured gold in the women's C1-3 500m time trial and Matt Levy won gold in the men's 4 x 100m freestyle relay.

All of Australia's medals in para rowing at the Paralympics have been won by NSWIS athletes, four medals since the sport debuted in 2008. At the Tokyo 2020 Paralympic Games NSWIS scholarship holders Erik Horrie won a silver medal in the men's PR1 single sculls and Daniel Michel won Australia's second ever Paralympic medal in Boccia.

## Campaign Beijing

At the Beijing 2022 Olympic Games, 24 NSWIS supported athletes comprised 51% of the Australian Olympic Team contributing to Australia's most successful ever Winter Olympic Games. NSWIS athletes won 50% (two of four) of the medals won by Australia, including one gold and one bronze while also producing eight top ten finishes.

Jakara Anthony won the nation's first ever gold medal in the women's moguls and Australia's first gold medal since the Vancouver 2010 Olympic Games. Earlier the same day, Tess Coady secured Australia's first medal of the Beijing 2022 Winter Olympic Games, winning bronze in the women's snowboard slopestyle. On winning her medal, she became Australia's first ever snowboard slopestyle medallist and the youngest female Australian medallist to date at a Winter Olympic Games.

NSWIS scholarship holder Britt Cox competed at her fourth Olympics, finishing 14th in the women's moguls. Competing at his third Olympics Brendan Kerry was given the honour of carrying the Australian flag at the Opening Ceremony and Greta Small achieved a personal best of 13th in the women's alpine combined event at her third Olympics. Also competing at her third Olympics Sami Kennedy-Sim finished eighth in the women's ski cross and was bestowed with the honour of carrying the Australian flag at the Closing Ceremony of the Beijing 2022 Olympic Games.

At the Beijing 2022 Paralympic Games, 89% of the Australian Winter Paralympic Team was comprised of NSWIS athletes who won the nation's only medal at the Winter Paralympics and delivered nine top 10 finishes. There was equal representation among male and female athletes and two athletes made their Games debut.

Ben Tudhope won the nation's only medal at the Winter Paralympics, a bronze in the snowboard cross SB-LL2 and was the closing ceremony flag bearer for Australia.

## Beijing 2022 Winter Olympic Games



## Beijing 2022 Winter Paralympic Games





## Athlete Advisory Group

The NSWIS Athlete Advisory Group (AAG) was created to provide athletes with 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:

### Vaccinations

- Provided valuable feedback on the NSWIS Vaccination Policy for COVID-19.

### NSWIS 2032 Strategy

- Provided feedback on the athlete journey pillar of the 2032 Strategy and what the key focuses should be including athlete wellbeing and engagement and athlete transition into, during and post NSWIS scholarship.

### Refurbishment

- Provided valuable feedback on the NSWIS refurbishment.

### Athlete learning hub

- Provided feedback on content and learning experience.

### Athlete engagement

- Provided feedback on how best to communicate and disseminate information to the NSWIS athlete cohort.

## Athlete Advisory Group (as at June 30 2022)



Belle Brockhoff



Jonathan Goerlach



Erik Horrie



Keesja Gofers



Sam Fricker



Lucien Delfour



Evie Haseldine



Morgan Blamey



Sarah Ryan OAM  
Board Member  
Representative



Anne Gripper  
Chair



## COACHING

### Coach development

A total of 176 development days were completed by NSWIS coaches (This was mainly attendance at 2020 Olympic Games). 95% of NSWIS development opportunities delivered to Institute staff were open for coaches during 2021/22.

Development opportunities supported included:

- Staff attendance at 2020 Olympic and Paralympic Games in Tokyo
- AIS Elevate Women Coach program
- NSWIS Learnings from Tokyo
- Prof. Gordon Waddington - Performance Neuroscience
- Dr David Martin - Introducing the NBA to Australian Sport Science
- AIS coaching initiatives - Coach Talk
- AIS conferences - Decade of Development, HP Coach Summit Program
- Coaching community of practice - Successful transitioning of athletes with NSO HP DTE/ National Team
- NSWIS webinars - Training to prepare for Olympic competition
- Professional requirements - First aid and CPR

As the Institute began its long-term strategic planning for the 2032 Brisbane Games, it was identified that the specific pillars of coaching, regional and talent required focus as critical

elements in creating a sustainable high performance athlete and coach pathway for 2032.

In response, a new senior executive role was added to the NSWIS leadership team - Director, Coaching, Regional and Talent. Working collaboratively with NSWIS Executive, the focus for the role is to direct, develop and manage the Institute's coaching, talent and regional work areas, manage the performance teams of sport programs, while representing the Institute in state, national and international forums.











The Australian Institute of Sport (AIS) and National Institute Network (NIN) continued to prioritise and progress coach development, announcing three key new appointments across the country including NSWIS Coach Development Lead, Alan McConnell.

A former Victorian Football League (VFL) player and coach, Alan has spent three decades as a specialist in high performance coaching and leadership, most recently as Director of Coaching at Australian Football League (AFL) club the Greater Western Sydney (GWS) Giants.

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).

## Nationally integrated coaches

Sixteen NSWIS coaches worked across nationally integrated programs and / or held national coaching roles during 2021/22.

NSWIS NATIONALLY INTEGRATED COACHES		
	Athletics	2
	Canoe Sprint	1
	Cycling	1
	Diving	1
	Para Archery	1
	Sailing	1
	Swimming	1
	Water Polo	2
	Wheelchair Basketball	1
	Winter Sports	5

# 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:


- 14 sport programs and the individual athlete program to be supported by physiotherapists in NSWIS daily training environments.
- 7.4 full-time equivalent (FTE) clinicians secured and resourced.
- 86% 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 national training centres and satellite sites

Nine staff members, spanning eight disciplines, have contributed to national training centres and / or NSWIS satellite site operations in 2021/22.

NSWIS staff in national training centres / satellite sites included (see below):

NSWIS STAFF IN NATIONAL TRAINING CENTRES / SATELLITE SITES					
	Athlete Wellbeing & Engagement	1		Biomechanics	1
	Nutrition	1		Performance Physiology	1
	Physiology	2		Sport Management	2
	Strength & Conditioning	4		Winter Sports	2



Through staff contributions and ongoing investment, NSWIS has continued to support nine national training centres / hubs throughout 2021/22.

### NSWIS supported national Training Centres / Hubs

NSWIS SUPPORTED NATIONAL TRAINING CENTRES / HUBS	
	<b>CASUARINA</b> Surfing
	<b>JINDABYNE</b> Winter Sports
	<b>MIDDLE HARBOUR</b> Sailing
	<b>NEWCASTLE</b> Wheelchair Track & Road
 	<b>PENRITH</b> Canoe Slalom, Rowing
	<b>PYMBLE / WARRAWEE</b> Swimming
  	<b>SYDNEY OLYMPIC PARK</b> Diving, Para Archery, Swimming

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

### National Snowsports Training Centre in Jindabyne

The National Snowsport Training Centre (NSTC), located at the Jindabyne Sport & Recreation Centre (JSRC) Jindabyne is an \$11 million project, for the development of a world class, multi-purpose training facility, for our winter sport athletes and coaches.

The National Sporting Organisation, Snow Australia, in collaboration with NSWIS and the Office of Sport, secured NSW Government funding (\$5.1M) re-purposed from another project. The initial grant was primarily used for Stage 1 of the development of the NSTC.

**Stage 1** of the project, NSTC Park, is now complete. This encompasses an outdoor collection of world class, high performance and development level training facilities including dual airbags, rail line and plans for future elements which may include a snowboard/ski cross start section, dry slope mogul infrastructure and outdoor operations head quarters club house. To date, over \$4 million has been invested in the outdoor elements of the facility.

**Stage 2** of the project includes a \$6 million upgrade and expansion of the existing JSRC indoor centre to incorporate expanded administration, coaches and athlete areas, expanded acrobatic training facility and a threefold increase in high performance gymnasium space, sports science testing area, and medical/physiotherapy treatment spaces. Snow Australia was successful in securing several one off grants from various other grant programs through NSW Office of Sport (\$1.5 million Multi-Sport Community Facility grant) and the Australian Institute of Sport (\$215k for gymnasium equipment).









NSWIS has provided a one off \$150k contribution for Stage 2 as well as \$60k towards access to temporary strength and conditioning facilities while building works for the NSTC are completed. In addition, NSWIS has committed to funding the strength & conditioning and cardio equipment shortfall estimated to be \$70k.

Stage 2 of the project is underway, and the building is scheduled for completion by February 2023.

NSWIS is leading the NSTC high performance fit out and quality assurance for the gymnasium (strength & conditioning and cardio), sport science testing, medical and physiotherapy treatment areas.

## NSWIS staff in national lead / integrated roles

Twelve performance support staff across six disciplines and one administration staff member have held national lead and / or national training centre roles throughout 2021/22.

NSWIS STAFF IN NATIONAL TRAINING CENTRES / SATELLITE SITES					
	Administration	1		Biomechanics	1
	Performance Analysis	3		Performance Physiology	1
	Physiology	2		Physiotherapy	1
	Strength & Conditioning	4		Sport Management	1










# COMPETITION

## NSWIS staff on national teams

Four NSWIS coaches across four sport programs were selected onto national teams for 2021/22 benchmark events and international competitions, excluding the Olympic and Paralympic Games in Tokyo and Beijing.

COACHES AT BENCH MARK EVENTS AND MAJOR COMPETITIONS		
	<b>Hockey</b> (Sam Marshall - Hockey World Cup)	<b>1</b>
	<b>Swimming</b> (Lucy Kennedy and Bjorn Maddern - FINA World Championships)	<b>2</b>
	<b>Rowing</b> (David Young - Rowing World Cup)	<b>1</b>

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

COACHES SELECTED TO THE AUSTRALIAN OLYMPIC TEAM		
	<b>Diving</b>	<b>1</b>
	<b>Cycling</b>	<b>1</b>
	<b>Hockey</b>	<b>1</b>
	<b>Sailing</b>	<b>1</b>
	<b>Surfing</b>	<b>1</b>
	<b>Swimming</b>	<b>1</b>
	<b>Water Polo</b>	<b>2</b>







Eighteen NSWIS staff were selected to the Australian Olympic Team for the Tokyo Games.

The NSWIS CEO was appointed Head of Performance Services and the NSWIS Head of Performance Health was appointed as the Covid-19 Liaison Officer.

COACHES AT BMEs AND MAJOR COMPETITIONS		
	Biomechanist	1
	Performance Analyst	4
	Performance Services	2
	Physiology	2
	Physiotherapist	3
	Medical	2
	Nutrition	2
	Strength and Conditioning	2

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

STAFF SELECTED TO THE AUSTRALIAN OLYMPIC TEAM		
	Physiotherapy	3
	Information Technology	1



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

COACHES SELECTED TO THE AUSTRALIAN PARALYMPIC TEAM		
	Para Athletics	1
	Para Canoe	1
	Para Archery	1

Five NSWIS staff were appointed to the Australian Olympic Team for the 2022 Winter Olympic Games in Beijing.

AUSTRALIAN OLYMPIC TEAM FOR THE 2022 WINTER OLYMPIC GAMES		
	Freestyle Moguls	2
	Park & Pipe – Snowboard	1
	Park & Pipe – Free Ski	1
	Management	1

# LEADERSHIP, POSITION & CULTURE

## Sport Investment

NSWIS sport programs and partnerships for the 2021-2024 cycle were confirmed during the reporting period. 2021-2024 NSWIS Sport Partnerships include:

NSWIS SPORT	PARTNERSHIPS TO 31 DECEMBER 2024 WITH:
Athletics	Athletics Australia
Archery	Archery Australia
Cycling	AusCycling
Canoe Slalom and Sprint	Paddle Australia
Combat Sport*	Combat Australia
Diving	Diving Australia
Hockey- Men's and Women's	Hockey Australia
Rowing	Rowing Australia
Sailing	Australian Sailing
Surfing	Surfing Australia
Swimming	Swimming Australia
Traithlon	Triathlon Australia
Water Polo Sports	Water Polo Australia
Winter Sports	Olympic Winter Institute, Snow Australia

*\* The Australian Combat Institute fund NSWIS to deliver strength and conditioning and physio services targeting their emerging and developing talent. Combat Sports are serviced on a Fee for Service arrangement and are not a partner sport.*

## Brand strategy and communications

The NSWIS Brand Strategy continued to successfully deliver the Institute's key messages and a 12 month period, that included two major Games campaigns, saw NSWIS expand its reach within the market. Both Campaign Tokyo and Campaign Beijing were highly successful and saw an increase in media features and mentions as well as dramatically increased digital metrics and engagement. The campaigns provided opportunities to expand the Institute's presence across different platforms and grow audience, engagement and reach.

