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NSWIS SUMMARY INFOGRAPHIC



Athletes



Sports



Sport programs



52.6%
Female athletes

47.4%
Male athletes



88.6%
Able bodied athletes

11.4%
Para athletes



18

NSWIS & partner
training hubs

10

National Training
Centres in NSW



10

World Championship
titles
(Senior + Junior)



9

Senior
World Champions



1

Junior
World Champion



29%

of national teams
at benchmark
events



17

debutants at senior
benchmark events



Scholarship Athletes

79

Podium

Scholarship Athletes

62

Podium Ready

Scholarship Athletes

127

Podium Potential

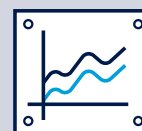
Scholarship Athletes

146

Developing

26%

Athlete
scholarship
progression
rate
(of eligible
athletes)



Scholarship Athletes

189

Emerging

Scholarship Athletes

11

International

Non-scholarship

130

Talent agreement
athletes

Non-scholarship

48

Training agreement
athletes

NSWIS ATHLETES ACHIEVED

89.6%



TRAINING
AVAILABILITY STATUS

21 

STAFF

RECOGNISED ROLES WITHIN
NATIONAL CENTRES / HUB

31 

STAFF & COACHES

HELD
NATIONALLY-INTEGRATED ROLES

11
»SPORTS«

INCREASED ATHLETE:COACH RATIOS

11 

REPRESENTED AT
BENCHMARK EVENTS

10 


PERFORMANCE
SUPPORT STAFF

REPRESENTED AT BENCHMARK
/ MAJOR INTERNATIONAL EVENTS

170



COACH DEVELOPMENT DAYS

10 

STAFF

CONTRIBUTING
TO RESEARCH PUBLICATIONS

31%



INCREASE
IN WEBSITE VIEWS

62%



INCREASE
IN EDM SUBSCRIPTIONS

235,000



LINKEDIN REACH

1ST

INSTITUTE TO HAVE DEDICATED
DATA SCIENCE TEAM IN AUSTRALIA



RECOGNISED
OLYMPIC
TRAINING CENTRE

**The Hon. Dr. Geoffrey Lee, MP
Minister for Sport, Multiculturalism,
Seniors and Veterans
Governor Macquarie Tower
Level 36, 1 Farrer Place
Sydney NSW 2000**

31 October 2019,

Dear Minister,

It gives us great pleasure to submit to you the 23rd Annual Report for the NSW Institute of Sport, the state's elite sporting centre of excellence, for presentation to Parliament.

The report is for the 12 months to 30 June 2019 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,

A handwritten signature in black ink, appearing to read "G. Flowers".

Gary Flowers
Chairman

A handwritten signature in black ink, appearing to read "K. Thompson".

Kevin Thompson
CEO



PROUDLY
SUPPORTED BY THE
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GOVERNMENT

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CHAIRMAN'S MESSAGE

THE NSW INSTITUTE OF SPORT (NSWIS) CONTINUES TO BE A LEADER IN AUSTRALIAN HIGH PERFORMANCE SPORT AND IT IS AN HONOUR TO SERVE AS CHAIRMAN. WE HAVE AN INCREDIBLE OPPORTUNITY AT NSWIS TO IMPACT OUR ATHLETES AND BRING SUCCESS FOR AUSTRALIA ON THE WORLD STAGE.

I would firstly like to thank the NSWIS Board for their contributions over the past year, during which we've benefited from the additional expertise of Matthew Shirvington and Amy Jones.

Following the 2019 state election, a cabinet reshuffle brought to a close the Hon. Stuart Ayres' five-year tenure with the sport portfolio. A great deal of thanks must be paid to Minister Ayres for the significant contributions made to NSW sporting communities during this period. On behalf of NSWIS, I also want to congratulate Premier Gladys Berejiklian on her re-election. I am looking forward to seeing our strong relationship with the NSW Government continue over the coming years and thank Ms Berejiklian and her government for their ongoing support.

NSWIS athletes continued to represent and excel at the highest level of international competition over the past 12 months, winning a total of ten world championship titles.

Our canoe slalom superstar Jessica Fox was a dominant force, finishing the season as both the K1 and C1 world champion. In doing so, the dual world champion became the greatest individual paddler of all time; a truly incredible achievement for Jess, her coach Myriam Fox, and the NSWIS canoe slalom program.

At the 2018 World Rowing Championships, Erik Horrie achieved a first for Australian rowing by winning a fifth-consecutive world championship in the PR1 Single Sculls event. Meanwhile Jack Hargreaves, Joshua Hicks and Spencer Turrin made it back-to-

back golds in the Coxless Four competition.

Melissa Perrine continued her 2018 Paralympic Games form into the 2019 winter sports season, winning the Para Alpine Skiing (Visually impaired) Women's Super Combined World Championship with guide Bobbi Kelly, while also taking home two silver medals and a bronze.

Rounding off our world champions during the reporting period are our track cyclists who combined to win four senior and one junior world championship. Kaarle McCulloch took gold in the 2019 Women's Team Sprint and Ash Ankudinoff became a dual world champion by claiming the Women's Individual and Team Pursuit events. At the 2019 Para Track Cycling World Championships, Amanda Reid broke the world record to take gold in the C2 Time Trial. Finally, Thomas Cornish claimed the junior world title in the 1km Time Trial with a (junior) world record of his own. Congratulations to all our champion cyclists, coaches and all those at NSWIS who have contributed to these outstanding performances.

There have also been some incredible athlete results achieved outside of our newest crop of world champions.

In 2018, Brandon Starc became just the fourth Australian to win an IAAF Diamond League Trophy by taking out the high jump event in impressive fashion; in doing so equalling the long-held Australian record of 2.36m.

NSWIS athletes continued to make up the majority of the Australian men's and women's water polo teams, with the 'Aussie Sharks' winning a historic silver medal at the 2018 FINA Men's World Cup and the 'Aussie Stingers' taking bronze at the 2018 FINA Women's World Cup.

Our focus is now well and truly on Tokyo 2020 and as such, I wish our athletes, coaches and support staff the best of luck in their respective qualification campaigns. I look forward to seeing a strong contingent from the NSW Institute of Sport as part of Australia's Olympic and Paralympic teams next year.

Gary Flowers
NSWIS CHAIRMAN



CEO'S MESSAGE

HAVING COMPLETED MY SECOND YEAR AS CEO OF THE NSW INSTITUTE OF SPORT (NSWIS), I AM PROUD OF WHAT WE HAVE ACHIEVED ACROSS OUR ENTIRE OPERATIONS AND AM EXCITED ABOUT THE POSITION WE ARE IN AHEAD OF TOKYO 2020.

Following a significant consultation period with staff and sport partners, we implemented a change to the NSWIS management structure in late 2018. The appointment of a Director, Corporate & Communications, three High Performance Managers and a Chief Medical Officer (CMO) have helped form a new senior leadership team.

The Executive Committee was finalised in early 2019 and have since committed to leading NSWIS forward by developing and committing to shared values and behaviours. Supported by our extensive team of expert staff and coaches, I remain positive in my belief that 'people' remain the Institute's competitive advantage.

One of the Institute's major outcomes over the past 12 months has been the significant investment in additional coaching positions, and in equipment and performance support staff across physiology and nutrition, strength and conditioning, and athlete wellbeing and engagement. This included the creation of three Heads of Discipline to help ensure the ongoing provision of a world-class service delivery to athletes.

NSWIS has significantly expanded its provision of medical services through the appointment of a CMO and Head of Performance Health, who have led the development of a new 'Proactive Clinical Service' model. Supported by the hiring of additional part-time physiotherapists and sports physicians, the model will continue its implementation throughout 2019, presenting a range of long-term benefits to our sport programs and, importantly, our athletes.

Another recent focus area for NSWIS has been in data science where we've invested in two new positions to create an NSWIS Data Science team. We have already witnessed the increased efficiency in data handling and analysis the team have provided and I'm eager to see high quality data increasingly used to inform decision making across our sport programs.

2018 saw the development of the Northern Metro High Performance Swimming Hub, headlined by the recruitment of highly acclaimed coach Simon Cusack, and world-class swim talent in Cate Campbell, Bronte Campbell, and Ellie Cole. The Hub, formed in partnership with Swimming NSW, Swimming Australia, Knox Grammar School and Pymble Ladies' College, began operations in early 2019 and, together with the existing hub in Sydney Olympic Park, will play a major role in developing pathways into elite NSW swimming programs and helping to secure Australia's long-term success in the sport.

\$5.1m was awarded by the NSW Government for an all-year round jump and airbag and other developments at Jindabyne for our winter sports programs. This collaboration with the NSW Office of Sport, Ski and Snowboard Australia and Olympic Winter Institute of Australia was another huge success for our athletes in 2019. It has also been satisfying to see how new projects with Surfing Australia and Paralympics Australia are impacting positively on athlete performances.

As Tokyo 2020 draws closer, I'm incredibly proud to have been named by the Australian Olympic Committee as the Head of Performance Services. With several NSWIS colleagues set to join me in forming part of the respective Olympic and Paralympic teams, I'm excited to see the Institute directly impacting operations and performance in Tokyo next year.

We're set for a busy twelve months ahead with the vast majority of staff and coaches contributing directly or indirectly to Campaign Tokyo. The quality of people that make up 'Team NSWIS' fills me with a great deal of confidence about what we can achieve, and I am looking forward to what I believe will be an incredibly rewarding year for the Institute.

Professor Kevin Thompson
BSc(Hons) M.MED.SCI PhD FBASES FACSM CSci
NSWIS CEO



NSWIS OVERVIEW



PURPOSE

To support Australian athletes to become world's best.

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



VISION

More NSW athletes representing Australia and winning medals.

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



CULTURE

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.

LEADERSHIP

INTEGRITY

EXCELLENCE

PASSION

TEAMWORK



POSITION

The NSW Institute of Sport is an elite sporting organisation that supports Australian athletes to become world's best.

Our experts work in collaboration with sport to create and deliver high performance support and environments. We continue to build on our proven history of Olympic, Paralympic and international success.



CHARTER

The NSW Institute of Sport was established under the Institute of Sport Act 1995.

The objectives of the Institute are:

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



BUSINESS MODEL

The NSW Institute of Sport, as the elite sporting agency for NSW, currently receives around 85% of its recurrent annual funding from the NSW Government. The remaining 15% of resources are sourced through other avenues such as commercial and sport partnerships.



STRATEGY

PERFORMANCE

Plan, prioritise resource, impact.

DRIVE SUSTAINABILITY 2020+

Increase resources, evolve relevance, nurture talent.

COLLABORATION & PARTNERSHIPS

Culture, systems, people.



SUCCESSION

Our greatest performance advantage... our people.

The NSWIS identifies, develops, manages and progresses highly capable and talented athletes, coaches and staff, connecting individual excellence to performance.

NSWIS & PARTNER TRAINING HUBS

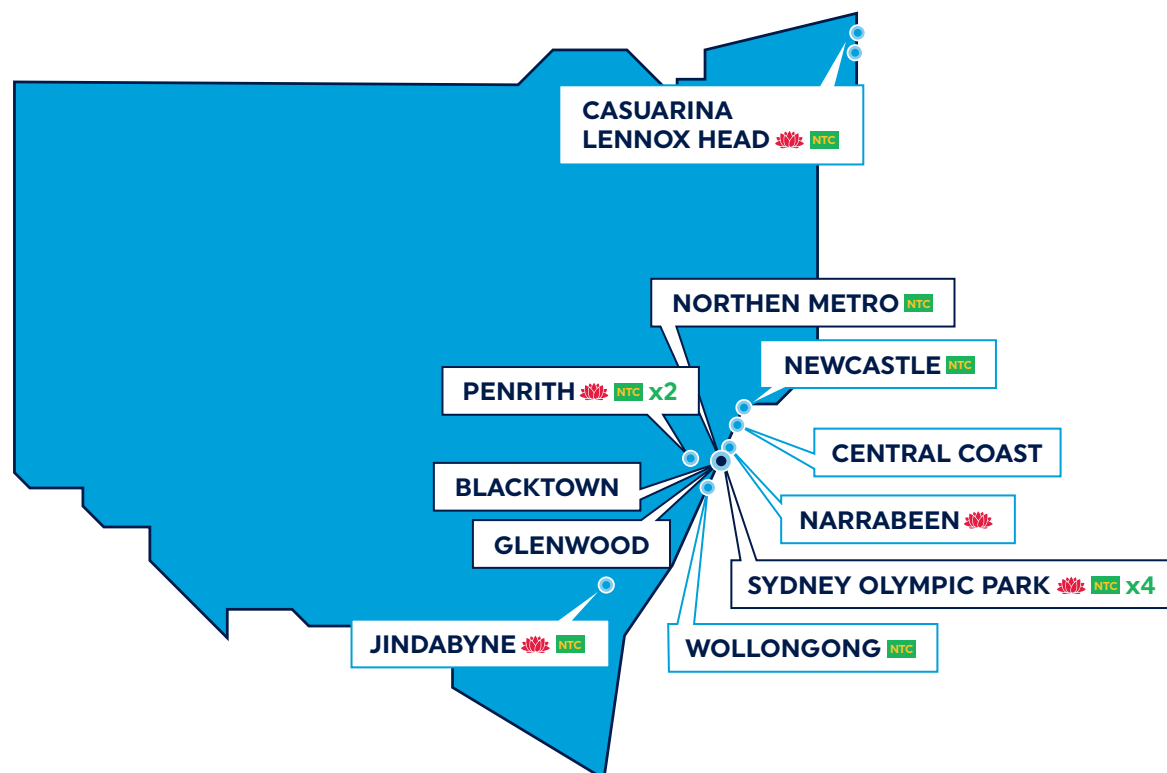
LEGEND



NSW OFFICE OF SPORT
FACILITY



NATIONAL TRAINING
CENTRE (NTC)*



SYDNEY METROPOLITAN

PENRITH

Sydney International Regatta Centre & Don Croot Boatshed

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

SYDNEY OLYMPIC PARK

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

MIDDLE HARBOUR

Middle Harbour Yacht Club

- Sailing (NTC)

BLACKTOWN

Blacktown International Sports Park

- Softball

SYDNEY METRO – NORTH

Pymble Ladies College & Knox Grammar

- Swimming (NTC)

GLENWOOD

Valentine Sports Park

- Football (Future Matildas)

NARRABEEN

Sydney Academy of Sport & Recreation

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

REGIONAL NSW

CASUARINA / LENNOX HEADS

- Surfing (NTC) / Skateboarding / Camps

WOLLONGONG / ILLAWARRA

- Triathlon (NTC) / Swimming / Wheelchair Basketball / Cycling / Hockey / Individual athletes / Surfing / Netball

JINDABYNE

Jindabyne Sport & Recreation Centre, Perisher & Thredbo Ski Resorts

- Winter Sports (NTC) / multi-sport camps

NEWCASTLE

The Forum (University of Newcastle & Innovate)

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

CENTRAL COAST

Mingara One

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

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



NSWIS MANAGEMENT

NSWIS BOARD

Method and term of appointment of Board Members

The Board is to consist of:

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

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

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

BOARD MEMBERS



GARY FLOWERS
CHAIRMAN

BComm, LLB
Five meetings attended
Term: 01/08/2015 – 04/08/2022



JOSEPH CARROZZI
DEPUTY CHAIRMAN

BComm, LLB
Three meetings attended
Term: 01/08/2015 – 04/08/2022



SARAH RYAN
OAM

Five meetings attended
Term: 01/08/2015 – 04/08/2022



ELIZABETH CROUCH

BEC, M Cyber Security
Five meetings attended
Term: 12/11/2017 – 12/11/2020



CHRIS FYDLER
OAM

BComm, LLB
Four meetings attended
Term: 12/11/2017 – 12/11/2020



BRAD LANCKEN

BComm, LLB
Five meetings attended
Term: 12/11/2017 – 12/11/2020



AMY JONES

M.B.A / B. OccTherapy, Hlth, Phys, Jnl, Mktg
Three meetings attended
Term: 31/10/2018 – 31/10/2021



MATT SHIRVINGTON

Three meetings attended
Term: 31/10/2018 – 31/10/2021

MANAGEMENT STRUCTURE

As part of the new senior management structure, an NSWIS Executive Committee has been formed and meets bi-weekly to enable efficient and rapid decision making. The Executive is supported by the High Performance Management Committee and the Corporate & Communications Management Committee. The NSWIS Operational Executive Committee will also continue to meet regularly to cover broader management discussions.

