



# NSWIS

ANNUAL REPORT

# 2016/17



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**The Hon. Stuart Ayres, MP  
Minister for Sport and Recreation  
Governor Macquarie Tower  
Level 36, 1 Farrer Place  
Sydney NSW 2000**

31 October 2017,

Dear Minister,

It gives us great pleasure to submit to you the 21<sup>st</sup> 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 2017 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



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SUPPORTED BY THE  
**NEW SOUTH WALES**  
GOVERNMENT

Telephone +61 2 9763 0222  
PO Box 476 Sydney Markets NSW 2129 AUSTRALIA  
Building B, Level 1, 6 Figtree Drive Sydney Olympic Park NSW 2127 AUSTRALIA  
ABN 97 946 780 986



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



## CHAIRMAN'S MESSAGE

IT HAS BEEN AN HONOUR TO CONTINUE SERVING AS THE CHAIRMAN OF THE NSW INSTITUTE OF SPORT (NSWIS) TO SHARE IN THE SUCCESS OF OUR TALENTED AND DEDICATED ATHLETES, COACHES AND STAFF. THE INSTITUTE HAS A PROUD HISTORY OF OLYMPIC, PARALYMPIC AND INTERNATIONAL SUCCESS AND THIS YEAR WE HAVE CONTINUED OUR WORK TO SUPPORT AUSTRALIAN ATHLETES TO BECOME WORLD'S BEST.

The Institute's Board is focussed on addressing the various challenges of 21st century sporting governance, and we are very proud of the work undertaken by our team of experts to deliver world class, innovative training environments and support.

During the past 12 months we have seen Charles Turner's time as NSWIS CEO come to an end, and on behalf of the Board I would like to reiterate our sincere thanks to Charles for his exceptional work in leading the NSWIS for 13 years. Charles tirelessly ensured that the Institute was athlete focused to improve performance and this strategy was richly rewarded with a number of exceptional medal winning performances.

I would also like to personally thank Clare Prideaux for her excellent work as Acting CEO. Clare has led the Institute with passion, skill and determination through the period of transition and we are delighted she will continue in her role at the NSWIS as High Performance Director.

The Board was pleased to confirm the appointment of Kevin Thompson as our new CEO. Kevin, who will commence in September 2017, has a wealth of knowledge and international experience in high performance sport. His involvement with world renowned organisations such as the University of Canberra and the English Institute of Sport, one of the world's most successful sporting institutes, will see him bring a range of high performance sport and governance experience to the NSWIS.

For the majority of our sports the pinnacle event of the reporting period was the magnificent Rio Olympic and Paralympic Games in August and September 2016. Eighty-one NSWIS Olympians were selected to represent Australia in Rio, with 12 athletes contributing to one gold, three silver and four bronze medals. At the Paralympics 47 NSWIS athletes were selected to the Australian team, with 22 athletes winning nine gold, ten silver and eleven bronze medals.

Olympic and Paralympic successes dominated the NSWIS Awards in November 2016. This was headlined by Tom Burton taking the Male Athlete of the Year award following his Olympic gold on debut in the sailing Laser class, and Maddison Elliott winning the Female Athlete of the Year prize after winning three gold medals and two silvers in the pool in Rio.

It was also a pleasure to see former Olympic gold medallist diver Matthew Mitcham inducted into the NSWIS Most Outstanding, an award that recognises the athletic performances and personal contribution of some of Australia's greatest athletes, and Matthew certainly deserves his place among them.

Over the turn of the year and into the start of 2017 it was also wonderful to see our winter sport athletes enjoying incredible success on the slopes – and making a massive contribution to Australia's best ever world cup season. The undisputed star was mogul skier Britteny Cox who won the world championship, and also took home the coveted Crystal Globe as the leading female freestyle skier in the world.

This success bodes well in the lead up to the 2018 PyeongChang Winter Olympics and Paralympics. This will be closely followed by the Gold Coast 2018 Commonwealth Games in April – in which we hope to see many NSWIS athletes cheered to the top of the podium by passionate home crowds.

**Gary Flowers**  
**NSWIS CHAIRMAN**



## CEO'S MESSAGE

THE NSW INSTITUTE OF SPORT EXISTS TO SUPPORT AUSTRALIAN ATHLETES TO BECOME WORLD'S BEST. THIS HAS BEEN CLEARLY EVIDENT DURING THIS REPORTING PERIOD, WHICH INCLUDED EXCELLENT RESULTS AT THE RIO OLYMPIC AND PARALYMPIC GAMES, FOLLOWED BY THE BEGINNING OF A NEW CYCLE OF PLANNING AND PREPARING FOR PERFORMANCE IN TOKYO 2020.

The transition into a new Olympic cycle is an exciting time for the Institute, especially with the 2018 PyeongChang Winter Olympic and Paralympic Games and the Gold Coast 2018 Commonwealth Games now only a matter of months away.

I would like to personally acknowledge the work of Charles Turner as the NSWIS CEO over the past 13 years. Charles was instrumental in leading the Institute's ongoing proud history of international sporting success. During his leadership, 61 NSWIS athletes contributed to 51 medal-winning performances at the Olympic Games, as well as 58 NSWIS athletes who contributed to 129 medal-winning performances at the Paralympic games. Charles' dedication and passion ensured that the NSWIS supported these, and many other Australian athletes, to achieve international podium performances.

We couldn't achieve the successes we do without working in collaboration with our stakeholders, including our sport partners. These valuable relationships drive us on towards supporting more athletes to compete on the biggest stages. It also provides opportunities for our coaches and staff to work in integrated national roles that support Australian athletes to become world best.

We were delighted to welcome back triathlon & sailing as sport partnerships during the reporting period. We are excited to be partnering with Rowing Australia to establish a dedicated National Women's Training Centre in Penrith, due for completion in October 2017. The past year also saw the

beginning of discussions to create partnerships with Surfing Australia and the Australian Paralympic Committee (APC) – the first time the APC will have entered into a partnership with a State Institute or Academy of Sport. The NSWIS has encouraged Paralympic athlete equity and support for many years.

I also extend our thanks to the NSW State Government for its continuing support of the NSWIS. This included the announcement in the 2017-18 State Budget of an additional \$3m investment in the Institute. This funding will allow the NSWIS to improve the facilities and services it offers to Australian athletes. A key focus will be on upgrading equipment in the international standard NSWIS training facility at Sydney Olympic Park. The investment will also be used to address funding gaps associated with; talent identification and pathways, coach to athlete ratios, high performing teams and competition readiness, para equity, and campaigns for the upcoming Commonwealth, Winter Olympic & Paralympic Games.

We are also very grateful for the support of our valued sponsors and commercial partners. During the reporting period this included welcoming sports nutrition brand Musashi as a new Performance Partner. Musashi join our other Performance Partners Powerade – with whom we helped develop the 'Powerade Powerscore' campaign, and Mizuno – who supplied our fantastic new uniform.

Finally, I would like to thank all of the athletes, staff and coaches that contribute to the NSWIS. Our people are our performance advantage, and we work hard to retain expertise which will support athletes to become world's best.

**Clare Prideaux**  
**NSWIS ACTING CEO**



# NSWIS OVERVIEW

## PURPOSE

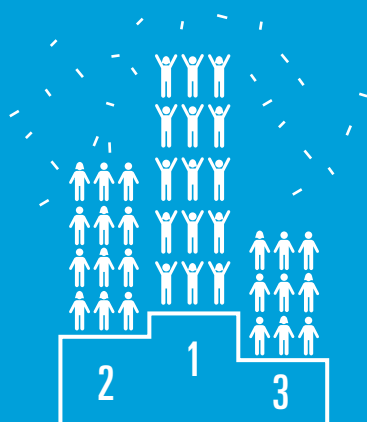


**TO SUPPORT AUSTRALIAN ATHLETES  
TO BECOME WORLD'S BEST.**

The NSW Institute of Sport's world's best mindset in coaching, performance support and innovative training environments allows us to support nationally identified athletes and local talent to become world's best.



## VISION



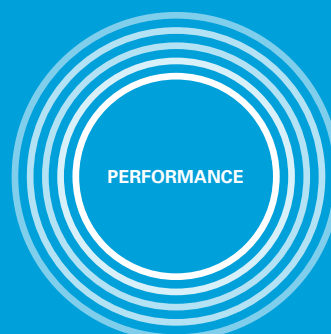
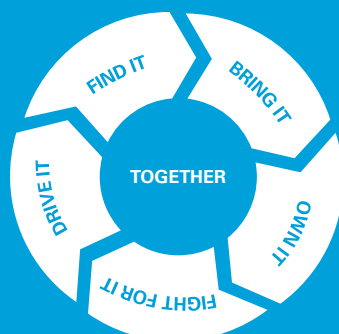
**OUR FINGERPRINT ON  
CROWDED PODIUMS.**

The NSWIS will impact Olympic, Paralympic and world championship podium results through prioritised athlete preparation by highly motivated teams emphasising performance and success.

## CULTURE



**PERFORMANCE CENTRED.**



## POSITION



**THE NSWIS 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.**



## 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.

## BUSINESS MODEL



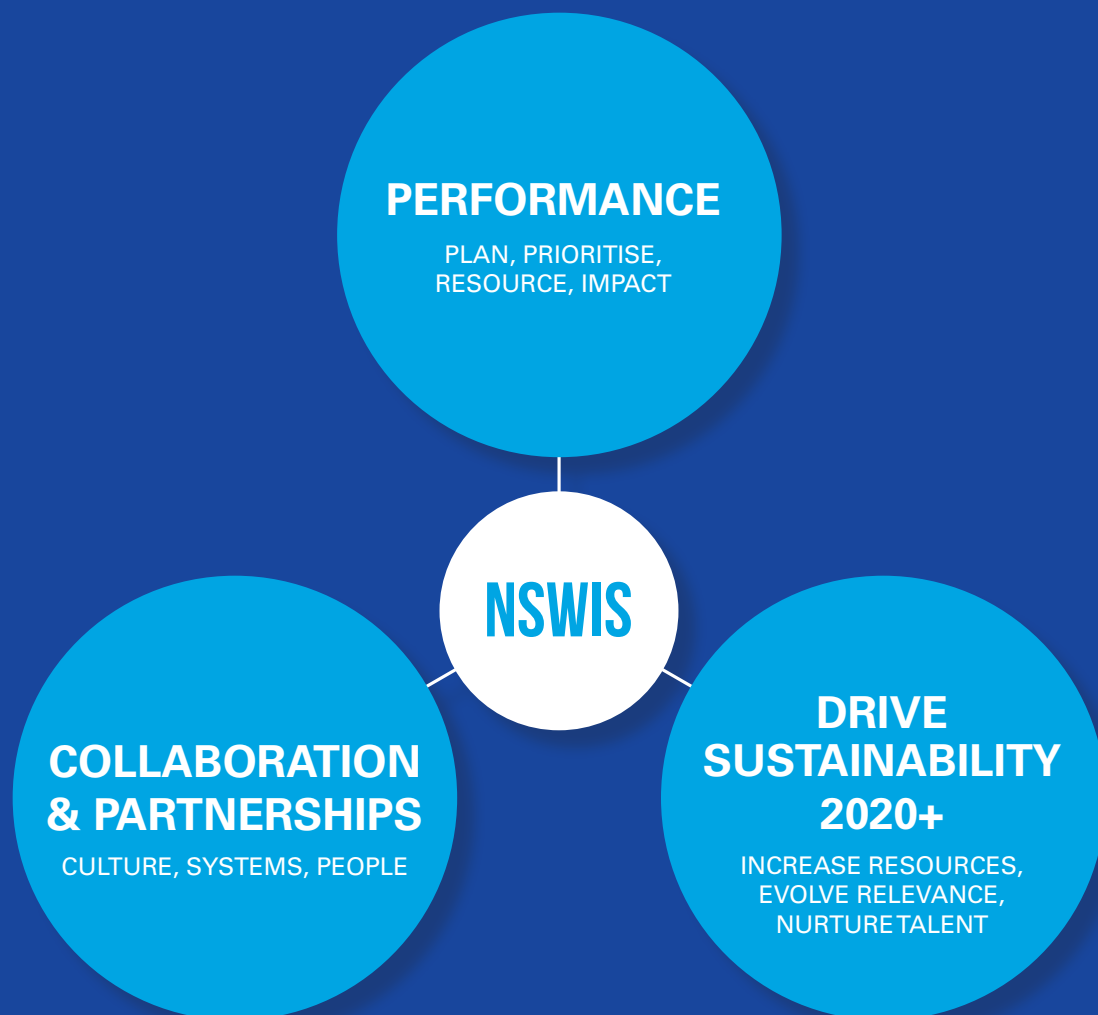
The NSWIS, as the elite sporting agency for NSW, receives around 75% of its recurrent funding from the NSW Government.

The remaining 25% of resources are sourced through respected sponsors and partners.



# NSWIS STRATEGY

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## CHARTER

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

THE OBJECTIVES OF THE INSTITUTE ARE:

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



# NSWIS MANAGEMENT

## NSWIS BOARD

### METHOD AND TERM OF APPOINTMENT OF BOARD MEMBERS

#### The Board is to consist of:

- ▶ No fewer than 5 and no more than 8 people, each with relevant expertise, appointed by the Minister, 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.

#### Terms of office of appointed members

Subject to this Schedule, an appointed member holds office for such period (not exceeding 5 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

- Chairman EMM Environmental Consulting
- Chairman Slingshot Pty Ltd
- Chairman Mainbrace Constructions Pty Ltd
- Chairman Northern Star Investments Pty Ltd
- Non-Executive Director DATADOT Ltd
- Investment Committee Member Propertylink Industrial Fund

*\* Attended four Board Meetings*

### ALAN JONES AO

BA AED SDES (OXON)

#### ▶ DEPUTY CHAIRMAN

- Australia's most successful radio broadcaster
- Former Australian Rugby Union coach (1984-88)
- Former Deputy Chairman, the Australian Sports Commission

- Former speech writer/senior advisor to former Prime Minister Malcolm Fraser
- Confederation of Australian Sport, Coach of the Year 1985
- Rostrum Speakers Award 1985
- Inaugural winner of the Sir Roden Cutler Medal for services to charity 2003
- Board Member of the Sydney Cricket & Sports Ground Trust, NSW
- Director of Talent Development Project NSW
- Board Member and Patron - Joan Sutherland and Richard Bonyng Foundation
- Patron - Sir Roden and Lady Cutler Foundation

*\* Attended four Board Meetings*

### MARK BETHWAITE AM

- Chairman, Ocius Technology Limited (formerly Solar Sailor Holdings Ltd)
- Board Member, UNSW Innovations Ltd

*\* Attended one Board Meeting*

## JOSEPH CARROZZI

- Deputy Chairman, GWS Giants AFL team
- Chairman, Italian Chamber of Commerce & Industry
- Chairman, Centenary Institute for Medical Research
- Board Member, Sydney Harbour Federation Trust
- Managing Partner, PwC

*\* Attended three Board Meetings*

## PHIL COLES AM

- Three time Olympian, canoeing (1960, 1964 and 1968)
- Member, International Olympic Committee (IOC)
- Vice President, World Taekwondo Federation
- Chef de Mission, Moscow Olympic team (1980)
- Member, IOC Radio and Television Commission (1983-87; 1993-99; 2001-12)
- Member, IOC Program Commission (2002-12)
- Member, IOC Sport for All Commission (1989-95; 2007-12)
- Honorary Life Member, International Triathlon Union
- Patron, Australian Triathlon Union
- Captain, Australian Surf Lifesaving team on US tour (1965)
- President, Oceania Taekwondo Union (2005-15)

*\* Attended four Board Meetings*

## MATTHEW MILLER

- Board Member, Sydney Olympic Park Authority
- Board Member, Venues NSW
- Chief Executive, Office of Sport

*\* Attended one Board Meeting*

## PETER NEWELL OAM (TO NOVEMBER 2016)

- Chairman, ClubsNSW, President ClubsAustralia
- Chairman, ClubKeno Holdings
- Chairman and Life Member, Illawarra Steelers
- Alternate Director to the Board, St George Illawarra Rugby League Football Club Ltd.
- Trustee Director of ClubPlus Superannuation
- Member, Club Directors Institute
- Foundation Director and Life Member, The Illawarra Connection

*\* Attended one Board Meeting*

## SARAH RYAN OAM

- One gold and 2 silver Olympic medals, swimming
- Three time Olympian, swimming (1996, 2000, 2004)

*\* Attended three Board Meetings*

## SENIOR MANAGEMENT TEAM

### CHARLES TURNER

#### ► CHIEF EXECUTIVE (TO 31 MARCH 2017)

- Three time Olympian, water polo (1976, 1980 and 1984)
- Coach, Australian men's Olympic water polo team (1992)
- Assistant Coach, Australian men's Olympic water polo team (1988)
- Head Coach, Australian Institute of Sport Water Polo Program (1986-1995)
- Member, NSW Sporting Hall of Fame
- Member, Australian Water Polo Hall of Fame
- Board member Olympic Winter Institute of Australia

### CLARE PRIDEAUX (BED HUMAN MOVEMENT)

#### ► INTERIM CEO (FROM 1 APRIL 2017)

#### ► DIRECTOR, HIGH PERFORMANCE

- Former Australian women's hockey team member
- Hockey World Cup silver medallist

- Board Director, Hockey Australia
- Member, inaugural NSW Premiers Advisory Committee – Women in Sport
- High Performance Panel Member, Triathlon Australia and St George Illawarra Dragons
- Extensive experience in policy development and strategic planning; building partnerships and investment; facilitation; governance and budgeting; workforce capability building and management; enabling high performing teams; resource and risk management; project development and management with a lifelong commitment to community, participation & volunteerism

### ELIZABETH AKERBOOM

(BA, GRAD CERT: PERSONNEL MANAGEMENT; CHANGE MANAGEMENT, EDUCATION (CAREER DEVELOPMENT), CERT IV TRAINING AND ASSESSMENT)

#### ► MANAGER, HUMAN RESOURCES

- Over 20 years' experience in generalist human resources
- Extensive experience in workforce planning and management, employee relations and recruitment and selection

- Stakeholder management and alignment of HR delivery to organisational goals

## GREG BAXTER

### ► MANAGER, INFORMATION, COMMUNICATIONS AND TECHNOLOGY

- 13 years' experience at the NSW Institute of Sport
- Over 40 years of Information Technology experience within the NSW Government and NSWIS with a primary focus on technology in sport

## DAVID CHAMBERLAIN

(BCOMM, GRAD DIP. SPORTS MANAGEMENT, CPA)

### ► MANAGER, FINANCE

- Over 20 years' experience in sport, corporate and not-for-profit organisations
- 18 years as a CPA, with key experience in management reporting and financial systems improvements

## DR KENNETH GRAHAM

(BSC, MAPPS, PHD)

### ► PRINCIPAL SCIENTIST

- Adjunct Senior Lecturer, Discipline of Exercise and Sport Science, The University of Sydney
- Adjunct Fellow, School of Science and Health, Western Sydney University
- Member, External Advisory Committee, Discipline of Exercise and Sport Science, The University of Sydney
- Member, AIS High Performance Sport Research Grants Committee
- Mentor, Leadership Mentor Program, Faculty of Health Science, The University of Sydney
- Member, American College of Sports Medicine
- Member, European College of Sport Science
- Board Member and Honorary Treasurer, Wayback Drug and Alcohol Rehabilitation Organisation

## KIRSTEN THOMSON

(MMKTG, GRAD DIP SPORTS LAW)

### ► MANAGER, MARKETING & COMMUNICATIONS

- Olympic silver medallist, swimming (2000)
- World Championship silver medallist (2003)
- Australian Institute of Company Directors, Company Directors Course
- Member, Australian Marketing Institute
- Chair, Athletics NSW Marketing Advisory Panel

## JON TURNBULL

(BPHED, BSC, MSC)

### ► ACTING MANAGER, SPORT & EXCELLENCE

### ► MANAGER, HIGH PERFORMANCE SERVICES

- Significant experience in Olympic, Paralympic, X-Games and World University winter sport roles, including coaching, sport science, team management and Chef de Mission
- Significant experience in high performance strategic and operational planning; leadership and group facilitation, Olympic and Paralympic campaign planning and review; environmental peaking plans; annual and quadrennial periodised planning and individual performance planning

## SHEILA GALLOWAY

(BSC BIOLOGY)

### ► ACTING MANAGER, PERFORMANCE SUPPORT & KNOWLEDGE GROWTH

- 20 years experience in high performance sport organisations, encompassing club, state, national, and institute positions
- Extensive experience in systems alignment between state and national stakeholders, facilitating strategic implementation of high performance plans, athlete and coach pathways, service planning and individual performance planning



# NSWIS PERFORMANCE DRIVERS

THE 2016-17 NSWIS ANNUAL REPORT WAS CREATED IN THE CONTEXT OF THE AUSTRALIA'S WINNING EDGE (AWE) PERFORMANCE DRIVERS, WITH KEY ACHIEVEMENTS UNDERTAKEN AGAINST THE NSWIS BUSINESS PLAN. THE PERFORMANCE DRIVERS ARE AS FOLLOWS:

1

## 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.

2

## 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.

3

## COACHING

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

4

## 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.

5

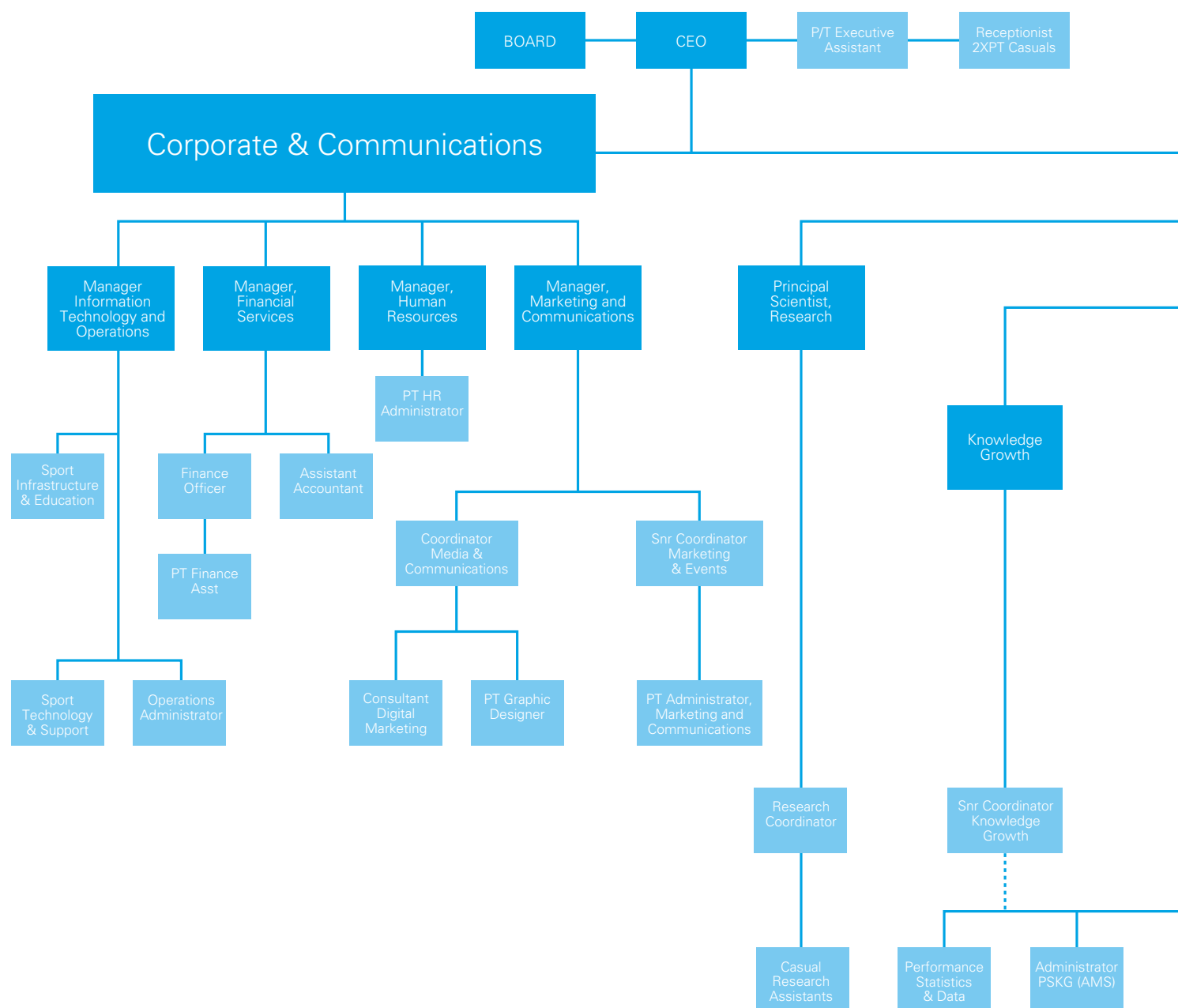
## COMPETITION

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

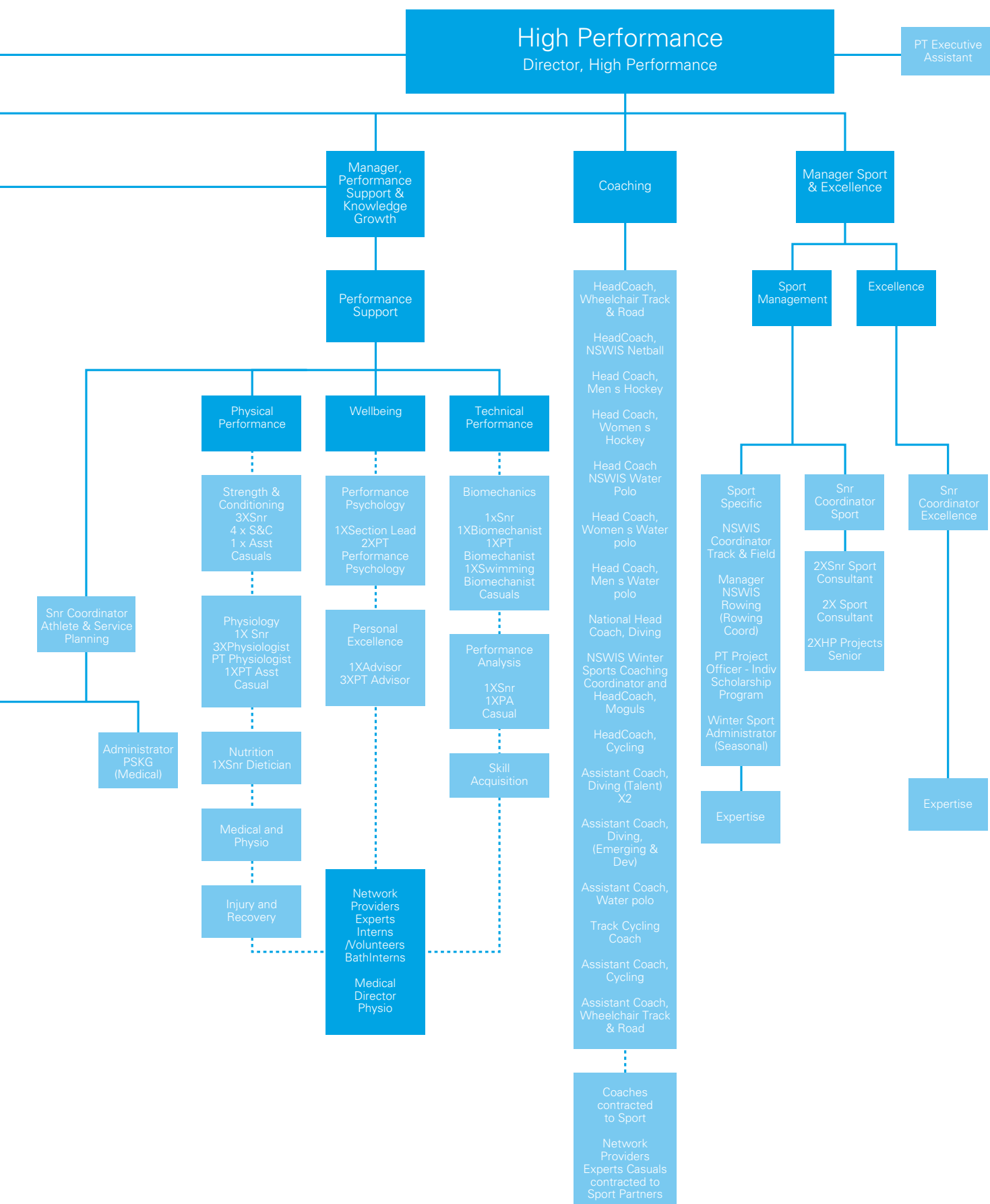
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## RESEARCH AND INNOVATION

Research is the systemic investigation undertaken to develop a new product, service or knowledge or a new process of 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.