## Media: Positive media features

**349**

NSWIS unique media  
broadcasts and articles

**2.2m**

3 metropolitan tv features that  
had a reach of 2.2 million

**82k**

NSWIS athletes  
mentioned over 82k times

**1177**

mentions and / or feature  
NSWIS experts

## Digital metrics

**13.5%**

Impressions Increase



IMPRESSIONS: 3.5% INCREASE

**787,268**

ENGAGEMENT: 7.9% INCREASE

**40,668**



IMPRESSIONS: 12.6% INCREASE

**2,163,125**

ENGAGEMENT: 16.4% INCREASE

**69,784**



IMPRESSIONS: 33.2% INCREASE

**303,861**

ENGAGEMENT: 7.9% INCREASE

**18,945**



WEBSITE VIEWS: 43.1% INCREASE

**416,052**



IMPRESSIONS: 4.8% INCREASE

**687,103**

ENGAGEMENT: 30.9% DECREASE

**9,826**

## Community

The 2021 7News Spirit of Sport campaign celebrated how NSWIS athletes, coaches and staff demonstrated the 'spirit of sport' by recognising some iconic moments from the Tokyo 2020 Games which showcased Olympic and Paralympic values. The award was well received in the community as the only publicly voted award, garnering 649 votes with 301 subscribers opting into the NSWIS fortnightly newsletter.

### FINALISTS FOR THE 7NEWS SPIRIT OF SPORT AWARD



**Poppy Olsen**  
nominated for sportsmanship



**Owen Wright**  
nominated for team celebration



**Stuart Jones**  
nominated for 'spirit in motion'

The award was won by Stuart Jones for his embodiment of the Paralympic motto, 'Spirit In Motion' which stands for the strong will of every Paralympian to always move forward and never give up.

Slowing during his T1-2 road race at the Tokyo 2020 Paralympic Games to spur on another athlete, South Africa's Toni Mould, Stuart captured the hearts of the nation with his 'never leave a man behind' type mentality. Although they were on different teams and competing in different races, it was a moment in the true spirit of sport, with respect and support being shared between the two athletes.

## Refurbishment

To improve accessibility, address athlete experience challenges and manage maintenance requirements facility refurbishment was undertaken. This refurbishment was the first major upgrade of the facility since it opened in 2006.

Accessibility was improved including the installation of automatic sliding doors on ground, level 1 and in

the changeroom/gym pathway, replacing narrow manual doors. The athlete kitchen was improved by creating more accessible bench space and movement for athletes and staff in wheelchairs.

Athlete facing areas including the athlete lounge, training centre (gym), performance health clinic and reception services were located to the ground floor, providing a seamless and efficient athlete experience.

All staff were located to level 1 of the building, along with a Performance Analysis lab. The increased space on level 1 also facilitated extra storage, more meeting rooms and staff collaboration spaces plus increased IT and technology capability to support online and remote meetings.

## Olympics Unleashed

Since the program's inception, 558 visits have been made by Olympians to schools across the state as part of the Australian Olympic Committee's (AOC) 'Olympics Unleashed' program. Of the 558 visits, 413 have been in person and 145 have been online reaching 62,883 school students. The greatest demand for Olympian visits was in Western Sydney where 77 visits took place reaching 10,656 students.

NSWIS works closely with the AOC to provide athletes to participate in the program and provides the NSWIS theatre to conduct program training.

## Learning management system

An enhanced learning management system (LMS) has been implemented for staff and athletes. The improvements include increased frequency of new content, improved quality of learning experiences, increased capability, improved effectiveness of governance and compliance training, and access that is on demand.

The staff and athlete onboarding process has been successfully embedded onto the LMS with tracking and reporting mechanisms implemented to ensure all staff and athletes complete the mandatory requirements. New content was regularly added to engage learners and new approaches were utilised to improve the quality of the learning experience. New online content included:




- Providing a safe and inclusive environment for children.
- Providing real feedback and navigating difficult conversations.
- Managing your focus and performance under pressure.
- Getting to know the athlete management system (AMS).
- Managing your time effectively.



# RESEARCH & INNOVATION

## 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 2021/22 FOUR HIGHER DEGREE STUDENT POSITIONS WERE IN PLACE		
	Performance Health (Physiotherapy)	2
	Sport Science (Physiology) and Cycling	1
	Sport Science (Biomechanics) and Rowing	1

- 5 *Effect of high intensity interval training on hippocampal metabolism in older adolescents; Psychophysiology, May 2022. (Simon Harris)*
- 6 *Building a transdisciplinary expert consensus on the cognitive drivers of performance under pressure: an international multi panel delphi study; Mar 2022. (Chava Sobrino)*

A total of five staff members contributed to publications and / or presented at conferences throughout 2021/22.

- 1 DSA National Conference 2022 (Louise Sauvage)
- 2 Regional Academies of Sport 2022 Coach Conference (Sean Eadie, Adam Kable, Spencer Goggin, Sally Walker)

The Institute increased organisational recognition and credibility impact using online platforms evidenced by a 'Researchgate Score' of 152.

## NSWIS knowledge shared across the high performance system

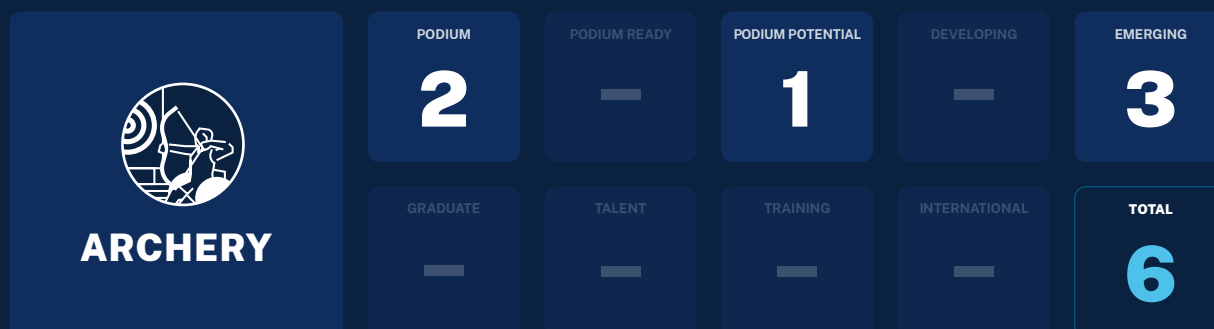
NSWIS staff contributed to six publications in peer reviewed scientific journals.

- 1 *Testing, training, and optimising performance of track cyclists: a systematic mapping review; Sports Medicine, Sept 2021. (Anthony Stadnyk)*
- 2 *Perceptions of performance determinants and evidence based practice in track cycling: a survey of coaches, athletes, and practitioners; Sports Medicine Australia 2021. (Anthony Stadnyk)*
- 3 *Stakeholder insights into athlete attrition in the high performance pathway; Journal of Science and Medicine in Sport, May 2022. (Sara Guevara)*
- 4 *The validity of using inertial measurement units to monitor the torso and pelvis sagittal plane motion of elite rowers; Journal of Sports Science, Feb 2022. (Emma Millett)*

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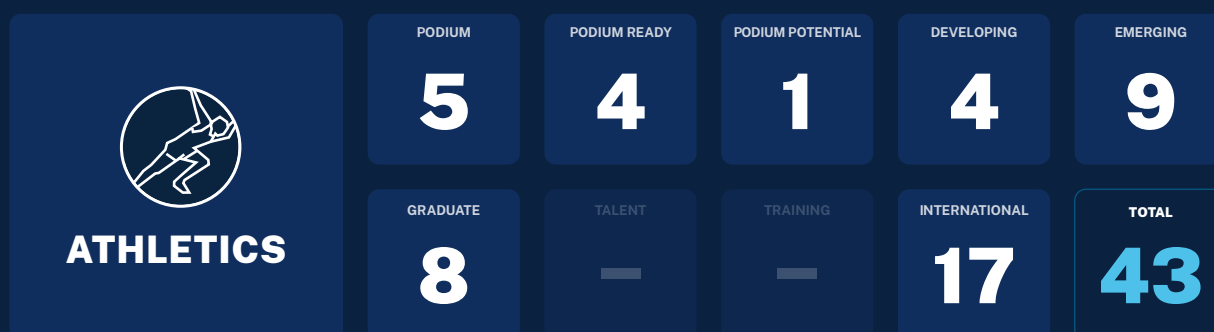
# OPERATIONS

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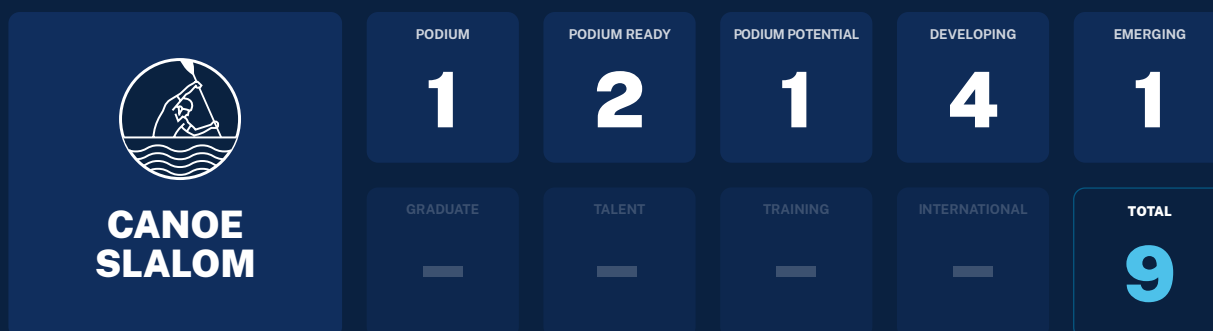
### Archery program highlights

- Jonathon Milne and Garry Robinson won the silver medal in the men's open compound doubles at the 2022 World Archery Para Championships.
- Three of the four para athletes selected for the Australian Paralympic Team were from NSWIS.
- Agreement reached with Sydney Olympic Park Authority (SOPA) to provide a dedicated high performance archery centre at the SOPA archery facility, which has been supported by Archery Australia and designated as the National Training Centre.
- Coach Ricci Cheah (para) and Coach Kyo-Moon Oh (able) were appointed as NSWIS Head Coaches as well as National Team Head Coaches for their respective programs.



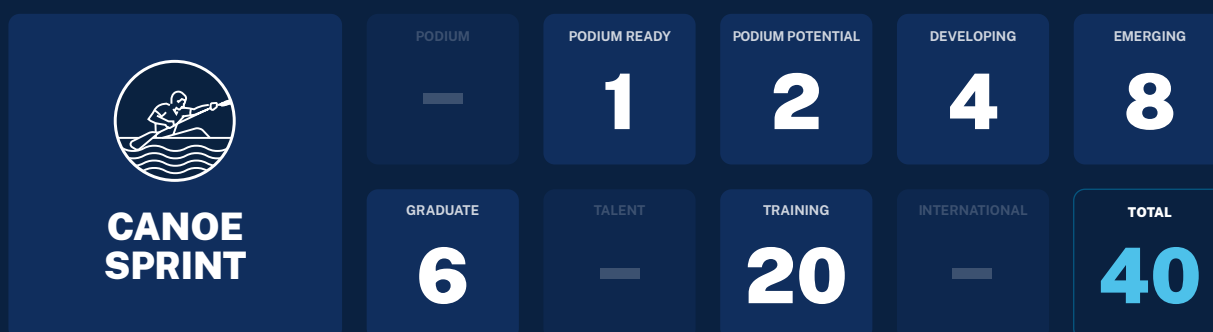
### Athletics program highlights

- Nicola McDermott won the silver medal in the women's high jump at the Tokyo 2020 Olympic Games with a personal best and Australian record of 2.02m.
- Eleanor Patterson won the silver medal in the women's high jump at the World Indoor Championships with a personal best and Australian indoor record of 2.00m.
- Madison de Rozario won gold medals at the Tokyo 2020 Paralympic Games in the T54 marathon and T53 800m and a bronze medal in the T54 5000m.
- Madison de Rozario was awarded the 2020 Paralympian Athlete of the Year and the NSWIS Female Athlete of the Year.
- Louise Sauvage was awarded the 2020 Paralympic Coach of the Year and NSWIS Coach of the Year.
- Oliver Hoare finished second (3:47.48) at the 2021 Oslo Diamond League (Mile) recording the 13th fastest time in history.



### Canoe Slalom program highlights

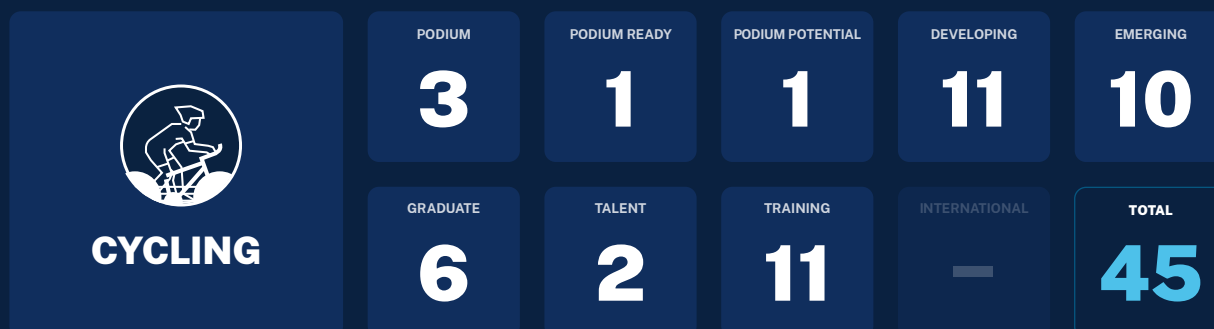
- Jessica Fox won the gold medal in the women's C1 and bronze in the women's K1 at the Tokyo 2020 Olympic Games. Jessica was ranked number one in the world for all three classes (C1, K1 & extreme), an accomplishment that has never been done before.
- Jessica Fox completed a trifecta on the 2022 World Cup circuit in the women's C1 event.
- Jessica Fox was crowned 2021 world champion in the extreme event. In this new Olympic discipline, Noemie Fox won silver at the Krakow 2021 World Cup and Tim Anderson finished fourth in Prague.