For a summary organisational chart, see Appendix 1.

EXECUTIVE COMMITTEE



**PROFESSOR
KEVIN THOMPSON**
CHIEF EXECUTIVE

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



KIRSTEN THOMSON
DIRECTOR, CORPORATE
& COMMUNICATIONS

MMKTG, GradDip Sports Law



TOM PATRICK
SENIOR HIGH PERFORMANCE
MANAGER

B.A., M. Sc, PhD



KENAN GOUADEC
HIGH PERFORMANCE
MANAGER

BSc. ExSci, MSc. ExPhys



KRISTEN BARNES
HIGH PERFORMANCE MANAGER

BBus



SHEILA GALLOWAY
MANAGER,
PERFORMANCE SUPPORT

BSc Bio



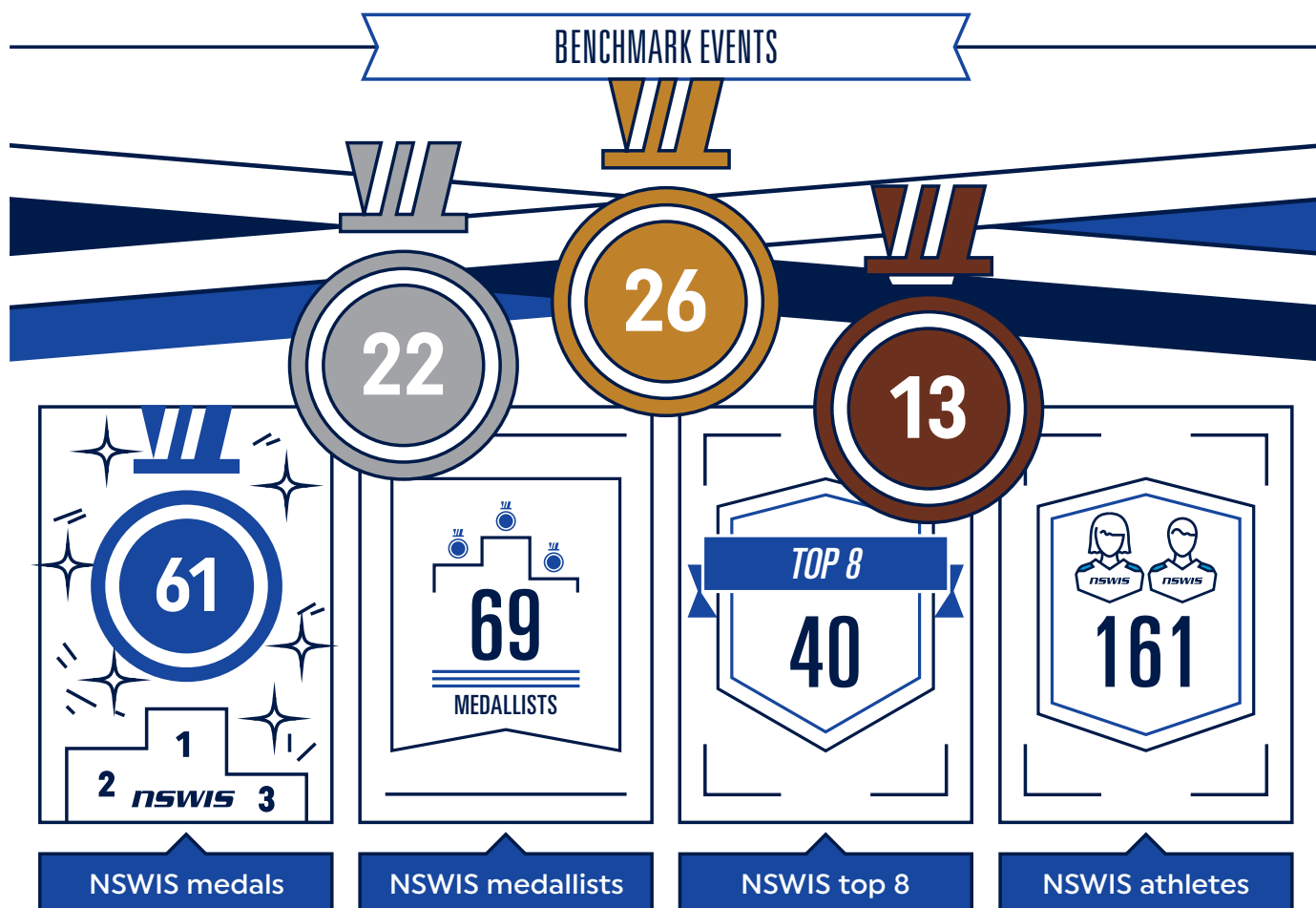
COREY CUNNINGHAM
CHIEF MEDICAL OFFICER

BSc (Med) MB BS, M. SportsMed

PERFORMANCE HIGHLIGHTS

OVERVIEW OF NSWIS ATHLETE PERFORMANCE BETWEEN JULY 2018 AND JUNE 2019


































































































*TOP 8 DOES NOT INCLUDE 1ST-3RD



BENCHMARK EVENTS

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

*TOP 8 DOES NOT INCLUDE 1ST-3RD

SPORTS		GOLD MEDALS	SILVER MEDALS	BRONZE MEDALS	MEDALLISTS	TOP 8
ATHLETICS						
CANOE SLALOM						
CANOE SPRINT						
CYCLING						
DIVING		NO BENCHMARK EVENTS FELL IN THE 2018-19 FINANCIAL YEAR				
HOCKEY						
INDIVIDUAL SCHOLARSHIPS*						
NETBALL						
PARA ARCHERY						
ROWING						
SAILING						
SURFING						
SWIMMING						
TRIATHLON						
WATER POLO						
WHEELCHAIR BASKETBALL						
WINTER SPORTS						

* THE INDIVIDUAL ATHLETE SCHOLARSHIP PROGRAM SUPPORTS ATHLETES TO ACHIEVE WORLD CLASS PERFORMANCES IN OLYMPIC, PARALYMPIC & COMMONWEALTH GAMES SPORTS WHERE THERE IS NO NSWIS SPORT PROGRAM

2018/19

MAJOR PROJECTS

Develop an international standard exemplar Olympic & Paralympic facility

The Institute continued an extensive stakeholder engagement process to inform options to be presented to government for consideration in relation to the development of a world class high performance training facility for Olympic and Paralympic athletes at Sydney Olympic Park.

This project, led by a cluster wide steering committee, will aim to deliver on the requirements of a facility of international best practice whilst also achieving efficiencies by partnering with government and private sector partners.

The options paper will be presented to the Minister for Sport and Treasury for consideration in 2019/20.

Develop a data science capability within the NSWIS Information, Technology and Operations (ITO) unit

Investment in data science capabilities was headlined by the recruitment of a Senior Data Scientist in November 2018. Increased capacity has enabled the delivery of various projects, many of which fall under the 'Pipeline Framework'. Pipeline will dictate how data is collected and analysed across the Institute's operations, working to increase efficiency and provide more accurate and reliable data.

Data Science capability was introduced to automate and centralise the collection and processing of key business data and ameliorate the business risks associated with existing practices. Data analysis was also applied to longitudinal athlete data and now forms part of ongoing research designed to benefit not only the athletes but also enable the achievement of high performance outcomes.

The data will be used to inform decision making and planning processes undertaken by NSWIS coaches, sports science and sports medicine staff to optimise athlete training programs and talent identification across NSW. Further research projects will be undertaken with the AIS, national sporting organisations, state sporting organisations, state institutes or academies of sport and regional academies as well as with universities and industry partners.

The new Data Science team have been successfully embedded into the ITO unit and have worked to demonstrate the significant advantages of advanced data capabilities to operational efficiency.

Shared Services (led by the Office of Sport)

NSWIS agreed to enter into a Shared Services Project with the Office of Sport and Venues NSW in order to achieve efficiencies across the Sport Cluster and to address issues associated with ageing systems. The scope of this project, due for completion in February 2020, will include the implementation of the SAP/S4Hana system that will see a centralised team deliver payroll and financial transactional services across the Cluster.

The project led to a review of the NSWIS Privacy Policy to ensure appropriate processes and procedures were aligned to legislative requirements within the *Personal Information Protection Act 1998 (NSW)* and the *Health Records and Information Privacy Act 2002 (NSW)*. The revised NSWIS Privacy Policy sets out the various ways in which the Institute collects, holds, uses and discloses "personal information", while a notice was sent to all existing scholarship athletes, employees, casuals and fee for service providers to notify them of the Policy changes. A Privacy Management Plan will be developed in 2019/20.

Develop a world-class proactive NSWIS Clinical Service

NSWIS have invested in a Chief Medical Officer (CMO) and Head of Performance Health, who have led a clinical service review with athletes, coaches and service providers. Key factors investigated include; coach and athlete satisfaction, accessibility of clinicians, quality and impact of clinical servicing within sport programs, injury and illness data surveillance, return to play processes, sport specific injury prevention program design and implementation.

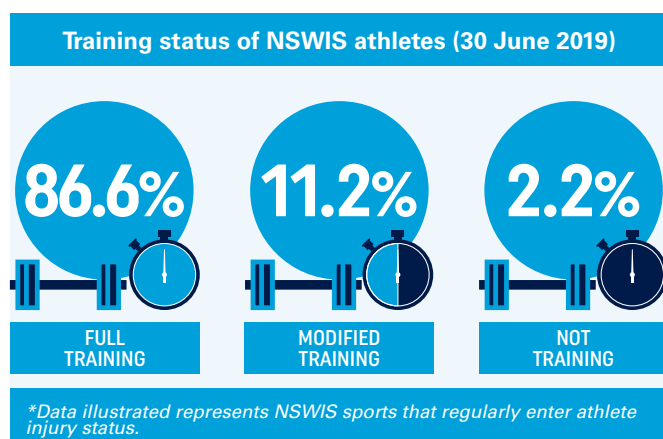
A Proactive Clinical Implementation Strategy has since been approved by the NSWIS Board and implementation has commenced.

The CMO, supported by three additional clinicians, has begun coordinating clinical services across NSWIS satellite sites and regional NSW, which has contributed to a reduction in modified or missed training and competition due to illness and injury.

A targeted review of current physiotherapy servicing conducted among physiotherapy leads resulted in increased resourcing for six sport programs and an overall increase in the number of sports receiving embedded and proactive support within their daily training environment (DTE).

The Institute has invested in two additional part-time physiotherapy positions and engaged clinicians through targeted sports which has increased on-site physician / registrar hours from three to twelve hours per week. An agreement has also been signed between Diving Australia, NSWIS, the Australian Institute of Sport, and the University of Canberra to initiate recruitment for a Diving PhD focused on athlete health and performance.

A comprehensive injury data interrogation process was undertaken within eight NSWIS sport programs (athletics, canoe sprint, cycling, diving, netball, swimming, water polo men, and water polo women) which resulted in improved accuracy and availability of injury data as well as the creation of customised injury surveillance reports for each sport.



Capital Works and Equipment Upgrades

A total of \$1.8 million has been spent (to date) on upgrading the NSWIS Sydney Olympic Park premises in addition to the Institute's daily training environments (DTEs) and satellite sites (including Narrabeen, Dunc Grey Velodrome and Jindabyne). Capital investment has primarily been through the upgrading of equipment, including significant improvements to the NSWIS Training Centre, and office accommodation facilities.

A number of new technologies and systems that have been effectively integrated across the Institute's operations include:

- **Vicon system:** Enables indoor and outdoor 3D motion analysis, integrating with inertial motion sensors while providing integrated video features to enhance coach & athlete feedback.

- **IMU sensors and step app:** An in-field body segment motion analysis system which provides automated feedback to coaches and medical staff for daily technical performance and injury load monitoring.
- **MyLaps Timing System:** Track cycling automated timing system, providing live feedback during training.
- **Mounted poolside camera:** Delivering synchronised video both above and below water.
- **Physiology Lab Treadmill:** Increased accessibility and integration for testing of Paralympic athletes and equipment-based sports.
- **Eyetrackers:** Eye-tracking technology that determines attention, focus and actions.

Commercial strategy development

A Commercial Strategy Sub Committee has been established with three NSWIS Board members participating, utilising the 2018 Gamba Commercial Strategy results while working with sports programs to identify commercial opportunities. The strategy outlines the short and long-term plan for the development of commercial opportunities. A timeline and implementation plan will be developed with clear performance indicators for each pillar of the strategy.



NSWIS PERFORMANCE DRIVERS

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 AND INNOVATION

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

ATHLETES AND PATHWAYS

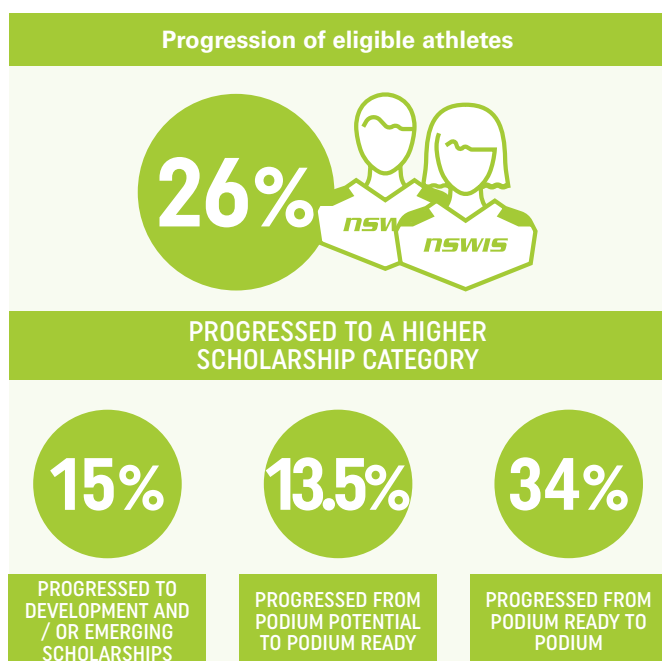
The infrastructure or systems that identify, develop, manage and progress sufficient numbers and quality of athletes to ensure sustained world's best performance, in partnership with sport.

SUCCESS AT BENCHMARK EVENTS

A total of 69 NSWIS athletes contributed to winning 61 medals at benchmark events (across 16 sports). *For more details, refer to 'Performance Highlights' and 'Sport Reporting'.*

NSWIS ATHLETE PROGRESSION

Twenty-six percent of (eligible) NSWIS scholarship holders progressed to a higher scholarship category.



Seventeen athletes across seven sports debuted at senior benchmark events, while a total of 103 NSWIS-supported athletes (across 17 sports) were selected onto junior national teams.