# NSWIS ORGANISATIONAL CHART



# 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.**

**NSWIS will influence and support strategic outcomes with sport to align to National High Performance outcomes and principles** (enhance relationships; encourage appointments; deliver expertise).

## NATIONAL HIGH PERFORMANCE SYSTEM PARTNERSHIPS & RELATIONSHIPS

During the 2016/17 reporting period the high performance division focused on securing partnerships, people, facilities and investment with priority sports for 2017 - 2020 while continuing to deliver coaching, services and planning expertise to nationally categorised athletes.

A review of major sport reviews since 2009 was completed which allowed the NSWIS to prioritise national system and local 'gap' areas for future investment.

Twenty-three NSWIS coaches and 20 performance support

staff were engaged in nationally focused roles during the reporting period.

## NATIONAL TRAINING CENTRES

The NSWIS continued to invest in National Training Centres (NTC) and nationally focused partnerships that support Australian athletes to become world's best, including:

- Winter sports
- Diving
- Water polo
- Athletics
- Canoe slalom
- Rowing – women's

The Women's Rowing NTC, being constructed in Penrith in partnership with Rowing Australia, Rowing NSW and the NSW Government, will be opened in October 2017. This will be the first dedicated high performance rowing facility for women in Australia.



## NATIONAL PERFORMANCE OUTCOME FOCUS

The Institute's performance focus, inclusive of measures for the reporting period, continued to be aligned with national sporting outcomes. These included:

### 1. Performance progression of talented Australian athletes

- Continuous improvement in the key areas of technical, tactical, physical, psychological and personal excellence

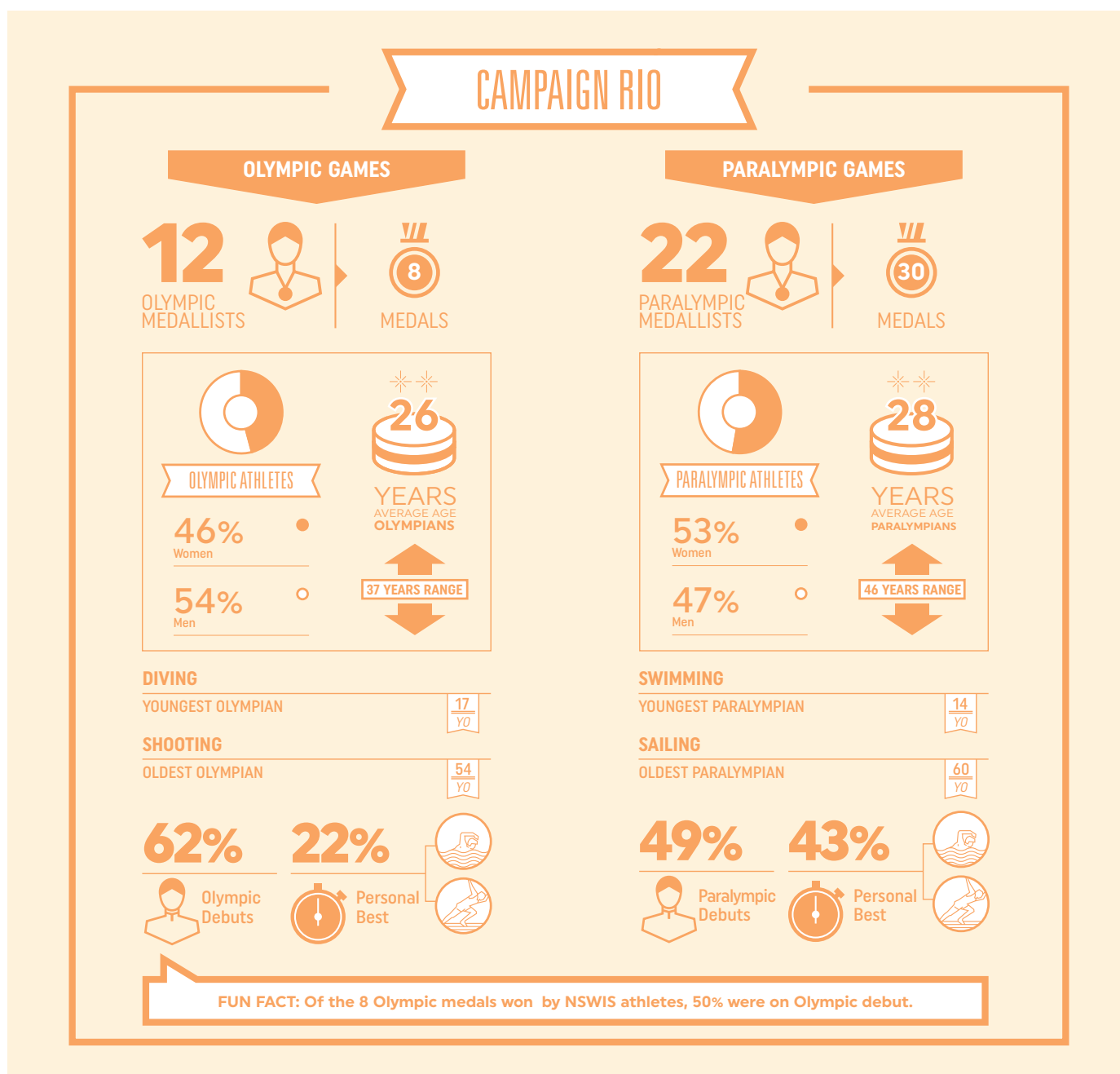
### 2. Success of Australian athletes at benchmark senior elite international events, particularly world championship events

- Selection to national teams and squads
- Medal winning performances (as well as season and personal bests at benchmark events at critical points of competition)
- Top eight performances (as well as season and personal bests at benchmark events at critical points of competition)

### 3. Success of Australia as a top five nation at the Olympic Games

- The NSWIS contribution to the number of Australian medals at the 2016 Olympic Games (as well as season and personal bests at critical points of competition at the Games)

## OLYMPIC GAMES AND PARALYMPIC GAMES



## SUPPORTING NATIONAL SPORT NEEDS 2017 TO 2020 NSWIS HP STRUCTURE AND WAYS OF WORKING

The Institute's purpose *To Support Australian Athletes to Become World's Best* has held us in good stead and allowed us to focus on high performance sport during a time of significant system change.

The NSWIS continued to tailor our ways of working to fit with system and sport needs by responding to sport partner requests for coaching and service support and by embedding coaches and staff in national roles.

Our focus and resources have remained aligned to impact performance via our corporate, business and sport strategic plans.

In 2016/17 the NSWIS supported an approach with the National Institutes of Sport Network and the AIS to introduce a more integrated approach for performance support and knowledge growth with sport partners.

In 2016, the Board approved strategic structural change that allowed the NSWIS to prioritise available resources, support our developing culture, capitalise on our current capabilities and allow for ongoing shifts including:

### Structural change

1. Establishment of a new High Performance (HP) unit, *Knowledge Growth*, that will utilise knowledge and data more effectively to make more informed decisions as well as addressing sport specific performance challenges.
2. The NSWIS Research Unit transferred into the High Performance Division – supporting research to shift focus from commercial partnerships to work as an integrated part of the NSWIS HP Division. The NSWIS will liaise with the AIS and sport partners to support the development of new knowledge aligned with sports' agreed performance challenges.
3. Considered skill acquisition as a part of our services through a new partnership with the Australian Paralympic Committee. Skill acquisition may support coaches and staff to better understand specific environments and approaches that assist athletes to experience, learn and refine technical skills more effectively.
4. Modified some NSWIS sport structures following extensive engagement with sports including swimming, water polo, cycling, basketball and rowing.

### Ways of working

1. Rebranded HP Services to *Performance Support and Knowledge Growth* to align with new National HP system language
2. Continued to formalise and invest in leadership opportunities for our people in areas of:
  - Leadership of sport
  - Coordination of performance teams
  - Supervision of staff
  - National coordination roles
  - Projects/higher duties
3. Explored 'broader' roles for providers that may allow

them more time in the Daily Training Environment (DTE), increasing the meaningful contact time providers have with a sport to build relationships and trust while liaising with other providers.

Two phases were identified for implementation during 2016/17.

### Phase 1 – completed, included:

- Using NSWIS funding to resource the base high performance structure and more effective ways of working for sport. This base included the majority of coaches and staff and began 30th September 2016 for 1st January 2017 implementation.

### Phase 2 – 80% completed, included:

- Using sport partnership funds/resources to increase capacity by securing additional roles for coaches and staff (internally or externally contracted).
- Allocating staff to specific sport roles from October 1st 2016 to 30th June 2017 based on sport needs and system opportunities. This timing was considerate of and affected by national sport's planning and shifts occurring across the country.

**NSWIS will identify, develop, manage and progress staff to support, enable and impact world's best performance (merit based recruitment; capability framework; progression and retention).**

## STAFF RECRUITMENT

The NSWIS attracts world's best candidates and our recruitment processes align with the GSE Act and Rules as well as NSWIS policies.

In 2016/17 Human Resources coordinated 30 external and two internal recruitment actions.

Five staff were nominated for 457 Visas, one for 408 and one with a permanent residency nomination and application. Three students from Bath University were assisted with 407 Visas continuing the successful relationship between our organisations.

The NSWIS undertook a review of its structure following on from the approval of Sport Inclusion, the conclusion of the 2013 - 2016 quadrennial, and the commencement of the 2017 – 2020 quadrennial.

Organisational inductions were held for all new staff, including casual staff and interns.

## CAPABILITY DEVELOPMENT

The NSWIS Excellence team continued to develop, support and deliver technical and leadership learning and development opportunities for our people, in conjunction with Human Resources. After focusing on delivering better performance conversations in 2015/16, working *More Powerfully Together* became the focus in 2016/17, including adaptability, engagement, collaboration and innovation.

The NSWIS delivered 511 capability development days with staff participating in 325 days, coaches in 158 and our sport partners in 21.

- 350 total attendances (256 NSWIS staff, 61 coaches). NB. sport partners and externals have attended NSWIS development opportunities.
- 71% of total professional development days targeted the advancement of technical knowledge and expertise with 284 participants.
- 29% of total professional development days focused on leadership capability.
- On average this equated to 4.3 days of development per person.

NB: One 'day' equates to one professional development day attended by a staff member. For example, five staff members may attend a one day NSWIS workshop, equalling five days in the training inventory.

The specific breakdown of development opportunity types includes:

1:1 coaching	1%
Accreditation/qualification	21%
Collaborative forum/presentation	1%
Competition/camp	6%
Conference	8%
Exchange/visit	1%
External workshop/presentation	4%
Function/event	1%
National role/coaching opportunity	5%
NSWIS forum/presentation	16%
NSWIS workshop	22%
Sport/system workshop/presentation	13%

The High Performance management team and senior staff conducted regular formal and informal performance conversations with staff.

Priority areas for development were identified as part of these performance conversations and included: communication; aligning performance for success; coaching and developing others; continuous improvement; building partnerships.

- 78% of staff reflected that their Professional Excellence Planning [PEP] conversation exceeded expectations, with 94% confirming the process was beneficial to their development.
- The PEP data also indicated increased engagement with the NSWIS values and their application in the workplace.

## NSWIS LEADERSHIP CAPABILITY BUILDING

The High Performance (HP) division continued to manage using a collective and facilitative leadership approach, supported by:

- 148 days of leadership development undertaken by NSWIS staff and coaches.
- 13 NSWIS staff that completed training in the 'practice of facilitation'. Four HP staff have continued their individual development in this area by facilitating meetings for sport/system partners. The support from our sport partners to provide opportunities in facilitation reflects the regard sport has for a facilitative approach.
- 130 days of development undertaken by the HP Leadership Group with 39 days specifically focused on leadership capability.
- 51 days of development completed by the HP management team with 13 of those dedicated to leadership capability in support of a collective leadership model.

A comprehensive review of the current and potential leadership of HP staff and coaches was completed with roles critical to the execution of business being identified. Retention and development strategies were created for identified 'gaps' with readiness assessed for staff categorised as potential successors.

The annual NSWIS High Performance Talent Review assessed the likelihood that an individual can develop into a successful leader with significantly expanded, higher level leadership responsibilities, by examining four key areas:

1. Propensity to lead
2. Personal development orientation
3. Mastery of complexity
4. Balance of values & results

Nineteen HP staff and 14 coaches were identified as high potentials.

The NSWIS continued to share expertise and support capability development within the system to work more powerfully together to support national performance outcomes with sport:

- 132 participants attended NSWIS forums/presentations; 16 of these were representatives from sport/systems partners
- 14 NSWIS staff presented/shared expertise within the system
- 13 NSWIS staff facilitated workshops/training session for staff and coaches
- 16 sport/system partners attended NSWIS forums/presentations for a total of 12 days
- 30 NSWIS coaches and network coaches attended NSWIS workshops/forums/presentations for a total of 15 days.

The NSWIS has worked collaboratively with the AIS Coaching & Leadership area for many years and remains grateful for opportunities provided to NSWIS coaches and staff.

## NSWIS STUDENT AND VOLUNTEER PROGRAM

NSWIS Performance Support & Knowledge Growth continues to deliver a successful intern program with students from the University of Bath and NSW Universities. Our students/interns provide an enhanced level of support, increasing the agility with which we mobilise resources. The program increases the experience and knowledge of the students to be better positioned to enter the workforce, pursue research opportunities, and is part of NSWIS succession and sustainability strategies.

Our University of Bath students performed a wide range of tasks throughout their year long placement. In addition to assisting our sport science/sport medicine providers in providing support to NSWIS athletes, other responsibilities included direct supervision and coaching of athletes in the gym and environment room, laboratory testing, filming and competition data analysis.

A key highlight for the 2016/17 students was assisting the NSWIS Biomechanics unit to develop a series of coaching resources for Athletics Australia.

For the 2017-18 placement, the NSWIS has taken on three Bath Students, with one of the students targeted to support the Winter Sports program in preparation for the 2018 Winter Olympics in PyeongChang.

In 2016/17 the NSW Universities Student/Internship Program was expanded across the strength & conditioning, physiology, performance analysis and nutrition unit. These students provided tailored support, aligned with the direct needs of a specific project, discipline or sport. 2016/17 projects included:

- Performance analysis assistance to the NSW Swifts
- GPS weekly monitoring in the daily training environment for the NSWIS Hockey Programs
- GPS and performance analysis support at U21 national championships for the NSWIS Hockey Programs
- Hockey drag flicking project
- Supporting the Physiology unit with implementation of training monitoring systems

## PROFESSIONAL EXCELLENCE PLANS FOR CORPORATE AND COMMUNICATIONS

Professional Excellence Plans (PEP)'s were developed for staff in Marketing and Communications, Finance and Human Resources. Staff were able to discuss their performance outcomes in direct relation to area business plans, and have focused conversations regarding learning and skills gaps as well as career development.

Performance reviews were conducted in December and June.

An NSWIS Performance Management system is being discussed and modelled for implementation in the new quadrennial with the NSWIS Consultative Committee leading this process. The goal is for implementation in 2018.

**NSWIS will build and align our culture, people & systems through a world's best mindset** (cultural framework; project based collaboration; empower through shared accountability & leadership).

## NSWIS PRINCIPLES, VALUES AND BEHAVIOURS

The NSWIS Cultural Framework, listing our values and principles as well as expected behaviors, has been incorporated into Role Descriptions, recruitment, and Employment Contracts.

To support the values being lived they are listed as a discussion point in formal performance reviews. An addition to both High Performance and Corporate & Communications PEP's is a staff and supervisor reflection on staff "fingerprint" moments. The ability to reflect on an above and beyond moment provides recognition for staff.

At an organisational level the celebration of Fingerprint Moments at CEO updates has continued.

In 2016/2017 the NSWIS recognised 17 separate "fingerprint moments." Often presented by representatives of the sport or an athlete providing a powerful reminder of our performance impact.

The #TeamNSWIS culture was strengthened by phase two of the Visual Communications Project. The project aims to build upon NSWIS brand strategy initiatives and enhance a performance-orientated environment. The ongoing effectiveness of this project is measured by:

- Visibility of NSWIS key messages (NSWIS communications strategies supported)
- Athlete daily training environment enhanced and revitalised
- Additional value provided to sponsors via targeted visual displays
- NSWIS cultural principles visible and drive #teamnswis engagement

The highlight of phase two was the creation of a Hall of Fame area that celebrates the Institute's history of international sporting success.



## PROJECT BASED COLLABORATION – CAMPAIGN RIO

Fifty-eight projects were supported that included 165 athletes and 25 NSWIS staff.

Thirty-nine projects supported Olympic Games athletes and coaches, 11 supported Paralympic Games athletes and coaches and eight supported combined Olympic and Paralympic Games athletes and coaches.

## PROJECT BASED COLLABORATION – CAMPAIGN INITIATIVES

The NSWIS launched two campaign initiatives: Campaign Gold Coast and Campaign PyeongChang during the reporting period. The projects support athletes to gain selection to Australian teams for the 2018 Olympic and Paralympic Winter Games and the 2018 Commonwealth Games and support NSWIS athletes to achieve medal outcomes.

Campaign initiatives will continue to be supported in 2017-18.

## CAMPAIGN PYEONGCHANG

One project was approved, with another four projects identified with final support to be confirmed:

SPORT	FOCUS	PROJECT	COLLABORATION
Sport Psychology (Approved)	Equipment	Physiological preparation	NSWIS / Olympic Winter Institute of Australia (OWIA) / Ski & Snowboard Australia (SSA)
Freestyle Moguls (Pending)	Coaching	Assistant coach role	NSWIS / OWIA / SSA
Freestyle Moguls (Pending)	Performance support	Physiotherapy support	NSWIS / OWIA / SSA
Snowboard Half Pipe (Pending)	Individual athlete support	Supporting identified gaps	NSWIS / OWIA / SSA
All Disciplines (Pending)	Individual athlete support	Supporting identified gaps	NSWIS / OWIA / SSA

## CAMPAIGN GOLD COAST

Eight projects were approved in the reporting period as outlined below:

SPORT	FOCUS	PROJECT	COLLABORATION
Squash*	Training opportunities	Additional training opportunity for doubles partners	NSWIS / Commonwealth Games Australia / Squash Australia
Mountain Bike	Performance support & training opportunities	Course recon and performance analysis support	NSWIS / Commonwealth Games Australia / Cycling Australia / Cycling NSW
Psychology	Performance support	Mental Health Awareness – 3 month pilot project	NSWIS / AIS
Cycling - Endurance	Competition support	Competition travel support – USA tour	NSWIS / Cycling Australia / NSWIS National Road Series Teams / Cycling NSW
Cycling – Sprint	Competition support	Competition travel support – USA tour	NSWIS / Cycling Australia / Victorian Institute of Sport / Cycling Pennsylvania
Swimming (Para)	Competition support	Competition travel support for classification	NSWIS / Swimming Australia / CGA
Swimming	Equipment	Additional altitude tent	NSWIS / Swimming Australia
Diving	Equipment	Trampoline for daily training environment	NSWIS / Diving Australia

NB: Projects supported through the scholarship component of the Campaign (Non-NSWIS programs) are marked with a \*



## PROJECT BASED COLLABORATION – DAILY TRAINING ENVIRONMENT

In addition to Campaign projects, additional projects were completed to support business as usual delivery. These included:

SPORT	FOCUS	PROJECT
Cycling	DTE	Continuing increased performance physiology support
Cycling	Competition	Providing development and international competition opportunities
Cycling	Pathways	Athlete assessment and progression alignment (FTEM) with CNSW & Regional Academies of Sport
Hockey	Pathways	Athlete progression and monitoring alignment (AMS) with HA & HNSW
Rowing	Coach	Continuing podium athlete-specific coaching
Rowing	Athlete	Increased strength & conditioning sessions
Swimming	Sport	Continued biomechanics servicing role
Track & Field	Athlete	Providing support to selected relay athletes
Triathlon	DTE	Understanding the international daily performance environment
Water Polo	Competition	Providing competition for talent squads
Water Polo	Athlete	Providing international camp and tour opportunities (Shanghai, Singapore)
Water Polo	DTE	Increased strength & conditioning delivery for Talent
Winter Sports	Sport	Continued sports psychology servicing role
Winter Sports	DTE	Quantify athlete training load
Winter Sports	Coaching	Additional coaching resource for NSWIS Moguls program
Winter Sports	DTE	Investigating infrastructure for NSWIS Moguls program
Individual – Tennis	DTE	Providing pathway athletes with NSWIS training facility access
Individual – Triathlon	Athlete	Continued targeted DTE support for regional athletes
Campaign Rio	Athlete	Providing additional resources to probable Olympic and Paralympic team podium athletes
Campaign Initiatives – PyeongChang & Gold Coast	Athlete	Providing additional resources to probable Olympic and Paralympic team podium athletes
Excellence	Leadership	Empowering staff through leadership opportunities
Excellence	Leadership	Creating high performing teams
High Performance	Leadership	Improve information management capabilities across sport networks (AMS)
High Performance	Leadership	High Performance sport lead roles
High Performance	Leadership	Performance team coordination roles
Performance Support	DTE	Expand supervised facility hours of NSWIS Training Facility
Performance Support	Competition	Performance analysis student program for targeted competition support (Hockey, Netball)

<b>Performance Support</b>	DTE	Physiotherapy Delivery Model targetting injury prevention & management
<b>Performance Support</b>	DTE	Establishing student and intern servicing roles in strength & conditioning, physiology, performance analysis and nutrition
<b>Performance Support</b>	Athletes	Quality IPP systems integration
<b>Performance Support</b>	Sport	Integrated periodised program to manage key nutrition issues in men's water polo
<b>Research</b>	DTE	Implementation of the diving rotation training system (somersault frame)
<b>Sport</b>	Leadership	Facilitating drafting of Sport Partnership Agreements
<b>Sport</b>	Leadership	Pathways & Partnership: explore NSW athlete pathways with key stakeholders
<b>APC</b>	Leadership	Providing staff administration resources to support 2016 APC Paralympic campaign
<b>High Performance</b>	Pathways	Partnerships, Pathways, Platforms – collaborative project opportunities
<b>High Performance</b>	Pathways	Talent project – recommendations to overcome 'gaps' and inform future investment



**NSWIS will lead with strong governance and compliance** (policies; government alignment; audit & risk management; information, reporting and record management).