### Canoe Sprint program highlights

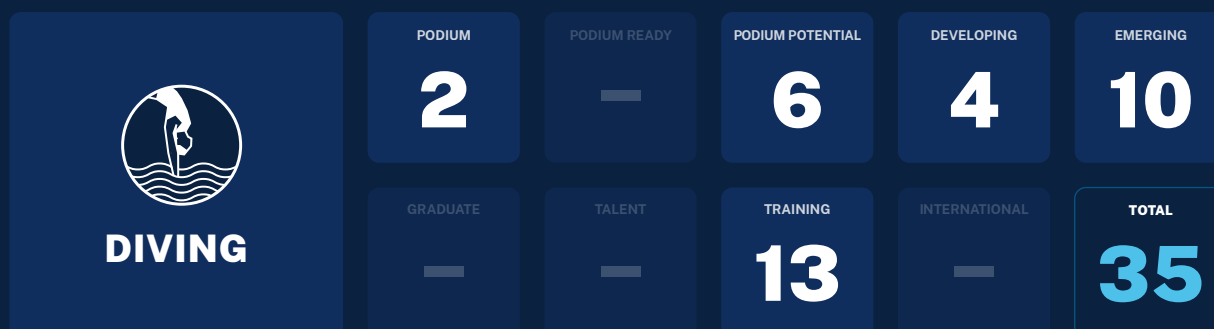
- The canoe sprint section of the Australian Olympic Team was comprised of 50% NSWIS male athletes. Dylan Littlehales finished fourth in the KL3 200m at the Tokyo 2020 Paralympic Games.
- Dylan Littlehales won a silver medal in the KL3 200m at the 2022 World Cup in Poznan.
- Jackson Collins won a bronze medal in the mixed K2500m and a silver medal in the men's K1 500m at the world cup in Poznan.
- The 2022 nationals produced NSWIS' most successful performance to date. NSWIS won all senior female kayak events in the K1, K2, and K4 across the 200m, 500m and 1000m and podiumed on all the senior male events in the K1, K2 and K4 across the same distances.
- NSWIS made up 56% of all Australian teams in 2022, 45% of the national senior team, 71% U23 team and 50% junior team despite multiple COVID-19 and flooding disruptions to training preparations.





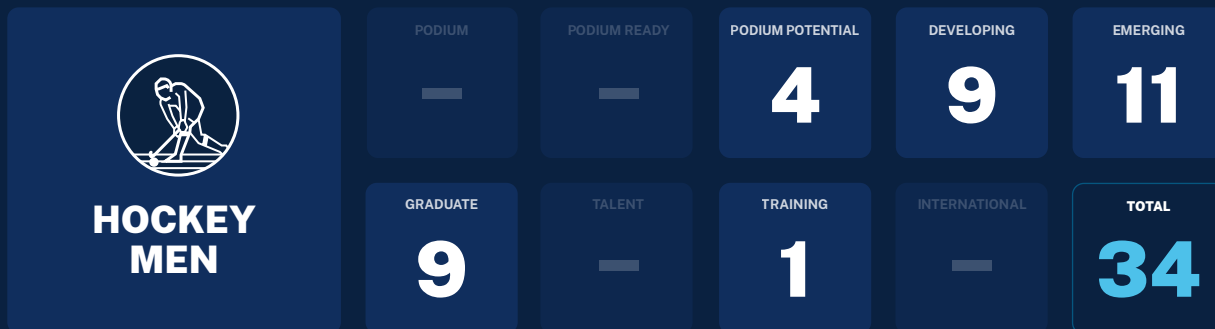
### Cycling program highlights

- Amanda Reid won the gold medal at the Tokyo 2020 Paralympic Games and finished with a World Record in the world cup time trial.
- Gordon Allan broke the MC2 Flying 200m world record at the 2022 Oceania Track Championships.
- Gordon Allan and Stuart Jones were selected onto the Australian team for the 2022 Para Road World Championships.
- Five athletes, who have come through the NSWIS pathway, have progressed to the AusCycling daily training environment in Adelaide. They produced strong performances at the Oceania Championships across track, road, para, MTB & BMX (17 gold, 5 silver and 11 bronze).
- Tyler Puzicha was selected onto the 2022 Junior World Championships team.
- Saya Sakakibara won the bronze medal at the 2022 BMX Racing World Cup in Glasgow.



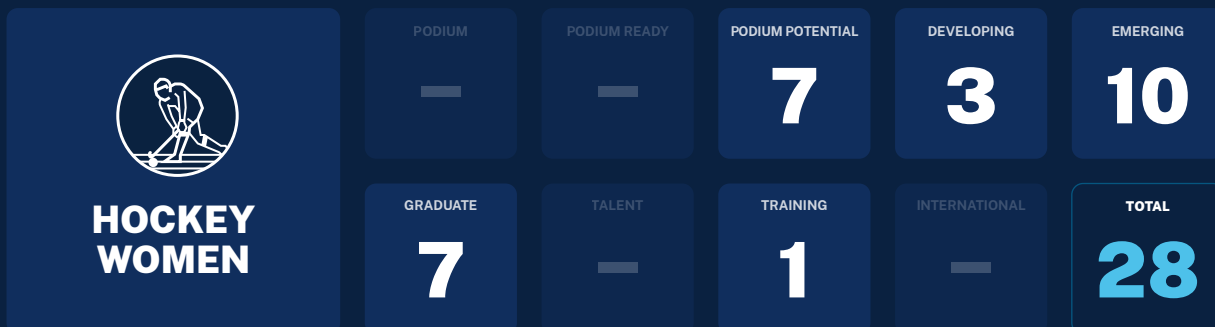
### Diving program highlights

- Melissa Wu won the bronze medal in the 10m platform at Tokyo 2020 Olympic Games.
- Three NSWIS athletes competed at Tokyo 2020 Olympic Games.
- Four NSWIS athletes were selected for the 2022 FINA World Championships and 2022 Commonwealth Games.
- Brittany O'Brien was the 2022 national champion in the women's 3m springboard.



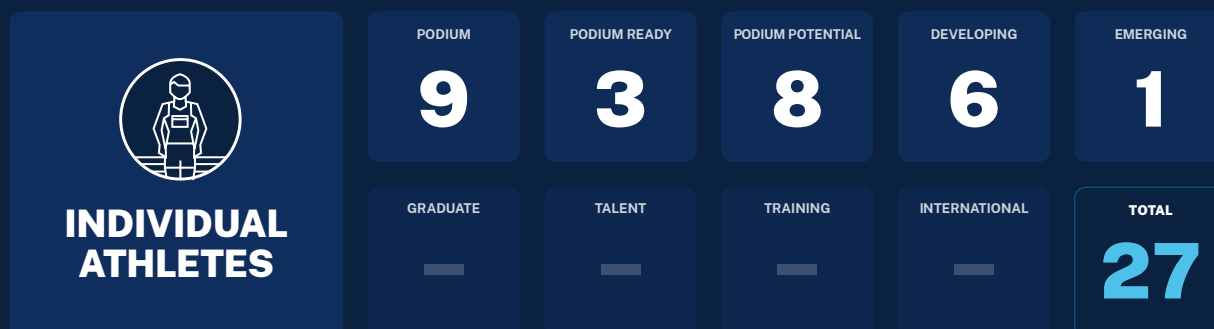
### Hockey Men program highlights

- Seven NSWIS athletes were part of the Kookaburras team who won the silver medal at the Tokyo 2020 Olympic Games, making up 39% of the team.
- Four NSWIS athletes were selected for the 2022 Commonwealth Games.
- Blake Govers scored his 100th international goal against New Zealand in the 2022 Trans-Tasman Series.
- Tim Brand was nominated as World Player of the Year.



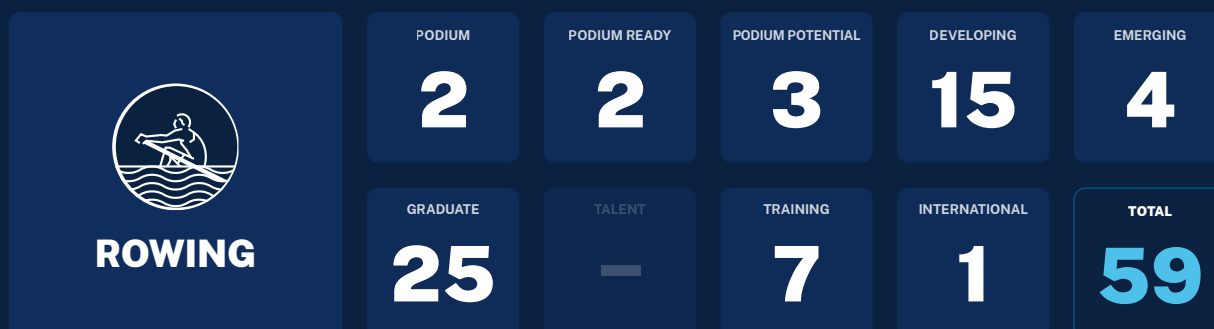
### Hockey Women program highlights

- Seven NSWIS athletes were members of the Hockeyroos who finished fifth at the Tokyo 2020 Olympic Games.
- Five NSWIS athletes were selected for the 2022 World Cup and five athletes were selected for the 2022 Commonwealth Games.
- There were six national squad selections and six national development squad athletes.



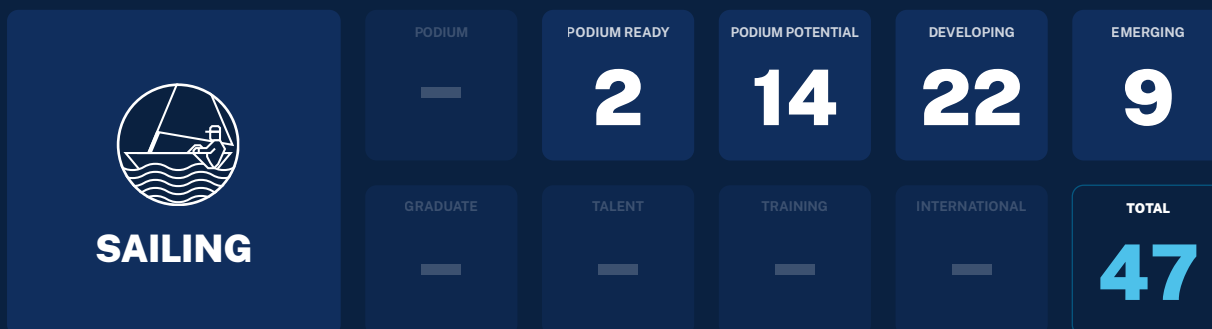
### Individual Athletes program highlights

- Daniel Michel and Ash McClure, Ramp Assistant won the bronze medal in Boccia Individual BC3 at the Tokyo 2020 Paralympic Games.
- Kieran Woolley and Poppy Olsen finished fifth in park skateboarding at the Tokyo 2020 Olympic Games.
- Shane Rose won the silver medal in team equestrian eventing at the Tokyo 2020 Olympic Games, his third Olympics and his third medal.
- Keegan Palmer won the gold medal in the men's park skateboarding at the Tokyo 2020 Olympic Games.



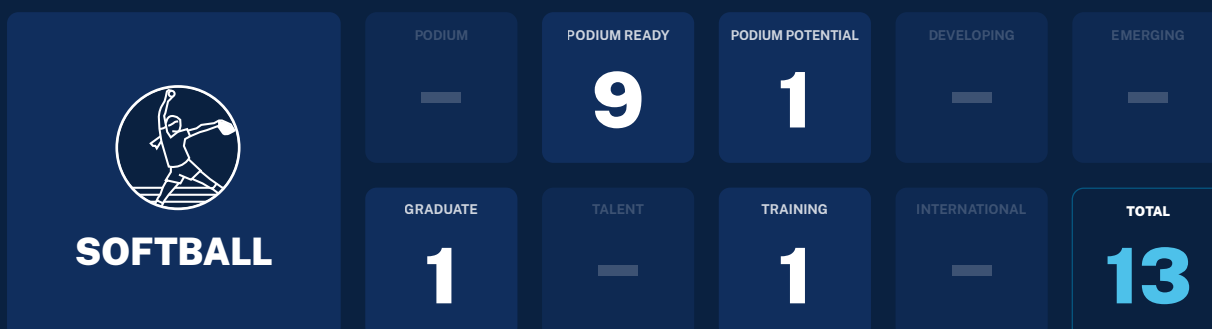
### Rowing program highlights

- The men's four (Alex Purnell, Spencer Turrin, and Jack Hargreaves) won the gold medal at the Tokyo 2020 Olympic Games.
- Erik Horrie won the silver medal in the men's PR1 single sculls at the Tokyo 2020 Paralympic Games.
- The women's quadruple sculls (Rowena Meredith & Harriet Hudson) won the bronze medal at the Tokyo 2020 Olympic Games.
- The men's quadruple sculls (Cameron Girdlestone) won the bronze medal at the Tokyo 2020 Olympic Games.