OPTIMISING ATHLETE WELLBEING AND MENTAL HEALTH

The Athlete Wellbeing & Engagement (AW&E) team was supported through the recruitment of a Senior AW&E

Provider, increasing capacity to the equivalent of four full-time employees.

Two staff members were appointed with dual nationally-integrated AW&E roles (Triathlon Australia and Archery Australia), while staff have continued to upskill by enrolling in various national training and education courses.

The Institute's AW&E and Performance Psychology providers have also worked to support the Australian Institute of Sport's (AIS) national approach by hosting an AIS Mental Health Audit Workshop and promoting the National Referral Network to NSWIS athletes and coaches.

PARALYMPIC PROJECTS

(Partnership with Paralympics Australia)

NSWIS has continued its commitment to para athletes through the investment and support of various programs and projects.

The NSWIS Para Archery Program has received increased investment through to Tokyo across a number of priority areas including coaching, strength & conditioning, physiotherapy, psychology and equipment.

The integration of visually impaired athlete guides into NSWIS scholarship support has also provided increased access to training.

Projects that have been implemented and / or completed include:

- **Para Rowing equipment:** Completion of Erik Horrie's seat adjustment.
- **Para Triathlon:** Completion of Lauren Parker's new race chair.
- **Talent support:** The Kurt Fearnley Scholarship Program was launched in April 2019 in partnership with the Commonwealth Games Association (CGA) and Carbine Club NSW. The inaugural recipients were Aimee Fisher (athletics), Luke Bailey (athletics), Alissa Jordan (athletics), Ricky Bentar (swimming) and Jasmine Greenwood (swimming).
- **Performance support technology:** Trialling use of Optus / Paralympics Australia (PA) remote coaching technology with targeted sports (e.g. para archery, basketball).

- **Seat mapping:** Utilising AIS / Performance Analysis seat mapping technology with 12 NSWIS para athletes.
- **Skill acquisition:** Accessing Dr Ross Pinder, Performance Analysis Skill Acquisition Specialist, for targeted sport programs.

Additional projects have seen; an increase in support for identified podium level athletes, funding of boccia and goalball athletes (Campaign Tokyo scholarships), and an expanded use of remote coaching technology to other sport programs.

TALENT IDENTIFICATION AND DEVELOPMENT PROGRAM

NSWIS have worked closely with the Office of Sport (via Juanita Weissensteiner, Principle Advisor Talent Pathways), in addition to state and national sporting organisations, to map athletic talent opportunities across the Institute's current sports. Following the recruitment of a Senior Talent Coordinator in June 2019, the program will continue to develop.

The Institute is also working with the South East Sports Academy and the Illawarra Academy of Sport to establish and implement a 'mini athlete management system' to support the collection of athlete data within national and state sporting protocols. Implementation and training will be the focus for the next six months, with the technology set to allow for a more sophisticated approach to talent development in NSW.














COACHING

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

IMPROVED COACH: ATHLETE RATIOS

Coaching capacity improved across 11 NSWIS sport programs.

Improved coaching capacity		
		
Wheelchair Basketball	Canoe Slalom	Diving
		
Hockey Men	Hockey Women	Para Archery
		
Softball	Triathlon	Water Polo Men
		
Water Polo Women	Winter Sports	

NATIONALLY INTEGRATED ROLES

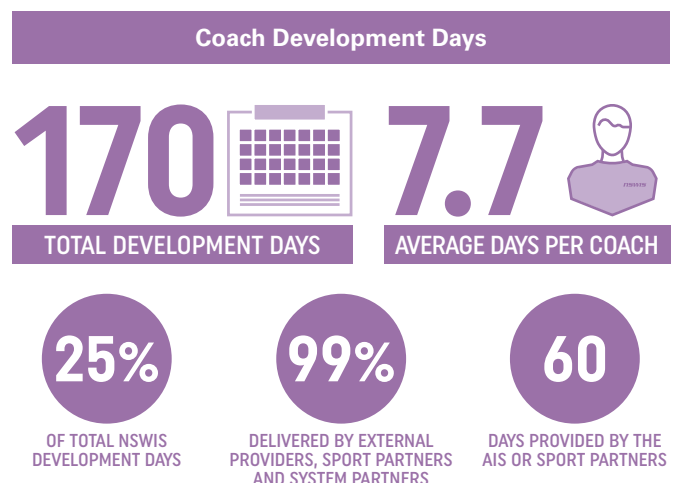
Twenty NSWIS coaches currently hold nationally integrated roles across 12 sport programs.

Nationally integrated coaches		
		
Para Archery 1	Athletics 2	Canoe Slalom 1
		
Cycling 1	Diving 1	Football 2
		
Rowing 1	Sailing 1	Swimming 2
		
Surfing 1	Triathlon 1	Winter Sports 6



COACH LEARNING & DEVELOPMENT

The Institute's commitment to and facilitation of coach development resulted in 97% of development days being linked and / or identified in coach Professional Excellence Plans.



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.

OPTIMISE ATHLETE MANAGEMENT SYSTEMS

80% of NSWIS sport programs are currently capturing training and injury data within sport specific platforms (e.g. AMS, Training Peaks).

Visual Coaching Pro (VCP) is the primary NSWIS platform used for; integrated yearly training plans, communication and support for decentralised / remote athletes, and training and wellness data. VCP will interface with AMS, allowing athlete data to be centrally stored and available within the national database.

The NSWIS Data Science team has completed a number of projects including a sports data audit and strategy, the NSWIS Metrics app, and a high performance dashboard. Work is also progressing on ‘Pipeline - Phase I’, which will be used to improve data capture and analysis for a number of different systems used across NSWIS operations. Phases II - IV will focus on connecting individual systems to the overarching Pipeline framework.



NATIONAL TRAINING CENTRES IN NSW

There are currently ten national training centres in NSW across: rowing, canoe slalom, winter sports, diving (high performance centre), swimming, sailing, surfing, wheelchair track and road, triathlon and para-archery. *For more details refer to ‘NSWIS Overview’ section.*

Twenty-one NSWIS staff members across nine sports have recognised roles within a national centre or hub, covering a range of disciplines.







NSWIS staff in national centres / hubs		
Physiology3	Nutrition2	Biomechanics2
Performance Analysis2	Strength & Conditioning5	AW&E3
Performance Psychology3	Sport Management1	



NATIONAL LEAD / NATIONALLY INTEGRATED ROLES

Following the addition of five roles in late 2018, 12 NSWIS Performance Support staff currently hold nationally integrated roles.

An additional five NSWIS administration staff also hold national roles.

Nationally integrated performance support staff		
		
Physiology 2	Strength & Conditioning 4	Performance Analysis 2
		
Performance Psychology 2	AW&E 2	Administration Staff 5

Tokyo 2020 Olympic and Paralympic Games headquarter staffing

In May 2019, the Australian Olympic Committee announced the appointment of NSWIS CEO Kevin Thompson as Head of Performance Services for the Tokyo 2020 Olympics. The role will be responsible for managing Australia's performance support service team which will deliver across all sports.

Kevin will be joined on the AOC's Performance Services team by Dr. Dale Chapman (Head of Physiology & Nutrition), Sally Walker (Senior Dietitian) and Dr. Corey Cunningham (Chief Medical Officer).

Multiple NSWIS staff members are also set to be announced as part of the Paralympics Australia HQ team in Tokyo.

DEVELOP A WORLD CLASS PROACTIVE NSWIS CLINICAL SERVICE

NSWIS have invested in a Chief Medical Officer (CMO) and Head of Performance Health, who have led a clinical service review with athletes, coaches and service providers. A Proactive Clinical Implementation Strategy has now been approved. *Refer to 'Major Projects' for more details.*

DEVELOP A DATA SCIENCE CAPABILITY WITHIN NSWIS

Investment in a new Data Science team has effectively contributed towards improving operational efficiency at NSWIS. *Refer to 'Major Projects' for more details.*

CAPITAL WORKS AND EQUIPMENT UPGRADES

A total of \$1.8 million has been spent (to date) on upgrading the NSWIS facility at Sydney Olympic Park in addition to the Institute's daily training environments (DTEs) and satellite sites. *Refer to 'Major Projects' for more details.*



COMPETITION

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

COACHES AND STAFF AT BMEs AND MAJOR COMPETITIONS

Coaches






Eleven coaches were selected onto national teams for benchmark events (BMEs) and major competitions.

Coaches at BMEs and major competitions		
		
Para Archery 1	Diving 3	Rowing 1
		
Canoe Slalom 1	Winter Sports 1	Cycling 1
	*Includes network coaches	
Swimming* 3		

An additional 13 coaches held nationally recognised roles at specific competitions or camps across; canoe slalom, canoe sprint, cycling, diving (x3), hockey (x2), para archery, rowing, swimming, and water polo (x2). NSWIS High Performance Managers continue to work closely with sports to align NSWIS programs with targeted national camps.

Performance Support Staff

Ten performance support staff across eight sports provided servicing to national teams at BMEs or major international competitions.

Performance support staff at BMEs and major competitions		
		
Physiology 3	Biomechanics 1	Performance Analysis 2
		
Strength & Conditioning 3	Performance Psychology 1	

An additional five NSWIS administration staff supported national teams at major international competitions.



LEADERSHIP, POSITION AND 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's best performance.

WORKPLACE CULTURE

Data analysis, action and development

In the 2017/18 People Matter Employee Survey (PMES), 82% of NSWIS staff completed the questionnaire. The Institute received an overall 'employee engagement score' of 67%, ranking higher than the NSW Sport Cluster and Public Sector.

Organisational culture was the focus for the 2018 NSWIS Consultative Committee, for which the PMES results provided key insights into employee sentiment. The Committee also distributed a staff cultural survey in late 2018 to collect in-depth insights into specific areas of importance. In February 2019, Committee representatives presented recommendations based on all feedback received, focusing on the following priority areas:

- Employee experience
- Performance team inclusion
- Regular staff meetings
- Resources for managers
- Value-based recruiting
- Break-out spaces

The Executive provided a plan to employees in March 2019 in response to these recommendations and will look to implement a number of initiatives in 2019/20.

STRENGTHEN CRITICAL RELATIONSHIPS & PARTNERSHIPS

Sport Partners

Throughout 2018/19, NSWIS further developed relationships with a number of sport partners across multiple projects and programs.

- **Future Matildas:** Confirmed support of the women's football program through to 2020, in partnership with Football Federation Australia.
- **Northern Metro Swimming Hub:** A partnership with Swimming Australia, Swimming NSW, Knox Grammar School and Pymble Ladies' College culminated in the development of the new Hub, led by the highly acclaimed

coach Simon Cusack.

- **AIS Gold Medal Ready (GMR):** Collaboration with the Australian Institute of Sport (AIS) has resulted in the project receiving access to performance support services, facilities and expertise during GMR Camp #1 at Sydney Olympic Park.
- **National Institute Network (NIN) technology group:** In 2018/19, NSWIS was an active participant and acted as thought leaders in the area of data analytics, data capture and data storage, providing advice on topics such as machine learning and longitudinal analysis of results. The Institute was chosen as the pilot site for the AIS to test the rollout of their international results database offering (Gracenote), allowing NSWIS first access to an unprecedented amount of historical results data across many sports.
- **Athlete availability project:** NSWIS has engaged with the AIS athlete availability team and national sporting organisations (NSOs) to perform periodic health evaluations in diving and water polo. Diving has now had their second round of evaluations and delivered the results in a transdisciplinary approach onsite.

Relationships were also built upon through positions held by NSWIS CEO Kevin Thompson:

- Board member of the Olympic Winter Institute of Australia (OWIA).
- Member of the Australian Olympic Committee (AOC) High Performance Advisory Committee.
- Member of the Cycling Australia High Performance Advisory Group.
- Chair of the AOC Skate Board 2020 Commission.



NSW Public Sector

NSWIS continued to strengthen critical relationships across the NSW Public Sector. Following the 2019 NSW State Election, NSWIS representatives met with and briefed the Minister for Sport, the Hon. John Sidoti, and members of the Minister's Office.

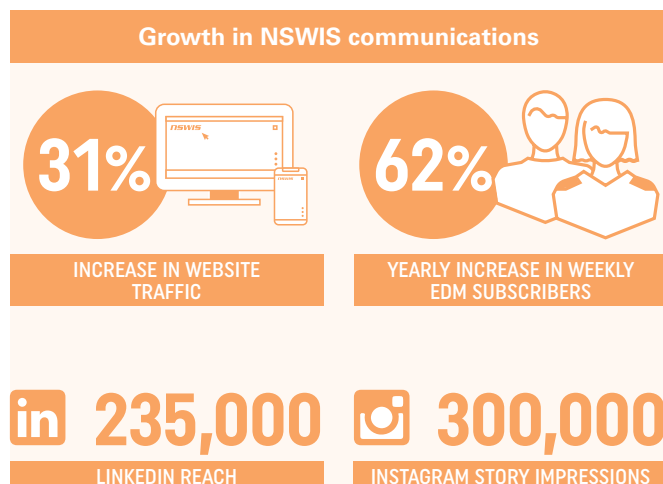
Within the NSW Sport Cluster (incorporating the Office of Sport, Venues NSW and NSWIS), the Institute's CEO and Director of Corporate and Communications have worked closely to deliver key projects and initiatives including the Shared Services Project (see 'Major Projects').

Collaboration within the Cluster has also seen the development and implementation of a Crisis Communications Plan and the provision of media training for all CEOs.

STRENGTHEN NSWIS MARKET POSITION

Brand Strategy

The ongoing implementation of the Institute's Brand Strategy has provided growth across NSWIS communication channels.



DEVELOP AN INTERNATIONAL STANDARD EXEMPLAR OLYMPIC & PARALYMPIC FACILITY

NSWIS has held extensive internal and external consultations around the proposed development of a new, world-class high performance facility. Refer to 'Major Projects' for more details.

SHARED SERVICES (LED BY THE OFFICE OF SPORT)

NSWIS agreed to enter into a Shared Services Project with the Office of Sport and Venues NSW in order to achieve efficiencies across the Sport Cluster and to address issues associated with ageing systems. Refer to 'Major Projects' for more details.

COMMERCIAL STRATEGY DEVELOPMENT

Development has continued through the formation of a Commercial Strategy Sub Committee in 2019. Refer to 'Major Projects' for more details.



RESEARCH AND INNOVATION

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

DEVELOP AND DELIVER APPLIED RESEARCH & INNOVATION PROJECTS

NSWIS continues to play a significant role in various research and innovation projects which are contributing directly to performance and daily training environments, as well as improving the resources available to performance teams.

Diving somersault frames: Five frames – which work to fast-track the technical development of divers - have been ordered and delivered through Diving Australia, sharing NSWIS innovation and knowledge around the National Institute Network (NIN).

Seating upgrades:

- In partnership with Rowing Australia, Paralympics Australia (PA) and the Australian Institute of Sport (AIS), NSWIS has led a project to design and deliver an upgraded seat for para rowing world champion, Erik Horrie.
- NSWIS, PA and the AIS also collaborated with Paddle Australia in developing customised seating for Dylan Littlehales in para canoe sprint.
- As part of a Paralympics Australia initiative, 12 NSWIS athletes (from para triathlon, wheelchair track & road, para archery and wheelchair basketball) underwent customised seat mapping assessments with an expert wheelchair and seating clinician, with the aim of enhancing seating stability for optimal posture.