## EFFECTIVE COMPLIANCE THROUGH POLICY DEVELOPMENT AND AUDIT, RISK AND RECORD MANAGEMENT

During the reporting period NSWIS Financial Services delivered on the following responsibilities:

- Provided financial leadership and advice to Corporate & Communications and High Performance to enhance mutual understanding of financial and budgetary issues
- Ensured the NSWIS met its taxation obligations, including GST, FBT, PAYG and payroll tax
- Met NSW Treasury requirements in the timely and effective completion of early close financial procedures
- Completed the 2016/2017 Financial Statements for the NSWIS and Institute of Sport Staff Agency in accordance with Australian Accounting Standards, the Public Finance and Audit Act 1983 and NSW Treasury requirements
- Provided financial information to the NSWIS Audit & Risk Committee and contributing to the development of audit and risk management policies and procedures
- Provided regular financial reporting to the NSWIS Board, including variance analysis
- Finalised the 2017/2018 budget
- Reviewed and amended financial policies and procedures with approval from senior management and the NSWIS Board
- Completed the transition from ANZ bank to Westpac Bank in accordance with NSW Treasury requirements

The NSWIS Information, Technology and Operations team was responsible for activities including:

- The ongoing development of the SharePoint 2013 site and sub-sites across the organisation
- Ensuring the NSWIS met its NSW Government obligations (reporting, Ministerial responses)
- Maintaining the register of the various partnerships between the NSWIS and its partners
- Completing the 2015/2016 Digital Information Security Attestation Statement
- Participating in the NSWIS Audit & Risk Committee including the preparation of the TPP15-03 Attestation Statement
- Contributing to the development of information, operational and technology management policies and procedures

## EFFECTIVE INFORMATION AND REPORTING

NSWIS Finance has initiated work to upgrade financial systems to improve effectiveness of financial processes and financial performance reporting. This will allow increased capacity for the finance unit to provide sustainable service to all NSWIS units and management, particularly sport programs and High Performance, through increased systems and process integration.

## POLICY AND GUIDELINE DEVELOPMENT AND REVIEW

The following policies and procedures were reviewed, updated and implemented:

- NSWIS Information Security Policy
- NSWIS Privacy Policy
- Delegation Manual (Financial Sections)
- Salary Sacrifice Guidelines
- Delegation Authority for Chair NSWIS Board and CEO
- Code of Conduct Guidelines
- Guide to Critical Incident Management
- Harassment, Bullying and Discrimination Guidelines
- Recruitment and Selection Guidelines
- Consultation Guidelines
- Professional Excellence Plan (PEP) with the Consultation Committee
- Capability Framework incorporating into NSWIS Role Descriptions and in line with current Success Profiles
- HR Business Plan
- Working with Children Check
- Job Evaluation Guidelines
- Uniform Guidelines
- Social Media Guidelines

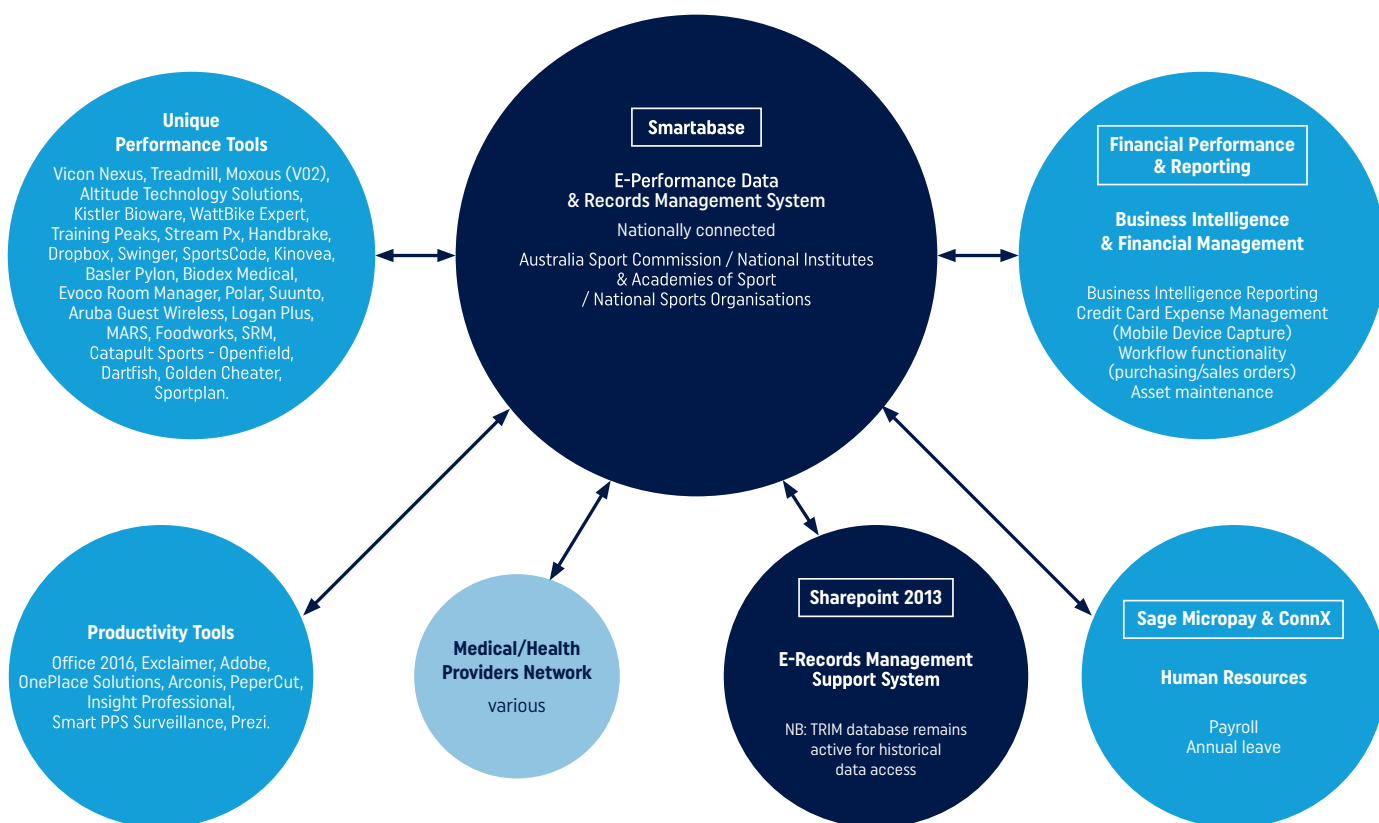
The NSWIS Enterprise Agreement (EA) 2017 – 2019 came into effect on 1 January 2017, following a year of support and negotiation with the NSWIS Consultation Committee and the Office of Sport. The NSWIS EA underpins the Employment Contract of the new quadrennial.

The transition of NSWIS to the Department of Industry and the reestablishment of the NSWIS Staff Agency was managed internally, including the delegation of employment function devolved in part to the Chair, NSWIS Board for the CEO and for the Director, High Performance to the CEO.

## RECORD MANAGEMENT

A revised strategy for information, reporting and record management was developed positioning the Smartabase athlete management system as a central platform.

Integrated planning will be possible for sport, athletes, business, projects and services in 2017/18 and options will continue to be tested.



## ATHLETE MANAGEMENT SYSTEM

The NSWIS is proud to be a recognised leader in supporting sport to effectively integrate the national Athlete Management System (AMS) between National, Institute, State and Regional organisations. The NSWIS contributed to the development of national AMS implementation strategies.

The AMS platform promotes an effective way of working together in a collaborative space.

The NSWIS successfully achieved the AMS Project Phase 2 objectives, and developed the AMS Project Phase 3 plan which shifts towards an all of organisation approach to performance data and records management within AMS through people, projects and processes.

AMS Phase 2 objectives and achievements included:

### Performance

- NSWIS builders & staff contributing to the development of national forms including Individual Performance Plans (IPPs) (hockey, canoe, athletics), athlete monitoring forms (athletics, canoe, hockey, water polo), national discipline forms (biomechanics, cycling aero-profiling, psychology questionnaire)
- Implementation of wellness & load monitoring for targeted sports; sports achieving notable success with canoe sprint,

hockey, netball, swimming and water polo

- Implementation of IPPs for targeted sports with targets identified & tracked
- Campaign selection tracking and BME performance tracking
- NSWIS coaches and staff appointments to national/international roles, Boards and Committees

### Collaboration & Partnerships

- Priority NSWIS sports utilising AMS to monitor athletes progression linked with NSOs/SSOs (hockey, cycling)
- Supporting sport partners and network providers to learn and use the AMS for NSWIS athlete data management
- System contribution through AMS NIN Working Group, and readiness to test/trial and feedback on national forms and platform capabilities
- Exploration of project and people management through AMS

### Sustainability

- Employed a full-time AMS Administrator to effectively administrate, educate, and implement the platform across all areas of the organisation

- NSWIS Training Strategy which enabled NSWIS to develop capable and high functioning users, internal capability for AMS administration and building, and implementation of standard/tailored training and user assessment aligned to best practice software implementation principles
- Facility management through live Gym Entry and Visiting Athlete processes
- Import of historical datasets, introduction of sport implementation plans with linked data analysis and data audits

## NSWIS BUSINESS SERVICES MANAGEMENT & STRATEGY COMMITTEE

The NSWIS Corporate and Communications & Strategy Committee, a subset of the NSWIS Operational Executive Committee, consisting of the CEO, Finance Manager, Marketing & Communications Manager, Human Resources Manager, Information Technology & Operations Manager, met monthly to drive a collaborative approach to business services strategy and management.

## HIGH PERFORMANCE MANAGEMENT & STRATEGY COMMITTEE

The High Performance Management and Strategy Committee, a subset of the NSWIS Operational Executive Committee, consisting of the CEO, High Performance Director, High Performance Manager Sport and Excellence, High Performance Manager Performance Support and Knowledge Growth, Manager Finance and Principal Scientist collaboratively managed resource allocation, operational effectiveness, alignment and culture and priority performance centred projects.

## POLICIES AND PROCEDURES

NSWIS athletes were required to complete compulsory screenings - medical, physiotherapy and ECG testing within a 12 month period, supporting the management of any associated risks with all data stored on AMS.

The NSWIS coordinated an onsite Yellow Fever Vaccination centre for the benefit of NSWIS athletes, coaches, staff, family & friends who were travelling to Brazil for training and events related to Rio 2016.

Critical incident management protocols were followed to manage the small number of incidents that arose.

## NATIONAL SPORT SCIENCE QUALITY ASSURANCE

The NSWIS environment room and physiology laboratory continued to be a valuable resource for our sport partners, especially in the lead up to major competitions abroad.

The NSWIS physiology laboratory underwent its annual re-accreditation as part of its quadrennial accreditation cycle. All equipment and staff were found to be compliant with all regulations with sound operating efficiency and professionalism. Minor annual reviews and constant monitoring of equipment and systems continued.

**NSWIS will be positioned for future sustainability and relevance to world best performance for 2020+ (market position; revenue and resources; sports inclusion).**

## SPORTS INCLUSION 2017+

In conjunction with national and state sporting partner organisations and the national sport system, the NSWIS continued to engage and develop 2017+ sport partnerships and NSWIS sport plans.

The NSWIS engaged directly with respective national sporting organisations as well as other key stakeholder groups through an extensive range of meetings and workshops to collaboratively build a performance strategy and business model, specific to NSWIS, capable of supporting sustainable international success through sport partnerships and projects.

These partnerships and projects commenced 1 January 2017 for the 2017-20 cycle. This resulted in an increase from 13 to 14 sport partnerships.

### Podium performance sports – approx 280 athletes

- Winter sports
- Water polo
- Diving
- Rowing
- Swimming
- Cycling
- Athletics
- Canoe slalom

### Pathway performance sports – approx 110 athletes

- Hockey
- Canoe sprint
- Netball
- Sailing\*

### Campaign performance sports – approx 100 athletes

- Basketball
- Triathlon\*
- Individual Performance Scholarships
- Para (Australian Paralympic Committee)\*

\* Indicates new or renewed sport partnership

In June 2017, the Board approved a sport partnership with Surfing Australia which coincides with Surfing Australia's enhancements to their National Training Centre in Northern NSW supported through the NSW and Federal Governments.

NB: Gaps remained in the areas of talent, para (equity), retention, regional and mobile, and facilities (both short term access and long term facility development).

## FACILITIES PLANNING

The NSWIS began updating its policies and procedures for the NSWIS Training Centre to align with the organisation's strategic vision and sport partner needs, with a focus on impacting performance.

The NSWIS enacted two purpose statements to guide planning for the NSWIS Training Centre ahead of the 2017+ four-year cycle:

1. The NSWIS Training Centre is a national high performance centre and Olympic training facility targeted at supporting Australian athletes to become world's best through an innovative, flexible and adaptable approach to providing performance support and services
2. The NSWIS Training Centre is an environment which supports NSWIS performance staff to most effectively impact athlete performance. Operating within the boundaries of compliance and actively managing the associated risk of training athletes for progression toward and achievement of world best performance

The NSWIS facilities and equipment are ageing. The NSWIS developed a case for replacement of obsolete equipment and an equipment replacement schedule as part of further facilities planning for the 2017+ four-year cycle. The NSWIS is grateful for additional NSW Government support to replace obsolete equipment from 1st July 2017.

The schedule prioritises equipment for replacement for both safety and performance impact reasons. In order to enable the NSWIS to be competitive with international facilities and provide athletes with maximal performance advantage, we continued to identify and strategically resource the replacement schedule for the next two Olympic cycles.

## BRAND STRATEGY

A revised Positioning and Communications Plan was developed with the aim of driving organisational performance and strategically repositioning the NSWIS for future sustainability. A number of objectives were established at the outset of the repositioning project:

- Strategically position the NSWIS brand for future sustainability
- Assess current brand positioning, communications strategies and performance
- Reshape the perceived NSWIS brand via brand repositioning – including specific strategies for each stakeholder group and channel
- Align communications with organisational objectives
- Support revenue generation via enhanced brand image, increased awareness and engagement
- Establish mechanisms for collection of marketing data, which impacts the continuous improvement of communications campaigns
- Outline the implementation of new communications initiatives

An internal and external assessment of NSWIS brand positioning and communications was undertaken. This assessment provided a data driven analysis of current positioning challenges and opportunities. The revised Brand Strategy will be implemented throughout the next financial year.



# ATHLETES AND 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.**

**The NSWIS will plan, prepare, prioritise and impact athlete performance at benchmark events** (Campaign Rio; support for non-Olympic/ Paralympic athletes).

## PERFORMANCE PLANNING

Performance planning with athletes and coaches continues to be an important part of the NSWIS way of working. Gaps to performance are identified and prioritised, coaching and service strategies, interventions and delivery is then tailored to impact performance.

The NSWIS benchmark event contribution in Olympic and Paralympic events during the reporting period included:

- Thirty-four NSWIS athletes contributing to:
  - Ten gold medals
  - Thirteen silver medals
  - Fifteen bronze medals

The NSWIS benchmark event contribution in non-Olympic and non-Paralympic events during the reporting period included:

- Netball – Three NSWIS athletes won gold in the Constellation Cup

The NSWIS concentrated on supporting coaches, sports and athletes to improve the quality of individual athlete performance planning (IPPs). Examples of a tailored approach to suit a particular athlete or sport are reflected in the following initiatives:

- Provided specialist sprint coaching to triathlon athletes targeted for the mixed team relay event to improve athlete reaction times and sprinting performance in the newly added events at the Tokyo 2020 Games.
- Provided track cyclists with increased quality international racing opportunities to rehearse and improve technical race skills and tactical race strategies under pressure against world's best competitors.
- Supported para athletics athlete with targeted international competition opportunity in the pursuit of achieving an automatic qualifying time in an additional event (marathon)

in the lead up to the Commonwealth Games, and closely analysing training adaptations with the addition of marathon training into periodised plan.

- Upgraded international quality diving training environment through the purchase of a new trampoline for the NSWIS facility, an integral element of preparation for international competition in both individual and synchro divers.
- Increased access to portable altitude tents for swimming athletes, aligning the physiological benefits of altitude exposure with integrated periodised plans to improve athlete performances at benchmark events. Two blocks of simulated live-high altitude tent exposure for para swimmers preparing for 2017 world championships

**NSWIS will impact and enable athlete progression** (aligned to national pathway models with local flexibility; progression through the daily training environment).

## ATHLETE SELECTION AND DEVELOPMENT

NSWIS athlete progression was evidenced through performances at junior world championship events, including:

- Forty-nine NSWIS athletes competing at events (including 20 regional athletes)
- Thirty-two top-eight performances
- Twenty podium performances
- Five gold medal winning performances

100% of athlete selections were directed by and/or endorsed by the National Sporting Organisation and State Sporting Organisation (where applicable). A total of 479 nationally categorised athletes were supported on scholarships throughout the reporting period, including 53 associate athletes (e.g. canoe sprint, cycling, hockey, netball, rowing, sailing, water polo and wheelchair basketball) and 177 talent athletes were also supported. In addition to NSWIS scholarship athletes, visiting athletes were supported from interstate and overseas, supporting Australian athletes to become world's best.



## PERSONAL EXCELLENCE

The NSWIS Personal Excellence team continued to support athletes both in and out of competition and training. Approx 37% of athletes were involved in some form of education in support of their athletic endeavours, while almost 20% were involved in some form of work.

SPORT	SQUAD SIZE	STUDYING	EMPLOYED	BOTH STUDYING & EMPLOYED	NEITHER STUDYING OR EMPLOYED	UNKNOWN	TOTAL ENGAGED IN DUAL CAREER	PERCENTAGE OF SQUAD ENGAGED
Athletics	25	12	7	4	2	0	23	94%
Archery	2	0	1	0	0	1	1	50%
Boxing	1	1	0	0	0	0	1	100%
Canoe Sprint	16	4	4	8	0	0	16	100%
Canoe Slalom	16	5	2	7	2	0	14	88%
Cycling	22	10	3	1	3	5	14	69%
Diving	12	10	1	1	0	0	12	100%
Equestrian	2	0	2	0	0	0	2	100%
Gymnastics	1	0	0	0	0	1	0	0%
Hockey	51	23	7	12	5	4	42	80%
Netball	36	19	5	7	1	4	31	84%
Rowing	39	11	4	3	2	19	18	45%
Sailing	38	0	4	2	1	31	6	16%
Shooting	3	0	3	0	0	0	3	100%
Softball	1	0	1	0	0	0	1	100%
Surf Life Saving	1	0	1	0	0	0	1	100%
Swimming	25	14	1	7	1	2	22	88%
Taekwondo	3	0	3	0	0	0	3	100%
Trampoline	2	0	1	1	0	0	2	100%
Triathlon	9	4	0	0	4	1	4	44%
Water Polo	52	19	12	9	3	9	40	76%
Winter Sports	4	2	1	1	0	0	4	100%
Wheelchair Basketball	14	5	5	1	1	2	11	77%
Wheelchair Rugby	3	0	2	0	0	1	2	66%
Wheelchair Tennis	3	1	1	0	1	0	2	66%
<b>TOTAL</b>	<b>381</b>	<b>140</b>	<b>71</b>	<b>64</b>	<b>26</b>	<b>80</b>	<b>275</b>	<b>73%</b>

NB:

\*Figures do not include percentage of those athletes volunteering

\*Figures are of scholarship level athletes, not including Talent level as these are not serviced by Personal Excellence at the NSWIS

\*Inclusive of able bodied and para athletes

\*Figures correct as of 30th June 2017, therefore liable to be different from sport reporting figures

## TALENT

The NSWIS has worked in partnership with state and national sporting organisations to support talent, noting that there has been a significant resource gap in this area.

Acknowledging that there is large variation between NSW sport partners' capability and capacity to resource and lead talent development, the NSWIS adjusted the approach to fit the circumstance. Sports which have maintained or enhanced their talent programs include athletics, canoe sprint, cycling, diving, hockey, netball, swimming, and water polo.

As a result, 20 athletes progressed from NSWIS Talent Agreements to NSWIS Scholarships across athletics, diving, swimming, and water polo.

The NSWIS partnered with the Office of Sport and the AIS to deliver a Pathways, Partnerships and Platforms workshop for State Sporting Organisations, NSW Regional Academies of Sport and sporting schools/universities.

The NSWIS and the Office of Sport offered attendees the opportunity to apply for project funding and support with the aim to:

- Support initiatives that strengthen athlete pathways and talent development in line with the National Sporting Organisation pathway
- Foster mutually beneficial partnerships between sports and system partners
- Better use technology and information sharing platforms that support athlete development

Projects will be finalised by August 2017.

In 2017, the NSWIS established a Talent Project that will reposition emerging talent as a critical area for future international success and will include:

- Assessment of current Talent / Pathway identification and support through existing NSWIS sport partnerships; initiatives; research; website etc.
- Identification of specific talent gaps
- Identifying ways of improving access to quality coaching, improving coach:athlete ratios, and some core services as a priority
- Exploration of options, and associated costs, for prioritising and addressing talent gaps
- Confirming what NSWIS can do and/or what others are doing to optimise resource and effort
- Identifying any potential sponsors/additional revenue sources
- Identifying knowledge gaps and/or any potential research considerations
- Identifying meaningful metrics for talent that will inform ongoing NSWIS performance data capture, and future resourcing priorities



# COACHING

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

**NSWIS will identify, develop, manage and progress coaches to support, enable and impact world's best performance, with sport** (merit based recruitment, capability based framework, progression and retention).

NSWIS athletes were supported by committed coaches who are highly regarded and focus on achievement of performance outcomes through national roles and development programs, pathways for professional development, and research and innovation. The NSWIS views our people as our performance advantage and engages coaches to work with sport partners based on coach and sport needs

SPORT	NAME	NATIONAL ROLE
Canoe Slalom	Julien Billaut	Coach, Australian Canoe Slalom Team Coach, Rio 2016 Olympic Games
Canoe Sprint	Tim Jacobs	Coach, Rio 2016 Olympic Games
Cycling	Bradley McGee	Coach, Australian Road Cycling Team Coach, Rio 2016 Olympic Games
	Tom Skulander	Coach, Rio 2016 Paralympic Games (CA)
	Sean Eadie	Coach, World Junior Championships
Diving	Chava Sobrino	Head Coach, Australian Diving Team Coach, Rio 2016 Olympic Games
	Joel Rodriguez	Coach, 2016 FINA Grand Prix Series
	Vyninka Arlow	Coach, 2016 FINA Junior World Championships
Hockey	Brent Livermore	Coach, Trans Tasman Competition Coach, International Festival of Hockey
	Katrina Powell	Assistant Coach, Hawkes Bay Tournament FIH Rules Committee
Netball	Briony Akle	Coach, National 20/U Camp
Swimming	Brant Best	Coach, Junior Pan Pac Championships
	Adam Kable	Coach, Junior Pan Pac Championships
Athletics	Brett Robinson	National Para Sprints/Jumps Coach, Athletics Australia
	Ken Green	Coach, IAAF World Cross Country Championships
	Zsuzsanna Olgyay-Szabó	Coach, World University Games
Water Polo – Men	Chris Wybrow	Assistant Coach, Australian Men's Water Polo Team
	Tim Hamill	Coach, World University Games
Water Polo – Women	Predrag Mihailovic	Assistant Coach, Australian Women's Water Polo Team
	Rebecca Rippon	Coach, World University Games
Wheelchair Track & Road	Andrew Dawes	Head Coach, Australian Wheelchair Track and Road Team Coach, Rio 2016 Paralympic Games
	Louise Sauvage	Assistant Coach, Australian Wheelchair Track and Road Team Assistant Coach, Rio 2016 Paralympic Games
Winter Sports	Peter Topalovic	Development Coach, Australian Freestyle Moguls

The NSWIS continued to develop individual performance plans with coaches that aligned sport performance outcomes with tailored learning and development. Key focus areas included Olympic Games readiness and personal wellbeing management, and post-Olympic/new Olympic cycle transition and planning.

The competencies identified as development priorities by coaches as part of the NSWIS Coach Performance Framework included Building Partnerships; Establishing Strategic Direction; Leading High Performance Teams; Compelling Communication; Sport as a Business.

The ongoing involvement and contribution of sport partners in coach performance conversations continues to improve alignment of NSWIS individual coach plans with sport priorities.

NSWIS coaches completed a total 92 days technical development and 65 days leadership development.

The NSWIS acknowledges the support from the AIS's Centre for Performance Coaching and Leadership and the value of the learning gained by participants that continues to impact sport and athlete performances.

- 64 NSWIS staff and coaches participated in 105 days of AIS leadership initiatives
- NSWIS coaches participated in 48 leadership days with the AIS

Two NSWIS coaches are participating in the highly valued AIS Performance Coach Program.



# 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.**

**The NSWIS will provide prioritised access to facilities and equipment to athletes, coaches and staff to support, enable and impact performance**  
(priority venue access; training, monitoring and testing; flexible and mobile resources).

The High Performance management team introduced the *Service Allocation Framework* which optimises and aligns performance support expertise with national and NSWIS performance objectives, and the strategic allocation of performance support resources tailored to address performance priorities and gaps identified in sport plans across the six (6) drivers of high performance.