### Sailing program highlights

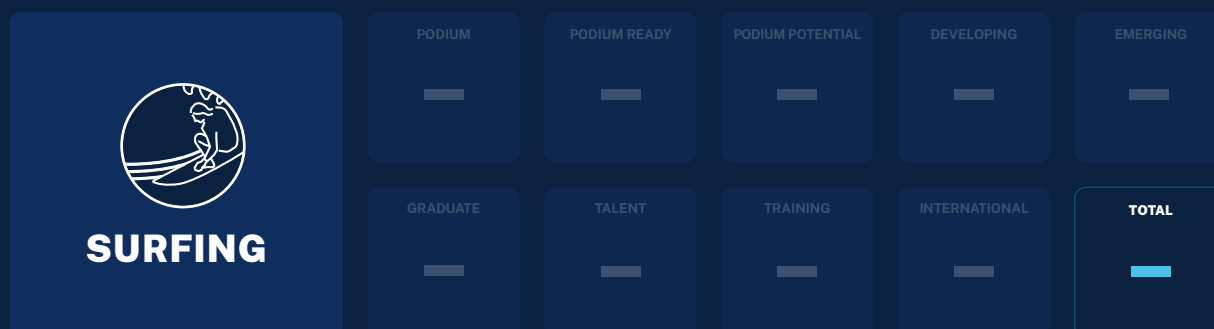
- Jason Waterhouse and Lisa Darmanin finished fifth in the Nacra 17 at the Tokyo 2020 Olympic Games.
- Two NSWIS athletes were selected on the Australian Sailing Team, 14 in the National Squad and 23 in the Futures group.
- There was increased integration of NSWIS athletes with the Australian Sailing Team and Sailing Squad training environments.



### Softball program highlights

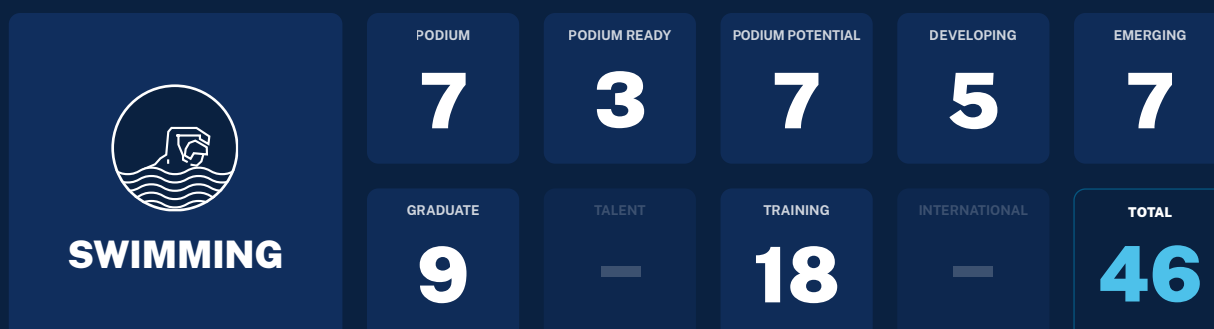
- Ten NSWIS athletes were selected for the team to compete at the Tokyo 2020 Olympic Games.
- The team finished fifth at the Olympic Games.





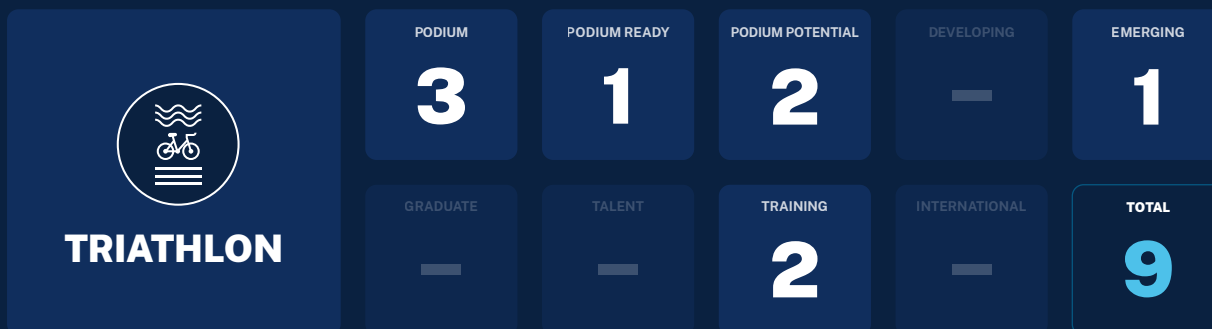
### Surfing program highlights

- Owen Wright won a bronze medal in men's surfing at the Tokyo 2020 Olympic Games.
- NSWIS has invested and partnered with Surf Australia and the AIS for the engagement of a scholarship coaching position within the AIS National Generation 2032 Coaching Program (Gen32).
- NSWIS investment in surfing has enabled the employment of key staff including the Surf Australia National Coach and Surf NSW Pathways Manager.



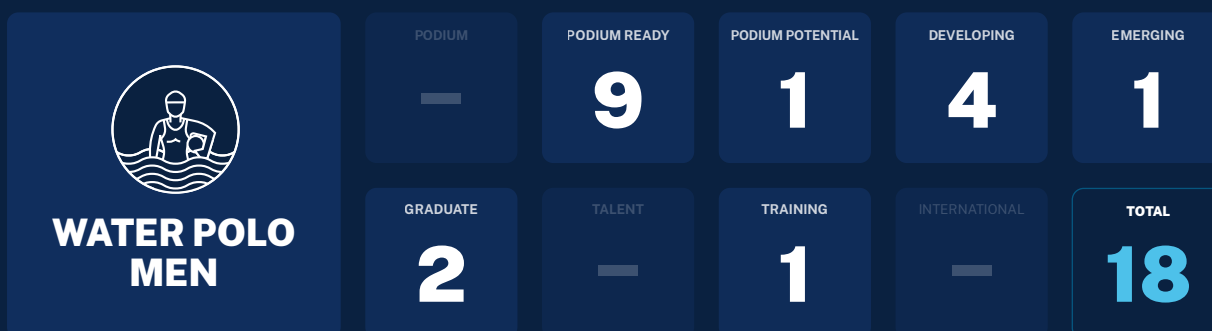
### Swimming program highlights

- Four NSWIS athletes and one coach contributed to the best national swimming performance in history at an Olympic Games winning two gold and two bronze medals. The athletes included Cate Campbell at her fourth Olympic appearance, who shared flagbearer honours with Patrick Mills at the Opening Ceremony.
- Ellie Cole became Australia's most decorated female Paralympian, claiming her 17th medal at the Tokyo 2020 Paralympic Games and representing Australia at her fourth Paralympics. She was also named the flagbearer at the Paralympics Closing Ceremony.
- Tim Hodge won gold in the SM9 200 individual medley at the 2022 FINA World Championships, breaking a World Record that had stood for 14 years, held by fellow Australian Paralympian Matthew Cowdrey.
- William Yang won a gold medal in the 4x100m mixed relay and a silver medal in the men's 4x100m freestyle relay final at the 2022 FINA World Championships in Budapest.
- The largest number of NSW based swimmers were selected onto Australian senior and junior teams in June 2022 for several years.



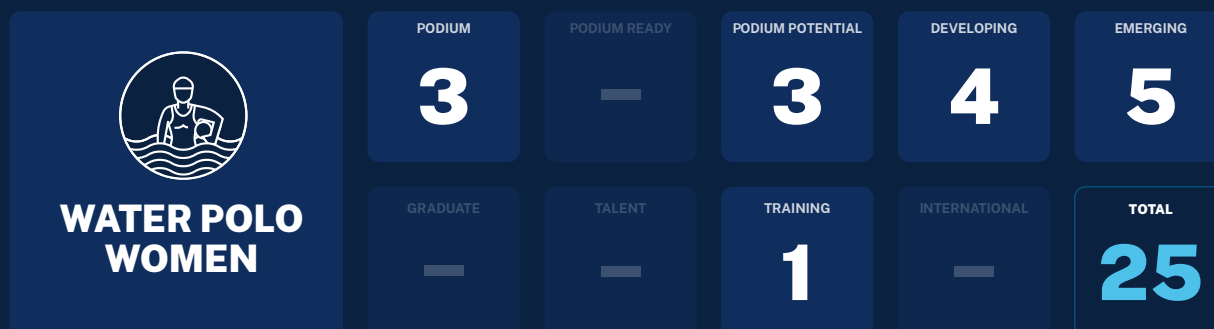
### Triathlon program highlights

- Lauren Parker won the silver medal at the Tokyo 2020 Paralympic Games and followed this performance with a gold medal at the 2021 world championships.
- Two NSWIS athletes, Emma Jeffcoat and Aaron Royle, were selected on the Australian Olympic Team, three athletes Jonathan Goerlach, Lauren Parker and Nic Beveridge were selected onto the Paralympic Team and three athletes Jonathan Goerlach, Natalie Van Coevorden and Charlotte McShane onto the Commonwealth Games Team.
- Emma Olson-Keating was selected on the 2022 Australian junior worlds team.
- Two athletes were selected to the Australian team for the world sprint and mixed team relay championships in Montreal 2022.
- Matilda Offord won the Australian Sprint Championships and was selected to the Australian team for the U23 World Triathlon Championships.



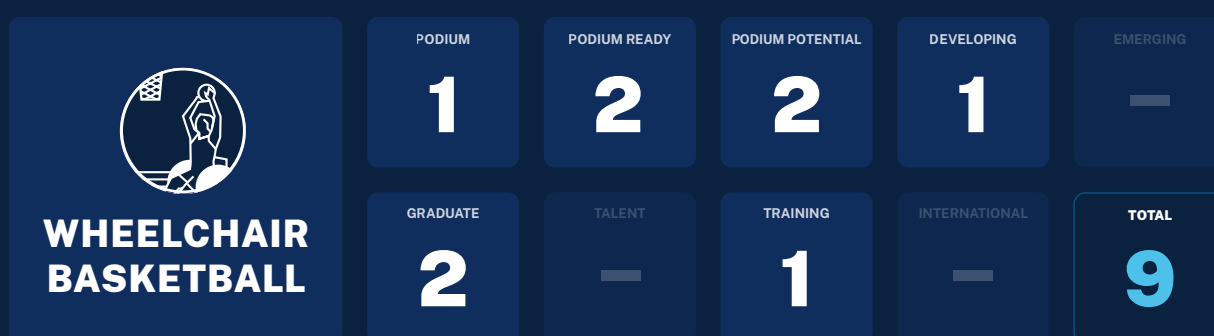
### Water Polo Men program highlights

- Eleven NSWIS athletes were members of the team which finished ninth at the Tokyo 2020 Olympic Games.
- Tim Hamill, NSWIS Head Coach was selected as Olympic Assistant Coach.



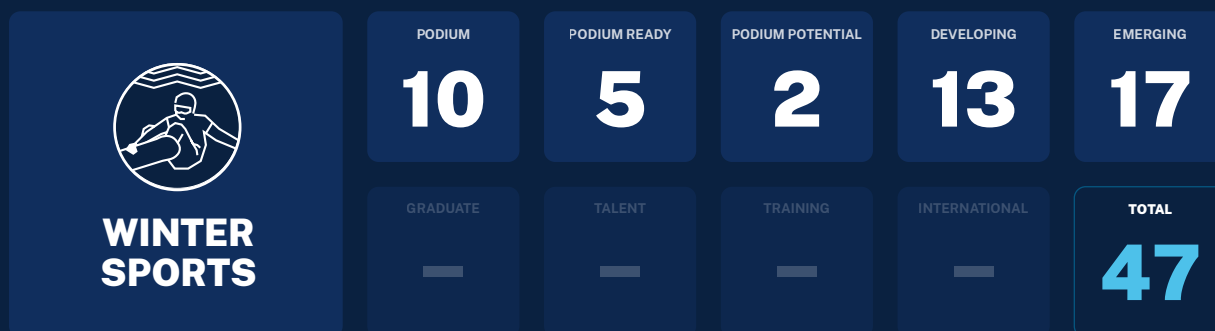
### Water Polo Women program highlights

- Eight athletes were selected on the team that finished fifth at the Tokyo 2020 Olympic Games. NSWIS Head Coach, Rebecca Rippon was selected as Olympic assistant coach.
- Eight NSWIS athletes were selected for the 2022 FINA World Championships.
- The team won the gold medal at the World League Intercontinental.
- NSWIS Assistant Coach Jacki Northam and one NSWIS athlete Sienna Green were selected for the 2022 FINA Youth World Championships.
- There were NSWIS debutants at international events including three for the Stingers (Brooke McClean, Sienna Green, Sienna Hearn) and two for the world championships (Matilda Kearns & Genevieve Longman).