Athlete Availability Project (Diving): Worked to achieve automated video capture and coding, which supports training load data as well as technical feedback on dive progression for coaches and athletes.

NSWIS HIGHER DEGREE BY RESEARCH PROGRAM

Western Sydney University (WSU): Six PhD scholarships have been provided by WSU. Identified topics include the application of data analytics to sports performance and training response also the impact of ergogenic aids on pacing strategies.

University of Canberra: Two PhDs have been developed with the University of Canberra, both of which will look

at 'Optimising the health and performance progression of athletes', with one having a diving focus. The two scholars will also work within the NSWIS medical services area to provide clinical support to NSWIS athletes.

University of Technology Sydney (UTS): One PhD scholarship is with UTS and has a focus on training responses in endurance cyclists.

PUBLICATIONS IN PEER REVIEW ARTICLES

NSWIS impact on research publications

18



PUBLICATIONS IN PEER REVIEW
SCIENTIFIC JOURNALS

10



NSWIS STAFF CONTRIBUTING
TO PUBLICATIONS





ATHLETICS

36

Scholarship Holders

6

Podium

3

Podium Ready

8

Podium Potential

1

Talent

6⁽¹⁾

International

8

Developing

6

Emerging

Benchmark Event



1

Medal

2019 World Para Athletics Marathon Championship

1

Medallists

2

Selected

40%

Squad %



1

Medals

Major International Event

Diamond League Final

1

Medallists

1

Selected

N/A

Squad %

(#)= Associate athletes

Program Highlights

- Brandon Starc was crowned the 2018 IAAF Diamond League Men's High Jump Champion, becoming only the fourth ever Australian to win a Diamond League title. During the season, Starc also equalled the long-standing Australian men's high jump record of 2.36m.
- In early 2019, Madison de Rozario broke the Women's T53 800m World Record, clocking 1:45.53 at the GIO Summer Down Under Series in Canberra.



CANOE SLALOM

8

Scholarship Holders

1

Podium

2

Podium Ready

2

Podium Potential

-

Talent

-

International

2

Developing

1

Emerging

Benchmark Event



2

Medal

2018 Slalom World Championships

1

Medallists

5

Selected

63%

Squad %



1

Medals

Major International Event

2018 Slalom U23 World Championships

1

Medallists

2

Selected

29%

Squad %

Program Highlights

- Jessica Fox became the overall World Cup Champion in the K1 & C1 competitions, before winning the world championship in both events to become the most successful individual paddler of all time.
- All NSWIS canoe slalom scholarship holders were selected onto national teams in 2019, with six athletes selected onto the senior world championship team and three selected onto the Junior/U23 world championship teams.
- Sophie Wilson became the first athlete to progress through the NSWIS Talent Program and onto the national team for the Junior World Slalom Championships.





CANOE SPRINT

29

Scholarship Holders

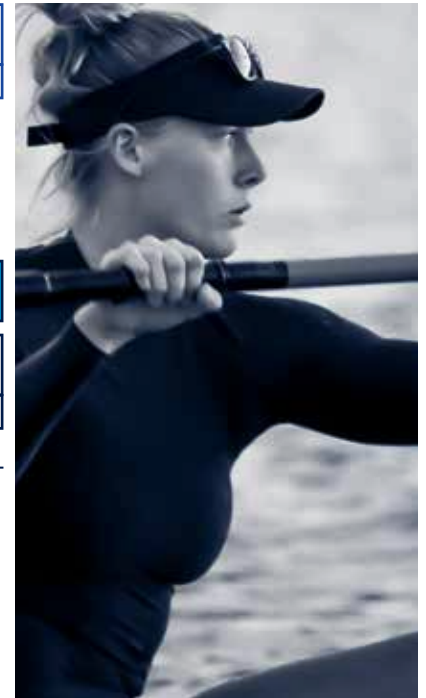
-	3 ⁽¹⁾	3 ⁽¹⁾	14
Podium	Podium Ready	Podium Potential	Talent
-	2	10	
International	Developing	Emerging	

Benchmark Event				Junior International Event			
2018 World Canoe & Paracanoe Championships				2018 Junior/U23 World Canoe Championships			
III	-	4	27%	III	1	8	31%
Medal	Medallists	Selected	Squad %	Medals	Medallists	Selected	Squad %

(#)= Associate athletes

Program Highlights

- Dylan Littlehales dropped one second off his personal best in the KL3 200m at the Grand Prix 2 event. His time of 40.27 seconds would have placed him fourth at the Rio 2016 Olympic Games (only 0.08 seconds behind the 2016 bronze medallist).
- 17-year-old Kailey Harlen made the Senior Women's A Final as a junior athlete at the National Championships.
- A total of ten NSWIS athletes were selected onto national teams in 2019 (Junior, U23, Senior and Para).



CYCLING

30

Scholarship Holders

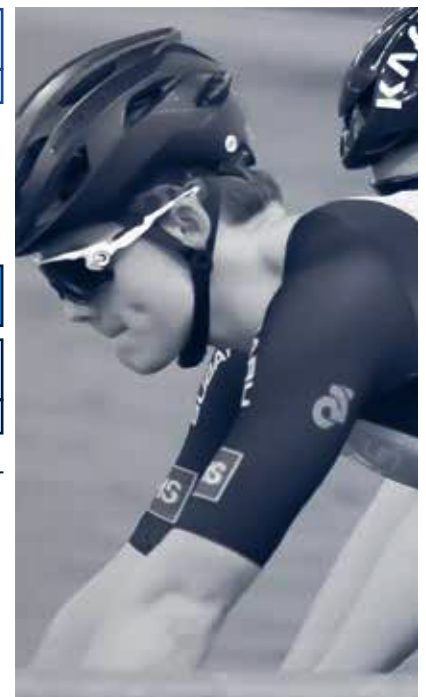
9 ⁽⁹⁾	1 ⁽¹⁾	7 ⁽⁵⁾	6
Podium	Podium Ready	Podium Potential	Talent
-	8	10	
International	Developing	Emerging	

Benchmark Event				Junior International Event			
2018/19 UCI World Track, Para and Road Championships				2018 UCI Junior Track World Championships			
III	5	6	19%	III	1	1	8%
Medal	Medallists	Selected	Squad %	Medals	Medallists	Selected	Squad %

(#)= Associate athletes

Program Highlights

- NSWIS cycling athletes combined to win a total of four world championships; Kaarle McCulloch, Ash Ankudinoff, Thomas Cornish (Junior) and Amanda Reid.
- Amanda Spratt finished second at the 2018 UCI Road World Championship.
- Gordon Allan claimed silver at the 2019 UCI Para-Cycling World Championships in the Men's C2 1km Time Trial.
- John Trovas and Rohan Hadon-Smith were selected onto the Australian team for the 2019 Junior World Track Championships.





DIVING

45

Scholarship
Holders

3

Podium

-

Podium Ready

2

Podium Potential

32

Talent

-

International

7

Developing

3

Emerging

Major International Event



2019 FINA World Series

2

Medal

1

Medallists

1

Selected

25%

Squad %

11

Medals

Major International Event



FINA Grand Prix Series

7

Medallists

7

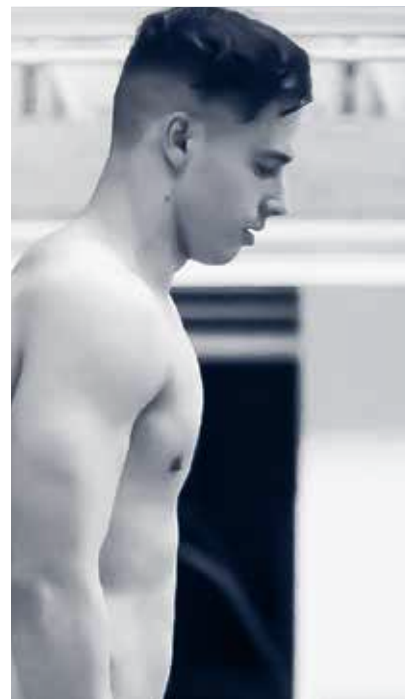
Selected

N/A

Squad %

Program Highlights

- Declan Stacey won two bronze medals during the 2019 FINA World Series in the men's 10m synchronised events.
- Melissa Wu won gold, silver and bronze medals across the 2019 FINA Grand Prix Series in the women's 10m platform and 10m synchronised events.
- Sam Fricker won gold in the Men's 10m Platform event at the 2019 International Youth Diving Meet in Dresden, Germany.



FOOTBALL (WOMEN)

31

Scholarship
Holders

-

Podium

1

Podium Ready

-

Podium Potential

7

Talent

-

International

19

Developing

14

Emerging

Program Highlights

- Karly Roestbakken progressed from the Future Matildas to debut for the Westfield Matildas at the 2019 FIFA Women's World Cup.
- Five Future Matildas scholarship holders were selected into the senior Matildas training camp scheduled for October 2019.



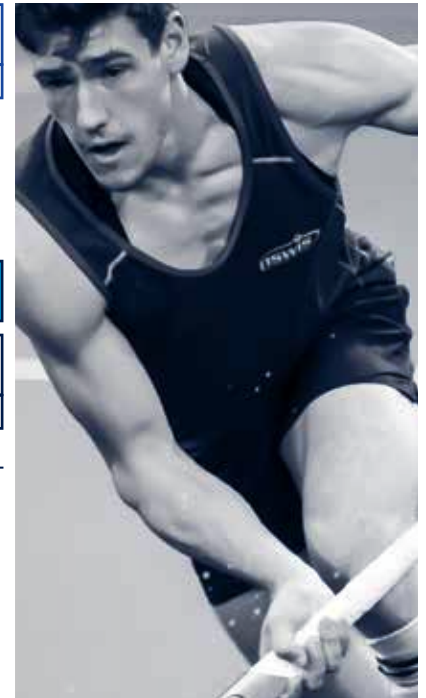


HOCKEY MEN

29

Scholarship Holders

1 ⁽¹⁾	-	7 ⁽⁷⁾	4
Podium	Podium Ready	Podium Potential	Talent
-	5	15	
International	Developing	Emerging	



Benchmark Event				Major International Event			
2018 Hockey Men World Cup				FIH Pro League			
1	5	5	27%	1	6	6	33%
Medal	Medallists	Selected	Squad %	Medals	Medallists	Selected	Squad %

(#)= Associate athletes

Program Highlights

- Australia, consisting of seven NSWIS scholarship holders, were winners of the 2019 FIH Pro League, reclaiming the world #1 ranking.
- Seven NSWIS athletes were selected onto the national senior squad; Jack Hayes, Matthew Dawson, Tom Craig, Blake Govers, Flynn Ogilvie, Lachlan Sharp and Tim Brand.
- International travel and competitions, including the 2018 tour of India and test matches against Japan, Argentina and Spain, provided significant development opportunities for athletes to build athlete readiness.



HOCKEY WOMEN

29

Scholarship Holders

1 ⁽¹⁾	-	6 ⁽⁶⁾	-
Podium	Podium Ready	Podium Potential	Talent
-	6	20	
International	Developing	Emerging	

Major International Event				Major International Event			
2018 Champions Trophy				FIH Pro League			
1	3	3	16%	1	5	5	27%
Medal	Medallists	Selected	Squad %	Medals	Medallists	Selected	Squad %

(#)= Associate athletes

Program Highlights

- In her return to international hockey, Kate Jenner was selected onto the national development squad, FIH Pro League and Tokyo test event squads.
- Greta Hayes was selected onto the Australian national squad and medalled at the 2018 Champions Trophy.
- A total of 19 NSWIS scholarship holders were selected onto the national senior (7), development (5) and junior (7) national squads.





INDIVIDUAL SCHOLARSHIPS

28

Scholarship Holders

5	2	22	-
Podium	Podium Ready	Podium Potential	Talent
-	2	-	
International	Developing	Emerging	

Skateboarding Benchmark Event

1	1	1	20%
Medal	Medallists	Selected	Squad %

2018 World Skate Women's Park Skateboarding World Championships

Equestrian Benchmark Event

-	-	1	20%
Medals	Medallists	Selected	Squad %

2018 FEI World Equestrian Games

Boxing Benchmark Event

-	-	2	20%
Medal	Medallists	Selected	Squad %

2018 AIBA Women's World Boxing Championships

Gymnastics Benchmark Event

2018 FIG Trampoline Gymnastics World Championships			
1	1	3	18%
Medals	Medallists	Selected	Squad %

2018 FIG Trampoline Gymnastics World Championships

Wheelchair Rugby Benchmark Event

1	2	2	18%
Medal	Medallists	Selected	Squad %

2018 IWRF Wheelchair Rugby World Championship

Shooting Benchmark Event

-	-	1	14%
Medals	Medallists	Selected	Squad %


2018 ISSF World Shooting Championships

Boccia Benchmark Event

Benchmark Event			
BISF 2018 World Boccia Championships			
	2	2	67%
Medal	Medallists	Selected	Squad %

BISFED 2018 World Boccia Championships

Softball Benchmark Event

Benchmark Event			
	2018 Women's Softball World Championships		
	-	8	47%
	Medallists	Selected	Squad %
Medals			

2018 Women's Softball World Championships



Program Highlights

- Equestrian:** Shane Rose was part of the Australian eventing team which earned a qualification spot for the 2020 Tokyo Olympics with a 6th-place finish at the 2018 World Equestrian Games.
- Wheelchair Rugby:** Riley Batt and Andrew Edmondson helped Australia qualify for the 2020 Paralympic Games by winning a silver medal at the 2018 Wheelchair Rugby World Championship.
- Shooting:** At the 2019 ISSF World Championships, James Willett secured Australia a Tokyo 2020 Olympic quota spot in the Men's Trap event while also claiming world championship gold in the Trap Mixed Team competition.



NETBALL

37

Scholarship Holders

2⁽¹⁾

Podium

-

Podium Ready

-

Podium Potential

10

Talent

-

International

16⁽²⁾

Developing

15⁽¹⁾

Emerging

Benchmark Event

2018 Constellation Cup



1

Medal

3

Medallists

3

Selected

25%

Squad %



1

Medals

Major International Event

2019 Quad Series

4

Medallists

4

Selected

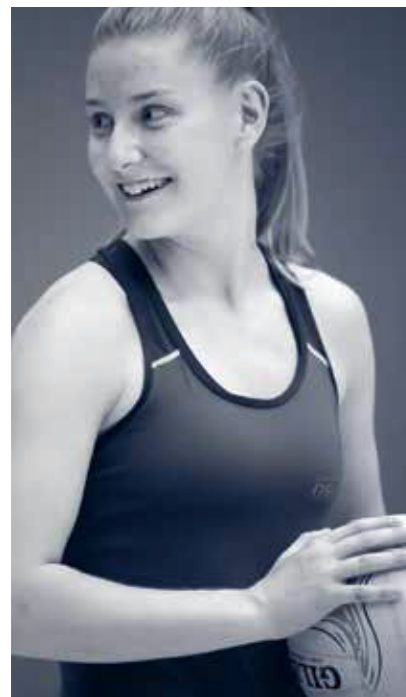
30%

Squad %

(#)= Associate athletes

Program Highlights

- Four NSWIS athletes were offered contracts with Suncorp Super Netball teams; Matilda McDonnell (Giants), as well as Latika Tombs (Giants), Tayla Fraser (Swifts) and Matisse Letherbarrow (Swifts) as training partners.
- Seven scholarship holders were selected onto Australian Netball League squads; five with the NSW Waratahs and two with the Canberra Giants.
- Nine NSWIS athletes were selected onto Australian national junior squads; U17s (2), U19s (5) and the Talls (2).