The *Service Allocation Framework* supports discussions across sport, services, coaches, high performance stakeholders and the National Performance Support Review (NPSR) when considering performance support allocations. The guiding principles for the framework include:

- Strategically align expertise to impact performance outcomes
- Prioritise service delivery and connect it to sport outcomes
- Drive a performance planning approach with sport to close performance gaps
- Integrate multiple disciplines into one team (including coaches), working more powerfully together

- Promote system awareness of how disciplines operate and impact in different ways
- Adapt and tailor service delivery, being flexible to respond to prioritised sport needs
- Support NSOs in their sport specific discipline leadership

The *Service Allocation Framework* provides the platform to link the NSO's athlete pathway with the local training environment identified by NSWIS coaches, matching the right provider with the right coach at the right time. Development of Service Plans commenced across sport programs, aligned with the *Service Allocation Frameworks* and athlete Individual Performance Plans (IPPs).

NSWIS athletes and coaches are supported by committed staff who are highly regarded and focus on achievement of performance outcomes through national roles and development programs, pathways for professional development, and research and innovation. The NSWIS values our people and encourages integrated national roles and campaign support based on sport needs where resources allow.

## NSWIS STAFF IN SUPPORTING ROLES

Bjorn Maddern	Hockey Netball	Women's Junior World Cup Performance Analyst Fast5 Netball World Series Performance Analyst
Brent Kirkbride	Athletics Athletics	AA National Lead Injury Management/Rehab Coordinator Rio Olympics Physiotherapist
Cameron Elliott	Athletics	Rio Paralympics Physiotherapist
Corey Cunningham	APC Sailing	Rio Paralympics Chief Medical Officer National Chief Medical Officer
Daniel Rowe	APC	APC Games Administration Officer
David Tarbotton	AOC	Rio Olympics Media Officer
David Young	Rowing Rowing	National Women's NTC S&C Lead World Cup Training Camp S&C Lead
Emma Millett	Athletics	World Junior Championships Biomechanist
Gina Rees	Wheelchair Basketball	Personal Excellence National Coordinator
Jake Michael	Canoe Sprint Canoe Sprint	National Biomechanist Rio Olympics Biomechanist
Katie Slattery	Cycling Cycling	National Sports Science Coordinator Women's Track Endurance Rio Olympics Physiologist
Kingsley Gibson	Rowing AOC	RA World Cup Tour Physiotherapist Rio Olympics Physiotherapist
Lisa Elkington	Athletics	Rio Paralympics Medical Doctor
Mat Harris	Water Polo Water Polo	Men's National Performance Analysis Lead Rio Olympics Men's Team Performance Analyst
Michael Perry	Athletics	Rio Olympics Out of Village Manager
Ned Brophy-Williams	Athletics	National Physiologist
Rhian Bird	Rowing	National Women's NTC PE Advisor
Sally Walker	Water Polo	Men's National Team Nutrition Lead
Stephen Smith	Water Polo	Men's National Domestic Physical Prep Lead
Tom Donaldson	Water Polo Water Polo	WPA Men's National Team Physiotherapy Lead Rio Olympics Physiotherapist

The NSWIS supported performance through the NSWIS Training Centre and used the following facilities, allowing the NSWIS to deliver a decentralised model:

SPORT	FACILITIES
General	AIS/State Institute and Academy facilities Sydney Academy of Sport University of Wollongong: University Recreation and Aquatic Centre University of Newcastle: The Forum Sydney Olympic Park Aquatic Centre
Athletics	Sydney Olympic Park Athletic Centre Crest Athletics Track
Wheelchair Basketball	Auburn Basketball Centre University of Wollongong: University Recreation & Aquatic Centre
Canoe Slalom	Penrith Whitewater Stadium
Canoe Sprint	Sydney Academy of Sport
Cycling	Dunc Grey Velodrome
Diving	Sydney Olympic Park Aquatic Centre Pymble Ladies College
Hockey	Sydney Olympic Park Hockey Centre Cintra Park
Netball	Genea Netball Centre
Rowing	Sydney International Regatta Centre Don Croot Boatshed Home Clubs
Sailing	National Training Centre, Middle Harbour
Swimming	Sydney Olympic Park Aquatic Centre Sydney University Sport Aquatic Centre Ian Thorpe Aquatic Centre Parramatta City Council Ryde City Council Trinity Grammar MLC High School Ravenswood High School
Triathlon	University of Wollongong: University Recreation and Aquatic Centre
Water Polo	Sydney Olympic Park Aquatic Centre MLC School Burwood Newington College Sutherland Leisure Centre
Winter Sports	Perisher Resort Thredbo Resort Jindabyne Sport and Recreation Centre Sydney Academy of Sport

## FLEXIBLE AND MOBILE SERVICES

During 2016/17, the NSWIS continued to provide flexible and mobile resources to athletes and coaches to ensure access to a quality daily training environment. Approximately 17% of NSWIS scholarship athletes reside in regional areas throughout NSW.

The NSWIS supported scholarship holders from 11 sports to access high performance facilities and services in their home environment including athletics, wheelchair basketball, canoe sprint, cycling, hockey, individual scholarships, netball, rowing, swimming, triathlon and winter sports.

Based on athlete location and requirements, the NSWIS continued a flexible hub based approach to service delivery to maximise the impact on athlete performance in a convenient way for athletes.

The use of a network of local service providers provided athletes with the opportunity for access to services in their daily training environment. Local high performance services delivered included: coaching, strength and conditioning, sport psychology, medical, physiotherapy and nutrition.

The NSWIS continued to utilise partnerships to deliver flexible high performance training facilities in areas where large numbers of NSWIS scholarship holders reside and train. This included:

### Southern High Performance Area

- University of Wollongong: University Recreation & Aquatic Centre
- Venue access agreement in place until 30th June 2017
- Twenty-five athlete gym passes were offered. Ten included access to gym, pool and group fitness, while the remaining 15 included general access to the gym
- Strength and conditioning coach provision

### Central High Performance Area

- University of Newcastle: The Forum
- Venue access agreement in place until 31st December 2016
- Thirty athlete gym access passes were offered

The NSWIS partnered with the Office of Sport to access high performance training centres in regions with high athlete numbers, including:

### Narrabeen Mobile Training Centre

- Sydney Academy of Sport and Recreation
- Twenty-five athlete gym access passes were offered
- Eight track access places were offered

### Jindabyne Mobile Training Centre

- Jindabyne Sport and Recreation Centre
- The NSWIS Winter Sports Program accessed office, meeting room and storage space, as well as the gym and accommodation for camps and seasonal training purposes.

NSWIS scholarship athletes who reside outside of these hubs were supported through a flexible individual approach. Athlete support included gym access in their home environment; travel support to access coaching and high performance services at NSWIS; or access to high performance services within their home environment, such as strength and conditioning and massage/physiotherapy support. Regular review of athlete location and requirements continued to enable NSWIS to provide prioritised access to facilities and equipment to maximise performance.

The NSWIS is currently working with the Office of Sport to explore opportunities for improvements to infrastructure in regional NSW including Sport & Recreation Centres for able bodies and para athletes.

## SUMMARY OF REGIONAL ATHLETES

Scholarship type	Far West	Central Coast	Hunter	Illawarra	North Coast	Northern Inland	South East Region	Southern	Western	Total
Podium	0	2	3	2	2	0	1	1	0	11
Podium Ready	0	0	0	3	1	0	2	1	0	6
Podium Potential	0	1	2	7	3	1	0	0	1	15
International	0	0	0	1	0	0	1	0	0	2
Developing	1	1	3	5	1	1	3	2	0	17
Emerging	1	3	8	5	1	1	3	1	0	23
Campaign Rio	0	0	4	0	0	0	1	0	0	5
<b>Total Athletes</b>	<b>2</b>	<b>7</b>	<b>17</b>	<b>22</b>	<b>8</b>	<b>3</b>	<b>11</b>	<b>5</b>	<b>1</b>	<b>79</b>

NB: Table does not include Transition or Talent athletes  
Figures correct as on 30th June 2017

**NSWIS will prioritise performance support to impact performance – the right support, in the right place, at the right time to impact individual athlete performance plans (development and implement IPPs; periodisation plans; service plans).**

Forty-two High Performance staff, 35 coaches and 200+ athletes contributed to the development of Individual Performance Plans. The NSWIS Performance Teams are integrated and key contributors within sport specific IPP planning processes (11/18 Performance Teams on track).

The NSWIS supported sport partners to introduce and implement nationally aligned IPP planning processes, platforms and capabilities with partnered state associations and targeted performance clubs in the sports of canoe, cycling, hockey and water polo for talent and pathway athletes. The NSWIS coaches and staff have provided system leadership and influence to improve the quality of performance planning with sport. Key examples include:

- Collaboration with Australian Canoe to develop the new national IPP in AMS. The NSWIS was the pilot state to trial the national IPP, conducting individual athlete performance planning meetings with contribution and input from athletes and performance team providers. Feedback and learnings were captured and shared with the national system with key best practice element highlighted (athlete profiling).

- Collaboration with Athletics Australia to develop a consistent national IPP tool within AMS, whose foundation came from the NSWIS IPP framework
- Development of nationally aligned, state association appropriate IPP frameworks with clear linkages to Foundations, Talent, Elite & Mastery (FTEM) frameworks for Hockey and Cycling in collaboration with State Sporting Organisation and Regional Academies of Sport partners.

In 2017, the NSWIS initiated a Quality IPP Systems Integration project to gain current insight and feedback on key elements of performance planning processes that are most valued by coaches and performance teams, integration of IPP information with Service Plans and National Sporting Organisations priorities, identify opportunities for improvement and best practice sharing, and increase awareness of how IPP data informs strategies and decision making.

**NSWIS will provide support for camps that impact performance where appropriate (resources for camps).**

NSWIS coaching and performance support was provided at numerous internationally, nationally and locally coordinated camps.

Please see sport reporting for sport specific camps.



# COMPETITION

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

**NSWIS will support identified athletes to access relevant competition that leads to improved performance at benchmark events** NSWIS will support identified athletes to access relevant competition that leads to improved performance at benchmark events (identified competition opportunity).

NSWIS performance support was provided at numerous domestic and international events. Please see sport reporting for sport specific competitions and performances.



# RESEARCH AND INNOVATION

**Research is the systemic investigation undertaken to develop a new product, service or knowledge or a new process of 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.**

## STRATEGIC RESEARCH PARTNERSHIPS

The following research partnerships continued during the reporting period:

- The NSWIS continued a number of research links with Universities including the University of Sydney, Western Sydney University, The University of Technology, University of NSW, University of Canberra, Victoria University, and Swinburne University of Technology.
- The NSWIS Research Unit also received funds for research into the Powerade range of sports drinks (Coca-Cola South Pacific).
- The NSWIS Principal Scientist also sits on the High Performance Sports Research Funds review panel for the AIS

**NSWIS will develop new knowledge to collaboratively support sport and performance** (relevant research; identify future requirements).

## KNOWLEDGE AND PROJECTS

Research studies are currently being undertaken or have been completed on the following topics:

- The impact of whole body cryotherapy on aspects of training health, recovery and adaptation
- Bodies in Space – Functional analysis of stability and variability in multiple forward somersaulting dives from the 3m springboard
- Acute heart rate variability measures for monitoring training response
- Development of somatosensory ability and enhancement of lower limb motor performance across human adolescence

- Impact of ischemic preconditioning on adaptation and performance
- The influence of compression garments on proprioception, kinematics and performance
- Video-based perceptual-cognitive training program as a mechanism to improve familiarity and task performance
- Can N-acetylcysteine supplementation enhance the haematological response and reduce excessive exercise-induced fatigue during training camps at moderate altitudes?

**NSWIS will apply existing knowledge and expertise in new ways to impact performance** (implement existing information; innovative environment).

## APPLICATION OF KNOWLEDGE AND EXPERTISE

The NSWIS Research Unit staff conducted regular reviews of selected journals and distributed information to identified staff. Results of research conducted at the NSWIS were presented to staff through the CEO Update to maximise organisational exposure.

## CONTRIBUTION TO PUBLICATIONS

The following papers were published in peer-reviewed journals:

- *The diver with a rotar*. Bharadwaj, S., Duignan, N., Dullin, H. R., Leung, K. & Tong, W. (2016). *Idagationes Mathematicae*. 27(5), 1147-1161
- *Assessing the measurement sensitivity and diagnostic characteristics of athlete-monitoring tools in national swimmers*. Crowcroft, S., McCleave, E., Slattery, A. & Coutts, A. J. (2016). *International Journal of Sports Physiology and Performance*, 12, S5-95-100.
- *Comparison of four alternative national universal*

*anterior cruciate ligament injury prevention programme implementation strategies to reduce secondary future medical costs.* Lewis, D.A., Kirkbride, B., Vertullo, C.J, Gordon, L. & Comans, T. A. (2016). British Journal of Sports Medicine. Epub 19 Dec.

- *Twist within a somersault.* Mikl, J. & Rye, D. C. (2016). Human Movement Science. 45, 23-39.
- *High-intensity exercise in hypoxia: is increased reliance on anaerobic metabolism important?* Scott BR, Goods PS, Slattery KM (2016) Frontiers in Physiology. Dec 27;7:637.
- *Blood flow restricted exercise for athletes: a review of available evidence.* Scott, B.R., Loenneke, J.P., Slattery, K.M. & Dascombe B.J. (2016). Journal of Science and Medicine in Sport, 19(5), 360-367.
- *The validation and application of inertial measurement units to springboard diving.* Walker, C., Sinclair, P., Graham, K., & Cobley, S. (2016). Sports Biomechanics, 1-16.
- *Depression, anxiety, and alcohol use in elite rugby league players over a competitive season.* Du Preez, E. J., Graham, K. S., Gan, T. Y., Moses, B., Ball, C. & Kuah, D. E. (2017). Clinical Journal of Sports Medicine, (Epub ahead of print).
- *Cerebral oxygenation and sympathetic responses to smoking in young and middle-aged smokers* Kastelein, T. E., Duffield, R., Crowcroft, S. & Marino, F. E. (2017). Human and Experimental Toxicology, 36(2)184-194.
- *Temperate performance benefits after heat, but not combined heat and hypoxic training.* McCleave, E. L., Slattery, K. M., Duffield, R., Saunders, P. U., Sharma, A. P., Crowcroft, S. J. & Coutts, A. J. (2017) Medicine and Science in Sports and Exercise, 49 (3), 509–517.
- *Cardiac autonomic responses during exercise and post-exercise recovery using heart rate variability and systolic time intervals – a Review.* Michael S., Graham K.S. and Davis G.M. (2017). Frontiers in Physiology. 8, article 301.

- *Higher exercise intensity delays post-exercise recovery of impedance-derived cardiac sympathetic activity.* Michael, S., Jay, O., Graham, K., Davis, G. (2017). Applied Physiology, Nutrition and Metabolism, Article in press.
- *Acute physiological responses to moderate-load resistance exercise in hypoxia.* Scott, B, Slattery, K, Sculley, D, Lockhart, C and Dascombe, B. (2017). Journal of Strength and Conditioning Research. 31(7), 1973-1981.
- *Can video self-modeling improve affected limb reach and grasp ability in stroke patients?* Steel, K. A., Mudie, K., Sandoval, R., Anderson, D., Dogramaci, S., Rehmenjan, M. & Birznieks, I. (2017). Journal of Motor Behavior, (Epub ahead of print).

## SEMINARS AND CONFERENCES

- Crowcroft, S. (2016). *Diagnostic characteristics of common athlete monitoring variables.* Presented at the Applied Physiology Conference, Adelaide, 4-7 Dec.
- Crowcroft, S. and McCleave, E. (2016). *Panel discussion: From lab to real world; Practical recommendations to integrate heat training for elite athletes.* Presented at the Applied Physiology Conference, Adelaide, 4-7 Dec.
- Brophy-Williams, N. (2016). AMS at NSWIS – *The good, the bad and the ugly.* Presented at the Applied Physiology Conference, Adelaide, 4-7 Dec.
- Michael, S. W., Jay, O., Graham, K.S. & Davis, G. M. (2017) *Influence of exercise mode on post-exercise indices reflecting cardiac parasympathetic reactivation and sympathetic withdrawal.* Presented at the American College of Sports Medicine 64th Annual Meeting. Denver, USA, 30 May – 3 June. Published in Medicine & Science in Sports & Exercise, 49(5S) 722.

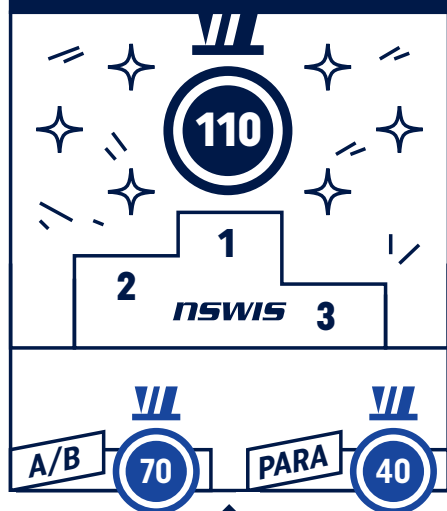


# PERFORMANCE HIGHLIGHTS

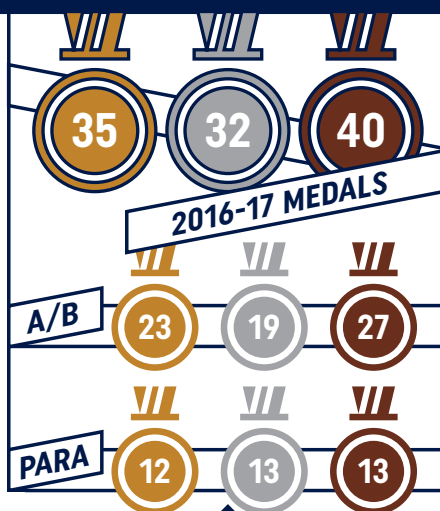
A/B = ABLE BODIED

OVERVIEW OF NSWIS ATHLETE PERFORMANCE BETWEEN JULY 2016 AND JUNE 2017

COMBINED RESULTS FROM BENCHMARK\*, JUNIOR AND OTHER MAJOR EVENTS



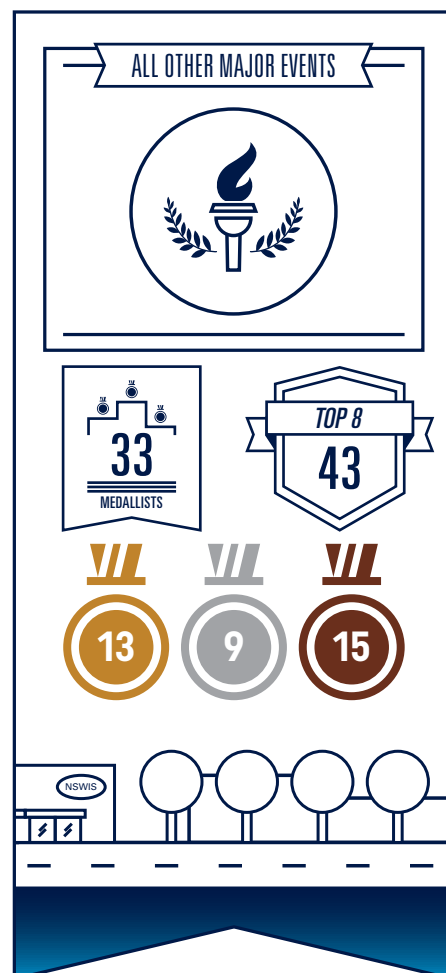
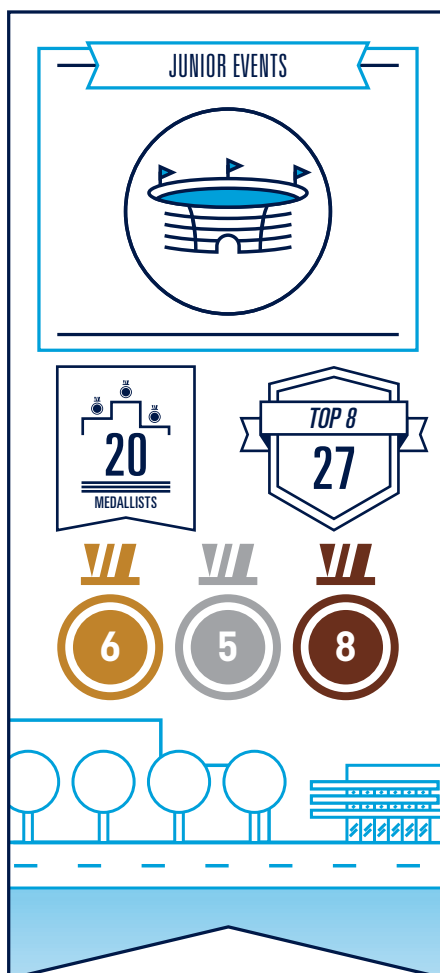
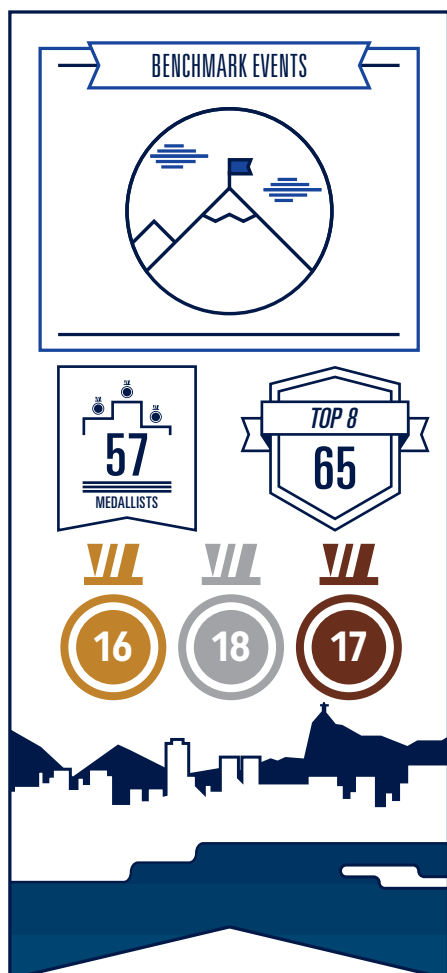
NSWIS  
medallists



Medals won  
by NSWIS athletes































Top 8 performances  
by NSWIS athletes



\* PINNACLE INTERNATIONAL EVENT FOR THE YEAR AS DEFINED BY NATIONAL SPORTING ORGANISATION

# BENCHMARK EVENTS

\*TOP 8 DOES NOT INCLUDE 1st-3rd
















SPORTS						
		GOLD MEDALS	SILVER MEDALS	BRONZE MEDALS	MEDALLISTS	TOP 8
ATHLETICS						
CANOE SLALOM						
CANOE SPRINT						
CYCLING						
DIVING						
HOCKEY						
INDIVIDUAL SCHOLARSHIP*						
NETBALL						
ROWING						
SWIMMING						
WATER POLO						
WHEELCHAIR BASKETBALL						
WINTER SPORTS						