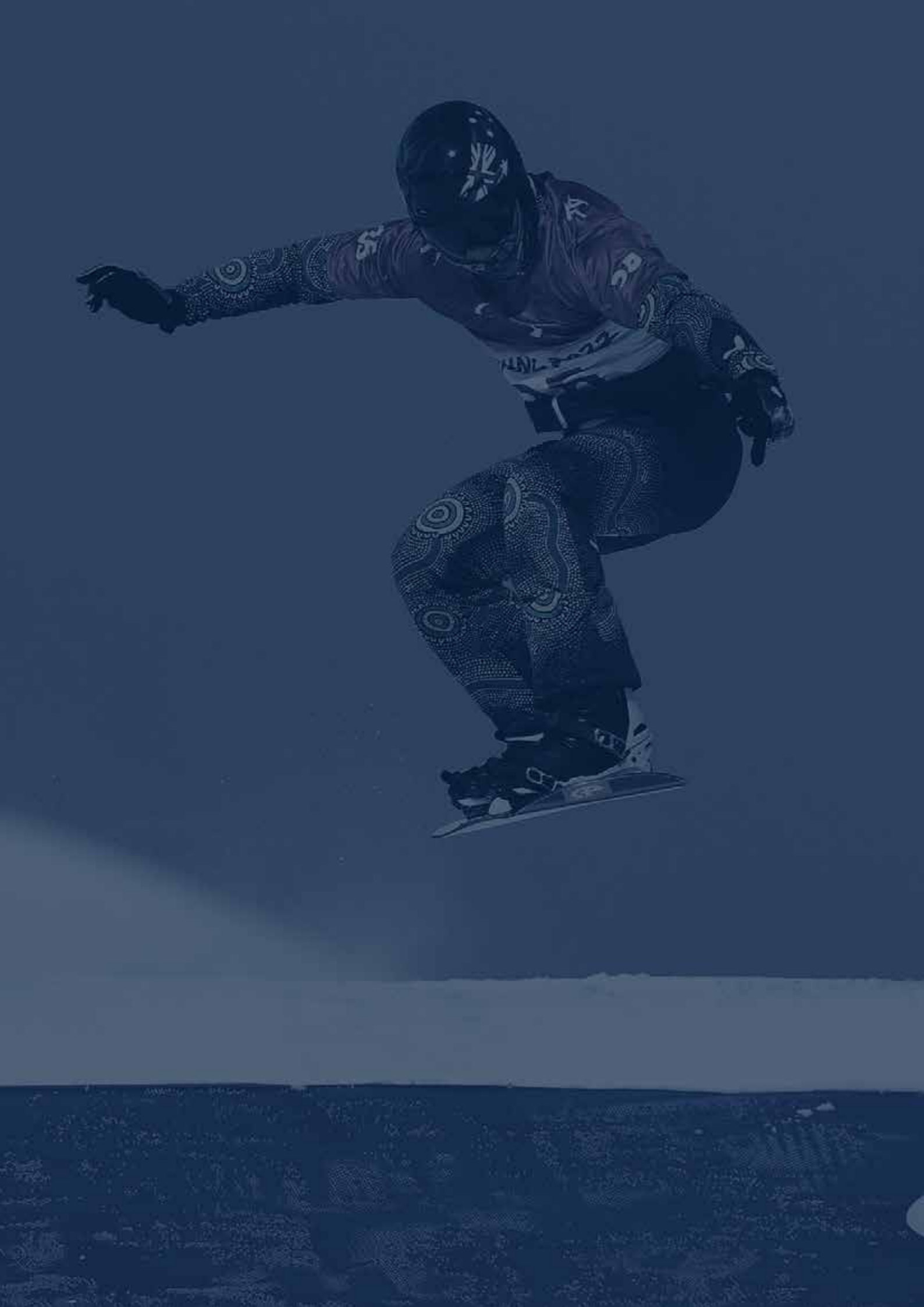
### Wheelchair Basketball program highlights

- Georgia Munro-Cook was a member of the women's team which finished ninth in wheelchair basketball at the 2020 Tokyo Paralympic Games.
- Michael Auprince and John McPhail were members of the men's team which finished fifth at the 2020 Tokyo Paralympic Games.
- Luke Pople was selected to captain the men's 3x3 wheelchair basketball team at the Birmingham 2022 Commonwealth Games.



### Winter Sports program highlights

- Jakara Anthony won the gold medal in the women's freestyle moguls at the Beijing 2022 Olympic Games. She also won two FIS Crystal Globes and was named Snow Australia Athlete of the Year.
- Tess Coady won a bronze medal in the women's snowboarding slopestyle at the Beijing 2022 Olympic Games.
- Ben Tudhope won the bronze medal in the snowboard cross SBLL2 at the Beijing 2022 Paralympic Games. He was also awarded Paralympian of The Year 2022 and the Snow Australia Athlete of the Year.





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# GOVERNANCE

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# GOVERNANCE

## 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 coordination 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 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

*BComm, LLB*

*Five meetings attended  
Term: 01/08/2015 – 30/11/2024*



**Elizabeth Crouch AM**

Deputy Chair

*BEd, M Cyber Security*

*Four meetings attended  
Term: 01/12/2017 – 30/11/2024*



**Chris Fydler OAM**

Board Member

*BComm, LLB*

*Three meetings attended  
Term: 01/12/2017 – 30/11/2023*



**Sarah Ryan OAM**

Board Member, Member AAG

*Five meetings attended  
Term: 01/08/2015 – 30/11/2024*



**Celia Murphy**

Office of Sport Representative



**Matt Shirvington**

Board Member

*BComm, LLB*

*One meeting attended  
Term: 01/11/2018 – 30/11/2024*



**Michael Bushell**

Board Member

*One meeting attended  
Term: 30/05/2022 – 30/11/2023*



**Amy Jones**

Board Member

*M.B.A / B. OccTherapy, Hlth, Phys, Jnl, Mktg*

*Two meetings attended  
Term: 01/11/2018 – 30/11/2023*



**Brad Lancken**

Board Member

*BComm, LLB*

*Five meetings attended  
Term: 01/12/2017 – 30/12/2023*

- Joseph Carrozzi resigned on 8th December 2021.
- Elizabeth Crouch was appointed as Deputy Chair on 2 December 2021.
- Matt Shirvington and Amy Jones' term finished on 31/10/21 and were reappointed on 30/05/2022.

## EXECUTIVE COMMITTEE



**Prof. Kevin Thompson**  
Chief Executive Officer  
*BSc(Hons) M.MED.SCI PhD FBASES  
FACSM CSci*



**Kirsten Thomson Oly**  
Director, Corporate & Communications  
*MMKTG, GradDip Sports Law*



**Dr. Corey Cunningham**  
Chief Medical Officer  
*BSc (Med) MB BS, M. SportsMed*



**Andrew Logan**  
Director, Coaching Regional & Talent  
*Dip.T & B.Ed*



**Barrie-Jon Mather**  
Director, High Performance  
*D. Prof. EP, MBA*



**Alex Natera**  
Manager Sport Science  
*MSc, ESSA sp2, ASCC, CSCS*

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# RISK & **COMPLIANCE**

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# RISK & COMPLIANCE

## Compliance Framework

The Institute utilises the Audit Office of NSW *Governance Lighthouse Framework* to strengthen NSWIS governance practices. The Institute has developed a compliance register and high-risk and compliance not assured items are reported to the ARC on a bi-monthly basis with overall updates on the compliance register provided at every ARC meeting. It should be noted that compliance targets and the reporting against those targets is conducted across a calendar year.

The overall compliance targets for 2022 and NSWIS YTD performance against these targets are as follows:

- No items will be classified as compliance not assured & high risk for consecutive review periods  
YTD June = ACHIEVED
- Improvement in the rating of opening Partially Compliant items by the end of the year (opening = 2)  
YTD June = 1
- Improvement in the rating of opening Medium Risk items by the end of the year (opening = 2)  
YTD June = 1
- Maintain an overall compliance target of >90% for the entire year (opening = 90.6%)  
YTD June = 93.8% - ACHIEVED

It is pleasing to report that the Institute currently does not have any items on the register rated as Compliance Not Assured or High Risk.

## Risk Framework

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. An Enterprise Risk Management Framework and Risk Management Guidelines are embedded within the business. The corporate risk register is regularly reviewed and updated by Executive management and reviewed at each Audit and Risk Committee meeting. The Board subsequently reviews and approves the risk register annually as part of a Board deep dive session and is provided with a high level summary of movements at each Board meeting.

## Audit and Risk Committee

NSWIS currently has an Audit and Risk Committee and an internal audit function. During 2021/22, 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.

# ANNUAL FINANCIAL **STATEMENTS**

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For the period ended 30 June 2022

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## NSW INSTITUTE OF SPORT STATEMENT BY THE MEMBERS OF THE BOARD

For the period 1 July 2021 to 30 June 2022

[www.nswis.com.au](http://www.nswis.com.au)



Pursuant to Section 7.6(4) 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:

- (i) The Financial Statements exhibit a true and fair view of the financial position as at 30 June 2022 and financial performance and cash flows for the period 1 July 2021 to 30 June 2022 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 21st day of September 2022

**Gary Flowers**  
Chair

**Brad Lancken**  
Board Member

**+61 2 9763 0222 | ABN 97 946 780 986**  
PO Box 476 Sydney Markets NSW 2129, Australia  
Building B, 6 Figtree Drive, Sydney Olympic Park  
NSW 2127, Australia





## 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 NSW Institute of Sport (the Institute), which comprise the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2022, the Statement of Financial Position as at 30 June 2022, 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 of the Institute and the consolidated entity. The consolidated entity comprises the Institute and the entities it controlled at the year's end or from time to time during the financial year.

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 financial position, financial performance and cash flows of the Institute and the consolidated entity.

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 and the consolidated entity 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.



## **Board's Responsibilities for the Financial Statements**

The members of the Board is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the GSF Act, GSF Regulation and Treasurer's Directions. The Board's responsibility also includes such internal control as the members of the Board determines 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 is responsible for assessing the ability of the Institute and the consolidated entity 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/ar3.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf). The description forms part of my auditor's report.

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

- that the Institute or the consolidated entity carried out their 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.



Mary Yuen  
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

27 September 2022  
SYDNEY

# NSW INSTITUTE OF SPORT

## STATEMENT OF COMPREHENSIVE INCOME

For the period 1 July 2021 to 30 June 2022

	Notes	Economic Entity		Parent Entity	
		2022	2021	2022	2021
		\$'000	\$'000	\$'000	\$'000
Expenses					
Employee related	2(a)	10,249	10,215	100	122
Personnel services-ISSA	2(b)	-	-	10,149	10,093
Operating expenses	2(c)	5,937	6,412	5,937	6,412
Depreciation and amortisation	2(d)	1,985	2,710	1,985	2,710
Grants and subsidies	2(e)	1,067	1,061	1,067	1,061
Finance costs	2(f)	136	10	136	10
Total expenses excluding losses		19,374	20,408	19,374	20,408
Revenue					
Grant from NSW Government	3(a)	17,491	16,816	17,491	16,816
Sale of goods and services	3(b)	640	698	640	698
Investment revenue	3(c)	8	5	8	5
Grants and contributions	3(d)	2,069	2,383	2,069	2,383
Other income	3(e)	752	883	752	883
Total revenue		20,960	20,785	20,960	20,785
Operating result		1,586	377	1,586	377
Gain / (loss) on disposal	4	-	-	-	-
Net result from continuing operations		1,586	377	1,586	377
Other comprehensive income		-	-	-	-
Total comprehensive income		1,586	377	1,586	377

The accompanying notes form part of these financial statements.

## NSW INSTITUTE OF SPORT STATEMENT OF FINANCIAL POSITION

For the period 1 July 2021 to 30 June 2022

	Notes	Economic Entity		Parent Entity	
		2022	2021	2022	2021
		\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	5	4,577	3,617	4,577	3,617
Receivables	6	1,958	1,084	1,958	1,084
Inventories	7	-	51	-	51
Total current assets		6,535	4,752	6,535	4,752
Non-current assets					
Property, plant and equipment	8				
Plant and equipment		608	344	608	344
Sporting equipment		224	358	224	358
Leasehold improvements		443	1	443	1
Intangible assets		14	42	14	42
Right-of-use assets under leases	9(a)	7,629	9,081	7,629	9,081
Total property, plant and equipment		8,918	9,826	8,918	9,826
Total non-current assets		8,918	9,826	8,918	9,826
Total assets		15,453	14,578	15,453	14,578
Liabilities					
Current liabilities					
Payables	11	1,289	707	3,083	2,496
Leases	13	1,461	1,439	1,461	1,439
Provisions	12	1,626	1,577	-	-
Total current liabilities		4,376	3,723	4,544	3,935
Non-current liabilities					
Leases	13	6,329	7,649	6,329	7,649
Provisions	12	168	212	-	-
Total non-current liabilities		6,497	7,861	6,329	7,649
Total liabilities		10,873	11,584	10,873	11,584
Net assets		4,580	2,994	4,580	2,994
Equity					
Accumulated funds		4,580	2,994	4,580	2,994
Total equity		4,580	2,994	4,580	2,994

The accompanying notes form part of these financial statements.