PARA ARCHERY

7

Scholarship Holders

1

Podium

-

Podium Ready

2

Podium Potential

-

Talent

-

International

-

Developing

4

Emerging

Benchmark Event

2019 World Para Archery Championships



-

Medal

-

Medallists

3

Selected

50%

Squad %



1

Medals

Major International Event

Fazza Para Archery World Ranking Tournament

1

Medallist

1

Selected

33%

Squad %

Program Highlights

- At the 2019 Para Archery World Championships, Jonathon Milne earned Australia a quota spot for the Tokyo 2020 Paralympics in the Men's Open Compound event.
- Peter Merchant claimed a silver medal in the Men's Open Compound event at the Fazza World Ranking Tournament.





ROWING

47

Scholarship Holders

14⁽¹²⁾

Podium

4⁽¹⁾

Podium Ready

24⁽¹⁸⁾

Podium Potential

-

Talent

4⁽²⁾

International

15

Developing

12

Emerging

Benchmark Event



2018 World Rowing Championships

15

Medallists

21

Selected

36%

Squad %



Major International Event

2019 World Rowing Under 23 Championships

1

Medallists

12

Selected

30%

Squad %

(#)= Associate athletes

Program Highlights

- Erik Horrie was crowned world champion (Men's PR1 Single Sculls) for the fifth successive time; a feat never before achieved in Australian rowing. Horrie also set a new 'world's best time' twice during the regatta.
- Leah Saunders, Georgie Gotch, Georgie Rowe and Emma Fessey won bronze in the Women's Eight at the 2018 World Rowing Championships; Australia's first medal in the event since 2006.
- Eighteen athletes from NSWIS represented Australia at the 2018 World Rowing Championships, with 15 of them medalling across para (2), women's (1) and men's (3) events.



SAILING

43

Scholarship Holders

6⁽¹⁾

Podium

-

Podium Ready

7⁽¹⁾

Podium Potential

-

Talent

-

International

11⁽²⁾

Developing

25

Emerging

Benchmark Event



2018 Sailing World Championships

2

Medallists

17

Selected

40%

Squad %



Junior International Event

Youth Sailing World Championships

2

Medallists

6

Selected

43%

Squad %

(#)= Associate athletes

Program Highlights

- Haylee & Nathan Outteridge (Nacra 17) won silver at the 2018 World Championships, qualifying Australia a quota spot for the Tokyo Olympics.
- Annie Willmot & Natasha Bryant also secured an Olympic quota spot in the 49erFX event at the World Championships.






SURFING

Program Highlights

NSW athlete Sally Fitzgibbons beat out New Zealander Paige Hareb to take gold in the women's division at the 2019 World Surfing Games in Japan.

Benchmark Event			
2019 World Surfing Games			
	1	1	N/A
Medal	Medallists	Selected	Squad %

Note

In partnership with Surfing Australia, NSWIS contributes directly to the national high performance centre in Casuarina. While the Institute is able to impact on NSW and Australian surfing athletes, the program does not currently consist of NSWIS athlete scholarship holders.





SWIMMING

29

Scholarship Holders

5
Podium

1
Podium Ready

7
Podium Potential

1
Talent

-
International

4
Developing

11
Emerging

1
Medal

Benchmark Event
2018 Pan Pacific Championships
1 Medallists
2 Selected
6% Squad %

23
Medals

Benchmark Event
2018 Pan Pacific Para Championships
6 Medallists
7 Selected
19% Squad %



Program Highlights

- Timothy Hodge broke the 50m Backstroke World Record at the 2019 National Championships, while ten NSWIS athletes were selected onto the 2019 Para World Championship Swimming team.
- Matthew Wilson broke the Commonwealth Record at the Australian Swimming trials where four athletes and two coaches were selected onto the 2019 World Championships team.
- The NSWIS Northern Metro High Performance Swimming Hub was setup with Simon Cusack coaching the likes of Cate Campbell, Bronte Campbell and Ellie Cole.



TRIATHLON

15

Scholarship Holders

2
Podium

5
Podium Ready

3
Podium Potential

-
Talent

-
International

2
Developing

4
Emerging

1
Medal

Benchmark Event
2018 ITU World Triathlon Grand Final
1 Medallists
6 Selected
60% Squad %

1
Medals

Benchmark Event
2018 ITU World Paratriathlon Grand Final
1 Medallists
2 Selected
18% Squad %



Program Highlights

- Aaron Royle, Natalie Van Coevorden and Ashleigh Gentle were part of Australia's Mixed Relay team that won gold at the 2018 World Triathlon Series event in Edmonton, while Emma Jeffcoat and Gentle helped Australia to gold at the 2019 Series event in Abu Dhabi.
- Lauren Parker overcame spinal cord surgery just six-and-a-half weeks prior to winning a bronze medal at the 2018 ITU World Triathlon Championships in the Women's PTWC event.



WATER POLO MEN

53

Scholarship Holders

9⁽³⁾

Podium

12⁽¹⁾

Podium Ready

3⁽¹⁾

Podium Potential

29⁽⁵⁾

Talent

-

International

2

Developing

9⁽⁴⁾

Emerging

Benchmark Event



1

Medal

2018 FINA Men's Water Polo World Cup

8

Medallists

8

Selected

62%

Squad %



1

Medals

Major International Event

2019 FINA Men's Water Polo World League Finals

10

Medallists

10

Selected

67%

Squad %

(#)= Associate athletes

Program Highlights

- Eight NSWIS athletes were part of the Aussie Sharks squad that won silver at the 2018 FINA Men's World Cup.
- Ten scholarship holders formed a large majority of the Australian squad that won bronze at the FINA World League Super Final.
- NSWIS experts and providers contributed significantly to the national squad's training and competition environments with Tim Hamill (Coach), Stephen Smith (Strength & Conditioning), Tom Donaldson (Physiotherapy) and Matthew Harris (Performance Analysis) all touring with the squad domestically and / or internationally.



WATER POLO WOMEN

60

Scholarship Holders

5⁽³⁾

Podium

4⁽¹⁾

Podium Ready

7⁽⁴⁾

Podium Potential

33⁽²⁾

Talent

-

International

10⁽¹⁾

Developing

9⁽³⁾

Emerging

Benchmark Event



1

Medal

2018 FINA Women's Water Polo World Cup

7

Medallists

7

Selected

54%

Squad %



-

Medals

Major International Event

2019 FINA Women's Water Polo World League

-

Medallists

8

Selected

53%

Squad %

(#)= Associate athletes

Program Highlights

- Seven scholarship holders were part of the bronze medal winning Aussie Stingers national team at the 2018 FINA Women's World Cup.
- Four developing and emerging scholarship holders were invited to national squad camps for the first time, including junior athletes Ruby Swadling and Nioka Thomas.
- Greater alignment and recognition of NSWIS staff was illustrated through additional coaching and performance support roles with the national program, including NSWIS Women's Head Coach, Predrag Mihailovic, being promoted to National Head Coach.





WHEELCHAIR BASKETBALL

15

Scholarship Holders

-	6 ⁽¹⁾	5 ⁽¹⁾	-
Podium	Podium Ready	Podium Potential	Talent
-	6	1	
International	Developing	Emerging	

Benchmark Event				Junior International Event			
2018 Men's Wheelchair Basketball Championships				IWBF Women's Under 25 World Championships			
1	3	3	25%	1	2	2	18%
Medal	Medallists	Selected	Squad %	Medals	Medallists	Selected	Squad %

(#)= Associate athletes

Program Highlights

- The Australian Rollers won bronze at the 2018 World Championships; the third and second consecutive Championship medal for Brett Stibners and Luke Pople respectively.
- The Australian Devils (U25 Women's team) won their third consecutive silver medal at the IWBF Under 25 World Championships; a maiden title for juniors Maryanne Latu and Jessica Cronje.



WINTER SPORTS

58

Scholarship Holders

9	6	10	-
Podium	Podium Ready	Podium Potential	Talent
1	20	19	
International	Developing	Emerging	

Benchmark Event				Benchmark Event			
2019 FIS Snowboard, Freestyle and Freeski World Championships				2019 Para Alpine Skiing World Championships			
2	2	17	74%	4	1	4	80%
Medal	Medallists	Selected	Squad %	Medals	Medallists	Selected	Squad %

Program Highlights

- Jakara Anthony and Matt Graham won silver medals in the men's and women's mogul skiing events respectively at the 2019 World Championships.
- Melissa Perrine won a total of four medals, including a world title in the super combined event, at the 2019 Para-Alpine World Championships.
- Ben Tudhope won silver in the Snowboard Cross (LL2) event at the Para Snowboard World Championships.







FINANCIALS

NSW INSTITUTE OF SPORT

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NSW INSTITUTE OF SPORT

STATEMENT BY THE MEMBERS OF THE BOARD

FOR THE PERIOD 1 JULY 2018 TO 30 JUNE 2019

Pursuant to Section 41C (1B) and (1C) of the Public Finance and Audit Act 1983 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:

1. The Financial Statements exhibit a true and fair view of the financial position at 30 June 2019 and the financial performance for the period 1 July 2018 to 30 June 2019 of the NSW Institute of Sport.
2. The Statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the relevant provisions of the Public Finance and Audit Regulation 2015 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 11th day of September 2019

Chairman
Mr Gary Flowers

Board Member
Mr Joseph Carrozzi



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GOVERNMENT

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INDEPENDENT AUDITOR'S REPORT

NSW Institute of Sport

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the NSW Institute of Sport (the Institute), which comprise the Statement of Comprehensive Income for the year ended 30 June 2019, the Statement of Financial Position as at 30 June 2019, 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:

- give a true and fair view of the financial position of the Institute and the consolidated entity as at 30 June 2019, and of their financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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' (APES 110).

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

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

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

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

Other Information

The Institute's annual report for the year ended 30 June 2019 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The members of the Board of the Institute are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by the Members of the Board.

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

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

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

I have nothing to report in this regard.

The Board's Responsibilities for the Financial Statements

The members of the Board are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the members of the Board determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the members of the Board are responsible for assessing the 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. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Institute or the consolidated entity carried out their activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- 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.

A handwritten signature in cursive script, appearing to read 'D Ryan'.

Dominika Ryan
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

2 October 2019
SYDNEY

NSW INSTITUTE OF SPORT

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30TH JUNE 2019

		Economic Entity		Parent Entity	
		2019	2018	2019	2018
	Note	\$'000	\$'000	\$'000	\$'000
Expenses					
Employee related	2(a)	10,007	8,037	118	106
Personnel Services - ISSA	2(b)	-	-	9,889	7,931
Operating expenses	2(c)	10,372	9,077	10,372	9,077
Depreciation and Amortisation	2(d)	549	330	549	330
Grants and subsidies	2(e)	1,132	1,192	1,132	1,192
Finance costs	2(f)	5	5	5	5
Total Expenses		22,065	18,642	22,065	18,642
Revenue					
Grant from NSW Government	3(a)	12,926	12,801	12,926	12,801
Sale of Goods and Services	3(b)	774	635	774	635
Investment Revenue	3(c)	58	83	58	83
Grants and Contributions	3(d)	6,121	5,629	6,121	5,629
Other Income	3(e)	1,389	1,017	1,389	1,017
Total Revenue		21,268	20,166	21,268	20,166
Gain/(Loss) on Disposal		(31)	(23)	(31)	(23)
Net Result		(828)	1,501	(828)	1,501
Other Comprehensive Income		-	-	-	-
Total Comprehensive Income		(828)	1,501	(828)	1,501

The accompanying notes form part of these financial statements.

NSW INSTITUTE OF SPORT

STATEMENT OF FINANCIAL POSITION

AS AT 30TH JUNE 2019

		Economic Entity		Parent Entity	
		2019	2018	2019	2018
	Note	\$'000	\$'000	\$'000	\$'000
ASSETS					
Current Assets					
Cash and Cash Equivalents		2,239	2,920	2,239	2,920
Receivables and prepayment	4	876	717	876	717
Inventories		238	283	238	283
Total Current Assets		3,353	3,920	3,353	3,920
Non-Current Assets					
Receivables	4	154	225	154	225
Property Plant and Equipment	5	1,502	1,624	1,502	1,624
Total Non-Current Assets		1,656	1,849	1,656	1,849
Total Assets		5,009	5,769	5,009	5,769
LIABILITIES					
Current Liabilities					
Payables	6	456	664	2,464	2,401
Provisions	7	1,788	1,531	-	-
Total Current Liabilities		2,244	2,195	2,464	2,401
Non-Current Liabilities					
Provisions	7	461	442	241	236
Total Non-Current Liabilities		461	442	241	236
Total Liabilities		2,705	2,637	2,705	2,637
Net Assets		2,304	3,132	2,304	3,132
Equity					
Accumulated Funds		2,304	3,132	2,304	3,132
Total Equity		2,304	3,132	2,304	3,132

The accompanying notes form part of these financial statements.

NSW INSTITUTE OF SPORT

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30TH JUNE 2019

	Accumulated Funds \$'000	Total Equity \$'000
ECONOMIC ENTITY		
Balance at 1 July 2018	3,132	3,132
Net result for the year	(828)	(828)
Other comprehensive income	-	-
Total other comprehensive income for the year	-	-
Total comprehensive income for the year	(828)	(828)
Balance at 30 June 2019	2,304	2,304
PARENT ENTITY		
Balance at 1 July 2018	3,132	3,132
Net result for the year	(828)	(828)
Other comprehensive income	-	-
Total other comprehensive income for the year	-	-
Total comprehensive income for the year	(828)	(828)
Transactions with owners in their capacity as owners	-	-
Increase / (decrease) in net assets from equity transfers	-	-
Balance at 30 June 2019	2,304	2,304
ECONOMIC ENTITY		
Balance at 1 July 2017	1,631	1,631
Net result for the year	1,501	1,501
Other comprehensive income	-	-
Total other comprehensive income for the year	-	-
Total comprehensive income for the year	1,501	1,501
Balance at 30 June 2018	3,132	3,132
PARENT ENTITY		
Balance at 1 July 2017	1,631	1,631
Net result for the year	1,501	1,501
Other comprehensive income	-	-
Total other comprehensive income for the year	-	-
Total comprehensive income for the year	1,501	1,501
Transactions with owners in their capacity as owners	-	-
Increase / (decrease) in net assets from equity transfers	-	-
Balance at 30 June 2018	3,132	3,132

The accompanying notes form part of these financial statements

NSW INSTITUTE OF SPORT

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30TH JUNE 2019

	Note	Economic Entity		Parent Entity	
		2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Cash Flows from Operating Activities					
Payments					
Employee Related including Personnel Services		(10,007)	(8,037)	(10,007)	(8,037)
Suppliers for goods and services		(9,634)	(9,480)	(9,634)	(9,480)
Grants		(1,132)	(1,192)	(1,132)	(1,192)
Total Payments		(20,773)	(18,709)	(20,773)	(18,709)
Receipts					
Grant from NSW Government		12,926	12,802	12,926	12,802
Sale of Goods and Services		774	635	774	635
Interest Received		58	83	58	83
Grants and Other Contributions		5,450	5,629	5,450	5,629
Other		1,342	1,579	1,342	1,579
Total Receipts		20,550	20,728	20,550	20,728
Net Cash Flows from Operating Activities	10	(223)	2,019	(223)	2,019
Cash Flows from Investing Activities					
Purchases of plant and equipment		(458)	(1,246)	(458)	(1,246)
Net Cash Flows from Investing Activities		(458)	(1,246)	(458)	(1,246)
Net Increase/(Decrease) in Cash and Cash Equivalents		(681)	773	(681)	773
Opening Cash and Cash Equivalents		2,920	2,147	2,920	2,147
Closing Cash and Cash Equivalents		2,239	2,920	2,239	2,920

The accompanying notes form part of these financial statements



NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD ENDED 30TH JUNE 2019

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

(a) Reporting Entity

The NSW Institute of Sport (NSWIS) is a NSW government entity and is controlled by the State of New South Wales which is the ultimate parent. The NSWIS is a not-for profit entity (as profit is not its principle objective)

The NSWIS as a reporting entity, comprises all the entities under its control, which includes the Institute of Sport Staff Agency (ISSA).