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

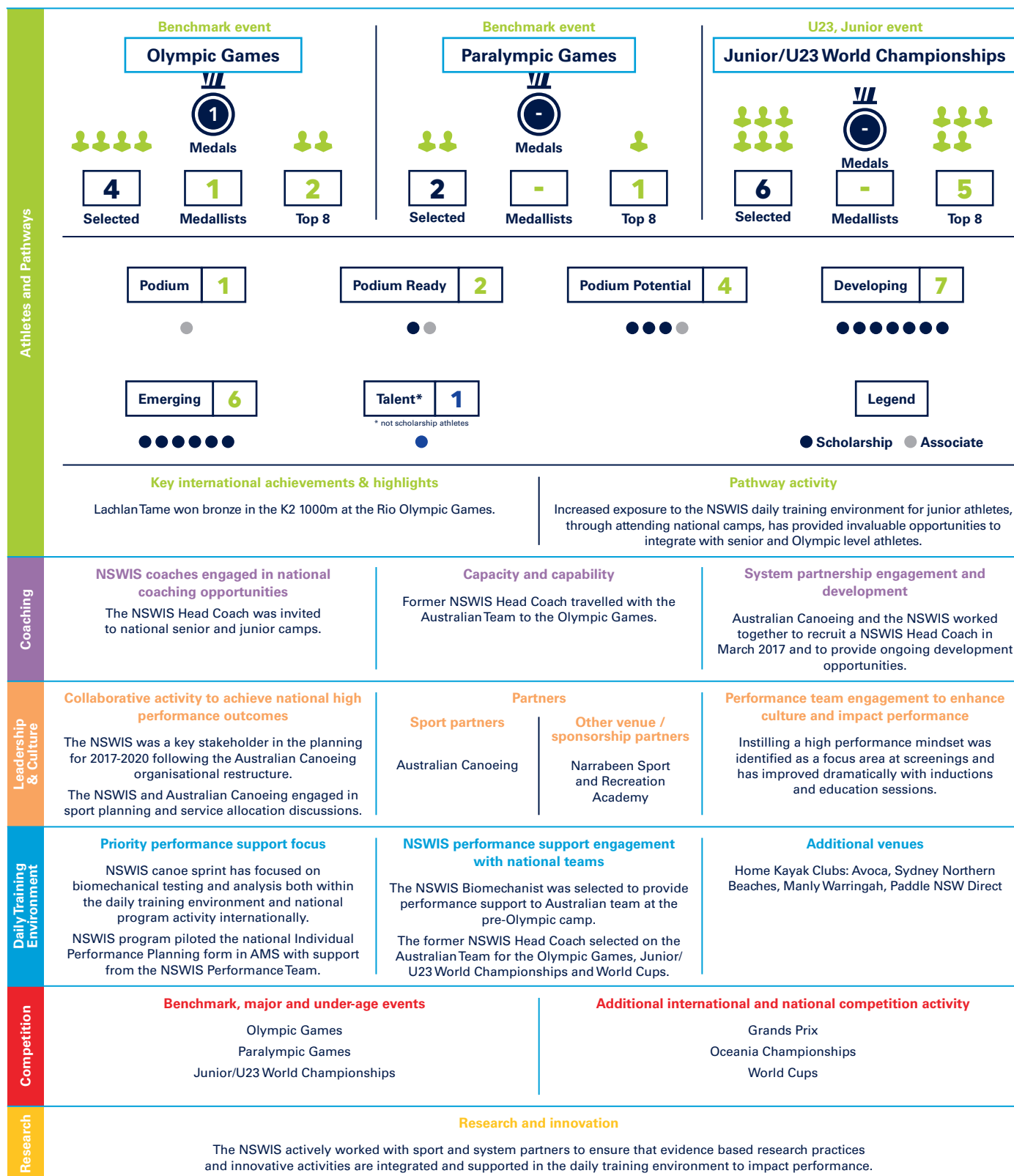
Athletes and Pathways	<div>Benchmark event</div> <div>Olympic Games</div> <div></div> <div>Medals</div> <div></div> <div>11 Selected</div> <div>- Medallists</div> <div>4 Top 8</div>			<div>Benchmark event</div> <div>Paralympic Games</div> <div></div> <div>Medals</div> <div></div> <div>11 Selected</div> <div>8 Medallists</div> <div>2 Top 8</div>			<div>Junior event</div> <div>World Junior Championships</div> <div></div> <div>Medals</div> <div></div> <div>2 Selected</div> <div>1 Medallists</div> <div>- Top 8</div>					
	<div>Podium</div> <div>11</div> <div></div> <div>Developing</div> <div>8</div> <div></div>			<div>Podium Ready</div> <div>5</div> <div></div> <div>Emerging</div> <div>12</div> <div></div>			<div>Podium Potential</div> <div>7</div> <div></div> <div>Talent*</div> <div>36</div> <div></div> <div>* not scholarship athletes</div>					
	<div>Key international achievements &amp; highlights</div> <div>James Turner won gold and broke the world record in the T36 800m at the Rio Paralympic Games.</div> <div>Angela Ballard won silver in the T53/54 4x400m relay and bronze in the T53 100m and 400m at the Rio Paralympic Games.</div> <div>Madison de Rozario won silver in the T53/54 4x400m relay and silver in the T54 800m at the Rio Paralympic Games.</div>						<div>Pathway activity</div> <div>The NSWIS partners with Athletics Australia to deliver a physical preparation program to provide technical knowledge and education to athletes and coaches</div>					
	<div>NSWIS coaches engaged in National coaching opportunities</div> <div>NSWIS and Australian Wheelchair Track and Road Head Coach, and NSWIS and Australian Wheelchair Track and Road Assistant Coach, held the positions of team coaches of the Australian Athletics Paralympic Team.</div>						<div>System partnership engagement and development</div> <div>Athletics Australia and the NSWIS supported Gold Coast Gold Endurance Program Coordinator to attended the AIS Performance Coach Program.</div>					
Coaching												
Leadership & Culture	<div>Collaborative activity to achieve national high performance outcomes</div> <div>Strategically planned and executed performance team activity delivered a highly successful Rio Olympic campaign for NSWIS athlete Jenny Blundell. This resulted in the achievement of a substantial PB in qualifying and gaining selection for Rio.</div>			<div>Partners</div> <div>Sport partners</div> <div>Athletics Australia</div> <div>Athletics NSW</div>			<div>Other venue / sponsorship partners</div> <div>Sydney Olympic Park Athletic Centre</div>			<div>Performance team engagement to enhance culture and impact performance</div> <div>The collaborative approach within the NSWIS Athletics Program of athlete, coach and performance team has developed a greater culture within the squad.</div>		
Daily Training Environment	<div>Priority performance support focus</div> <div>The NSWIS Athletics Program has proactively supported athletes based in regional areas with biomechanical and strength &amp; conditioning services.</div> <div>NSWIS performance support services have worked collaboratively together to reduce training days lost to injury.</div>			<div>NSWIS performance support engagement with national teams</div> <div>The NSWIS Biomechanist held the position of National Junior Team Biomechanist at the 2016 World Junior Championships.</div> <div>The NSWIS Athletics Coordinator held the positon of Assistant Manager at the 2016 Rio Olympic Games.</div> <div>The NSWIS Physiologist held the position of National Athletics Physiologist.</div>			<div>Additional venues</div> <div>NSWIS wheelchair athletes utilised the newly resurfaced and purpose built Fearnley-Dawes Athletics Track (Newcastle Athletics Field)</div>					
Competition	<div>Benchmark, major and under-age events</div> <div>2016 Olympic Games</div> <div>2016 Paralympic Games</div> <div>2016 World Junior Championships</div>						<div>Additional international and national competition activity</div> <div>2017 IAAF World Relay Championships</div> <div>2017 IAAF World Cross Country Championships</div> <div>2016 &amp; 2017 Diamond League Meets</div>					
Research	<div>Research and innovation</div> <div>Sensor technology enabling real-time, remote monitoring of athletes' daily training environment (DTE), allows for cutting-edge performance tracking and injury prevention. Early identification of injury risk and individualised interventions from DTE data will help maximise athlete potential and reduce lost training days preceding targeted competitions under Australia's Winning Edge (AWE).</div>											

# CANOE SLALOM



Athletes and Pathways	<p>Benchmark event</p> <p><b>Olympic Games</b></p> <p></p> <p> <b>1</b></p> <p>Medals</p> <p> <b>3</b> Selected</p> <p> <b>1</b> Medallists</p> <p> - Top 8</p>		<p>Junior event</p> <p><b>Junior/U23 World Championships</b></p> <p></p> <p> <b>3</b></p> <p>Medals</p> <p> <b>2</b> Selected</p> <p> <b>2</b> Medallists</p> <p> <b>2</b> Top 8</p>			
	<p> <b>1</b></p> <p>●</p> <p> <b>3</b></p> <p>● ● ●</p>		<p> <b>4</b></p> <p>● ● ● ●</p> <p> <b>2</b></p> <p>● ●</p>		<p> <b>2</b></p> <p>● ●</p>	
	<p>Key international achievements &amp; highlights</p> <p>Jessica Fox won bronze in the K1 at the Rio Olympic Games. She also won gold in the C1 &amp; K1 at the U23 World Championships for the third consecutive year.</p>		<p>Pathway activity</p> <p>Australian Canoeing partnered with the NSWIS to develop a Talent Pathway Strategy, engaging senior athletes in conducting National Talent Squad camps</p>			
	Coaching	<p>NSWIS coaches engaged in national coaching opportunities</p> <p>The NSWIS Head Coach was selected as an Australian team coach for the Olympic Games, Junior/U23 World Championships and 2016/2017 World Cups.</p>		<p>Capacity and capability</p> <p>The NSWIS Head Coach provided strength &amp; conditioning programming and delivery to the athletes at the National Centre of Excellence in Penrith.</p> <p>The NSWIS Head Coach participated in the Australian Canoeing Olympic Review meetings.</p>		<p>System partnership engagement and development</p> <p>The NSWIS supports the partnership by providing personal development opportunities for the Head Coach.</p>
Leadership & Culture	<p>Collaborative activity to achieve national high performance outcomes</p> <p>The NSWIS was a key stakeholder in the planning for 2017-2020 following the Australian Canoeing organisational restructure.</p> <p>The NSWIS and Australian Canoeing engaged in sport planning and service allocation discussions.</p>		<p>Partners</p> <p>Sport partners</p> <p>Australian Canoeing</p> <p>Other venue / sponsorship partners</p> <p>Penrith Whitewater Stadium</p>		<p>Performance team engagement to enhance culture and impact performance</p> <p>The NSWIS Slalom performance team assisted with the National Centre of Excellence men's kayak team building and culture development project.</p> <p>Senior athletes took up leadership roles with development athletes and engaged in culture building camps.</p>	
Daily Training Environment	<p>Priority performance support focus</p> <p>NSWIS canoe slalom has focused on personal excellence activity maximising the dual career support offered to athletes.</p> <p>NSWIS Performance Analysis, Strength and Conditioning and Physiology (altitude training &amp; testing) have been key program priorities.</p>		<p>NSWIS performance support engagement with National teams</p> <p>NSWIS Personal Excellence services the entire Australian Canoeing National Centre of Excellence.</p>		<p>Additional venues</p> <p>A national men's kayak camp in Guangdong, China, has lead to potential partnership opportunities for ongoing training and competition preparation activity.</p>	
Competition	<p>Benchmark, major and under-age events</p> <p>Olympic Games</p> <p>Junior/U23 World Championships</p>		<p>Additional international and national competition activity</p> <p>World Cup Circuit 2016 &amp; 2017</p> <p>Oceania Championships</p> <p>Australian Open &amp; National Championships</p>			
Research	<p>Research and innovation</p> <p>Wifi Unit has been used extensively at domestic and international competitions, providing instant video feedback and data immediately to all competitors at an international meet in Auckland.</p>					

# CANOE SPRINT



## CYCLING






Athletes and Pathways	<div>Benchmark event</div> <div>Olympic Games</div> <div><div><div>3</div><div>Selected</div></div><div><div>-</div><div>Medallists</div></div><div><div>1</div><div>Top 8</div></div></div>			<div>Benchmark event</div> <div>Paralympic Games</div> <div><div><div>5</div><div>Selected</div></div><div><div>1</div><div>Medallists</div></div><div><div>5</div><div>Top 8</div></div></div>					
	<div>Benchmark event</div> <div>Track World Championships</div> <div><div><div>3</div><div>Selected</div></div><div><div>3</div><div>Medallists</div></div><div><div>1</div><div>Top 8</div></div></div>			<div>Benchmark event</div> <div>Para Track World Championships</div> <div><div><div>2</div><div>Selected</div></div><div><div>2</div><div>Medallists</div></div><div><div>-</div><div>Top 8</div></div></div>			<div>Junior event</div> <div>Junior World Championships</div> <div><div><div>2</div><div>Selected</div></div><div><div>2</div><div>Medallists</div></div><div><div>2</div><div>Top 8</div></div></div>		
	<div>Podium</div> <div>3</div> <div>Podium Potential</div> <div>10</div> <div>Developing</div> <div>6</div> <div>Emerging</div> <div>6</div> <div>Talent*</div> <div>4</div> <div>Legend</div>			<div>Podium</div> <div>3</div> <div>Podium Potential</div> <div>10</div> <div>Developing</div> <div>6</div> <div>Emerging</div> <div>6</div> <div>Talent*</div> <div>4</div> <div>Legend</div>			<div>Podium</div> <div>3</div> <div>Podium Potential</div> <div>10</div> <div>Developing</div> <div>6</div> <div>Emerging</div> <div>6</div> <div>Talent*</div> <div>4</div> <div>Legend</div>		
	<div>Key international achievements &amp; highlights</div> <div>Nick Yallouris won gold in the Men's Team Pursuit at the 2017 Track World Championships.</div> <div>Amanda Reid won gold in the Individual Pursuit &amp; Time Trial at the 2017 Para Track World Championships.</div> <div>Simone Kenney won gold in the individual Pursuit at the 2017 Para Track World Championships.</div>			<div>Pathway activity</div> <div>The NSWIS Track Coach revised and introduced the National Individual Athlete Performance Plan (IAPP) template to Regional Academies aligned with the national direction.</div>			<div>Pathway activity</div> <div>The NSWIS Track Coach revised and introduced the National Individual Athlete Performance Plan (IAPP) template to Regional Academies aligned with the national direction.</div>		
Coaching	<div>NSWIS coaches engaged in national coaching opportunities</div> <div>The NSWIS Head Coach held the position of Men's Road Head Coach for the Australian Olympic Team.</div> <div>The NSWIS Track Coach held the position of Sprint Coach for the Track Team at the Junior World Championships.</div>			<div>Capacity and capability</div> <div>The NSWIS Assistant Coach completed the AIS Performance Coaching Program.</div>			<div>Capacity and capability</div> <div>The NSWIS Assistant Coach completed the AIS Performance Coaching Program.</div>		
Leadership & Culture	<div>Collaborative activity to achieve national high performance outcomes</div> <div>The NSWIS, Cycling Australia and Cycling NSW are working collaboratively to implement the new national strategy and support transitioning athletes.</div>			<div>Partners</div> <div>Sport partners</div> <div>Cycling Australia</div> <div>Cycling NSW</div> <div>NRS Women's - Sydney University</div> <div>Other venue / sponsorship partners</div> <div>Subaru; Bont Cycling; TREK; Liebherr; MS Gong; Scody; Shimano; Park Bikes; Champion System; Macdonald Family; Trust; Think Different; Bontrager</div>			<div>Performance team engagement to enhance culture and impact performance</div> <div>Performance support staff (Performance Excellence, Psychology, Nutrition) conducted workshops at the velodrome with the NSWIS and NSW Cycling athletes on a regular basis</div>		
Daily Training Environment	<div>Priority performance support focus</div> <div>The NSWIS performance team has proactively initiated service planning to meet strategic performance objectives.</div> <div>The NSWIS provided biomechanical support at the National Championships and National Junior camps.</div>			<div>NSWIS performance support engagement with national teams</div> <div>The NSWIS Physiologist held the national Physiologist role with the Women's Track Endurance team at the Olympic Games and World Championships in 2016.</div>			<div>NSWIS performance support engagement with national teams</div> <div>The NSWIS Physiologist held the national Physiologist role with the Women's Track Endurance team at the Olympic Games and World Championships in 2016.</div>		
Competition	<div>Benchmark, major and under-age events</div> <div>2016; Olympic Games, Paralympic Games, World Track Championships (Para &amp; Able), World Road Championships (Para &amp; Able), Junior World Track Championships.</div> <div>2017; World Track Championships, World Para Track Championships.</div>			<div>Additional international and national competition activity</div> <div>NSWIS NRS USA Tour, USA T-Town Tour (Sprint) ITS Melbourne, World Cups, National Championships.</div> <div>USA Tours supported by Campaign Gold Coast to provide quality competition experiences for athletes, also assisting to address competition gaps in the domestic environment.</div>			<div>Additional international and national competition activity</div> <div>NSWIS NRS USA Tour, USA T-Town Tour (Sprint) ITS Melbourne, World Cups, National Championships.</div> <div>USA Tours supported by Campaign Gold Coast to provide quality competition experiences for athletes, also assisting to address competition gaps in the domestic environment.</div>		
Research	<div>Research and innovation</div> <div>The NSWIS actively worked with sport and system partners to ensure that evidence based research practices and innovative activities are integrated and supported in the daily training environment to impact performance.</div>						<div>Research and innovation</div> <div>The NSWIS actively worked with sport and system partners to ensure that evidence based research practices and innovative activities are integrated and supported in the daily training environment to impact performance.</div>		












Athletes and Pathways	<div><div>Benchmark event</div><div>Olympic Games</div><div></div><div><div>4</div><div>Selected</div></div><div><div>Medals</div><div>-</div><div>Medallists</div></div><div><div>2</div><div>Top 8</div></div></div>	<div><div>Major event</div><div>FINA World Series</div><div></div><div><div>3</div><div>Selected</div></div><div><div>Medals</div><div>3</div><div>Medallists</div></div><div><div>2</div><div>Top 8</div></div></div>	<div><div>Major event</div><div>FINA Grand Prix Series</div><div></div><div><div>3</div><div>Selected</div></div><div><div>Medals</div><div>2</div><div>Medallists</div></div><div><div>1</div><div>Top 8</div></div></div>
	<div><div>Podium</div><div>2</div></div> <div></div> <div><div>Emerging</div><div>5</div></div> <div></div>	<div><div>Podium Potential</div><div>2</div></div> <div></div> <div><div>Talent*</div><div>18</div></div> <div><div>* not scholarship athletes</div><div></div></div>	<div><div>Developing</div><div>4</div></div> <div></div>
	<div><div>Key international achievements &amp; highlights</div><div>Melissa Wu won silver in the 10m Platform at the FINA World Series in Windsor.</div></div>	<div><div>Pathway activity</div><div>National Elite Pathway Program (NEPP) / NSWIS Diving Talent was run in conjunction with Diving Australia and Diving NSW.</div></div>	
	<div><div>NSWIS coaches engaged in national coaching opportunities</div><div>The NSWIS Head Coach is also the Diving Australian National Coach.</div><div>NSWIS Assistant Coaches held the positions of Australian Team Coach at the FINA Grand Prix and the Junior World Championships respectively.</div></div>	<div><div>Capacity and capability</div><div>The NSWIS Assistant Coach delivered the Diving NSW Level 1 Coaching Course.</div></div>	<div><div>System partnership engagement and development</div><div>Positive coach and program alignment continues to be a highlight of the NSWIS Diving Program, with all NSWIS coaches engaged in national activity and interacting positively with NSWIS and Diving NSW coaching staff.</div></div>
Leadership & Culture	<div><div>Collaborative activity to achieve national high performance outcomes</div><div>NSWIS / Sydney Program is one of three National Training Centres aimed at delivering sustainable international success for Diving Australia.</div></div>	<div><div>Partners</div><div><div>Sport partners</div><div>Diving Australia</div><div>Diving NSW</div></div><div><div>Other venue / sponsorship partners</div><div>Sydney Olympic Park Aquatic Centre</div></div></div>	<div><div>Performance team engagement to enhance culture and impact performance</div><div>NSWIS Coaching, High Performance Sport &amp; Excellence and Performance Support staff all participated in athlete induction programs.</div></div>
Daily Training Environment	<div><div>Priority performance support focus</div><div>The NSWIS Diving Program has focused on strength and conditioning, physiotherapy / massage and medical services to maximise training and competition outcomes.</div></div>	<div><div>NSWIS performance support engagement with national teams</div><div>The NSWIS AMS Administrator (also the diving massage therapist) held the position of Australian Team Manager at the FINA Grand Prix Series.</div></div>	<div><div>Additional venues</div><div>The NSWIS Diving Program appreciate the positive ongoing relationship with Pymbles Ladies College in the utilisation of their facility.</div></div>
Competition	<div><div>Benchmark, major and under-age events</div><div>Olympic Games</div><div>FINA World Series</div><div>FINA Grands Prix</div><div>FINA Junior World Championships</div></div>		<div><div>Additional international and national competition activity</div><div>Australian Diving Championships</div><div>NSW Diving Championships</div><div>Australian Diving Grand Prix</div></div>
Research	<div><div>Research and innovation</div><div>The NSWIS actively worked with sport and system partners to ensure that evidence based research practices and innovative activities are integrated and supported in the daily training environment to impact performance.</div></div>		



Athletes and Pathways	<div><div><div>Benchmark event</div><div>Olympic Games</div><div></div><div>Medals</div><div><div>3</div><div>Selected</div></div><div><div>-</div><div>Medallists</div></div><div><div>3</div><div>Top 8</div></div></div><div><div>Podium</div><div>1</div></div><div><div>Podium Potential</div><div>5</div></div><div><div>Developing</div><div>1</div></div><div><div>Emerging</div><div>15</div></div><div><div>Legend</div><div><div>Scholarship</div><div>Associate</div></div></div></div> <div><div>Major event</div><div>Azlan Shah Cup</div><div></div><div>Medals</div><div><div>8</div><div>Selected</div></div><div><div>8</div><div>Medallists</div></div><div><div>-</div><div>Top 8</div></div></div> <div><div>Junior event</div><div>Junior World Cup</div><div></div><div>Medals</div><div><div>7</div><div>Selected</div></div><div><div>-</div><div>Medallists</div></div><div><div>7</div><div>Top 8</div></div></div> <td><div>Key international achievements &amp; highlights</div><div>Three NSWIS athletes were selected to the Australian Olympic Games team and seven NSWIS athletes were selected to the Junior World Cup team. Ben Craig made his debut for Australia in the Trans Tasman series and subsequently transitioned to the National Program in Perth.</div><div>Pathway activity</div><div>The NSWIS partnered with the Hockey NSW Athlete Acceleration Program to deliver service support and integrate the AMS platform. The NSWIS supported NSW state team campaigns with coaching, servicing and facilities access.</div></td>	<div>Key international achievements &amp; highlights</div> <div>Three NSWIS athletes were selected to the Australian Olympic Games team and seven NSWIS athletes were selected to the Junior World Cup team. Ben Craig made his debut for Australia in the Trans Tasman series and subsequently transitioned to the National Program in Perth.</div> <div>Pathway activity</div> <div>The NSWIS partnered with the Hockey NSW Athlete Acceleration Program to deliver service support and integrate the AMS platform. The NSWIS supported NSW state team campaigns with coaching, servicing and facilities access.</div>
Coaching	<div><div>NSWIS coaches engaged in national coaching opportunities</div><div>The NSWIS Head Coach held the position of International Assistant Coach at the International Hockey Festival in New Zealand and Melbourne.</div></div> <div><div>Capacity and capability</div><div>The NSWIS Head Coach attended the 2016/17 AIS Performance Coach Program.</div></div> <div><div>System partnership engagement and development</div><div>NSWIS coaching staff collaboratively worked with specialist staff on drag flicking skill development. This activity was further enhanced by the services of NSWIS Performance Analysis staff.</div></div>	
Leadership & Culture	<div><div>Collaborative activity to achieve national high performance outcomes</div><div>Hockey Australia (HA), Hockey NSW &amp; the NSWIS worked collaboratively to manage the implementation of Hockey Australia's strategic direction and the implications on the NSW daily training environment. Hockey Australia (HA), Hockey NSW &amp; the NSWIS collaborated on national Individual Performance Planning development, enhancing athlete physiological monitoring and reporting to national program. The NSWIS supported a Hockey Australia led GPS project with Curtin University during 2016 AHL Tournament with NSWIS Physiology and GPS units.</div></div> <div><div>Partners</div><div><div>Sport partners</div><div>Hockey Australia Hockey NSW</div></div><div><div>Other venue / sponsorship partners</div><div>Sydney Olympic Park Hockey Centre</div></div></div> <div><div>Performance team engagement to enhance culture and impact performance</div><div>Head Coach and Performance Psychology worked closely to establish and maintain a strong team culture, including the introduction of an athlete leadership group and peer to peer mentoring. Hockey Performance Team organised a knowledge sharing offsite initiative with Australian Sailing.</div></div>	
Daily Training Environment	<div><div>Priority performance support focus</div><div>The NSWIS Hockey Program has focused on developing mentally and physically performance ready athletes with the self management and leadership capabilities to transition to the national high performance training centre. The development of technical and tactical skill development, match play knowledge, set play and key positional skills have been a program priority. Athlete training load management has enabled improvements in injury prevention and management.</div></div> <div><div>NSWIS performance support engagement with national teams</div><div>The NSWIS Performance Analyst coordinated a team of interns to deliver performance analysis to the Hockey Australia 2016 U21 National Championship.</div></div>	
Competition	<div><div>Benchmark, major and under-age events</div><div>Olympic Games Junior World Cup</div></div> <div><div>Additional international and national competition activity</div><div>Tran Tasman Cup Azlan Shah Cup Sultan of Johor Cup (U21) International Hockey Festival Australian Hockey League</div></div>	
Research	<div><div>Research and innovation</div><div>The NSWIS actively worked with sport and system partners to ensure that evidence based research practices and innovative activities are integrated and supported in the daily training environment to impact performance.</div></div>	



Athletes and Pathways	<p><b>Benchmark event</b></p> <p><b>Olympic Games</b></p> <p></p> <p>Medals</p> <p> </p> <p><b>5</b> <b>-</b> <b>5</b></p> <p>Selected Medallists Top 8</p>			<p><b>Major event</b></p> <p><b>Hawkes Bay Tournament</b></p> <p></p> <p>Medals</p> <p> </p> <p><b>5</b> <b>5</b> <b>-</b></p> <p>Selected Medallists Top 8</p>			<p><b>Junior event</b></p> <p><b>Junior World Cup</b></p> <p></p> <p>Medals</p> <p> </p> <p><b>7</b> <b>7</b> <b>-</b></p> <p>Selected Medallists Top 8</p>		
	<p>Podium <b>2</b></p> <p>Podium Potential <b>5</b></p> <p>Developing <b>1</b></p> <p>Emerging <b>20</b></p> <p>Talent <b>2</b></p> <p>Legend</p> <p>* not scholarship athletes</p> <p>● Scholarship ● Associate</p>								
	<p><b>Key international achievements &amp; highlights</b></p> <p>Five athletes were selected to the Australian Olympic Games team.</p> <p>Seven athletes won bronze at the Junior World Cup.</p>			<p><b>Pathway activity</b></p> <p>The NSWIS partnered with the Hockey NSW Athlete Acceleration Program to deliver service support and integrate the AMS platform.</p> <p>The NSWIS supported NSW state team campaigns with coaching, servicing and facilities access.</p>					
Coaching	<p><b>NSWIS coaches engaged in National coaching opportunities</b></p> <p>NSWIS Head Coach held the position of National Assistant Coach at the Hawkes Bay Hockey Festival in New Zealand in April 2017.</p>			<p><b>Capacity and capability</b></p> <p>The NSWIS Head Coach recognised internationally by being appointed to the International Hockey Federations (FIH) Rules Committee.</p>			<p><b>System partnership engagement and development</b></p> <p>NSWIS coaching staff collaboratively worked with specialist staff on drag flicking skill development. This activity was further enhanced by the services of NSWIS Performance Analysis staff.</p>		
Leadership & Culture	<p><b>Collaborative activity to achieve national high performance outcomes</b></p> <p>Hockey Australia, Hockey NSW &amp; the NSWIS worked collaboratively to manage the implementation of Hockey Australia's strategic direction and the implications on the NSW daily training environment.</p> <p>Hockey Australia, Hockey NSW &amp; the NSWIS collaborated on national Individual Performance Planning development, enhancing athlete physiological monitoring and reporting to national program.</p> <p>The NSWIS supported a Hockey Australia led GPS project with Curtin University during 2016 AHL Tournament with NSWIS Physiology and GPS units.</p>			<p><b>Partners</b></p> <p><b>Sport partners</b></p> <p>Hockey Australia Hockey NSW</p> <p><b>Other venue / sponsorship partners</b></p> <p>Sydney Olympic Park Hockey Centre</p>			<p><b>Performance Team engagement to enhance culture and impact performance</b></p> <p>Induction Camp held on announcement of new Squad in January 2017 to induct &amp; integrate new squad members and strengthen squad culture.</p> <p>Head Coach, Performance Psychology, Personal Excellence &amp; Nutrition collaboratively delivering key messages on developing a High Performance mindset - planning and preparation for performance.</p>		
Daily Training Environment	<p><b>Priority performance support focus</b></p> <p>The NSWIS Hockey Program has focused on developing mentally and physically performance ready athletes with the self management and leadership capabilities to transition to the national high performance training centre.</p> <p>The development of technical and tactical skill development, match play knowledge, set play and key positional skills have been a program priority.</p> <p>Athlete training load management has enabled improvements in injury prevention and management.</p>			<p><b>NSWIS performance support engagement with national teams</b></p> <p>The NSWIS Performance Analyst coordinated a team of interns to deliver performance analysis to the Hockey Australia 2016 U21 National Championships.</p>					
Competition	<p><b>Benchmark, major and under-age events</b></p> <p>Olympic Games Junior World Cup</p>			<p><b>Additional international and national competition activity</b></p> <p>Hawkes Bay Tournament International Festival of Hockey Tran Tasman Cup Australian Hockey League</p>					
Research	<p><b>Research and Innovation</b></p> <p>The NSWIS actively worked with sport and system partners to ensure that evidence based research practices and innovative activities are integrated and supported in the daily training environment to impact performance.</p>								