## NSW INSTITUTE OF SPORT STATEMENT OF CHANGES IN EQUITY

For the period 1 July 2021 to 30 June 2022

	Notes	Accumulated funds	Total equity
		\$'000	\$'000
<b>2022 Economic Entity</b>			
<b>Balance at 1 July 2021</b>		2,994	2,994
Net result for the year		1,586	1,586
Other comprehensive income		-	-
<b>Total comprehensive income for the year</b>		<b>1,586</b>	<b>1,586</b>
<b>Balance at 30 June 2022</b>		<b>4,580</b>	<b>4,580</b>

	Notes	Accumulated funds	Total equity
		\$'000	\$'000
<b>2022 Parent Entity</b>			
<b>Balance at 1 July 2021</b>		2,994	2,994
Net result for the year		1,586	1,586
Other comprehensive income		-	-
<b>Total comprehensive income for the year</b>		<b>1,586</b>	<b>1,586</b>
<b>Balance at 30 June 2022</b>		<b>4,580</b>	<b>4,580</b>

The accompanying notes form part of these financial statements.

## NSW INSTITUTE OF SPORT STATEMENT OF CHANGES IN EQUITY

For the period 1 July 2021 to 30 June 2022

	Notes	Accumulated funds	Total equity
		\$'000	\$'000
<b>2021 Economic Entity</b>			
<b>Balance at 1 July 2020</b>		2,617	2,617
Net result for the year		377	377
Other comprehensive income		-	-
<b>Total comprehensive income for the year</b>		<b>377</b>	<b>377</b>
<b>Balance at 30 June 2021</b>		<b>2,994</b>	<b>2,994</b>

	Notes	Accumulated funds	Total equity
		\$'000	\$'000
<b>2021 Parent</b>			
<b>Entity Balance at 1 July 2020</b>		2,617	2,617
Net result for the year		377	377
Other comprehensive income		-	-
<b>Total comprehensive income for the year</b>		<b>377</b>	<b>377</b>
<b>Balance at 30 June 2021</b>		<b>2,994</b>	<b>2,994</b>

The accompanying notes form part of these financial statements.



# NSW INSTITUTE OF SPORT STATEMENT OF CASHFLOW

For the period 1 July 2021 to 30 June 2022

	Notes	Economic Entity		Parent Entity	
		2022	2021	2022	2021
		\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
Payments					
Employee related		(10,180)	(11,368)	(10,180)	(11,368)
Suppliers for goods and services		(5,373)	(4,212)	(5,373)	(4,212)
Grants		(783)	(1,061)	(783)	(1,061)
Other		(138)	(698)	(138)	(698)
Total payments		(16,474)	(17,339)	(16,474)	(17,339)
Receipts					
Grant from NSW Government		16,421	16,816	17,491	16,816
Sale of goods and services		367	597	(703)	597
Interest received		8	5	(15)	5
Grants and other contributions		2,069	2,383	2,069	2,383
Other		1,080	908	1,103	908
Total receipts		19,945	20,709	19,945	20,709
Net cash flows from operating activities	17	3,471	3,370	3,471	3,370
Cash flows from investing activities					
Proceeds from sale of property, plant and equipment	8	-	-	-	-
Purchases of plant and equipment	8	(915)	(148)	(915)	(148)
Net cash flows from investing activities		(915)	(148)	(915)	(148)
Cash flows from financing activities					
Payment of principal portion of lease liabilities		(1,596)	(2,302)	(1,596)	(2,302)
Net cash flows from financing activities		(1,596)	(2,302)	(1,596)	(2,302)
Net increase/(decrease) in cash		960	920	960	920
Opening cash and cash equivalents		3,617	2,697	3,617	2,697
Closing cash and cash equivalents	5	4,577	3,617	4,577	3,617

The accompanying notes form part of these financial statements.

## NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS

For the period 1 July 2021 to 30 June 2022

### 1. Statement 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

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 2022 have been authorised for issue by the Board on 21st September 2022.

#### (b) Basis of 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

The financial statements have been prepared on a going concern basis. In the process of preparing the 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.

## NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 1. Summary of significant accounting policies (cont'd)

#### (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 2021-2022

- The accounting policies applied in 2021-22 are consistent with those of the previous financial year. Several amendments and interpretations apply for the first time in 2021-22, but do not have an impact upon the financial statements of the Institute.

##### ii. Issued but not yet effective

- NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.
- The Institute has assessed the impact of the new standards and interpretations issued but not yet effective and determined they are unlikely to have a material impact on the financial statements of the Institute.

#### (j) Machinery of Government changes

Under the *Administrative Arrangements (Second Perrottet Ministry – Transitional) Order 2021* dated 21 December 2021, the New South Wales Institute of Sport was transferred to the Department of Enterprise, Investment and Trade (DEIT) cluster. This Order took effect from 1 April 2022 and there is no material financial impact on the Institute.

## NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 2. Expenses excluding losses

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
<b>(a) Employee related expenses</b>				
Board Member's Fees associated on-costs	86	107	86	107
Salaries and wages (including annual leave)	8,700	8,671	-	-
Superannuation	768	751	9	10
Long service leave	168	124	-	-
Workers' compensation insurance	44	46	-	-
Payroll tax and fringe benefit tax	483	516	5	5
<b>Total Employee Related Expenses</b>	<b>10,249</b>	<b>10,215</b>	<b>100</b>	<b>122</b>
<b>(b) Personnel Services</b>				
Personnel Services-Institute of Sport Staff Agency	-	-	10,149	10,093
<b>Total Personnel Services</b>	<b>-</b>	<b>-</b>	<b>10,149</b>	<b>10,093</b>
<b>(c) Other operating expenses include the following:</b>				
Auditor's remuneration-audit of the financial statements	42	51	42	51
Expenses related to leases of low-value assets	44	111	44	111
Maintenance	148	137	148	137
Insurance	66	28	66	28
Consultants	116	27	116	27
Other Contractors	529	805	529	805
Athlete & Medical Services	839	1,145	839	1,145
Rent & Occupancy Costs	979	1,193	979	1,193
Travel	701	806	701	806
Minor Equipment & Motor Vehicles	293	426	293	426
Printing, Stationery, Communications & Promotions	622	369	622	369
In-Kind Contributions	610	655	610	655
Other expenses	948	659	948	659
<b>Total Other Operating Expenses</b>	<b>5,937</b>	<b>6,412</b>	<b>5,937</b>	<b>6,412</b>

## NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 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.

## NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 2. Expenses excluding losses (cont'd)

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
<b>(d) Depreciation and amortisation expense</b>				
General Plant & Equipment	138	153	139	153
Electronic & Scientific	-	-	-	-
Sporting Equipment	140	297	141	297
Intangibles	28	49	27	49
Leasehold improvements	65	2	64	2
Right of use assets				
Buildings	1,489	2,072	1,489	2,072
Plant and equipment	125	137	125	137
<b>Total Depreciation and amortisation</b>	<b>1,985</b>	<b>2,710</b>	<b>1,985</b>	<b>2,710</b>
<b>(e) Grants and subsidies</b>				
Sporting Associations	1,067	1,061	1,067	1,061
<b>Total Grants and subsidies</b>	<b>1,067</b>	<b>1,061</b>	<b>1,067</b>	<b>1,061</b>

### 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.

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
<b>(f) Finance costs</b>				
Interest expense from lease liabilities	136	10	136	10
<b>Total Finance Costs</b>	<b>136</b>	<b>10</b>	<b>136</b>	<b>10</b>

### 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 (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 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	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
<b>(a) Grant from NSW Government</b>				
NSW Government Recurrent Grant	17,491	16,816	17,491	16,816
<b>Total Grant from NSW Government</b>	<b>17,491</b>	<b>16,816</b>	<b>17,491</b>	<b>16,816</b>

#### 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.

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
<b>(b) Sale of goods and services</b>				
Sponsorship - Cash	30	43	30	43
Sponsorship - In-Kind	610	655	610	655
<b>Total Sale of goods and services</b>	<b>640</b>	<b>698</b>	<b>640</b>	<b>698</b>

## NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 3. Revenue (cont'd)

#### (b) Sale of goods and services (cont'd)

##### 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.

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
<b>(c) Investment revenue</b>				
Interest Received	8	5	8	5
<b>Total Interest Received</b>	<b>8</b>	<b>5</b>	<b>8</b>	<b>5</b>

##### 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.

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
<b>(d) Grants and contributions</b>				
State Sporting Organisations	14	27	14	27
National Sporting Organisations	2,055	2,356	2,055	2,356
<b>Total Grants and Contributions</b>	<b>2,069</b>	<b>2,383</b>	<b>2,069</b>	<b>2,383</b>

## NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 3. Revenue (cont'd)

#### (d) Grants and contributions (cont'd)

##### 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.

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
<b>(e) Other Income</b>				
Rent	11	225	11	225
Cost Recoveries	608	529	608	529
Sundry	133	129	133	129
<b>Total Grants and Contributions</b>	<b>752</b>	<b>883</b>	<b>752</b>	<b>883</b>

## NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 4. Gain / (loss) on disposal

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
<b>Gain/(loss) on disposal of land and buildings, plant and equipment and intangibles</b>	-	-	-	-
Written down value of assets disposed				
<b>Net gain/(loss) on disposal of land and buildings, plant and equipment and intangibles</b>	-	-	-	-

### 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	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Cash at bank or on hand	<b>4,577</b>	3,617	<b>4,577</b>	3,617
<b>Total cash and cash equivalents</b>	<b>4,577</b>	3,617	<b>4,577</b>	3,617

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 (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 6. Current / Non-Current Assets – Receivables

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
<b>Current</b>				
GST/FBT Receivable	179	145	179	145
Prepayments	247	338	247	338
Accrued Revenue	74	51	74	51
Sundry Debtors	-	-	-	-
<b>Accounts receivable</b>	<b>1,458</b>	550	<b>1,458</b>	550
	<b>1,958</b>	1,084	<b>1,958</b>	1,084
<b>Non-current</b>				
Accounts receivable	-	-	-	-
<b>Total Receivables</b>	<b>1,958</b>	1,084	<b>1,958</b>	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 (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 7. Current / Non-Current Assets – Inventories

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
Uniform Stock	-	51	-	51
<b>Total Inventories</b>	-	51	-	51

#### 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 (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 8. Non-Current Assets – Property, plant and equipment

	Plant and equipment	Electronic & Scientific Equipment	Sporting Equipment	Leasehold Improvements	Intangible Assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2021 Economic &amp; Parent</b>						
<b>At 1 July 2020 - fair value</b>						
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)
<b>Net carrying amount</b>	<b>480</b>	<b>-</b>	<b>524</b>	<b>3</b>	<b>91</b>	<b>1,098</b>
<b>Year ended 30 June 2021</b>						
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)
<b>Net carrying amount at end of year</b>	<b>344</b>	<b>-</b>	<b>358</b>	<b>1</b>	<b>42</b>	<b>745</b>
<b>At 1 July 2021 - fair value</b>						
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)
<b>Net carrying amount</b>	<b>344</b>	<b>-</b>	<b>358</b>	<b>1</b>	<b>42</b>	<b>745</b>
<b>2022 Economic &amp; Parent</b>						
<b>Year ended 30 June 2022</b>						
Net carrying amount at beginning of year	344	-	358	1	42	745
Additions	402	-	6	507	-	915
Disposals	-	-	-	-	-	-
Reclassifications	-	-	-	-	-	-
Net revaluation increment	-	-	-	-	-	-
Less: Depreciation expense	(138)	-	(140)	(65)	(28)	(371)
<b>Net carrying amount at end of year</b>	<b>608</b>	<b>-</b>	<b>224</b>	<b>443</b>	<b>14</b>	<b>1,289</b>
<b>At 30 June 2022 - fair value</b>						
Gross carrying amount	2,717	-	1,886	5,550	405	10,558
Accumulated depreciation and impairment	(2,109)	-	(1,662)	(5,107)	(391)	(9,269)
<b>Net carrying amount</b>	<b>608</b>	<b>-</b>	<b>224</b>	<b>443</b>	<b>14</b>	<b>1,289</b>

## NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 8. Non-Current Assets – Property, plant and equipment (cont'd)

#### 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 21-09). 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 (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 8. Non-Current Assets – Property, plant and equipment (cont'd)

#### Recognition and measurement (cont'd)

##### 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.

### 9. Leases

#### Entity as a lessee

The entity leases various properties, equipment and motor vehicles. Lease contracts are typically made for fixed periods of three to six 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 expired in August 2021 with those vehicles being returned to the lease provider and new motor vehicle leases commencing in November/December 2021.