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

These financial statements for the period ended 30th June have been authorised for issue by the Board on 11th September 2019.

(b) Basis of the Preparation of the Financial Statements

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

- Applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations)
- The requirements of the *Public Finance and Audit Act 1983* (the ACT) and *Public Finance and Audit Regulation 2015* and
- Treasurer's Directions issued under the 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) Statement of Compliance

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

(d) 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.

(e) Accounting for Goods and Services Tax

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

- the amount of GST incurred by the entity as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of an asset's cost of acquisition of an asset or as part of an expense and
- receivables and payables are stated with the amount of the 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 ATO are classified as operating cash flows.

(f) Foreign Currency Translation

Transactions in foreign currencies are recorded using the spot rate at the date the transaction first qualifies for recognition. NSWIS doesn't denominate any monetary or non-monetary assets and liabilities in foreign currency.

(g) Comparative Information

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

(h) Changes in Accounting Policies, including new or revised Australian Accounting Standards

(i) Effective for the first time in 2018-2019

The entity has adopted AASB 9 Financial Instruments (AASB 9), which resulted in changes in accounting policies in respect of recognition, classification and measurement of financial assets and financial liabilities, derecognition of financial instruments, impairment of financial assets and hedge accounting. AASB 9 also significantly amends other standards dealing with financial instruments such as the revised AASB 7 Financial Instruments Disclosures (AASB 7R)

The entity applied AASB 9 retrospectively but has not restated the comparative information which is reported under AASB 139 Financial Instruments, Recognition and Measurement (AASB139).

Any differences arising from the adoption of AASB 9 have been recognised directly in accumulated funds and other components of equity.

a) Classification and measurement of financial instruments

On 1 July 2018 (the date of initial application of AASB 9), the entity's management has assessed which business models apply to the financial assets held by the entity and has classified its financial instruments into the appropriate AASB 9 categories.

Under AASB 9, subsequent measurement of debt financial assets is based on assessing the contractual cash flow characteristics of the debt instrument and the entity's business model for managing the instrument. The assessment of the entity's business model was made as of the date of initial application, 1 July 2018. The assessment of whether contractual cash flows on debt instruments are solely comprised of principal and interest was made based on the facts and circumstances as at the initial recognition of the assets.

The classification and measurement requirements of AASB 9 did not have a significant impact to the entity. The entity continued measuring at fair value, all financial assets previously held at fair value under AASB 139.

The following are the changes in the classification of the entity's financial assets:

- Trade receivables and other financial assets (i.e., term deposits) classified as 'Loans and receivables' (L&R) under AASB 139 as at 30 June 2018 are held to collect contractual cash flows representing solely payments of principal and interest. At 1 July 2018, these are classified and measured as debt instruments at amortised cost.
- The entity has not designated any financial liabilities at fair value through profit or loss. There are no changes in the classification and measurement for the entity's financial liabilities.

b) Impairment

The adoption of AASB 9 has changed the entity's accounting for impairment losses for financial assets by replacing AASB 139's incurred loss approach with a forward-looking expected credit loss (ECL) approach. AASB 9 requires the entity to recognise an allowance for ECLs for all debt instruments not held at fair value through profit or loss. There is no material impact to the entity on adopting the new impairment model.

(II) Issued but not effective

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

The following new or amended Accounting Standards have not been applied and are not yet effective (also refer NSW Treasury Mandates TC 19-04). The Standards have been assessed and do not have a significant impact on NSWIS.

AASB 15, AASB 2014-5 and AASB 2015-8 regarding Revenue from Contracts with Customers. Under AASB 15 disclosure objectives, an entity shall disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of revenue and cash flows arising from contracts with customers. Management believes this standard may impact on the timing recognition of certain revenues given a core principle of the new standard requires revenue to be considered in relation to the progress of performance obligations under a contract. Considerations for the application of this standard will include the ability and methods of measurement of performance obligations under relevant contracts and methods of measuring progress of performance obligations. The impact to opening balances resulting from the adoption of AASB15 have been assessed by NSWIS and determined not to be significant.

AASB 16 Leases will have application from 1 July 2019. For lessees, AASB 16 will result in most leases being recognised on the Statement of Financial Position, as the distinction between operating and finance leases is largely removed. Under the new standard, an asset (the right to use the leased item) and a financial liability to pay rentals are recognised at the commencement of the lease. The only exceptions are short-term and low-value leases. AASB 16 will therefore increase assets and liabilities reported on the Statement of Financial Position. It will also increase depreciation and interest expenses and reduce operating lease rental expenses on the Statement of Comprehensive Income. Expenses recognised in the earlier years of the lease term will be higher as the interest charges will be calculated on a larger lease liability balance. Existing finance leases are not expected to be significantly impacted from the transition to AASB 16.

NSWIS will adopt AASB 16 on 1 July 2019 through application of the partial retrospective approach, where only the current year is adjusted as though AASB 16 had always applied. Comparative information will not be restated. NSWIS will also adopt the practical expedient whereby the fair value of the right-of use asset will be the same as the lease liability at 1 July 2019.

AASB 1058 Income of Not-for-profit entities – AASB 1058 Income of Not-for-Profits (AASB 1058) is effective for reporting periods commencing on or after 1 January 2019 and will replace most of the existing requirements in AASB 1004 Contributions (AASB 1004). The scope of AASB 1004 is now limited mainly to parliamentary appropriations, administrative arrangements and contributions by owners. Under AASB 1058, NSWIS will need to determine whether a transaction is consideration received below fair value principally to enable NSWIS to further its objectives (accounted for under AASB 1058) or a revenue contract with a customer (accounted for under AASB 15).

The main impact will be:

- The timing of income recognition will depend on whether there is any performance obligation or other liability. This will result in better matching of income and related expenses.
- Not-For-Profit (NFP) lessees will now recognise

peppercorn leases as right of use at fair value.

- All NFP entities can elect to recognise volunteer services if they can be reliably measured.

Capital grant is a type of donation where a NFP entity (AASB 1058.15):

- receives a financial asset to acquire or construct a non-financial asset to identified specifications;
- retains control of the non-financial asset (i.e. for its own use); and
- the transaction is enforceable.

An entity should recognise a capital grant as income when (or as) it satisfies its obligations under the transfer. Local governments, government departments, the general government sector and whole of government shall recognise volunteer services received as income when (AASB 1058.18):

- such services would be purchased if they had not been donated; and
- the fair value of those services can be reliably measured.

Transitional Requirements

'Full retrospective' - Adopt AASB 1058 retrospectively in full (as mandated by Treasury)

- retrospectively apply for the current year and prior year comparatives as though AASB 1058 had always applied; and
- re-state opening retained earnings/accumulated funds at the start of the comparative financial year (i.e. 1 July 2018 for 30 June year ends) for the cumulative effect of applying AASB 1058 up to that date.

Impact – NSWIS

Grants received from Government still recognised as income when cash received. Any obligation from the receipt of capital grants would have to be recognised as a liability until that obligation is discharged.

Volunteer services would not generally be recognised as income as services would unlikely to have otherwise been purchased.

(i) 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 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 on past claims experience.

Operating Leases

An operating lease is a lease other than a finance lease.

Operating lease payments are recognised as an operating expense in the Statement of Comprehensive Income on a straight-line basis over the lease term.

Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Comments regarding the accounting policies for the recognition of income are discussed below.

NSW Government Grants and Contributions

Except as specified below, grants from the NSW Government and contributions from other bodies (including grants and donations) are recognised as income when the entity obtains control over the assets comprising the grants / contributions. Control over grants and contributions is normally obtained on the receipt of cash.

Sale of Goods and Services

Revenue from the sale of goods and services is recognised as revenue when the entity transfers the significant risks and rewards of ownership of the goods, usually on delivery of the goods.

Grants and Subsidies

Income from grants (other than contribution by owners) is recognised when the entity obtains control over the contribution. The entity is deemed to have assumed control when the grant is received or receivable.

Contributions are recognised at their fair value.

Contributions of services are recognised when and only when a fair value of those services can be reliably determined, and the services would be purchased if not donated.

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.

Rental income

Rental income arising from operating leases is accounted for on a straight-line basis over the lease term.

Impairment Losses

Impairment losses may arise on assets held by the entity from time to time. Accounting for impairment losses is dependent upon the individual asset (or group of assets) subject to impairment. Accounting policies and events giving rise to impairment losses are disclosed in the following notes:

Receivables – Note 1 (k)

Property, plant and equipment – Note 1 (l)

(j) Current Assets – Cash and Cash Equivalents

For the purposes of the Statement of Cash Flows, cash and cash equivalents include cash at bank, cash on hand, short-term deposits with a maturity of three months or less, which are subject to an insignificant risk of changes in value, and net of outstanding bank overdraft.

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.

(k) Current Assets – Receivables

Receivables, including trade receivables, prepayments etc. are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Subsequent measurement is 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.

Short term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Impairment

The entity recognises an allowance for all expected credit losses for all debt financial assets not held at fair value through profit or loss. Expected credit losses 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 expected credit losses. The entity recognises a loss allowance based on lifetime expected credit losses 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 Treasury mandates the use of the simplified approach in AASB 9 to recognise a loss allowance for expected credit losses on all trade receivables, including those containing a significant financing component.

(l) Property, Plant and Equipment

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 of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are 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 entity.

All material identifiable components of assets are depreciated separately over their useful lives.

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 (TPP14-01). This policy adopts fair value in accordance with AASB 13, AASB 116 and AASB 140 Investment Property.

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

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

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

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.

(m) Current Liabilities – Payables

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.

(n) Current / Non-Current Liabilities – Provisions

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 twelve months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

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

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

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the 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 9.5% of employee salaries. All NSWIS employees are members of a defined contribution plan resulting in no unfunded liability for NSWIS.

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

government bond rate at the reporting date.

The liability is calculated in accordance with AASB 119 *Employee Benefits* and NSW Treasury Circular TC 18/13 *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.

(o) Equity and Reserves

The category "Accumulated Funds" includes all current and prior period retained funds. Separate reserves accounts are recognised in the financial statements only if such accounts are required by specific legislation or Australian Accounting Standards.

(p) Income tax

NSWIS is exempt from Income Tax.

(q) Budget review

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

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30TH JUNE 2019

2. EXPENSES EXCLUDING LOSSES

	Economic Entity		Parent Entity	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
(a) Employee Related Expenses				
Board Member's Fees associated on-costs	102	92	102	92
Salaries and Wages (including annual leave)	8,232	6,705	-	-
Superannuation	751	644	10	9
Long Service Leave	285	66	-	-
Worker's Compensation Insurance	71	61	-	-
Payroll Tax and Fringe Benefit Tax	566	469	6	5
	10,007	8,037	118	106
(b) Personnel Services				
Personnel Services - Institute of Sport Staff Agency	-	-	9,889	7,931
	-	-	9,889	7,931
(c) Other Operating Expenses				
Auditor's remuneration - audit of the financial statements	39	38	39	38
Operating lease rental expense - minimum lease payments	332	335	332	335
Maintenance	386	217	386	217
Insurance	52	47	52	47
Consultants	79	118	79	118
Other Contractors	1,028	814	1,028	814
Athlete & Medical Services	1,450	1,500	1,450	1,500
Rent & occupancy costs	3,237	2,992	3,237	2,992
Travel	851	770	851	770
Minor Equipment & Motor Vehicles	885	829	885	829
Printing, Stationery, Communications & Promotions	779	542	779	542
In-Kind Contributions	671	487	671	487
Other expenses	583	388	583	388
Total Other Operating Expenses	10,372	9,077	10,372	9,077

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

2. EXPENSES EXCLUDING LOSSES *continued*

	Economic Entity		Parent Entity	
	2019	2018	2019	2018
EXPENSES EXCLUDING LOSSES	\$'000	\$'000	\$'000	\$'000
(d) Depreciation and amortisation				
General Plant & Equipment	75	32	75	32
Electronic & Scientific	142	113	142	113
Sporting Equipment	265	91	265	91
Intangibles	65	83	65	83
Leasehold Improvements	2	11	2	11
Total Depreciation and amortisation	549	330	549	330
(e) Grants and subsidies				
Sporting Associations	1,132	1,192	1,132	1,192
	1,132	1,192	1,132	1,192
(f) Finance costs				
Borrowing Costs - Make Good	5	5	5	5
Total Expenses	22,065	18,641	22,065	18,641



NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

3. REVENUE

FOR THE YEAR ENDED 30TH JUNE 2019

	Economic Entity		Parent Entity	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
(a) Grant from NSW Government				
NSW Government Recurrent Grant	12,926	12,801	12,926	12,801
	12,926	12,801	12,926	12,801
(b) Sale of Goods and Services				
Sponsorship - Cash	103	148	103	148
Sponsorship - In-Kind	671	487	671	487
	774	635	774	635
(c) Investment revenue				
Interest Received	58	83	58	83
	58	83	58	83
(d) Grants and Other Contributions				
Other State Government	4,029	3,918	4,029	3,918
State Sporting Organisations	88	77	88	77
National Sporting Organisations	2,004	1,634	2,004	1,634
	6,121	5,629	6,121	5,629
(e) Other income				
Insurance receipts	-	-	-	-
Rent	269	264	269	264
Cost recoveries	818	565	818	565
Sundry	302	188	302	188
	1,389	1,017	1,389	1,017

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

4. RECEIVABLES

	Economic Entity		Parent Entity	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Current:				
Sale of goods and services WIP	548	430	548	430
Prepayments	328	287	328	287
	876	717	876	717
Non-Current:				
Sundry debtors:	154	225	154	225
	154	225	154	225

AASB 9 Financial Instruments (applicable to annual reporting periods beginning on or after 1 January 2018)

The Institution has adopted AASB 9 Financial Instruments with an initial application date of 1 July 2018. New requirements have been introduced for the classification and measurement of financial assets and financial liabilities, as well as for impairment. As a result, the Institution has changed its financial instruments accounting policies. There were no financial assets/liabilities which the institution held that were subject to reclassification/elected reclassification upon the application of AASB 9 and accordingly, there have been no changes to financial statement line items.

As per AASB 9, an expected credit loss model is applied, not an incurred credit loss model as per the previous Standard applicable (AASB 139). To reflect changes in credit risk, this expected credit loss model requires the Institution to account for expected credit loss since initial recognition. A simple approach is followed in relation to trade receivables, as the loss allowance is measured at lifetime expected credit loss. The Institution reviewed and assessed the existing financial assets on 1 July 2018. The assessment was made to test the impairment of these financial assets using reasonable and supportable information that is available to determine the credit risk of the respective items at the date they were initially recognised, and to compare that to the credit risk as at 1 July 2017 and 1 July 2018. No adjustments have arisen from this assessment.