# INDIVIDUAL



## Benchmark event

### Olympics

Boxing			Taekwondo			Shooting			Equestrian		
 Medals			 Medals			 Medals			 Medals		
1	-	-	2	-	-	3	-	1	2	2	-
Selected	Medallists	Top 8	Selected	Medallists	Top 8	Selected	Medallists	Top 8	Selected	Medallists	Top 8

## Benchmark event

### Paralympics

Para Rugby			Para Tennis			Para Archery			Para Sailing		
 Medals			 Medals			 Medals			 Medals		
3	3	-	2	-	-	1	1	-	3	3	-
Selected	Medallists	Top 8	Selected	Medallists	Top 8	Selected	Medallists	Top 8	Selected	Medallists	Top 8

## Benchmark event

### IPC Para Snowboard World Championships

Snowboard Cross			Banked Slalom		
 Medals			 Medals		
1	1	-	1	1	-
Selected	Medallists	Top 8	Selected	Medallists	Top 8

## Campaign: Benchmark event

### Olympics / Paralympics

Sailing			Boxing			Shooting			Table Tennis		
 Medals			 Medals			 Medals			 Medals		
5	5	-	1	-	-	2	-	-	2	-	-
Selected	Medallists	Top 8	Selected	Medallists	Top 8	Selected	Medallists	Top 8	Selected	Medallists	Top 8

Judo			Para Equestrian			Para Boccia		
 Medals			 Medals			 Medals		
2	-	-	2	-	-	1	-	-
Selected	Medallists	Top 8	Selected	Medallists	Top 8	Selected	Medallists	Top 8



Equestrian

Podium 2



Para Archery

Podium 1



Shooting

Podium 1



Podium Ready 3



Surf Lifesaving

International 1



Triathlon

Podium Ready 4



Developing 3



Podium Potential 1



Para Rugby

Podium 3



Boxing

Podium Potential 1



Para Snowboard

Podium Ready 1



Podium Potential 1



Taekwondo

Podium Potential 2



Para Sailing

Podium 3



Developing 2



Trampoline

Podium Potential 1



Developing 1



Para Tennis

Podium Potential 2



Developing 1



Gymnastics

Podium Potential 2



Para Alpine

Podium Potential 2



Archery

Podium Potential 1



Para Equestrian

Podium Potential 1

**Key international achievements & highlights**

Qualification, selection and preparation for Rio Olympics and Paralympics was the focus. Athlete support in 2016/17 has been targeted based on performance gaps identified in athlete IPP's (Individual Performance Plan).

Support has included: strength and conditioning, physiotherapy / massage, sport psychology and personal excellence services as required.

Para Winter Sport athletes continued to focus on 2018 Winter Games preparation.

**Taekwondo**

An AIS led performance project in partnership with the NSWIS and Victorian Institute of Sport (VIS). The NSWIS has provided strength and conditioning (S&C) services to identified athletes. System support and expertise has been provided for the coach to assist with high performance planning.

The anticipated establishment of the 2017 Combat Institute was on hold until June 2017.

The NSWIS continued to support two athletes through the individual scholarship program targeting S&C support and physiotherapy & massage support through to the world championships in June 2017.

**Tennis**

A Memorandum of Understanding with Tennis Australia has a clear service focus for seven development athletes including TA staff supervised access to the NSWIS training centre and the athlete lounge for distance education school lessons.

The NSWIS provided access to a dietician for athletes. Tennis Australia delivered regular S&C sessions at the NSWIS Training Centre.

**Triathlon**

Seven AWE identified athletes located in the Illawarra area received physiology support for altitude aspects of training and competition and facility access at the University of Wollongong.

Two athletes were selected for the Rio Olympics and all athletes have quality IPP plans in place.

Campaign Rio project approved for physiotherapy and massage support for four prioritised athletes.

Triathlon became a sport partnership from 1st January 2017.

**Rio Olympics / Paralympics**

Sailing (5), Boxing (1), Shooting (2), Table Tennis (2), Judo (2), Para Equestrian (2), Boccia (1)

**Winter Olympics / Paralympics**

Biathlon (1), Bobsleigh (2), Cross Country (2), Figure Skating (3), Para Alpine (1), Skeleton (1)

**Commonwealth Games**

Squash (2). As additional NSW athletes are selected for the Commonwealth Games, athletes will be offered Campaign Gold Coast scholarships.



Athletes and Pathways	<div>Benchmark event</div> <div>Constellation Cup</div> <div><div><div>1</div></div>Medals</div> <div><div>3</div>Selected</div> <div><div>3</div>Medallists</div> <div><div>-</div>Top 8</div>			<div>Major event</div> <div>Quad Series</div> <div><div><div>1</div></div>Medals</div> <div><div>5</div>Selected</div> <div><div>5</div>Medallists</div> <div><div>-</div>Top 8</div>			<div>Junior event</div> <div>21U Fiji Tour</div> <div><div><div>1</div></div>Medals</div> <div><div>1</div>Selected</div> <div><div>1</div>Medallists</div> <div><div>-</div>Top 8</div>					
	<div>Podium</div> <div>2</div>			<div>Commonwealth</div> <div>5</div>			<div>Developing</div> <div>6</div>			<div>Emerging</div> <div>3</div>		
	<div>Talent</div> <div>8</div>									<div>Legend</div> <div><div>Scholarship</div><div>Associate</div></div>		
	<div>Key international achievements &amp; highlights</div> <div>Eight NSWIS athletes were selected to the Diamonds Squad which won the 2017 Quad Series, 2016 Constellation Cup and 2016 Quad Series.</div>						<div>Pathway activity</div> <div>Ten NSWIS athletes were contracted to 2017 Suncorp Super Netball (SSN) teams with a further five NSWIS underage athletes offered SSN Training partner contracts with NSW teams the Swifts and the Giants.</div>					
Coaching	<div>NSWIS coaches engaged in national coaching opportunities</div> <div>The NSWIS Head Coach continued her role as NSW Waratah's Coach in 2017 and was a targeted coach for U20's Australian National Squad Camp in 2016.</div>						<div>System partnership engagement and development</div> <div>The NSWIS Head Coach appointed Head Coach for combined NSWIS/Swifts/Giants team to NZ Super Clubs Tournament, supported and mentored by the two NSW Suncorp Super Netball (SSN) Head Coaches.</div>					
Leadership & Culture	<div>Collaborative activity to achieve national high performance outcomes</div> <div>Netball Australia, Netball NSW &amp; the NSWIS have worked collaboratively to manage impact of the changes in the National League on NSW developing athletes.</div>			<div>Partners</div> <div><div>Sport partners</div><div>Netball Australia</div><div>Netball NSW</div></div>			<div>Other venue / sponsorship partners</div> <div>-</div>			<div>Performance team engagement to enhance culture and impact performance</div> <div>NSWIS Coaching, High Performance Sport &amp; Excellence and Performance Support staff all participated in athlete screening and induction programs.</div> <div>A High Performance camp held in Narabeen in September 2016 focused on culture building activities, as well as the enhanced utilisation of performance analysis tools and specialist skills coaching.</div>		
Daily Training Environment	<div>Priority performance support focus</div> <div>NSWIS Netball has focused on injury management &amp; prevention, game sense and sport IQ, high performance athlete behaviours, load &amp; recovery management.</div>			<div>NSWIS performance support engagement with national teams</div> <div>The NSWIS Performance Analyst held the position of Performance Analyst for the NSW Swifts. Performance Analysis support was also provided for the emerging and Fast 5's camp and tournament.</div> <div>NSWIS Strength &amp; Conditioning staff held the position of strength &amp; conditioning lead for the NSW Swifts.</div>						<div>Additional venues</div> <div>Positive venue relationships continued with; Genea Netball Centre.</div>		
Competition	<div>Benchmark, Major and Under-Age events</div> <div>Constellation Cup</div> <div>Quad Series</div> <div>21U Fiji Tour</div>						<div>Additional international and national competition activity</div> <div>Australian Netball League</div> <div>U19 National Championships</div> <div>U17 National Championships</div>					
Research	<div>Research and innovation</div> <div>The NSWIS actively worked with sport and system partners to ensure that evidence based research practices and innovative activities are integrated and supported in the daily training environment to impact performance.</div>											

# ROWING



Athletes and Pathways	<div>Benchmark event</div> <div>Olympics</div> <div><div>3</div>Selected</div> <div><div>1</div>Medallists</div> <div><div>1</div>Top 8</div>			<div>Benchmark event</div> <div>Paralympics</div> <div><div>4</div>Selected</div> <div><div>1</div>Medallists</div> <div><div>3</div>Top 8</div>			<div>U23 event</div> <div>U23 World Championships</div> <div><div>8</div>Selected</div> <div><div>3</div>Medallists</div> <div><div>3</div>Top 8</div>					
	<div>Podium</div> <div>3</div>			<div>Podium Ready</div> <div>2</div>			<div>Podium Potential</div> <div>9</div>			<div>Developing</div> <div>19</div>		
	<div>Emerging</div> <div>22</div>			<div>Legend</div>			<div>Scholarship</div>			<div>Associate</div>		
	<div>Key international achievements &amp; highlights</div> <div>Cameron Girdlestone won silver in the Men's Quadruple Skull at the Rio Olympic Games.</div> <div>Erik Horrie won silver in the Men's Arms &amp; Shoulders Single Skull at the Rio Paralympic Games.</div>						<div>Pathway activity</div> <div>Fourteen NSWIS scholarship holders have transitioned to National Training Centres (NTCs) - Canberra &amp; Penrith.</div> <div>Due to senior athletes transitioning to NTCs, the NSWIS is now able to support a greater development of junior athletes.</div>					
Coaching	<div>NSWIS coaches engaged in national coaching opportunities</div> <div>The NSWIS Rowing Program continues to operate as a decentralised program coordinated by the NSWIS Rowing Program Manager.</div>			<div>Capacity and capability</div> <div>Five NSWIS Network Coaches from three Performance Pathways Clubs selected to Australian Team; 1 x Australian Olympic Team, 1 x Australian U21 Team &amp; 3 x Australian Junior Team.</div> <div>Two NSWIS Network Coaches have progressed to become Assistant Coaches at the newly established Rowing Australia NTC's.</div>			<div>System partnership engagement and development</div> <div>The NSWIS continues to facilitate monthly Network Coach meetings to foster collaboration between Performance Pathway Clubs (PPC's) and connection with the national program.</div>					
Leadership & Culture	<div>Collaborative activity to achieve national high performance outcomes</div> <div>Rowing Australia (RA), Rowing NSW (RNSW) and the NSWIS have formed a close working relationship to establish the RA Women's NTC based in Penrith.</div> <div>RA, RNSW, NSWIS and the four PPC's (Mosman RC, Sydney RC, Sydney University BC &amp; UTS RC), have engaged in shared and open dialogue and discussions in planning for the NSW Pathways Model.</div>			<div>Partners</div> <div>Sport partners</div> <div>Rowing Australia</div> <div>Rowing New South Wales</div> <div>Other venue / sponsorship partners</div> <div>Sydney International Regatta Centre</div> <div>Don Croot Shed (Penrith)</div>			<div>Induction and culture building activity with athletes, coaches &amp; performance support.</div> <div>NSWIS Performance Support staff participated in athlete induction programs.</div>					
Daily Training Environment	<div>Priority performance support focus</div> <div>The NSWIS Rowing program has focussed on strength &amp; conditioning, physiology and biomechanics services to maximise training and competition outcomes.</div>			<div>NSWIS performance support engagement with national teams</div> <div>NSWIS providers are embedded in the Rowing Australia Women's NTC as the strength &amp; conditioning and personal excellence leads.</div>			<div>Additional venues</div> <div>Performance Pathways Club Boatsheds:</div> <div>Mosman Rowing Club, Mosman</div> <div>Sydney Rowing Club, Abbotsford</div> <div>Sydney University Boat Club, Lane Cove</div> <div>UTS Rowing Club, Haberfield</div>					
Competition	<div>Benchmark, major and under-age events</div> <div>Olympic Games</div> <div>Paralympic Games</div> <div>World Rowing Championships</div> <div>World Rowing Cups</div> <div>World Rowing U23 Championships</div> <div>World Rowing Junior Championships</div>			<div>Additional international and national competition activity</div> <div>Henley Royal Rowing Regatta</div> <div>U21 Trans-Tasman Regatta</div> <div>Sydney International Rowing Regatta</div> <div>NSWIS Rowing Manager continues to facilitate PPC crew combinations at State and National Events for optimised and shared performance.</div>								
Research	<div>Research and innovation</div> <div>Para Rowing Rigger 2020 Project – Prototype researched and in development.</div>											

# SAILING



Athletes and Pathways	Podium 3 	Developing 9 	Emerging 19 	Legend Scholarship Associate
	<b>Key international achievements &amp; highlights</b> The NSWIS Sailing Program was re-established in 2017. In partnership with Australian Sailing, the NSWIS Sailing program aims to support sailing to achieve sustainable podium success across multiple Olympic events and successive Olympiads.		<b>Pathway activity</b> A pathway focused partnership that optimises the strengths and resources in the NSWIS and Sailing's National Training Centre to support AWE athletes from pathway to podium whilst developing podium potential coaches for the national program.	
Coaching	<b>NSWIS coaches engaged in national coaching opportunities</b> Monthly training camps based at the NSWIS delivered by Australian Sailing service providers, with a focus on strength and conditioning, physiotherapy and sports psychology.	<b>Capacity and capability</b> Australian Sailing coaches offered access to NSWIS coach development opportunities.	<b>System partnership engagement and development</b> Australian Sailing manage the NSWIS Sailing Program and employ coaches. Coaches undertake a national/NSWIS role. The NSWIS provides funding to Australian Sailing who manage the program and employ the coaches.	
Leadership & Culture	<b>Collaborative activity to achieve national high performance outcomes</b> The program is managed by Australian Sailing including employment of coaches, strength and conditioning and psychology.	<b>Sport partners</b> Australian Sailing	<b>Partners</b> <b>Other venue / sponsorship partners</b> -	<b>Performance team engagement to enhance culture and impact performance</b> The NSWIS and Australian Sailing conducted a program induction for NSWIS athletes in April 2017.
Daily Training Environment	<b>Priority performance support focus</b> Australian Sailing manage the performance support services of their program, employing staff directly in these roles. The primary focal areas for the organisation have been Strength & Conditioning and Psychology.		<b>Venues outside of partnerships</b> National Training Centre, Middle Harbour	
Research	<b>Research and innovation</b> The NSWIS actively worked with sport and system partners to ensure that evidence based research practices and innovative activities are integrated and supported in the daily training environment to impact performance.			

All Sailing Benchmark and Major events for the reporting period existed prior to the commencement of the Australian Sailing and NSWIS partnership in January 2017. These results are reflected in the Individual sport report.

# SWIMMING



Athletes and Pathways	<p><b>Benchmark event</b></p> <p><b>Olympic Games</b></p> <p><b>1</b> Medals</p> <p>4 Selected    2 Medallists    1 Top 8</p>			<p><b>Benchmark event</b></p> <p><b>Paralympic Games</b></p> <p><b>14</b> Medals</p> <p>10 Selected    16 Medallists    23 Top 8</p>			<p><b>Junior event</b></p> <p><b>Junior Pan Pacific Championships</b></p> <p><b>5</b> Medals</p> <p>5 Selected    2 Medallists    3 Top 8</p>		
	<p>Podium <b>6</b></p> <p>Podium Potential <b>16</b></p> <p>Developing <b>9</b></p> <p>Emerging <b>3</b></p> <p>Talent* <b>40</b></p> <p><small>* not scholarship athletes</small></p>								
	<p><b>Key international achievements &amp; highlights</b></p> <p>Maddison Elliott won three gold and two silver medals at the Rio Paralympic Games.</p> <p>Tiffany Thomas-Kane won one gold and three bronze medals at the Rio Paralympic Games.</p>			<p><b>Pathway activity</b></p> <p>Swimming NSW - ETS (Talent) program continued to focus on strength and conditioning, physiology and biomechanics in the area coach education to build coach engagement.</p>					
	<p><b>NSWIS coaches engaged in national coaching opportunities</b></p> <p>NSWIS High Performance Coaches held the positions of Team Coach at the 2016 Junior Pan Pacific Championships.</p>			<p><b>Capacity and capability</b></p> <p>NSWIS coaches attended the Australian Swimming Coaches and Teachers Association Coaching Conference.</p>			<p><b>System partnership engagement and development</b></p> <p>NSWIS network coaches accessed coach development at the NSWIS High Performing Teams Workshop.</p>		
Leadership & Culture	<p><b>Collaborative activity to achieve national high performance outcomes</b></p> <p>Swimming Australia, Swimming NSW &amp; the NSWIS worked collaboratively to develop the Swimming Australia High Performance Plan 2017 - 2020 and its implementation for the NSW Daily Training Environment.</p>			<p><b>Partners</b></p> <p><b>Sport partners</b></p> <p>Swimming Australia Swimming NSW</p> <p><b>Other venue / sponsorship partners</b></p> <p>Sydney Olympic Park Aquatic Centre Sydney University</p>			<p><b>Performance team engagement to enhance culture and impact performance</b></p> <p>NSWIS Coaching, High Performance Sport &amp; Excellence and Performance Support staff all participated in athlete induction programs.</p>		
	<p><b>Priority performance support focus</b></p> <p>The NSWIS Swimming Program has focused on physiotherapy, physiology and biomechanical services to maximise training and competition outcomes.</p>			<p><b>NSWIS performance support engagement with National teams</b></p> <p>The NSWIS Physiologist attended the 2016 Junior Pan Pacific Championships with Swimming Australia in the role of Sports Scientist Pacific Championships with Swimming Australia in the role of Sport Scientist.</p>			<p><b>Additional venues</b></p> <p>Positive venue relationships continue with;</p> <p>Parramatta City Council Pool Ryde City Council Pool Trinity Grammar Pool MLC Pool Ian Thorpe Aquatic Centre Ravenswood High School - Pool</p>		
Competition	<p><b>Benchmark, major and under-age events</b></p> <p>Olympic Games Paralympic Games Junior Pan Pacific Championships FINA World Cup Series</p>			<p><b>Additional international and national competition activity</b></p> <p>Australian Championships Australian Short Course Championships</p>					
Research	<p><b>Research and innovation</b></p> <p>The NSWIS actively worked with sport and system partners to ensure that evidence based research practices and innovative activities are integrated and supported in the daily training environment to impact performance.</p>								

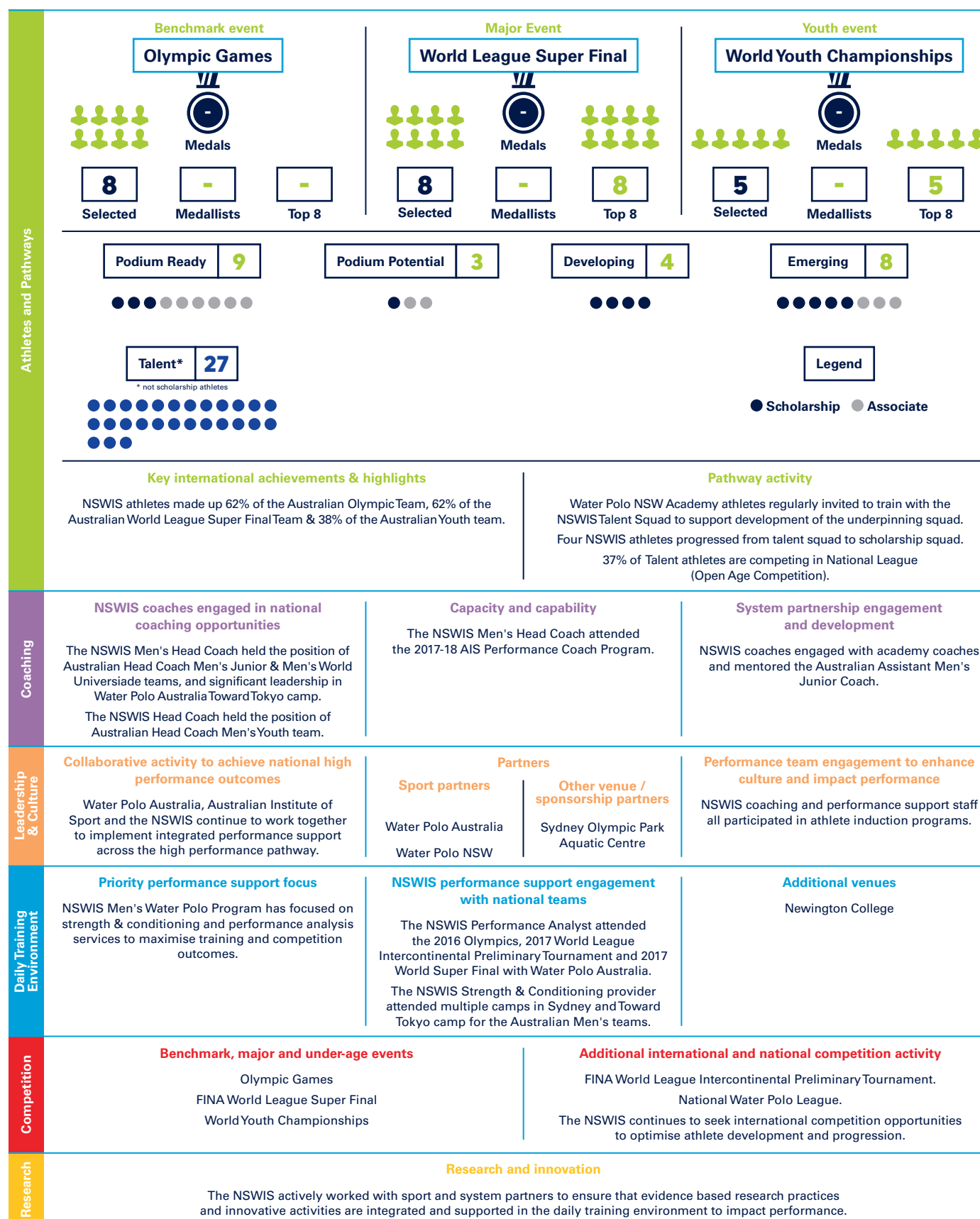
# TRIATHLON






Athletes and Pathways	<div>Podium Ready4</div> <div>●●●●</div>	<div>Podium Potential1</div> <div>●</div>	<div>Developing3</div> <div>●●●</div>	<div>Emerging1</div> <div>●</div>
	<div>Key international achievements &amp; highlights</div> <p>The NSWIS Triathlon Program was re-established in 2017. The program is positively aligned in partnership with Triathlon Australia. The NSWIS Triathlon Program and aims to support Australian athletes to win medals at the Olympic Games and benchmark events.</p>		<div>Pathway activity</div> <p>An international focused performance environment based in Wollongong supports Triathlon Australia to progress targeted triathletes to achieve international success.</p>	
Coaching	<div>NSWIS coaches engaged in national coaching opportunities</div> <p>NSWIS strength &amp; conditioning services are provided at camps.</p>	<div>Capacity and capability</div> <p>Triathlon Australia coaches offered access to NSWIS coach development opportunities.</p>	<div>System partnership engagement and development</div> <p>Triathlon Australia employs a coach to deliver the International Performance Centre in Wollongong.</p>	
Leadership & Culture	<div>Collaborative activity to achieve national high performance outcomes</div> <p>The NSWIS provided strength and conditioning and physiology services to scholarship athletes.</p>	<div>Partners</div> <div>Sport partners</div> <p>Triathlon Australia</p> <div>Other venue / sponsorship partners</div> <p>University Recreation &amp; Aquatic Centre, University of Wollongong</p>	<div>Induction and culture building activity with athletes, coaches &amp; performance support.</div> <p>-</p>	
Daily Training Environment	<div>Priority performance support focus</div> <p>The NSWIS Triathlon Program has focused on strength &amp; conditioning and physiology services to maximise training and competition outcomes.</p>		<div>Venues outside of partnerships</div> <p>Athletes are based in Spain for a significant part of the year in order to maximise training and competition opportunities.</p>	
Research	<div>Research and innovation</div> <p>The NSWIS actively worked with sport and system partners to ensure that evidence based research practices and innovative activities are integrated and supported in the daily training environment to impact performance.</p>			

All Triathlon Benchmark and Major events for the reporting period existed prior to the commencement of the Triathlon Australia and NSWIS partnership in January 2017. These results are reflected in the Individual sport report.