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.

## NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 9. Leases (cont'd)

#### (a) Right-of-use assets under leases

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

	Buildings	Plant & equipment	Total
	\$'000	\$'000	\$'000
<b>Balance at 1 July 2021</b>	8,931	150	9,081
Additions	-	162	162
Depreciation expense	(1,489)	(125)	(1,614)
<b>Balance at 30 June 2022</b>	<b>7,442</b>	<b>187</b>	<b>7,629</b>

<b>Balance at 1 July 2020</b>	2,072	232	2,304
Additions	8,931	55	8,986
Depreciation expense	(2,072)	(137)	(2,209)
<b>Balance at 30 June 2021</b>	<b>8,931</b>	<b>150</b>	<b>9,081</b>

#### (b) Right-of-use liabilities under leases

The following table presents liabilities under leases:

	2022	2021
	\$'000	\$'000
<b>Balance at 1 July 2021</b>	9,088	2,394
Additions	161	8,986
Interest expenses	136	10
Payments	(1,596)	(2,302)
<b>Balance at 30 June 2022</b>	<b>7,789</b>	<b>9,088</b>

## NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 9. Leases (cont'd)

#### (c) Right-of-use expenses under leases

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

	2022	2021
	\$'000	\$'000
Depreciation expense of right-of-use assets	1,614	2,209
Interest expense on lease liabilities	136	10
Expense relating to short-term leases	-	-
Expense relating to leases of low-value assets	44	105
Variable lease payments, not included in the measurement of lease liabilities	-	-
<b>Total amount recognised in the statement of comprehensive income</b>	<b>1,794</b>	<b>2,324</b>

The entity had total cash outflows for leases of \$1.82 million in FY2021-22 (\$2.63 million in FY2020-21).

#### 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 (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 9. Leases (cont'd)

#### Recognition and measurement (cont'd)

##### 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 (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 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 2022 year or 2021 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 (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 11. Current Liabilities – Payables

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
<b>Current</b>				
Accrued Salaries, Wages and On-Costs	<b>286</b>	205	-	-
Revenue received in advance	<b>446</b>	25	<b>446</b>	25
Creditors	<b>222</b>	94	<b>222</b>	94
Accruals	<b>335</b>	383	<b>335</b>	383
Amount Payable-Institute of Sport Staff Agency	-	-	<b>2,080</b>	1,994
	<b>1,289</b>	707	<b>3,083</b>	2,496

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 (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 12. Current / Non-Current Liabilities – Provisions

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
<b>Current</b>				
<b>Employee benefits and related on-costs</b>				
Annual leave	978	1,041	-	-
Long service leave	648	536	-	-
<b>Total current provisions</b>	<b>1,626</b>	<b>1,577</b>	<b>-</b>	<b>-</b>
<b>Non-current</b>				
<b>Employee benefits and related on-costs</b>				
Long service leave	168	212	-	-
<b>Other Provisions</b>				
Provision for Restoration-NSWIS Premises	-	-	-	-
<b>Total non-current provisions</b>	<b>168</b>	<b>212</b>	<b>-</b>	<b>-</b>
<b>Total Provisions</b>	<b>1,794</b>	<b>1,789</b>	<b>-</b>	<b>-</b>
<b>Aggregate employee benefits and related on-costs</b>				
Provisions-current	1,626	1,577	-	-
Provisions-non-current	168	212	-	-
Accrued salaries, wages and on-costs	286	205	-	-
	<b>2,080</b>	<b>1,994</b>	<b>-</b>	<b>-</b>

### 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.

## NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 12. Current / Non-Current Liabilities – Provisions (cont'd)

#### Recognition and Measurement (cont'd)

##### Employee benefits and related on-costs (cont'd)

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.

##### 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 10% 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		Parent	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
<b>Current leases</b>				
Lease Liability	1,461	1,439	1,461	1,439
	1,461	1,439	1,461	1,439
<b>Non-current leases</b>				
Lease Liability	6,329	7,649	6,329	7,649
	6,329	7,649	6,329	7,649

## NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 13. Current / Non-Current Liabilities – Leases (cont'd)

#### 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.

### 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

Reconciliation of cash flows from operating activities to net result as reported in the Statement of Comprehensive income as follows:

	Economic Entity		Parent Entity	
	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000
<b>Net cash used on operating activities</b>	<b>3,471</b>	3,370	<b>3,471</b>	3,370
Depreciation and amortisation expense	(1,985)	(2,710)	(1,985)	(2,710)
Finance costs	(136)	(10)	(136)	(10)
Decrease / (increase) in provisions	(5)	561	(5)	241
Increase / (decrease) in prepayments and other assets	-	(122)	-	(122)
Decrease / (increase) in creditors	(582)	(337)	(582)	(17)
Increase / (decrease) in receivables	874	(212)	874	(212)
Increase / (decrease) in inventories	(51)	(163)	(51)	(163)
Net gain / (loss) on disposal of assets	-	-	-	-
<b>Net result</b>	<b>1,586</b>	377	<b>1,586</b>	377

## NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 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

Note		Category	Carrying Amount 2022	Carrying Amount 2021
Financial Assets			\$'000	\$'000
Class				
Cash and cash equivalents	5	N/A	4,577	3,617
Receivables <sup>1</sup>	6	Amortised cost under AASB 9	1,711	746

Financial liabilities			Carrying Amount 2022	Carrying Amount 2021
			\$'000	\$'000
Class				
Payables <sup>2</sup>	11	Financial liabilities measured at amortised cost	1,289	682

<sup>1</sup> Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7)

<sup>2</sup> 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.



## NSW INSTITUTE OF SPORT NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 18. Financial instruments (cont'd)

#### (b) Derecognition of financial assets and financial liabilities (cont'd)

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.

#### (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. Trade debtors are written off when there is no reasonable expectation of recovery.

The entity is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors as at 30 June 2022. 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 (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 18. Financial instruments (cont'd)

#### (d) Financial risks (cont'd)

##### 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					
	Carrying amount	Profit	Equity	Profit	Equity
<b>2022 Financial Assets</b>		-1%		+1%	
Cash and Cash Equivalents	4,577	(46)	(46)	46	46

	Carrying amount	Profit	Equity	Profit	Equity
<b>2021 Financial Assets</b>		-1%		+1%	
Cash and Cash Equivalents	3,617	(36)	(36)	36	36

##### 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 NSW TC 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 (CONT'D)

For the period 1 July 2021 to 30 June 2022

### 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:

	2022	2021
	\$'000	\$'000
<b>Short-term employee benefits</b>		
Salaries, Superannuation, Annual Leave	1,541	1,941
Other monetary allowances	-	-
Non-monetary benefits	-	-
<b>Other long-term employee benefits</b>	17	295
Post-employment benefits	-	-
Termination benefits	-	-
<b>Total remuneration</b>	<b>1,558</b>	<b>2,236</b>

#### (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 2021-22 there have been no transactions reported with key management personnel.

During 2021-22, NSWIS had related party transactions with the Office of Sport, receiving \$17.5 million in grant payments, on behalf of the NSW Government (2020-21: \$16.8 million) as well as cost recoveries of \$0.1 million (2020-21: \$0.1 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 (2020-21: \$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 2021-22, NSWIS had related party transactions with OWIA, receiving \$0.4 million in grants and contributions (2020-21: \$0.3 million) and making payments of \$0.2 million for services received and costs reimbursement (2020-21: \$0.2 million). These transactions were conducted at arms-length.

### 20. Other Matters – COVID 19

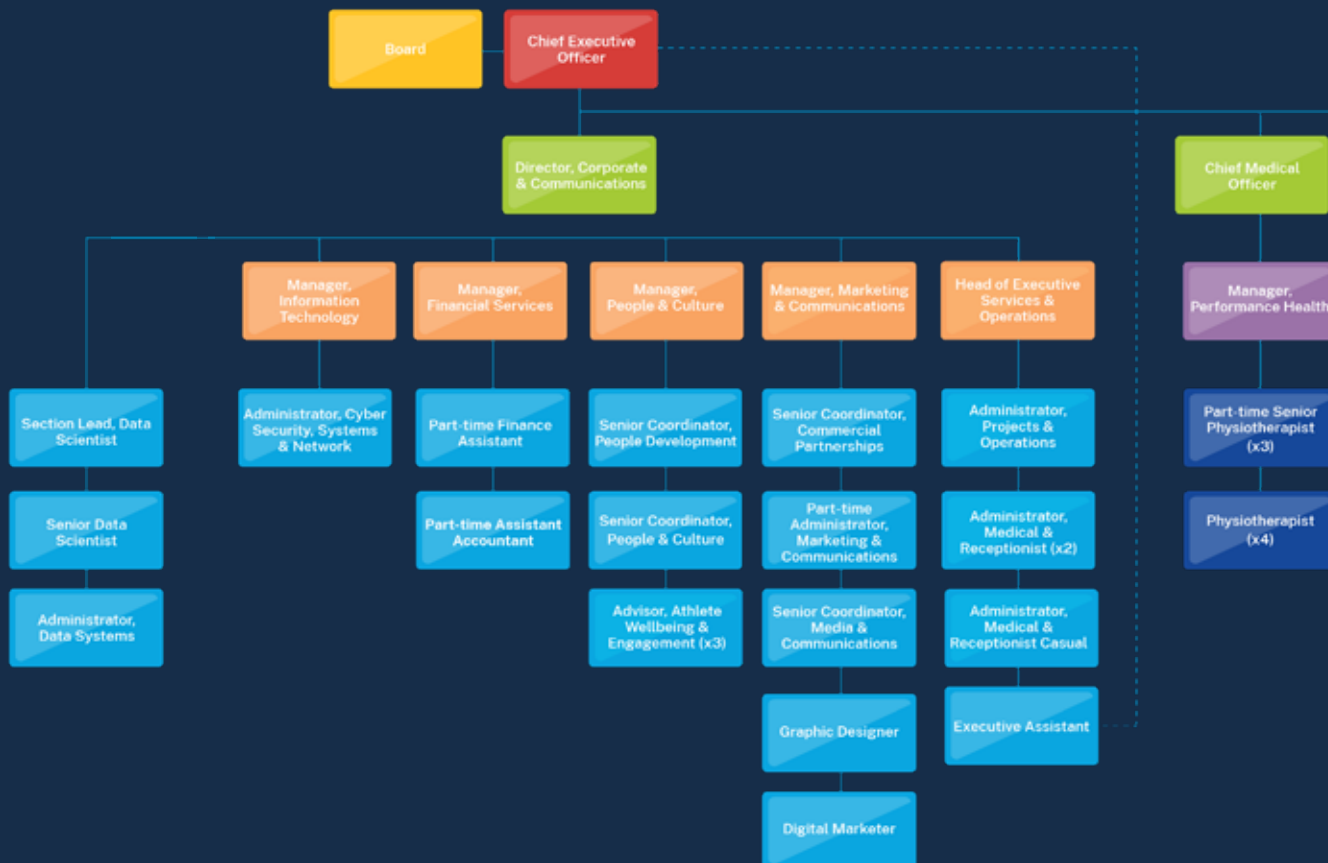
The entity has assessed the impact of COVID 19 on its operations. It has been determined that there has been no significant impact on the current revenues and expenses of the organisation due to COVID 19 and any future impacts cannot be reliably estimated at this time. It has been further determined 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 after the Reporting Period

There were no significant events after reporting period

**End of audited financial statements.**

## APPENDIX 1: ORGANISATION CHART



## LEGEND





## APPENDIX 2: LEGISLATION & 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 & 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 2022, NSWIS employed 78 full-time, 11 part-time and 5 active casual staff.

### NSWIS staffing totals

Reporting Period	2019	2020	2021	2022
Full-time	83	76	76	78
Part-time	18	20	12	11
Casual	32	5	2	5
<b>Total</b>	<b>133</b>	<b>101</b>	<b>90</b>	<b>94</b>

*Staff figures as at 30 June 2022*

The NSWIS workforce was comprised of 56% male and 43% female staff.

## Organisational Structure

In 2021/22, the following recruitment actions were undertaken:

New Employee Role	
Coordinator, Media and Communications	Senior Psychologist
Head Coach Water Polo	PT Physiotherapist x2
Coach, Strength, and Conditioning x4	Coach, Development Lead
Senior Data Scientist	Coordinator, Sport Programs x2
Assistant Coach, Strength, and Conditioning x3	Sport Biomechanist
Senior High Performance Manager	Graphic Designer
Manager, Marketing and Communications	Assistant Coach, Water Polo
Senior Strength and Conditioning Coach	Head Coach, Archery
PT Dietitian	Senior Physiotherapist
Intern, High Performance	Manager, High Performance
Head Coach, Canoe Sprint	Sport -Dietician
Senior High Performance Manager	Senior Coordinator, Media and Communications
Head Coach, Women's Hockey	Athlete Wellbeing and Engagement Advisor
NSWIS Head Coach, Swimming	Assistant Diving Coach
Physiotherapist	

## Conditions of Employment and Movement in Payroll Costs

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

NSWIS staff are employed on a fixed term employment contract. During the reporting period, most contracts cease on 31 December 2024. The salary and on-costs for 2021/22 include a 2.04% salary increase paid to all staff employed from 1 January 2021, except for the five senior executive roles.