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

5. PROPERTY, PLANT AND EQUIPMENT

FOR THE YEAR ENDED 30TH JUNE 2019

	Plant & Equipment	Electronic & Scientific	Sporting Equipment	Leasehold Improvements	Intangible Assets	Totals
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000

At 1 July 2018

Gross Carrying Amount	888	1,766	1,763	6,028	233	10,678
Less: Accumulated Depreciation	(573)	(1,243)	(1,017)	(6,021)	(200)	(9054)
Net Carrying Amount	315	523	746	7	33	1,624

At 30 June 2019

Gross Carrying Amount	846	1,446	1,752	5,043	405	9,492
Less: Accumulated Depreciation	(610)	(1,059)	(1,018)	(5,038)	(265)	(7990)
Net Carrying Amount	236	387	734	5	140	1,502

Reconciliation	Plant & Equipment	Electronic & Scientific Equipment	Sporting Equipment	Leasehold Improvements	Intangible Assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000

Year ended 30 June 2019

Net Carrying Amount at start of year	315	523	746	7	33	1,624
Additions	46	(30)	270	-	172	458
Disposals	(4)	(8)	(19)	-	-	(31)
Reclassifications	(46)	44	2	-	-	-
Less: Depreciation expense	(75)	(142)	(265)	(2)	(65)	(549)
Net Carrying Amount at the end of the year	236	387	734	5	140	1,502

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

5. PROPERTY, PLANT AND EQUIPMENT

FOR THE YEAR ENDED 30TH JUNE 2019

	Plant & Equipment	Electronic & Scientific Equipment	Sporting Equipment	Leasehold Improvements	Intangible Assets	Totals
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000

At 1 July 2017

Gross Carrying Amount	758	1,652	1,191	6,028	233	9,862
Less: Accumulated Depreciation	(580)	(1,424)	(948)	(6,009)	(116)	(9077)
Net Carrying Amount	178	228	243	19	117	785

At 30 June 2018

Gross Carrying Amount	888	1,766	1,763	6,028	233	10,678
Less: Accumulated Depreciation	(573)	(1,243)	(1,017)	(6,021)	(200)	(9054)
Net Carrying Amount	315	523	746	7	33	1,624

Reconciliation	Plant & Equipment	Electronic & Scientific Equipment	Sporting Equipment	Leasehold Improvements	Intangible Assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000

Year ended 30 June 2018

Net Carrying Amount at start of year	178	228	243	19	117	785
Additions	237	395	614	-	-	1,246
Disposals	(54)	(21)	-	-	-	(75)
Less: Depreciation expense	(46)	(79)	(111)	(12)	(84)	(332)
Other movements	-	-	-	-	-	-
Net Carrying Amount at the end of the year	315	523	746	7	33	1,624

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

6. CURRENT LIABILITIES - PAYABLES

	Economic Entity		Parent Entity	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Accrued Salaries, Wages and On-Costs	271	47	-	-
Creditors	88	414	88	414
Accruals	97	203	97	203
Amount Payable - Institute of Sport Staff Agency	-	-	2,279	1,784
	456	664	2,464	2,401

7. CURRENT / NON-CURRENT LIABILITIES - PROVISIONS

	Economic Entity		Parent Entity	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Employee Benefits and Related On-costs:				
Annual Leave	896	754	-	-
Long Service Leave	892	777	-	-
Total Current Provisions	1,788	1,531	-	-
Non-Current:				
Employee Benefits and Related On-costs:				
Long Service Leave	220	206	-	-
Other Provisions :				
Provision for Restoration - NSWIS Premises	241	236	241	236
Total Non-Current Provisions	461	442	241	236
Total Provisions	2,249	1,973	241	236

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

8. OPERATING LEASE COMMITMENTS

Future non-cancellable operating lease rentals not provided for and payable. These leases are for motor vehicle, computer hardware and office equipment.

	Economic Entity		Parent Entity	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Operating Lease commitments at balance date were:				
Not later than one year	3,059	2,952	3,059	2,952
Later than one year & not later than five years	2,867	5,579	2,867	5,579
GST	593	853	593	853
Total (including GST)	6,519	9,384	6,519	9,384

9. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

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

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

	Economic Entity		Parent Entity	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Closing Cash and Cash Equivalents	2,239	2,920	2,239	2,920
	Economic Entity		Parent Entity	
	2019	2018	2019	2018
	\$'000	\$'000	\$'000	\$'000
Net Cash used on Operating Activities	(223)	2,019	(223)	2,019
Depreciation and amortisation expense	(549)	(331)	(549)	(331)
Decrease / (Increase) in Provisions	(5)	(5)	(5)	(5)
Increase / (Decrease) in Prepayments and other assets	43	(686)	43	(686)
Decrease / (Increase) in Creditors	(63)	579	(63)	579
Loss on sale of plant and equipment	(31)	(75)	(31)	(75)
Net Result	(828)	1,501	(828)	1,501

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

11. 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

(i) As at 30 June 2019 under AASB 9

Economic Entity

		Carrying Amount	
		2019	
Financial Assets	Note	Category	\$'000
Class:			
Cash and Cash Equivalents	10	N/A	2,239
Receivables	4	Amortised cost	545

1. Excludes Statutory receivables and prepayments (i.e. not within scope of AASB 7).

Financial Liabilities

Class:			
Payables*	6	Financial Liabilities measured at amortised cost	2,526

* Excludes Statutory payables and unearned revenue (i.e. not within scope of AASB 7).

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

(a) Financial Instrument Categories

(ii) As at 30 June 2018 under AASB 139 (comparative period)

Economic Entity

		Carrying Amount	
		2018	
Financial Assets	Note	Category	\$'000
Class:			
Cash and Cash Equivalents	10	N/A	2,920
Receivables	4	Amortised cost	430

1. Excludes Statutory receivables and prepayments (i.e. not within scope of AASB 7).

Financial Liabilities

Class:			
Payables*	6	Financial Liabilities measured at amortised cost	2,401

* Excludes Statutory payables and unearned revenue (i.e. not within scope of AASB 7).

(b) Credit Risk

Credit risk arises when there is a possibility that the counterparty will default on their contractual obligations, resulting in a financial loss to the entity. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment)

Credit risk arises from the financial assets of the entity, including cash and receivables. 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

Accounting policy for impairment of trade debtors and other financial assets under AASB 9

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

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

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

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

The entity is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors as at 30 June 2019. 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.

Accounting policy for impairment of trade debtors and other financial assets under AASB 139 (comparative period only).

All trade debtors are recognised as amounts receivable at balance date. 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. Debts which are known to be uncollectible are written off.

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

An allowance for impairment is raised when there is objective evidence that Venues NSW will not be able to collect all amounts due. This evidence includes past experience and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30-day terms.

The entity is not materially exposed to concentrations of credit risk to a single trade debtor group or group of debtors.

The only financial assets that are past due or impaired are in the receivable's category of the statement of financial position.

	Total	Past due but not impaired	Considered impaired
		\$'000	\$'000
2019			
< 3 months overdue	207	207	-
3 months - 6 months overdue	91	91	-
> 6 months overdue	-	-	-
2018			
< 3 months overdue	170	170	-
3 months - 6 months overdue	16	16	-
> 6 months overdue	-	-	-

All trade debtors are recognised as amounts receivable at balance date.

Collectability of short-term receivables is reviewed on an ongoing basis. After analysing the financial assets of the Economic Entity, in particular the credit risk exposure of our short-term receivables, there was a provision for impairment required based on the assessment of the collectability of the short-term receivable.

(c) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of change in market prices. The Economic Entity's exposure to market risk are primarily through interest rate risk on the entity's cash & cash equivalents. The Economic Entity 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 risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which

the entity 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 is performed on the same basis as for 2018.

The analysis assumes that 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

	Interest Rate Risk				
		-1%		+1%	
	Carrying Value	Net Result	Equity	Net Result	Equity
	\$'000	\$'000	\$'000	\$'000	\$'000
2019					
Cash and Cash Equivalents	2,239	(22)	(22)	22	(22)

(d) Liquidity Risk

Liquidity risk is the risk that the entity will be unable to meet its payment obligations when they fall due. The entity continuously manages risk through monitoring future cashflows to ensure adequate holdings of high quality liquid assets. During the current and prior year, there were no defaults of loans payable. No assets have been pledged as collateral. The entity's exposure to liquidity risk is deemed insignificant based on prior period's data and current assessment of risk. The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in NSWTC 11/12. The Economic Entity is not involved in any long-term financial borrowings and payables are settled within 30 days of receiving the supplier's invoice.

e) Fair Value Measurement

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

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

12. RELATED PARTY DISCLOSURES

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

(a) Key management personnel compensation

The entity's key management personnel compensation are as follows:

	2019 \$'000	2018 \$'000
Short-term employee benefits		
- Salaries, Superannuation, Annual leave	1,776	1,605
- Other monetary allowances		
- Non-monetary benefits		
Other long-term employee benefits	446	510
Post-employment benefits		
Termination benefits	-	-
Total remuneration	2,222	2,115

(b) 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 2018-19 there have been no transactions reported with key management personnel.

During 2018-19, NSWIS had related party transactions with the Office of Sport, receiving \$16.9 million in grant payments, on behalf of the NSW Government (2017-18 \$16.7 million) as well as cost recoveries of \$0.2 million (2017-18, \$0.03 million). These transactions were conducted at arms-length.

13. EVENTS OCCURRING AFTER REPORTING PERIOD

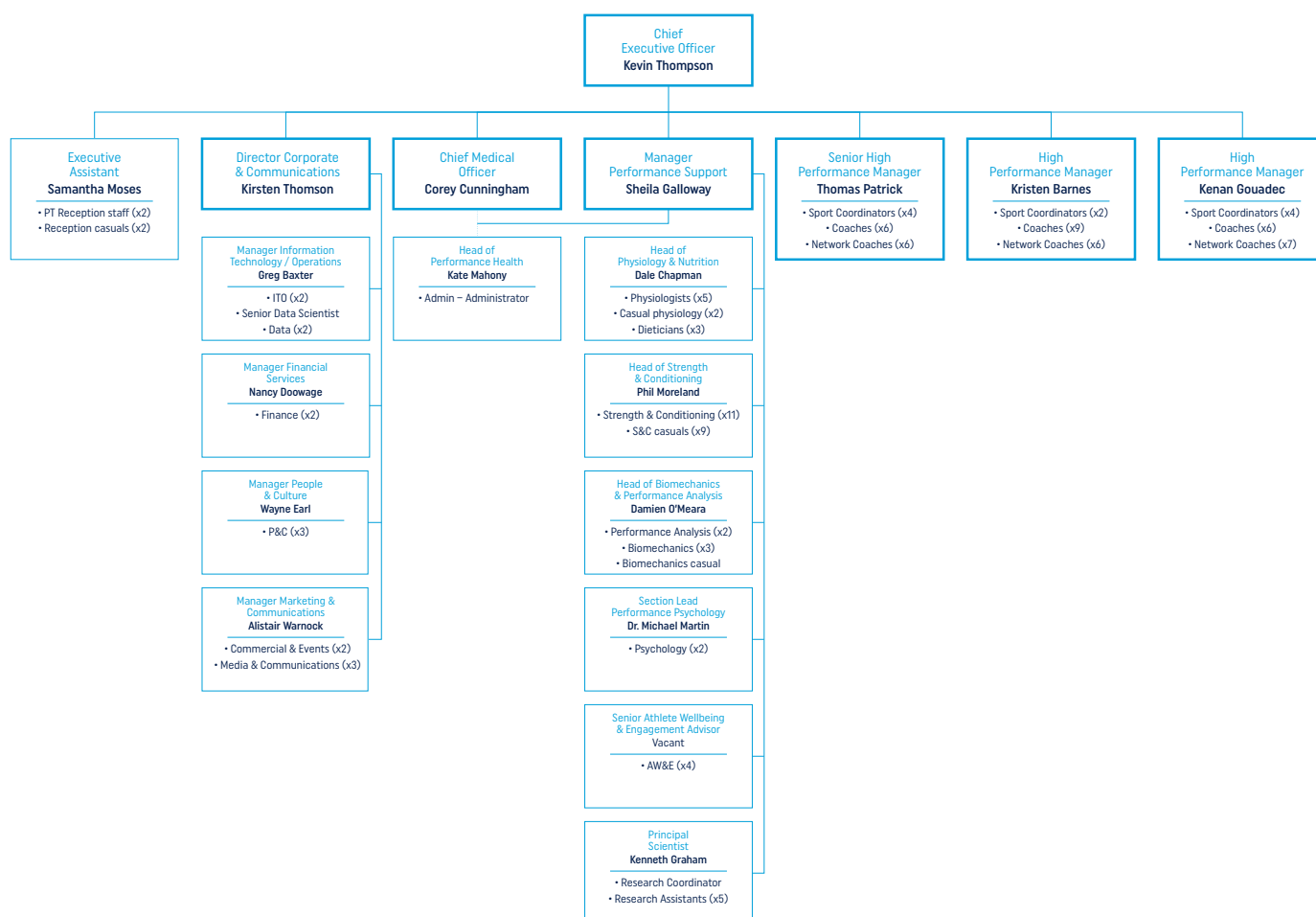
There were no significant events after the reporting period.

End of Audited Statements



APPENDIX

APPENDIX 1: ORGANISATIONAL CHART



APPENDIX 2: LEGISLATION AND LEGAL CHANGE

The NSW Institute of Sport was established as a Statutory Authority under the *Institute of Sport Act 1995*. In the reporting period there were no changes made to this Act.

APPENDIX 3: PEOPLE AND CULTURE

Staffing

This appendix provides data on the number of staff employed by NSWIS, commentary on People and Culture (P&C) policies and practices, movement in salaries and organisational structure.

As of 30 June 2019 the NSWIS employed 83 full-time, 18 part-time and 32 casual staff.

Reporting Period	2015/16	2016/17	2017/18	2018/19
Established Positions	89	92	107	158
Actual Staff				
Full-time	64	59	60	83
Part-time	17	21	16	18
Casual	24	21	14	32

The NSWIS workforce was comprised of 60% male and 40% female staff, with 79% of roles engaged to provide direct support to the NSW athletes in coaching and high performance services. This covers physical, technical and wellbeing support, sport program support, performance health and research.

Organisational Structure

NSWIS comprises two divisions; High Performance, and Corporate and Communications.

High Performance comprises of two areas: High Performance and Performance Support.

In 2018/19 the following recruitment actions were undertaken:

- Administrator, Marketing & Communications
- Administrator, Data Systems
- Athlete Wellbeing & Engagement Advisor
- Assistant Accountant
- Assistant Coach, Canoe Sprint
- Assistant Coach, Hockey (x2)
- Assistant Diving Coach Talent
- Assistant Physiology/Lab Technician
- Chief Medical Officer
- Coach, Snowboard Cross
- Data Scientist
- Dietician
- Dietician PT (x2)
- Director, Corporate & Communications
- Head of Biomechanics/Performance analysis
- Head of Performance Health
- Head of Physiology/Nutrition
- Head of Strength & Conditioning
- Manager, High Performance (x2)
- Manager, Marketing & Communications
- Manager, People & Culture
- Provider, Biomechanics
- Provider, Strength & Conditioning
- Provider, Strength & Conditioning
- Senior Coordinator, Sports Programs/Projects
- Senior Athlete Wellbeing & Engagement Advisor
- Senior High Performance Manager
- Senior Strength & Conditioning (Para Archery)
- Senior Coordinator, Commercial partnerships
- Sports Consultant (x2)
- Sprint Coach, Cycling
- Water Polo Talent & Pathway Coach
- Winter Sports Coordinator

Conditions of Employment and Movement in Payroll Costs

All staff bar the three Senior Executive roles being CEO, Director, Corporate and Communications and Chief Medical Officer are employed under the NSWIS Enterprise Agreement 2017 – 2019.