# WATER POLO MEN





Athletes and Pathways	<div><div>Benchmark event</div><div>Olympic Games</div><div> Medals</div><div><div>7</div><div>Selected</div></div><div><div>-</div><div>Medallists</div></div><div><div>7</div><div>Top 8</div></div></div> <div><div>Podium</div><div>9</div></div> <div><div>Talent*</div><div>25</div></div> <div><div>Podium Potential</div><div>1</div></div> <div><div>Developing</div><div>10</div></div> <div><div>Emerging</div><div>12</div></div> <div><div>Legend</div></div> <div><div>● Scholarship</div><div>● Associate</div></div>	<div><div>Major event</div><div>World League Super Final</div><div> Medals</div><div><div>6</div><div>Selected</div></div><div><div>-</div><div>Medallists</div></div><div><div>6</div><div>Top 8</div></div></div>	<div><div>Youth event</div><div>World Youth Championships</div><div> Medals</div><div><div>9</div><div>Selected</div></div><div><div>-</div><div>Medallists</div></div><div><div>-</div><div>Top 8</div></div></div>
	<div><div>Key international achievements &amp; highlights</div><div>NSWIS athletes made up 54% of the Australian Olympic Team, 46% of the Australian World League Super Final Team &amp; 69% of the Australian Youth team.</div></div>	<div><div>Pathway activity</div><div>Water Polo NSW Academy athletes regularly invited to train with NSWIS Talent Squad to support development of underpinning squad. Nine NSWIS athletes progressed from talent squad to scholarship squad. 46% of Talent athletes are competing in National League (Open Age Competition).</div></div>	
	<div><div>Coaching</div><div>NSWIS coaches engaged in national coaching opportunities</div><div>The NSWIS Women's Head Coach held the position of Australian Head Coach Youth Team and Assistant Coach Senior Team. The NSWIS Assistant Coach held the position of Australian World Universiade Women's Head Coach.</div></div>	<div><div>Capacity and capability</div><div>NSWIS Assistant Coach, with the Support of the NSWIS Women's Head Coach, led an NSWIS squad to an international training camp in Shanghai (CHN).</div></div>	<div><div>System partnership engagement and development</div><div>NSWIS coaches engaging with academy coaches and mentoring Australian Men's Youth Assistant Coach.</div></div>
	<div><div>Leadership &amp; Culture</div><div>Collaborative activity to achieve National High Performance outcomes</div><div>Water Polo Australia, the Australian Institute of Sport and the NSWIS continue to work together to implement integrated performance support across the high performance pathway</div></div>	<div><div>Partners</div><div><div>Sport partners</div><div>Water Polo Australia Water Polo NSW</div></div><div><div>Other venue / sponsorship partners</div><div>Sydney Olympic Park Aquatic Centre</div></div></div>	<div><div>IPerformance Team engagement to enhance culture and impact performance</div><div>NSWIS Coaching and Performance Support staff all participated in athlete induction programs. Camp held in Wollongong to develop high performance culture within scholarship cohort in early scholarship period.</div></div>
<div><div>Daily Training Environment</div><div>Priority performance support focus</div><div>NSWIS Women's Water Polo has focused on strength &amp; conditioning, performance analysis and sports psychology services to maximise training and competition outcomes.</div></div>	<div><div>Additional venues</div><div>Positive venue relationships continue or have been established with; MLC Burwood Sutherland Leisure Centre</div></div>		
<div><div>Competition</div><div>Benchmark, Major and Under-Age events</div><div>Olympic Games FINA World League Super Final World Youth Championships</div></div>	<div><div>Additional international and national competition activity</div><div>FINA World League Intercontinental Preliminary Tournament National Water Polo League The NSWIS continues to seek international competition opportunities to optimise athlete development and progression.</div></div>		
<div><div>Research</div><div>Research and innovation</div><div>The NSWIS actively worked with sport and system partners to ensure that evidence based research practices and innovative activities are integrated and supported in the daily training environment to impact performance.</div></div>			



Athletes and Pathways	<div>Benchmark event</div> <div>World Championships (Ski, Snowboard &amp; Nordic)</div> <div> 23 Selected</div> <div> 2 Medallists</div> <div> 2 Top 8</div>	<div>Other event</div> <div>World Cup Tour</div> <div> 29 Selected</div> <div> 8 Medallists</div> <div> 26 Top 8</div>	<div>Junior event</div> <div>World Junior Championships</div> <div> 3 Selected</div> <div> 1 Medallists</div> <div> - Top 8</div>
	<div>Podium</div> <div>5</div> <div></div> <div>Developing</div> <div>18</div> <div></div>	<div>Podium Ready</div> <div>5</div> <div></div> <div>Emerging</div> <div>9</div> <div></div>	<div>Podium Potential</div> <div>9</div> <div></div> <div>International</div> <div>5</div> <div></div>
	<div>Key international achievements &amp; highlights</div> <div>Brittney Cox won gold in Women's Moguls at the World Championships, as well as nine world cup medals - including seven gold. Four NSWIS athletes were ranked in the top five in the world.</div>	<div>Pathway activity</div> <div>The NSWIS underpinning, national development programs, continued to focus on North American and Europa Cup tours during the international season - World Cup underpinning tours. 36% (8) of NSWIS athletes starting at World Championships were debutants. Eight NSWIS athlete debuted at World Championships. Two Athletes progressed to Senior National Program (OWIA Contract); Jakara Anthony and Adam Lambert.</div>	
Coaching	<div>NSWIS coaches engaged in national coaching opportunities</div> <div>The NSWIS Moguls Head Coach held the position of National Development Coach through 2016-17.</div>	<div>Capacity and capability</div> <div>Additional Fee For Service coaching opportunities accessed through international season to increase capacity of NSWIS and Olympic Winter Institute of Australia coaches.</div>	<div>System partnership engagement and development</div> <div>Head coaches and underpinning coaches continue to work collaboratively to align the discipline high performance pathways.</div>
Leadership & Culture	<div>Collaborative activity to achieve national high performance outcomes</div> <div>The Olympic Winter Institute of Australia, Ski and Snowboard Australia and the NSWIS have worked collaboratively to align resources in preparation for the 2018 Olympic Winter Games and develop a High Performance plan for post Olympics.</div>	<div>Partners</div> <div>Sport partners</div> <div>Olympic Winter Institute of Australia Ski and Snowboard Australia</div> <div>Other venue / sponsorship partners</div> <div>Perisher Resort Thredbo Resort Jindabyne Sport &amp; Recreation Centre</div>	<div>Performance team engagement to enhance culture and impact performance</div> <div>NSWIS Coaching, High Performance Sport &amp; Excellence and Performance Support participated in athletes screenings activities in Sydney and induction activities in Jindabyne.</div>
Daily Training Environment	<div>Priority performance support focus</div> <div>The NSWIS Winter Sports Program has focused on strength &amp; conditioning and sports psychology services to maximise training and competition outcomes.</div>	<div>NSWIS performance support engagement with national teams</div> <div>The NSWIS has contributed to strength &amp; conditioning and sports psychology services in partnership with the Olympic Winter Institute of Australia and the AIS.</div>	<div>Venues outside of partnerships</div> <div>Narrabeen Victorian Institute of Sport</div>
Competition	<div>Benchmark, major and under-age events</div> <div>Freestyle Ski World Championships Snowboard World Championships Nordic Ski World Championships Snowboard Junior World Championships World Cup Tour International Biathlon Union Cup Tour</div>	<div>Additional international and national competition activity</div> <div>Asian Winter Games North American Cup - Continental Cup Tour Europa Cup - Continental Cup Tour Australia New Zealand Cup - Continental Cup Tour International Biathlon Union European Championships National Championships National Junior Championships  The NSWIS continues to explore and implement additional coaching resources and reduce program expenses for athletes during Domestic and International competition seasons.</div>	
Research	<div>Research and innovation</div> <div>Moguls Research Project - Monitoring training load and recovery.</div>		

# WHEELCHAIR BASKETBALL



Athletes and Pathways	<p><b>Benchmark event</b></p> <p><b>Paralympic Games</b></p> <p>Medals</p> <p>1 Selected, - Medallists, 1 Top 8</p>	<p><b>Major event</b></p> <p><b>Osaka Cup (Women)</b></p> <p>Medals</p> <p>2 Selected, 2 Medallists, - Top 8</p>	<p><b>U23 event</b></p> <p><b>IWBF U23 World Championships (Men)</b></p> <p>Medals</p> <p>1 Selected, 1 Medallists, - Top 8</p>
	<p>Podium 1</p> <p>Emerging 1</p>	<p>Podium Ready 2</p> <p>Talent* 2</p> <p><small>* not scholarship athletes</small></p>	<p>Podium Potential 5</p> <p>Developing 3</p> <p>Legend: ● Scholarship ● Associate</p>
	<p><b>Key international achievements &amp; highlights</b></p> <p>The Gliders, Australia's womens wheelchair basketball team, won silver at the 2017 Osaka Cup.</p> <p>The Spinners, Australia's men's U23 team, won bronze at the International Wheelchair Basketball Federation U23 2017 World Championships.</p>		<p><b>Pathway activity</b></p> <p>Basketball Australia National Wheelchair Program Manager is based at the NSWIS and engaged with state pathway initiatives through Wheelchair Sports NSW and the Australian Paralympic Committee.</p>
	<p><b>Capacity and capability</b></p> <p>The NSWIS Wheelchair Basketball Project Coach attended the Basketball Australia National Camp for the men's and women's national senior team in May 2017, with further national system engagement activity forecasted.</p>		<p><b>System partnership engagement and development</b></p> <p>Basketball Australia &amp; the NSWIS collaboratively engaged to develop and create the Project Coach role.</p>
Leadership & Culture	<p><b>Collaborative activity to achieve National High Performance outcomes</b></p> <p>The strong partnership between Basketball Australia and the NSWIS has resulted in the appointment of the project coaching role in order to strengthen activity towards system outcomes.</p> <p>The development of athlete IPP's on AMS has been a positive program development activity.</p>		<p><b>Partners</b></p> <p><b>Sport partners</b> Basketball Australia</p> <p><b>Other venue / sponsorship partners</b> -</p>
Daily Training Environment	<p><b>Priority performance support focus</b></p> <p>NSWIS Wheelchair Basketball has focused on the athletes physical preparation and technical skill development.</p>		<p><b>Venues outside of partnerships</b></p> <p>University of Wollongong &amp; Auburn Basketball Centre</p>
Competition	<p><b>Benchmark, major and under-age events</b></p> <p>Paralympic Games IWBF AOZ Qualifiers IWBF U23 World Championships Osaka Cup Kitakyushu Champions Cup</p>		<p><b>Additional international and national competition activity</b></p> <p>Women's National Wheelchair Basketball League National Wheelchair Basketball League World Super Cup (Women) Continental Clash (Women)</p>
Research	<p><b>Research and innovation</b></p> <p>The NSWIS actively worked with sport and system partners to ensure that evidence based research practices and innovative activities are integrated and supported in the daily training environment to impact performance.</p>		





# FINANCIALS

## **NSW Institute of Sport**

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## NSW INSTITUTE OF SPORT

### STATEMENT BY THE CEO – NSW Institute of Sport

#### FOR THE PERIOD 1 JULY 2016 TO 30 JUNE 2017

Pursuant to Section 41C (1B) and (1C) of the Public Finance and Audit Act 1983, I declare that in my opinion:

1. The Financial Statements exhibit a true and fair view of the financial position at 30 June 2017 and the financial performance for the period 1 July 2016 to 30 June 2017 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, I am not aware of any circumstances which would render any particulars included in the Financial Statements to be misleading or inaccurate.

Signed in Sydney this 12<sup>th</sup> day of October 2017

CEO  
Mr Kevin Thompson



PROUDLY  
SUPPORTED BY THE  
NEW SOUTH WALES  
GOVERNMENT

Telephone +61 2 9763 0222  
PO Box 476 Sydney Markets NSW 2129 - AUSTRALIA  
Building B, Level 1, 6 Figtree Drive Sydney Olympic Park NSW 2127 - AUSTRALIA  
ABN 97 946 780 965



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



## INDEPENDENT AUDITOR'S REPORT

### New South Wales Institute of Sport

To Members of the New South Wales Parliament

#### Opinion

I have audited the accompanying financial statements of the New South Wales Institute of Sport (the Institute), which comprise the statement of financial position as at 30 June 2017, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, notes comprising a summary 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 2017, 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 *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 also fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament further 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.

## The Chief Executive Officer's Responsibility for the Financial Statements

The Chief Executive Officer is 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 Chief Executive Officer determines is necessary to enable the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive Officer must assess the ability of the Institute and the consolidated entity to continue as a going concern except where operations will be dissolved by an Act of Parliament or otherwise cease. The assessment must, disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

## Auditor's Responsibility 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, and
- 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:

[http://www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf).

The description forms part of my auditor's report.

My opinion does *not* provide assurance:

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



Chris Clayton  
Director, Financial Audit Services

13 October 2017  
SYDNEY

# NSW INSTITUTE OF SPORT

## STATEMENT OF COMPREHENSIVE INCOME

FOR THE PERIOD ENDED 30 JUNE 2017

		Economic Entity		Parent Entity	
		2017	2016	2017	2016
	Note	\$'000	\$'000	\$'000	\$'000
<b>Expenses excluding losses</b>					
Operating Expenses					
Employee related	2(a)	1,916	1,401	101	108
Personnel Services - ISSA	2(b)	-	-	1,815	1,293
Personnel Services - OoS	2(b)	6,076	6,515	6,076	6,515
Other operating expenses	2(c)	8,181	8,116	8,181	8,116
Depreciation and Amortisation	2(d)	307	837	307	837
Grants and subsidies	2(e)	819	299	819	299
Finance costs	2(f)	5	10	5	10
<b>Total Expenses excluding losses</b>		<b>17,303</b>	<b>17,178</b>	<b>17,303</b>	<b>17,178</b>
<b>Revenue</b>					
Grants and Contributions	3(a)	15,101	13,357	15,101	13,357
Sale of Goods and Services	3(b)	1,430	1,866	1,430	1,866
Investment Revenue	3(c)	16	7	16	7
Other Revenue	3(d)	706	1,050	706	1,050
<b>Total Revenue</b>		<b>17,253</b>	<b>16,280</b>	<b>17,253</b>	<b>16,280</b>
Gain/(Loss) on Disposal		-	12	-	12
<b>Net Result</b>		<b>(51)</b>	<b>(886)</b>	<b>(51)</b>	<b>(886)</b>
<b>Total Comprehensive Income</b>		<b>(51)</b>	<b>(886)</b>	<b>(51)</b>	<b>(886)</b>

The accompanying notes form part of these financial statements.



# NSW INSTITUTE OF SPORT

## STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2017

		Economic Entity		Parent Entity	
		2017	2016	2017	2016
	Note	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents		2,148	2,316	2,148	2,316
Receivables	4	1,302	796	1,302	796
Inventories		384	126	384	126
<b>Total Current Assets</b>		<b>3,833</b>	<b>3,238</b>	<b>3,833</b>	<b>3,238</b>
<b>Non-Current Assets</b>					
Receivables	4	225	-	225	-
Leasehold Improvements	5	19	32	19	32
Plant and Equipment	5	649	631	649	631
Intangible Assets	6	116	200	116	200
<b>Total Non-Current Assets</b>		<b>1,009</b>	<b>863</b>	<b>1,009</b>	<b>863</b>
<b>Total Assets</b>		<b>4,842</b>	<b>4,101</b>	<b>4,842</b>	<b>4,101</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Payables	7	2,980	2,192	2,980	2,192
Provisions	8	-	-	-	-
<b>Total Current Liabilities</b>		<b>2,980</b>	<b>2,192</b>	<b>2,980</b>	<b>2,192</b>
<b>Non-Current Liabilities</b>					
Provisions	8	231	227	231	227
<b>Total Non-Current Liabilities</b>		<b>231</b>	<b>227</b>	<b>231</b>	<b>227</b>
<b>Total Liabilities</b>		<b>3,211</b>	<b>2,419</b>	<b>3,211</b>	<b>2,419</b>
<b>Net Assets</b>		<b>1,631</b>	<b>1,682</b>	<b>1,631</b>	<b>1,682</b>
<b>Equity</b>					
Accumulated Funds		1,631	1,682	1,631	1,682
<b>Total Equity</b>		<b>1,631</b>	<b>1,682</b>	<b>1,631</b>	<b>1,682</b>

The accompanying notes form part of these financial statements.

# NSW INSTITUTE OF SPORT

## STATEMENT OF CHANGES IN EQUITY

FOR THE PERIOD ENDED 30 JUNE 2017

	Total Equity \$'000
<b>ECONOMIC ENTITY</b>	
Balance at 1 July 2016	1,682
Net result for the year	(51)
<b>Total comprehensive income for the year</b>	<b>(51)</b>
<b>Balance at 30 June 2017</b>	<b>1,631</b>
Balance at 1 July 2015	2,568
Net result for the year	(886)
<b>Total comprehensive income for the year</b>	<b>(886)</b>
<b>Balance at 30 June 2016</b>	<b>1,682</b>
<b>PARENT ENTITY</b>	
Balance at 1 July 2016	1,682
Net result for the year	(51)
<b>Total comprehensive income for the year</b>	<b>(51)</b>
<b>Balance at 30 June 2017</b>	<b>1,631</b>
Balance at 1 July 2015	2,568
Net result for the year	(886)
<b>Total comprehensive income for the year</b>	<b>(886)</b>
<b>Balance at 30 June 2016</b>	<b>1,682</b>

*The accompanying notes form part of these financial statements*

# NSW INSTITUTE OF SPORT

## STATEMENT OF CASH FLOWS

FOR THE PERIOD ENDED 30 JUNE 2017

		Economic Entity		Parent Entity	
		2017	2016	2017	2016
	Note	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities					
Payments					
Employee Related including Personnel Services		(7,992)	(9,485)	(7,992)	(9,485)
Other		(9,210)	(7,486)	(9,210)	(7,486)
Grants and Subsidies		(819)	(299)	(819)	(299)
Total Payments		(18,021)	(17,270)	(18,021)	(17,270)
Receipts					
Grants and Contributions		15,101	13,357	15,101	13,357
Sale of Goods and Services		1,430	1,328	1,430	1,328
Interest Received		16	7	16	7
Other		1,534	2,092	1,534	2,092
Total Receipts		18,081	16,784	18,081	16,784
Net Cash Flows from Operating Activities	12	60	(486)	60	(486)
Cash Flows from Investing Activities					
Purchases of Plant and Equipment	5	(229)	(241)	(229)	(241)
Net Cash Flows from Investing Activities		(229)	(241)	(229)	(241)
Cash Flows from Financing Activities					
Net Increase/(Decrease) in Cash		(168)	(727)	(168)	(727)
Opening Cash and Cash Equivalents		2,316	3,043	2,316	3,043
Closing Cash and Cash Equivalents		2,148	2,316	2,148	2,316

The accompanying notes form part of these financial statements

# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD ENDED 30TH JUNE 2017

### 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. The NSWIS is a not-for profit entity (as profit is not its principle objective) and it has no cash generating units. The reporting entity is consolidated as part of NSW Total State Sector Accounts.

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

The Institute of Sport Staff Agency was established via Administrative Order 2017 (effective 1st April 2017), transferring staff from the Office of Sport to the Institute of Sport Staff Agency. Management has considered the impacts of these changes on the financial statements and the financial statements of the reporting entity reflect these changes.

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 year ended 30th June 2017 have been authorised for issue by the CEO on 12 October 2017.

#### (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 (which include Australian Accounting Interpretations)
- the requirements of the *Public Finance and Audit Act 1983* and *Public Finance and Audit Regulation 2015* and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities issued by the Treasurer

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

Management's judgements, key assumptions and estimates are disclosed in the relevant notes to the financial statements.

#### (c) Statement of Compliance

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

#### (d) 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.

#### (e) Employee Entitlements (including personnel services)

During the financial year, Administrative Arrangements (Administrative Changes – Public Service Agencies) Order 2017 re-established the Institute of Sport Staff Agency from 1st April 2017. As a result, NSWIS paid staff payroll and entitlements on behalf of the Office of Sport for the period 1st July 2016 to 31st March 2017. From 1st April to 30th June 2017, NSWIS paid staff payroll and entitlements on behalf of the Institute of Sport Staff Agency. The Employee Entitlements including personnel services expenses disclosures within the financial statements for NSWIS reflect these changes.

#### *Salaries and Wages, annual leave, sick leave and on-costs.*

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

#### *Annual Leave*

Where 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, 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 the use of a nominal approach plus the annual leave on annual leave liability (using 7.9% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. Leave entitlements are measured as the amount unpaid at the reporting date at pay rates expected to be paid in respect of employees' service up to that date. Accrued annual leave is treated as a current liability.

#### *Sick leave*

Unused 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**

Long service leave liability is recognised and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. The liability is calculated in accordance with *AASB 119 Employee Benefits* and *NSW Treasury Circular TC 15/09 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.

### **On costs**

Other employment related costs such as payroll tax, workers' compensation insurance premiums, superannuation and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee entitlements to which they relate have been recognised.

### **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.

## **(f) Assets**

### **Acquisitions**

Assets acquired are initially recognised 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 Australian Accounting standards.

Assets acquired at no cost or for nominal consideration, are initially recognized at their fair value at the date of acquisition.

Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

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.

Asset acquisitions are recognised using the cost method. All physical assets costing over \$1,000 with an expected useful life of more than one year have been capitalised and recorded in the assets register.

The initial cost of an asset can include an estimate of the cost of dismantling and removing the item. This is particularly relevant to the "make good" provision for the NSWIS property lease where there is an obligation to restore the property to its original condition. These costs are included in the capital cost of NSWIS Leasehold Improvements with a corresponding provision for "Make Good" taken up.

### **Impairment of assets**

As a not-for-profit entity with no cash generating units, impairment under *AASB 136 Impairment of Assets* is unlikely to arise. As property, plant and equipment is carried at fair

value, impairment can only arise in the rare circumstances where the costs of disposal are material.

Specifically, impairment is unlikely for not-for-profit entities given that AASB modifies the recoverable amount test for non-cash generating assets of not-for-profit entities to the higher of fair value less costs of disposal and depreciated replacement cost, where depreciated replacement cost is also fair value.

### **Depreciation**

Depreciation is provided on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as they are consumed over their useful lives to the entity. Any Work In Progress relating to assets purchased before 30th June 2017 but not yet in use are included in the General Plant and Equipment category.

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% (2016: 6.67% to 33.3%)
- Electronic and Scientific Equipment range from 3.33% to 50% (2016: 3.33% to 50%)
- Sporting Equipment range from 5% to 50% (2016: 5% to 50%)
- Leasehold Improvements range from 10% to 33% (2016: 10% to 33%)

### **Maintenance:**

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

### **Intangible Assets:**

The entity recognises intangible assets only if it is probable that future economic benefits will flow to the entity and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition.

All research costs are expensed. Development costs are only to be capitalized when certain criteria are met.

The useful lives of intangible assets are assessed to be finite.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the entity's intangible assets, the assets are carried at cost less any accumulated amortization and impairment losses.

The entity's intangible assets are amortised using the straight line method over a period of 3 years for software. There are currently no other categories of intangible assets.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to the recoverable amount and the reduction is recognized as an impairment loss.

## **(g) Trade and Other Receivables:**

Receivables are non-derivative financial assets with fixed

or determinable payments that are not quoted in an active market. These financial assets are recognized initially at fair value, usually based on the transaction cost, or face value.

Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are recognised in the net result for the year when impaired, derecognized or through the amortization process.

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

During the financial year, NSWIS entered into arrangements with Rowing Australia for the construction of a new Women's National Training Centre for Rowing. This involved a payment from NSWIS to Rowing Australia to enable Rowing Australia to initiate construction of the facility. The agreement entered into requires Rowing Australia to repay NSWIS over a period of four years. As a result, this transaction is a receivable in the financial statements. This is not deemed to be a loan as considerations such as no interest being charged and no intention to profit from this transaction have been considered. NSW Treasury were consulted in making this determination.

#### **(h) Trade and Other Payables:**

These amounts represent liabilities for goods and services provided to the entity and other amounts. Payables are recognized initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

#### **(i) In-Kind contribution of services:**

The Institute receives contra / 'in-kind contributions' of goods and services from sponsors. The Institute also provides benefit as costs associated with these goods and services. Where this value can be reliably measured it has been included in the Statement of Comprehensive Income for the current period.

#### **(j) 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.

#### **Grants and Contributions**

Revenue is recognised when the Institute has control of the good or right to receive, it is probable that the economic benefits will flow to the Institute and the amount of revenue can be measured reliably.