The senior executives received a 2.5% increase in the reporting period.

Staff turnover was 41% in the 2021/22 period, a figure which was higher than expected due to changes within the high performance sporting landscape.



## Leave Administration

People & Culture review 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 (PDP) identifies the development priorities, knowledge and skill gaps required to develop highly skilled staff, high performing teams, and a responsive and agile workforce. Priorities are informed by employee PDPs 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 2021/22, NSWIS developed 12 new courses on the Learning Hub (learning management system) to enhance organisational development of employees. During this period, NSWIS also launched the Learning Hub for athletes where all athletes have access to learning and development anywhere, anytime, and provide knowledge to assist them during their high performance sporting journey.

## 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 and regulation, or to ensure NSWIS maintains best practice processes and policies.

### Policies, procedures and guidelines considered and reviewed included:

- COVID-19 Vaccination Policy
- Anti-Doping Policy
- Board Governance Statement
- Cyber Security Policy
- Fraud, Corruption and Public Interest Disclosure Policy
- Gifts, Benefits & Hospitality Policy
- Grievance Handling & Dispute Resolution Policy
- Infectious Disease Policy
- Medical Policy
- Privacy Policy
- Privileged Access Management Policy
- Research Policy
- Commercial Partnership Policy
- WHS Policy
- Enterprise Risk Management Framework
- Records Management Policy
- Child Safe Policy
- Delegations Manual
- Bullying and Harassment Policy
- Complaints Handling Guidelines
- Crisis Communications Plan
- Critical Incident Processes and Procedures
- Social Media Guidelines
- Uniform Guidelines
- Risk Management Guidelines
- People Development Guidelines
- Brand Guidelines
- Travel and Transport Guidelines
- Degree Research Process and Timelines
- ARC Charter
- Athlete Advisory Group Charter
- Business Continuity Plan (BCP)
- HR Committee Terms of Reference
- Multicultural Policies and Services Plan
- Athlete Code of Conduct
- Staff Code of Conduct

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 2021/22 and rolled out to all existing staff via the Learning Hub. A revised Athlete Code of Conduct was also amended and is being rolled out via the Learning Hub for athlete completion. 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).

- 42% 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 was shortlisted for interview in all vacancies.
- NSWIS employed two interns during the period who identify as Aboriginal and/or Torres Strait Islander descent. They were hired 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.
- Eight staff (excluding casuals) are from 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.

**Table 1: Trend in the Representation of EEO Groups - Percentage of Total Staff as at June 2022**

EEO Group	Benchmark or target	2020	2021	2022
Women	50%	39%	40%	42%
Aboriginal and Torres Strait Islander Peoples	3%	0%	0%	1%
People whose first Language is not English	23%	7%	10%	3%
People with a Disability	6%	1%	1%	0%
People with a disability requiring work related adjustment	N/A	1%	1%	1%

**Table 2:** Staff Numbers (excluding casuals) by level as at 30 June 2022

Level	Total Staff	Men	Women	Aboriginal People & Torres Strait Islanders	EEO Numbers			
					People from racial, 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	1			1				
\$49,322 - \$64,779	0							
\$64,780 - \$72,418	9	3	6		1	1	1	
\$72,419 - \$91,641	23	10	12		3	3		
\$91,642 - \$118,507	38	24	13		3	3		1
\$118,507 - \$148,134	12	8	3		1	1		
>\$148,134 (non PSSE)	1	1						
>\$148,134 (PSSE)	5	4	1					
<b>Totals</b>	<b>89</b>	<b>51</b>	<b>35</b>	<b>1</b>	<b>8</b>	<b>8</b>	<b>1</b>	<b>1</b>

**Table 3: Percentage of total staff by salary level (as of 30 June 2022)**

Level	EEO Percentages						
	Total Staff	Men	Women	Aboriginal People & Torres Strait Islanders	People from racial, ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability requiring work-related adjustment
<\$49,322				1%			
\$49,322 - \$64,779							
\$64,780 - \$72,418	10%	3%	7%		1%	1%	1%
\$72,419 - \$91,641	27%	12%	13%		3%	3%	
\$91,642 - \$118,507	43%	27%	15%		3%	3%	1%
\$118,507 - \$148,134	13%	9%	3%		1%	1%	
>\$148,134 (non PSSE)	1%	1%					
>\$148,134 (PSSE)	6%	4%	1%				
<b>Totals</b>	<b>100%</b>	<b>56%</b>	<b>39%</b>	<b>1%</b>	<b>8%</b>	<b>8%</b>	<b>1%</b>

## 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 five 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 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 was one report 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, swimming, archery, and rowing. The Institute maintained a close relationship with Paralympics Australia and the Office of Sport to encourage the involvement of athletes with a disability in high performance sport.

12.71% of NSWIS supported athletes are Para athletes and 52 of these athletes are Paralympians that have represented Australia at the highest level.

## APPENDIX 8: ACTION PLAN FOR WOMEN

NSWIS provides equal employment opportunities for women to ensure the organisation is representative of the community it serves. As of 30 June 2022, 39% of employees (exclusive of casuals) were women. There is one female representative on the Executive Committee and 45% representation on the NSWIS Board.

## APPENDIX 9: MULTICULTURAL POLICY

NSWIS has begun the process of creating a Multicultural Plan that is compliant with the Multicultural Policies and Services Program (MPSP) framework that consists of four focus areas being Service Delivery, Planning, Leadership and Engagement. The progress against this plan will be reported through this annual report moving forward.

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.

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

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

**Table 4: Culturally and linguistically diverse (CALD) women**

Improving outcomes for female leadership	
Number of CALD women leaders	0
2021 leadership training spend on CALD women	0
Leadership positions	17

**Table 5: Language services**

Improving outcomes for female leadership	
Client demographics	DO NOT COLLECT
Expenditure	nil
In-house staff; Bilingual staff	8
In-house staff; community language assistance scheme recipients	0
Service provided	0

### Services for shumanitarian entrants

Nil actions to date.

## Diversity & Inclusion Strategy

NSWIS launched its Diversity & Inclusion Strategy which was created with a working group of employees from each area of the business. The highlight of the year was the introduction of an indigenous intern program which provided two interns with invaluable work experience for an indigenous student wanting a career in high performance sport. NSWIS engaged a local artist to provide an indigenous artwork for the welcome foyer and has created standards for the use of acknowledgement of country for all staff to understand and utilise.

NSWIS has also begun its education journey by launching an eLearn for staff entitled "Aboriginal and Torres Strait Islander Cultural Appreciation".

As NSWIS works towards increasing the number of female leaders in the business, the organisation has identified a number of high potential women and provided them with development opportunities in the classroom and the workplace.

## 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 6: Executive remuneration bands**

PSSE Band	2020/21			2021/22		
	Men	Women	Total	Men	Women	Total
Band 1	1	1	2	3	1	4
Band 2	1	0	1	1	0	1

The percentage of employee payments that relates to senior executives was 6.7% in 2021-22 (6.3% in 2020-21).

## APPENDIX 11: CONSUMER RESPONSE

NSWIS received zero complaints regarding services in 2021-22, thus did not have to use 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: 2021/22 BUDGET UPDATE TABLE

Income	\$Million
Grants	\$m
State government - total appropriations	17.28
National & state sporting organisations	2.19
<b>Sub-total</b>	<b>19.47</b>
Sponsorship	\$m
Cash	0.07
In-kind / contra	0.59
<b>Sub-total</b>	<b>0.66</b>
Other	\$m
Sundry	0.41
Sub-total	0.41
<b>Total revenue</b>	<b>20.55</b>
Expenditure	\$m
Staff costs	10.49
Operating costs	8.49
<b>Total expenditure</b>	<b>18.98</b>
Operating surplus / Deficit	1.57
Depreciation & Amortisation	1.98
<b>Net Surplus/ Deficit</b>	<b>(0.41)</b>

## APPENDIX 13: PUBLIC ACCESS TO GOVERNMENT INFORMATION

NSWIS did not receive any requests in 2021-22 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 & PERSONNEL INFORMATION POLICY

In 2021-22, 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 which was paid for by the Institute during 2021-22 (to the nearest dollar amount). The Institute staff also undertake travel which is paid for by external organisations (eg. The Australian Olympic Committee) and this travel is not included in the below table.

**Table 7:** Overseas travel breakdown

	Air Fares	Accommodation	Other	Total
General Purpose	9,282	2,111	400	11,793
Athletics	7,219	26,691	-	33,910
Winter Sports	45,440	102,894	34,741	183,075
<b>Total</b>	<b>73,099</b>	<b>131,696</b>	<b>35,141</b>	<b>239,936</b>



## APPENDIX 17: SERVICE PROVIDERS, CONTRACTORS, AND CONSULTANTS

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

- Legal services
- Information technology, finance & accounting services
- 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 2021-22, 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 2021-22 was \$0.69m (2020-21 amounted to \$0.89m).

## APPENDIX 18: GUARANTEE OF SERVICES

The Institute's main clients are high performance athletes and coaches. NSWIS 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 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 agencies, national and state sporting organisations, Australian and international universities, suppliers, the media, and the community.

## APPENDIX 19: INSURANCE

### 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 NSWIS did not submit any insurance claims.



## 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:

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: <ul style="list-style-type: none"> <li>Corrupt conduct</li> <li>Maladministration</li> <li>Serious and substantial waste of public money or local government money (as appropriate)</li> <li>Government information contraventions v. local government pecuniary interest contraventions</li> </ul>	0
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 6E(1)(b) of the Act have been met.	The NSWIS CEO has ensured that: <ul style="list-style-type: none"> <li>The authority has a public interest disclosures policy</li> <li>The policy designates at least one officer of the authority as being responsible for receiving public interest disclosures on behalf of the authority</li> <li>The staff of the authority are aware of the contents of the policy and the protections under the PID Act</li> <li>The authority complies with the policy and the authority's obligations under the PID Act</li> </ul>

## APPENDIX 21: CREDIT CARD CERTIFICATION

NSWIS reviewed and updated the existing Purchasing Card Policy in 2021/22. 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 of receipt of valid tax invoice. NSWIS has a shared services agreement with the Office of Sport who maintain responsibility for making payment of accounts.

**Table 8:** 2021/22 Quarterly Payment of Accounts

Ageing of Accounts Payable	Quarter ending Sept 21 \$	Quarter ending Dec 21 \$	Quarter ending Mar 22 \$	Quarter ending Jun 22 \$
Current not past due	19,530	25,013	954	202,927
Current between 30-60 days	3,099	-	-	-
Current between 60-90 days	-	35	-	-
More than 90 days	-	-	-	18,607
<b>Total</b>	<b>22,629</b>	<b>25,048</b>	<b>954</b>	<b>221,534</b>

Payment performance		Quarter ending Sept 21	Quarter ending Dec 21	Quarter ending Mar 22	Quarter ending Jun 22
Accounts paid on time	Value (\$)	1,298,528	1,727,923	1,220,423	1,406,197
	Number	198	225	305	545
Total accounts paid	Value (\$)	1,626,015	1,817,731	1,484,953	1,864,239
	Number	255	281	364	607
% of accounts paid on time	Value (\$)	80%	95%	82%	75%
	Number	78%	80%	84%	90%

## APPENDIX 23: ATTESTATION STATEMENTS



### Internal Audit and Risk Management Attestation Statement for the 2021-22 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
<b>Risk Management Framework</b>	
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
<b>Internal Audit Function</b>	
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
<b>Audit and Risk Committee</b>	
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 1<sup>st</sup> August 2015 – 8<sup>th</sup> December 2021)
- Member: Mr B Lancken (NSWIS Board Member)  
(Term 1<sup>st</sup> December 2017 – 30<sup>th</sup> November 2023, Acting Chair from 8<sup>th</sup> December 2021)
- Member: Mr G Flowers (NSWIS Chairman)  
(Term 1<sup>st</sup> August 2015 – 30<sup>th</sup> November 2024)

Kevin Thompson  
CEO, NSWIS  
21<sup>st</sup> September, 2022

Richard Sullivan  
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## APPENDIX 23: ATTESTATION STATEMENTS

[www.nswis.com.au](http://www.nswis.com.au)



28 July 2022

### **New South Wales Institute of Sport - Cyber Security Annual Attestation Statement for the 2021-2022 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 Sekuro and found to be adequate or being properly addressed in a timely manner.

**Kevin Thompson**  
CEO

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## **APPENDIX 25: ANNUAL REPORT PUBLICATION DETAILS**

Published by: NSW Institute of Sport  
Managing Editor: Kirsten Thomson  
Editor and Copywriting: Ash Rolph, Frances Cordaro  
Photography: Getty Images  
Design and Production: Mitchell Soames

## **APPENDIX 26: PRODUCTION COSTS**

The 2021/22 Annual Report was designed by NSWIS.

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## SPONSOR & PROVIDERS

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TO BECOME WORLD'S BEST.**

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