NSWIS staff are employed on a Fixed Term Employment Contract, most up until 31 December 2020.

The salary and on-costs for 2018/19 include a 2.5% salary increase paid to all staff employed from 1 January 2019, with the exception of the three senior executive roles. The Senior Executives received a 2.5% increase effective 1 July 2018 based on a SOORT Determination.

Staff turnover was 12% in the 2018 - 19 period. This figure is expected for this point in the Olympic cycle.

Leave Administration

P&C reviews employees' annual leave entitlements on an ongoing basis. Where balances exceed 30 days, P&C works with the staff member and supervisor to reduce this balance. On a fortnightly basis, annual leave balances are printed on employee pay slips. Managers and supervisors are empowered to manage this directly with their staff discussing leave as part of regular performance meetings.

Training and Professional Development

The NSWIS Professional Excellence Plan (PEP) identifies learning and skills gaps as well as career development opportunities. Training and Development identified through PEP ensures staff are best positioned to deliver on expected individual and organisational outcomes.

During 2018-19, employees attended and presented at a variety of courses and seminars conducted by a number of different training providers as well as professional learning opportunities with other organisations both in Australia and overseas.

During this period the Excellence Program, formally in High Performance, was transferred to the People and Culture area, focusing on organisation-wide programs and capability development.

Guidelines, Policies and Procedures

Policies, procedures and processes considered and reviewed included:

- Guide to Critical Incident Management
- Critical Incident Case Management
- Recruitment and Selection Guidelines
- Remuneration Guidelines
- Professional Excellence Plan (PEP) reviewed
- NSWIS Privacy Policy
- Purchasing Card Policy

Employees have access to all of the NSWIS Policies and Procedures via the intranet site ARENA.

APPENDIX 4: CODE OF CONDUCT

The NSWIS Code of Conduct and Athlete Scholarship Agreement set out the standards of professional behaviour expected by all employees, athletes, fee for service contractors, interns, volunteers and anyone who represents the NSWIS. Adherence to the Code is a requirement of employment and is incorporated into the NSWIS Enterprise Agreement and Employment Contracts.

The Code of Conduct is provided to all new staff members with their Employment Contract and is discussed at organisational inductions.

APPENDIX 5: EQUAL EMPLOYMENT OPPORTUNITY

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

- 40% of staff (excluding casuals) are female, and the representation on the Operational Executive Committee during the financial year was 43% (which remains constant).
- NSWIS has no identified staff of Aboriginal and/or Torres Strait Islander descent.

- One staff member (excluding casuals) with disabilities was 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. This was further enhanced when NSWIS was able to install automatic sliding doors at the entry to the Training Facility and Level One workplace to assist entry for those with a disability.
- Fourteen (14) staff (excluding casuals) are from a racial, ethnic or ethno-religious minority groups, nine for which English was not their first language. This reflects the international nature of elite sport. NSWIS strives to be world's best and attracts the best staff from around the world.

Table 1: Trend in the Representation of EEO Groups - Percentage of Total Staff as at June 2019

EEO Group	BENCHMARK OR TARGET	2017	2018	2019
Women	50%	45%	44.7%	40%
Aboriginal people and Torres Strait Islanders	3.3%	0%	0%	0%
People whose first language was not English	23.2%	6.3%	9.2%	9%
People with a disability	5.6%	1.3%	1.3%	1%
People with a disability requiring work-related adjustment	N/A	0%	1.3%	1%

Table 2: Staff Numbers (excluding casuals) by level as at 30 June 2019

Level	Total Staff	Respondents	Men	Women	Aboriginal People & Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People whose language first spoken as a child was not english	People with a Disability	People with a disability requiring work-related adjustment
<\$48,9119	12	12	3	9	0	0	0	0	0
\$48,119 - \$63,199	4	4	0	4	0	0	0	0	0
\$63,199- \$70,652	14	14	7	7	0	1	1	0	0
\$70,652 \$89,406	32	32	20	12	0	4	4	1	1
\$89,406- \$115,617	21	21	18	3	0	3	1	0	0
\$115,617- \$144,521	12	12	8	4	0	5	3	0	0
\$144,521> (non SES)	2	2	2	0	0	1	0	0	0
\$144,521> (SES)	3	3	2	1	0	0	0	0	0
Total	100	100	60	40	0	14	9	1	1

Table 3: Percent of Total Staff by Salary Level as at 30 June 2019

Level	Subgroup as percentage of total staff at each level				Subgroup as estimated percentage of total staff at each level				
	Total Staff	Respondents	Men	Women	Aboriginal People & Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People whose language first spoken as a child was not english	People with a Disability	People with a disability requiring work-related adjustment
<\$46,945	12	100	25	75	0	0	0	0	0
\$46,945-\$61,658	4	100	0	100	0	0	0	0	0
\$61,658-\$68,929	14	100	50	50	0	7.1	7.1	0	0
\$68,929-\$87,225	32	100	62.5	37.5	0	12.5	12.5	3.1	3.1
\$87,225-\$112,797	21	100	85.7	14.3	0	14.3	4.8	0	0
\$112,797-\$140,996	12	100	66.7	33.3	0	41.7	25	0	0
\$140,996> (non SES)	2	100	100	0	0	50	0	0	0
\$140,996> (non SES)	3	100	66.7	33.3	0	0	0	0	0
Total	76	100	60	40					

APPENDIX 6: WORK HEALTH AND SAFETY

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 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 Work Health and Safety (WHS) Committee has seven members, led by the Chair with minutes recorded by the Secretary. The committee met on four occasions during the reporting period with minutes of those meetings posted on notice boards and on the NSWIS Intranet. The WHS Committee focused on reducing hazards through regular inspections and prompt action. A major clean out of uniform and storage areas provided additional space and decluttered working areas. Non-current uniforms were donated to an Indigenous community in Western NSW. WHS is reported at Executive and Board meetings.

For the reporting period there were no reports of injury, to either staff members or athletes, therefore there was no lost time from the workplace or daily training environment.

APPENDIX 7: DISABILITY ACTION PLAN

NSWIS continued to support disabled athletes and coaches

in a variety of sports including athletics, wheelchair track & road, basketball, swimming and rowing.

The Institute maintained a close relationship with the Paralympics Australia and Office of Sport to encourage involvement and elite performance for athletes with a disability.

APPENDIX 8: ACTION PLAN FOR WOMEN

NSWIS provides equal employment opportunity for women to ensure the organisation is representative of the community it serves. As of 30 June 2019, 40% of employees (exclusive of casuals) were women. There is 43% female representation on the Executive Committee.

APPENDIX 9: MULTICULTURAL POLICY

NSWIS continues to explore opportunities to meet the needs of stakeholders from diverse cultural backgrounds and to provide multicultural diversity in our programs where there is a direct benefit to improving the performance of athletes to achieve world's best.

During the reporting period, the NSWIS supported the nomination for a Distinguished Talent Visa for a staff member, continued to support a nomination for Permanent Residency and nominated three individuals for 407 Traineeships.

Table 4: Culturally and Linguistically Diverse (CALD) women

IMPROVING OUTCOMES FOR WOMEN LEADERSHIP	
Number of CALD women leaders	1
2019 Leadership Training spend on CALD women	\$2,000
Leadership Positions	Manager Financial Services

Table 5: Language services

LANGUAGE SERVICES	
Client Demographics	Do not collect
Expenditure	\$0.00
In-House Staff - Bilingual staff	8
In-House Staff - Community Language Assistance Scheme recipients	Nil
Service Provided	Nil

Services for humanitarian entrants

Nil actions to date.

APPENDIX 10: SENIOR EXECUTIVE REMUNERATION

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

Table 6: Executive remuneration bands

PSSE Band	2018/19			2017/18		
	Male	Female	Total	Male	Female	Total
Band 1	1	1	2	-	1	1
Band 2	1	-	1	1	-	1

The percentage of employee payments that relates to senior executives was 6.02% in 2018-19 (8.65% in 2017-18).

APPENDIX 11: CONSUMER RESPONSE

NSWIS did not receive any complaints regarding services in 2018-19 and met the standards set out in the Guarantee of Service. The Institute undertook mid-year and annual reviews of each sport program and services provided to athletes.

APPENDIX 12: 2018/19 BUDGET

INCOME	\$M
Grants	
State Government - Total appropriations	16.98
Commonwealth Government	0.03
National & State Sporting Organisations	2.12
Sub-total	19.13
Sponsorship	
Cash	0.16
In-kind/Contra	0.67
Sub-total	0.83
Other	
Sundry	0.68
Sub-total	0.68
Total Revenue	20.64

EXPENDITURE	\$M
Staff Costs	10.37
Operating Costs	11.17
Total Expenditure	21.54
Operating Surplus/(Deficit)	(0.90)
Depreciation	0.66
Net Surplus/(Deficit)	(1.56)

APPENDIX 13: PUBLIC ACCESS TO GOVERNMENT INFORMATION

NSWIS did not receive any requests in 2018-19 for information under the *Government Information Public Access Act 2009*.

In 2018-19 NSWIS established an Agency Information Guide.

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.

A staff group initiated several environmental initiatives, including reduction of plastic in the workplace, purchase of coffee keep-cups and the recycling of plastics and paper.

APPENDIX 15: PRIVACY AND PERSONNEL INFORMATION POLICY

In 2018-19 the Institute developed a revised NSWIS Privacy Policy that sets out the various ways in which NSWIS collects, holds, uses and discloses "personal information" and explains your rights and how to contact NSWIS.

There were no applications for review.

APPENDIX 16: OVERSEAS TRAVEL

Table 7 represents travel undertaken by athletes, coaches and staff of NSWIS during 2018-19 (to the nearest dollar amount).

APPENDIX 17: SERVICE PROVIDERS, CONTRACTORS AND CONSULTANTS

NSWIS engaged a number of external service providers to provide the following:

- Legal Services
- Information Technology and Finance Consulting
- High Performance Services including Sport Psychology, Medical & Physiotherapy
- Strength & Conditioning and Specialist Coaching Support
- Strategic Advice and Corporate Planning

These external service specialists provide services that supplement the services provided by internal staff and coaches. In 2018-19, there were no individual consultancy engagements of greater value than \$50,000. All providers were engaged for services to supplement existing NSWIS activities. The total cost of these engagements for 2018-19 was \$1.15m (2017-18 \$0.97m).

APPENDIX 18: GUARANTEE OF SERVICES

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

Table 7: Overseas travel breakdown

	Competitions	Training Camps	Air Fares	Accommodation	Other	Total
General Purpose	585	-	14,361	8,802	72	23,820
Athletics	5,005	-	-	-	70	5,075
Cycling	2,500	-	-	-	10	2,510
Diving	30,653	691	-	1,080	2,604	35,028
Hockey Men	8,664	14	-	186	88	8,952
Individual - AWD	4,500	-	-	-	-	4,500
Netball	11,336	-	-	-	-	11,336
Rowing	11,705	-	-	-	-	11,705
Strength & Conditioning	-	-	3,744	1,579	-	5,323
Surfing	8,000	17,000	-	-	-	25,000
Swimming	277	-	-	-	-	277
Water Polo Men	17,000	-	57	1,750	-	18,807
Water Polo Women	9,000	639	-	-	367	10,006
Wheelchair Track & Road	-	-	47,880	40,892	8,875	97,647
Winter Sports	16,673	64,207	31,015	177,826	29,056	318,777
Total	125,898	82,551	97,057	232,115	41,142	578,763

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 (sports science, sport medicine, sport psychology and career and education) to enhance athlete and program performance.

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

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

APPENDIX 19: RISK MANAGEMENT AND INSURANCE

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

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 GIO Australia and Allianz. The scheme covers workers' compensation, motor vehicles, property damage and public liability – the major insurance risks of the NSW Institute of Sport.

Audit and Risk Committee

The NSW Institute of Sport has an Audit and Risk Committee and an internal audit function. The Audit and Risk Committee met during the year to:

- Discuss findings from the audit of the annual financial statements
- Discuss findings from internal audits undertaken during the year

- Approve the internal audit plan for the next year
- Appoint the auditors for the annual internal audit.

A summary of the discussions from the Audit Committee meeting are provided to Board of the NSW Institute of Sport. Management promptly rectifies any shortcomings reported.

APPENDIX 20: CREDIT CARD CERTIFICATION

NSWIS developed and implemented a revised Purchasing Card Policy in 2018-19. This policy, signed by all NSWIS purchase card holders outlines the requirements for issue, usage and administration. The Chief Executive Officer certifies that purchasing card use at NSWIS is in accordance with relevant Premier's Memoranda and Treasurer's Guidelines.

APPENDIX 21: PAYMENT OF ACCOUNTS

Table 8: 2018/19 Quarterly Payment of Accounts

Ageing of Accounts Paid	Total	Quarter ending Sept 18	Quarter ending Dec 18	Quarter ending Mar 19	Quarter ending Jun 19
	\$	\$	\$	\$	\$
Current not past due	12,031,886	2,673,157	3,011,573	2,511,036	3,836,120
Current between 30-60 days	1,003,105	102,863	123,132	364,478	412,632
Current between 60-90 days	226,596	27,122	44,244	3,820	151,410
More than 90 days	292,993	42,164	21,788	136,374	92,667
Total	13,554,580	2,845,306	3,200,737	3,015,708	4,492,829



APPENDIX 22: ATTESTATION STATEMENTS

**Internal Audit and Risk Management Attestation Statement for the 2018-19 Financial Year for the
NSW Institute of Sport**

I, Kevin Thompson, 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 eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

Core Requirements	Compliant, non-compliant, or in transition
<i>Risk Management Framework</i>	
1.1 The agency head is ultimately responsible and accountable for the risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
<i>Internal Audit Function</i>	
2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
<i>Audit and Risk Committee</i>	
3.1 An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3 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 Carrozzi (NSWIS Deputy Chairman)
(Term 1st August 2015 – 4th August 2022)
- Member: Mr B Lancken (NSWIS Board Member and non-independent member)
(Term 12th November 2017 – 12th November 2020)
- Member: Mr G Flowers (NSWIS Chairman)
(Term 1st August 2015 – 4th August 2022)

Kevin Thompson
CEO, NSWIS



Kirsten Thomson
Director, Corporate & Communication, NSWIS
Contact: +61 9763 0660

Cyber Security – Annual Attestation 2018-2019



Cyber Security Annual Attestation Statement for the 2018-2019 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 managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

Risks to the information and systems of the NSW Institute of Sport have been assessed and are managed.

Governance is in place to manage the cyber-security maturity and initiatives of the NSW Institute of Sport.

An independent review / audit of the Agency's ISMS or effectiveness of controls or reporting against the mandatory requirements of the NSW Cyber Security Policy was undertaken by Solista and found to be adequate or being properly addressed in a timely manner.

A handwritten signature in black ink, appearing to be 'K. Thompson', with a long horizontal stroke extending to the right.

Kevin Thompson
CEO

APPENDIX 23: ACCESS

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APPENDIX 24: ANNUAL REPORT PUBLICATION DETAILS

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APPENDIX 25: PRODUCTION COSTS

Total external costs for the production of the 2018-19 Annual Report have been quoted at \$544.74 (printing costs only).





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strategic partners



performance partners



sponsors & providers



NSWIS endorsed training centre status



venue supporters





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