State Government funding, along with grants and sponsorships from other bodies (including Commonwealth agencies, national and state sporting associations and private sector organisations) are recognised as revenues when the Institute obtains control over those assets. Such control is normally obtained on a cash receipts basis.

Where there is control of the right to receive income from the provision of goods and services to external entities and individual athletes by the Institute, such income is recognised

when the fee in respect of those services provided is receivable.

#### **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 assets.

#### **Investment revenue**

Interest revenue is recognized using the effective interest method as set out in AASB 139 Financial Instruments: Recognition and Measurement. Rental revenue from operating leases is recognized in accordance with AASB 117 Leases, on a straight line basis over the lease term.

#### **(k) Accounting for the Goods and Services Tax (GST)**

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

- the amount of GST incurred that is not recoverable from the Australian Taxation Office is recognised as part of the 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 cashflows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

#### **(l) Inventory**

Inventory consists of clothing for Institute staff and athletes and is not for resale. Inventory is valued at cost, adjusted when applicable, for any loss of service potential.

#### **(m) Comparative Information**

Inventory consists of clothing for Institute staff and athletes and is not for resale. Inventory is valued at cost, adjusted when applicable, for any loss of service potential.

#### **(n) Tax Status**

The activities of the Institute are exempt from the provisions of the Income Tax Assessment Act and other Federal Government taxation legislation, with the exception of the requirement to pay fringe benefit tax and goods and services tax.

#### **(o) Changes in Accounting Policy, including new or revised Australian Accounting Standards**

##### **(i) Effective for the first time in 2016-2017**

The accounting policies applied in 2016-2017 are consistent with those of the previous financial year.

The entity has adopted AAS 124 *Related Party Disclosures* and has included the requirements of this standard and those reflected in *TPP 17-05 Accounting Policy : Financial Reporting Code for NSW General Government Sector Entities and NSW Treasury Circular TC16-12 21st December 2016, Related Party Disclosures*.

##### **(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 17-04*). The following Standards may be likely to have an impact for NSWIS :

The following new or amended Accounting Standards have not been applied and are not yet effective (also refer *NSW Treasury Mandates TC 16/02*). The following Standards may be likely to have an impact for NSWIS:

- *AASB 15, AASB 2014-5 and AASB 2015-8 regarding Revenue 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.
- *AASB 16 Leases* will have application from 1 January 2019. The standard introduces a new approach to leases accounting that requires a lessee to recognise assets and liabilities for the rights and obligations created by leases. We believe the application of this standard is likely to have a significant transactional impact as a result of all leases (except short term ie. <12 months, and low value) brought on to the balance sheet.

Whilst management have not yet calculated the impact on the financial performance and position of the Institute, the inclusion of finance lease interest and leased asset depreciation could be offset by the reduction in the full lease operating expense that is currently being incurred. The statement of financial position may be impacted for the grossing up of assets where leased assets would become part of Property, Plant and Equipment, and the

corresponding lease commitment would be shown in Liabilities.

- *AASB 2014-7 Amendments* to various Australian Accounting Standards. As a result of the changes from AASB 9 (December 2014) and the application from 1 January 2018 and comprises changes to improve and simplify the approach for classification and measurement of financial assets. The new AASB includes revised guidance on the classification and measurement of financial assets and supersedes AASB 9 (December 2009) and AASB 9 (December 2010). The change is not expected to materially impact the financial statements
- *AASB 2016-2 Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107* will apply from 1 January 2017. The standard amends AASB 107 to require additional disclosures regarding financial activities in the Statement of Cash Flows. The change is not expected to materially impact the Institute's financial statements owing to the Institute not conducting financial activities as its core operations.

#### (p) 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.



# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

### 2. EXPENSES EXCLUDING LOSSES

	Economic Entity		Parent Entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
<b>(a) Employee Related &amp; Personnel Services Expenses</b>				
Board Member's Fees	89	93	89	93
Salaries and Wages (including annual leave)	1,685	1,112	-	-
Payroll Tax and Fringe Benefit Tax	91	74	5	6
Long Service Leave	(125)	-	-	-
Superannuation	169	122	7	9
Other	8	-	-	-
	<b>1,916</b>	<b>1,401</b>	<b>101</b>	<b>108</b>
<b>(b) Personnel Services</b>				
Personnel Services -Institute of Sport Staff Agency	-	-	1,815	1,293
Personnel Services - Office of Sport	6,076	6,515	6,076	6,515
<b>(c) Other Operating Expenses</b>				
Auditor's remuneration - audit of the financial statements	37	34	37	34
Operating lease rental expense - minimum lease payments	380	314	380	314
Maintenance	175	225	175	225
Insurance	70	59	70	59
Consultants	30	4	30	4
Contractors	758	624	758	624
Athlete Services	1,144	993	1,144	993
Rent & occupancy costs	2,658	2,736	2,658	2,736
Travel	591	643	591	643
Minor Equipment	208	365	208	365
Motor Vehicle	87	86	87	86
Printing & Stationery	106	145	106	145
Communications	168	161	168	161
Advertising & Promotion	413	484	413	484
Medical Services	369	245	369	245
In-Kind Contributions	570	538	570	538
Other expenses	415	460	415	460
<b>Total Other Operating Expenses</b>	<b>8,181</b>	<b>8,116</b>	<b>8,181</b>	<b>8,116</b>

# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

### 2. EXPENSES EXCLUDING LOSSES *continued*

	Economic Entity		Parent Entity	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>(d) Depreciation and amortisation</b>				
General Plant & Equipment	30	30	30	30
Electronic & Scientific	79	86	79	86
Sporting Equipment	102	91	102	91
Intangibles	83	33	83	33
Leasehold Improvements	13	597	13	597
<b>Total Depreciation and amortisation</b>	<b>307</b>	<b>837</b>	<b>307</b>	<b>837</b>
<b>(e) Grants and subsidies</b>				
Sporting Associations	819	299	819	299
	<b>819</b>	<b>299</b>	<b>819</b>	<b>299</b>
<b>(f) Finance costs</b>				
Borrowing Costs - Make Good	5	10	5	10
<b>Total Expenses - Note 2</b>	<b>17,303</b>	<b>17,178</b>	<b>17,303</b>	<b>17,178</b>

# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

### 3. REVENUE

	Economic Entity		Parent Entity	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
<b>(a) Grants and Contributions</b>				
NSW State Government	13,430	11,205	13,430	11,205
Commonwealth Government	-	77	-	77
Other State Government	71	269	71	269
State Sporting Organisations	111	104	111	104
National Sporting Organisations	1,490	1,702	1,490	1,702
	<b>15,101</b>	<b>13,357</b>	<b>15,101</b>	<b>13,357</b>
<b>(b) Sale of Goods and Services</b>				
Sponsorship - Cash	766	1,224	766	1,224
Sponsorship - In-Kind	570	538	570	538
Other	93	104	93	104
	<b>1,430</b>	<b>1,866</b>	<b>1,430</b>	<b>1,866</b>
<b>(c) Investment revenue</b>	16	7	16	7
<b>(d) Other Revenue</b>				
Insurance receipts	31	44	31	44
Rent	257	257	257	257
Cost recoveries	347	429	347	429
Internal transfers	-	-	-	0
Sundry	71	320	71	320
	<b>706</b>	<b>1,050</b>	<b>706</b>	<b>1,050</b>
<b>Total Revenue</b>	<b>17,253</b>	<b>16,280</b>	<b>17,253</b>	<b>16,280</b>

### 4. RECEIVABLES

#### Current:

Sundry Debtors	944	445	944	445
Less: Allowance for Impairment	-	(17)	-	(17)
Prepayments	357	367	357	367
	<b>1,302</b>	<b>796</b>	<b>1,302</b>	<b>796</b>

#### Non-Current:

	225	-	225	-
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# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

5. PROPERTY, PLANT AND EQUIPMENT	General Plant & Equipment	Electronic & Scientific	Sporting Equipment	Leasehold Improvements	Total
	\$'000	\$'000	\$'000	\$'000	\$'000

**At 1 July 2016**

Gross Carrying Amount	641	1,639	1,095	6,028	9,403
Less: Accumulated Depreciation	(551)	(1,348)	(845)	(5,996)	(8,740)
<b>Net Carrying Amount</b>	<b>90</b>	<b>291</b>	<b>250</b>	<b>32</b>	<b>663</b>

**At 30th June 2017**

Gross Carrying Amount	758	1,652	1,191	6,028	9,629
Less: Accumulated Depreciation	(580)	(1,424)	(948)	(6,009)	(8,961)
<b>Net Carrying Amount</b>	<b>178</b>	<b>228</b>	<b>243</b>	<b>19</b>	<b>668</b>

Economic & Parent Entity	General Plant & Equipment	Electronic & Scientific	Sporting Equipment	Leasehold Improvements	Total
	\$'000	\$'000	\$'000	\$'000	\$'000

**Year ended 30th June 2016**

Net Carrying Amount at start of period	90	291	250	32	663
Additions	117	17	95	-	229
Disposals	-	-	-	-	-
Less: Depreciation expense	(30)	(80)	(102)	(13)	(224)
<b>Net Carrying Amount at the end of the year</b>	<b>177</b>	<b>228</b>	<b>243</b>	<b>19</b>	<b>668</b>

# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

	General Plant & Equipment	Electronic & Scientific	Sporting Equipment	Leasehold Improvements	Total
	\$'000	\$'000	\$'000	\$'000	\$'000

### At 1 July 2015

Gross Carrying Amount	960	1,753	1,066	6,028	9,806
Less: Accumulated Depreciation	(689)	(1,403)	(855)	(5,399)	(8,346)
<b>Net Carrying Amount</b>	<b>271</b>	<b>350</b>	<b>211</b>	<b>629</b>	<b>1,460</b>

### At 30 June 2016

Gross Carrying Amount	641	1,639	1,095	6,028	9,403
Less: Accumulated Depreciation	(551)	(1,348)	(845)	(5,996)	(8,740)
<b>Net Carrying Amount</b>	<b>90</b>	<b>291</b>	<b>250</b>	<b>32</b>	<b>663</b>

<b>Economic Entity Reconciliation</b>	General Plant & Equipment	Electronic & Scientific	Sporting Equipment	Leasehold Improvements	Total
	\$'000	\$'000	\$'000	\$'000	\$'000

### Year ended 30th June 2015

Net Carrying Amount at start of period	271	350	211	629	1,460
Additions	45	47	148	-	240
Disposals	(5)	(20)	(18)	-	(42)
Less: Depreciation expense	(30)	(86)	(91)	(597)	(804)
Other movements	(192)	-	-	-	(192)
<b>Net Carrying Amount at the end of the year</b>	<b>90</b>	<b>291</b>	<b>250</b>	<b>32</b>	<b>663</b>

# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

### 6. INTANGIBLE ASSETS

	Intangibles \$'000
<b>At 1 July 2016</b>	
Gross Carrying Amount	233
Less: Accumulated Amortisation	(33)
<b>Net Carrying Amount</b>	<b>200</b>
<b>At 1 July 2017</b>	
Gross Carrying Amount	233
Less: Accumulated Amortisation	(116)
<b>Net Carrying Amount</b>	<b>116</b>
<b>Reconciliation</b>	Intangibles \$'000
<b>Year ended 30th June 2017</b>	
Net Carrying Amount at start of period	200
Additions	-
Less: Amortisation expense	(83)
<b>Net Carrying Amount at the end of the year</b>	<b>116</b>

# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

### 7. CURRENT LIABILITIES - PAYABLES

	Economic Entity		Parent Entity	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Accrued Salaries, Wages and On-Costs	-	-	-	-
Creditors	499	260	499	260
Accruals	526	57	526	57
Unearned Revenue	25	-	25	-
Amount Payable - Office of Sport	-	1,875	-	1,875
Amount Payable - Institute of Sport Staff Agency	1,931	-	1,931	-
<b>Total</b>	<b>2,980</b>	<b>2,192</b>	<b>2,980</b>	<b>2,192</b>

### 8 CURRENT / NON-CURRENT LIABILITIES - PROVISIONS

	Economic Entity		Parent Entity	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<b>Employee Benefits and Related On-costs:</b>				
Annual Leave	-	-	-	-
Long Service Leave	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Current:</b>				
<b>Employee Benefits and Related On-costs:</b>				
Long Service Leave	-	-	-	-
<b>Other Provisions :</b>				
Provision for Restoration - NSWIS Premises	231	227	231	227
<b>Total Non-Current Provisions</b>	<b>231</b>	<b>227</b>	<b>231</b>	<b>227</b>
<b>Total Provisions</b>	<b>231</b>	<b>227</b>	<b>231</b>	<b>227</b>
<b>Movements in Provisions (other than employee benefits)</b>				
Provision for Restoration - NSWIS Premises				
Opening Balance	227	216	227	216
Increase/(Decrease) in Provision	5	11	5	11
<b>Closing Balance</b>	<b>231</b>	<b>227</b>	<b>231</b>	<b>227</b>
<b>Total Non - Current Liabilities</b>	<b>231</b>	<b>227</b>	<b>231</b>	<b>227</b>

# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

### 9. 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 receivables and payables figures exclude any statutory receivables or payables.

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.

#### Economic Entity

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
			2017 \$'000	2016 \$'000
Class:				
Cash and Cash Equivalents	12	N/A	2,148	2,316
Receivables	4	Loans and Receivables at amortised cost	953	213

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

#### Financial Liabilities

Class:				
Payables	7	Financial Liabilities measured at amortised cost	2,955	2,192

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

# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

### (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.

#### Receivables - Trade Debtors

All trade debtors are recognised as amounts receivable at balance date. Collectibility 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 uncollectable are written off. An allowance for impairment is raised when there is objective evidence that the entity 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 receivables category of the statement of financial position.

	Total	Past due but not impaired	Considered impaired
		\$'000	\$'000
<b>2017</b>			
< 3 months overdue	516	516	-
3 months - 6 months overdue	2	2	-
> 6 months overdue	3	3	-
<b>2016</b>			
< 3 months overdue	212	212	-
3 months - 6 months overdue	-	-	-
> 6 months overdue	17	-	17

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 2016. 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

		-1 %		+1 %	
	Carrying Value	Net Result	Equity	Net Result	Equity
	\$'000	\$'000	\$'000	\$'000	\$'000
2017					
Cash and Cash Equivalents	2,148	(21)	(21)	21	21

### (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

### 10. OPERATING LEASE COMMITMENTS

Future non-cancellable operating lease rentals not provided for and payable.

	Economic Entity		Parent Entity	
	2017	2016	2017	2016
	\$'000	\$'000	\$'000	\$'000
<b>Operating Lease commitments at balance date were</b>				
Not later than One Year	2,977	2,921	2,977	2,921
Later than One Year & not later than Five Years	8,814	11,542	8,814	11,542
Later than Five Years	-	-	-	-
GST	1,179	1,446	1,179	1,446
<b>Total (including GST)</b>	<b>12,971</b>	<b>15,909</b>	<b>12,971</b>	<b>15,909</b>

### 11. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

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

### 12. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET RESULT

<b>Closing Cash and Cash Equivalents</b>	<b>2,148</b>	<b>2,316</b>	<b>2,148</b>	<b>2,316</b>
<b>Net Cash used on Operating Activities</b>	<b>60</b>	<b>(486)</b>	<b>60</b>	<b>(486)</b>
<b>Depreciation</b>	(307)	(837)	(307)	(837)
<b>Allowance for impairment</b>	-	(17)	-	(17)
<b>Decrease / (Increase) in Provisions</b>	(5)	1,560	(5)	1,560
<b>Increase / (Decrease) in Prepayments and other assets</b>	988	(21)	988	(21)
<b>Decrease / (Increase) in Creditors</b>	(788)	(1,097)	(788)	(1,097)
<b>Net Gain / Loss on sale of plant and equipment</b>	-	12	-	12
<b>Net Result</b>	<b>(51)</b>	<b>(886)</b>	<b>(51)</b>	<b>(886)</b>

### 13. RELATED PARTY DISCLOSURES

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

<b>Short-term employee benefits</b>	1,654
- Salaries, Superannuation, Annual leave	
- Other monetary allowances	
- Non-monetary benefits	
<b>Other long-term employee benefits</b>	506
<b>Post-employment benefits</b>	-
<b>Termination benefits</b>	200
<b>Total remuneration</b>	<b>2,361</b>

# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

During the year, the entity entered into transactions on arm's length terms and conditions with key management personnel, their close family members and controlled or jointly controlled entities thereof. The aggregate value of the material transactions and related outstanding balances as at and for the year ending 30 June 2017 are as follows :

	Transaction Value	Net Receivable / (Payable)
	\$'000	\$'000
<b>Nature of Transaction</b>	-	-
Sales of goods	-	-
Purchases of Goods	-	-
Services rendered	412	60
Services rendered above includes Services with NSW Government Entity	-	-
Sydney Cricket Ground and Sports Trust	48	-

#### 14. EVENTS OCCURRING AFTER REPORTING PERIOD

There were no significant events after the reporting period.

*End of Audited Statements*



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## INSTITUTE OF SPORT STAFF AGENCY

### STATEMENT BY THE CEO – NSW Institute of Sport

#### FOR THE PERIOD 1 JULY 2016 TO 30 JUNE 2017

Pursuant to Section 41C (1B) and (1C) of the Public Finance and Audit Act 1983, I declare that in my opinion:

1. The Financial Statements exhibit a true and fair view of the financial position at 30 June 2017 and the financial performance for the period 1 July 2016 to 30 June 2017 of the Institute of Sport Staff Agency.
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, I am not aware of any circumstances which would render any particulars included in the Financial Statements to be misleading or inaccurate.

Signed in Sydney this 12<sup>th</sup> day of October 2017

CEO  
Mr Kevin Thompson



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SUPPORTED BY THE  
NEW SOUTH WALES  
GOVERNMENT

Telephone +61 2 9763 0222  
PO Box 476 Sydney Markets NSW 2129 - AUSTRALIA  
Building B, Level 1, 6 Figtree Drive Sydney Olympic Park NSW 2127 - AUSTRALIA  
ABN 97 946 780 986



nswis.com.au



## INDEPENDENT AUDITOR'S REPORT

### Institute of Sport Staff Agency

To Members of the New South Wales Parliament

### Opinion

I have audited the accompanying financial statements of the Institute of Sport Staff Agency (the Staff Agency), which comprise the statement of financial position as at 30 June 2017, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the period 1 April 2017 to 30 June 2017, notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Staff Agency as at 30 June 2017, and of its financial performance and its cash flows for the period 1 April 2017 to 30 June 2017 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 Staff Agency 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.

## The Chief Executive Officer's Responsibility for the Financial Statements

The Chief Executive Officer is 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 Chief Executive Officer determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive Officer must assess the Staff Agency's ability to continue as a going concern except where the Staff Agency will be dissolved by an Act of Parliament or otherwise cease operations. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

## Auditor's Responsibility for the Audit of the Financial Statements

My objectives are to:

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

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

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

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf).

The description forms part of my auditor's report.

My opinion does *not* provide assurance:

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



Chris Clayton  
Director, Financial Audit Services

13 October 2017  
SYDNEY

# INSTITUTE OF SPORT STAFF AGENCY

## STATEMENTS OF COMPREHENSIVE INCOME

FOR THE PERIOD ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
<b>Expenses excluding lossess</b>		
Salaries and Wages (including annual leave)	1,685	-
Payroll Tax & Fringe Benefit Tax	85	-
Long Service Leave	(125)	-
Superannuation	161	-
Other	8	-
<b>Total Expenses excluding losses</b>	<b>1,815</b>	<b>-</b>
<b>Revenue</b>		
Personnel Services	1,815	-
<b>Total Expenses excluding losses</b>	<b>1,815</b>	<b>-</b>
<b>Net Result</b>	<b>-</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>-</b>	<b>-</b>

*The accompanying notes form part of these financial statements.*

# INSTITUTE OF SPORT STAFF AGENCY

## STATEMENT OF FINANCIAL POSITION

FOR THE PERIOD ENDED 30 JUNE 2017

	Note	2017 \$'000	2016 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Receivables	2	1,931	-
<b>Total Current Assets</b>		<b>1,931</b>	<b>-</b>
<b>Non-Current Assets</b>			
		-	-
<b>Total Non-Current Assets</b>		<b>-</b>	<b>-</b>
<b>Total Assets</b>		<b>1,931</b>	<b>-</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	3	241	-
Provisions	4	919	-
<b>Total Current Liabilities</b>		<b>1,160</b>	<b>-</b>
<b>Non-Current Liabilities</b>			
	4	771	-
<b>Total Non-Current Liabilities</b>		<b>771</b>	<b>-</b>
<b>Total Current Liabilities</b>		<b>1,931</b>	<b>-</b>
<b>Net Assets</b>		<b>-</b>	<b>-</b>
<b>Equity</b>			
Accumulated Funds		-	-
<b>Total Equity</b>		<b>-</b>	<b>-</b>

The accompanying notes form part of these financial statements.

# INSTITUTE OF SPORT STAFF AGENCY

## STATEMENT OF CHANGES IN EQUITY

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FOR THE PERIOD ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
<b>Balance at 1 April 2017</b>	-	-
Net result for the year	-	-
Other comprehensive income	-	-
<b>Total comprehensive income for the period</b>	-	-
<b>Balance at 30th June 2017</b>	-	-

*The accompanying notes form part of these financial statements.*

# INSTITUTE OF SPORT STAFF AGENCY

## STATEMENT OF CASH FLOWS

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FOR THE PERIOD ENDED 30 JUNE 2017

	2017 \$'000	2016 \$'000
Cash Flows from Operating Activities	-	-
Net Cash flows from Operating Activities	-	-
Net Cash flows from Investing Activities	-	-
Net Cash flows from Financing Activities	-	-
Net Increase/(Decrease) in Cash	-	-
Opening Cash and Cash Equivalents	-	-
Closing Cash and Cash Equivalents	-	-

*The accompanying notes form part of these financial statements.*



# INSTITUTE OF SPORT STAFF AGENCY

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD ENDED 30TH JUNE 2017

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### (a) Reporting Entity

The Institute of Sport Staff Agency (ISSA) is a Division of the Government Service, established pursuant to Part 2 of Schedule 1 to the Government Sector Employment Act 2013. ISSA is a not-for-profit entity as profit is not its principal objective. It is consolidated as part of the NSW Total State Sector Accounts and is controlled by the NSW Institute of Sport as the immediate parent.

ISSA's objective is to provide personnel services to the NSW Institute of Sport. ISSA was established on 1st April via Administrative Arrangements (Administrative Changes – Public Service Agencies) Order 2017. All relevant transactions during the period 1st April – 30th June 2017 have been reflected in the financial statements as have the assets and liabilities as at 30th June 2017.

These financial statements for the period ended 30 June 2017 have been authorised for issue by the CEO of the NSW Institute of Sport on 11th October 2017.

#### (b) Basis of preparation of the Financial Statements

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

- Applicable Australian Accounting Standards (which include Australian Accounting Interpretations)
- the requirements of the Public Finance and Audit Act 1983 and Public Finance and Audit Regulation 2015 and
- the Financial Reporting Directions published in the Financial Reporting Code for NSW General Government Sector Entities issued by the Treasurer

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

Management's judgements, key assumptions and estimates are disclosed in the relevant notes to the financial statements.

#### (c) Statement of Compliance

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

#### (d) Income

Income is measured at the fair value of the consideration received or receivable. Revenue from the rendering of personnel services is recognised when the service is provided and only to the extent that the associated recoverable expenses are recognised.

#### (e) Trade and Other Receivables

Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets are recognized initially at fair value, usually based on the transaction cost, or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are recognized in the net result for the year when impaired, derecognized or through the amortization process.

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

#### (f) Trade and Other Payables

These amounts represent liabilities for goods and services provided to the entity and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

#### (g) Employee benefit provisions and expenses

As ISSA was established on 1st April 2017, employee related assets and liabilities are transferred from Office of Sport to ISSA.

These include :

Balances of Liabilities transferred from Office of Sport at that date:

<b>Accruals for Employee payments</b>	\$625,000
<b>Provision for Annual Leave</b>	\$691,000
<b>Provision for Long Services Leave (Total)</b>	\$1,087,000
<b>Total</b>	\$2,403,000

#### Salaries & wages, annual leave, sick leave & on costs

Where 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, 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 the use of a nominal approach plus the annual leave on annual leave on annual leave liability (using 7.9% of the nominal value of 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 applied this approach. Leave entitlements are measured as the amount unpaid at the

reporting date at pay rates expected to be paid in respect of employees' service up to that date. Accrued annual leave is treated as a current liability.

#### ***Sick leave***

Unused 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***

Long service leave liability is recognised and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. The liability is calculated in accordance with *AASB 119 Employee Benefits and NSW Treasury Circular TC 15/09 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.

#### ***On costs***

Other employment related costs such as payroll tax, workers' compensation insurance premiums, superannuation and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee entitlements to which they relate have been recognised.

#### ***Superannuation***

The employer's obligation for employee entitlements is recognised as an expense in the period it relates to. 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.

### **(h) Accounting policies, including new or revised Australian Accounting Standards**

#### **Issued but not effective**

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

Management does not consider proposed amendments to Australian Accounting Standards to have a material impact on the Financial Statements of ISSA.

#### **(i) Equity and Reserves**

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

#### **(j) Result**

The Institute of Sport Staff Agency did not make any payments to consultants. The audit fee for the entity is met by the NSW Institute of Sport. The auditors provided no other services other than the audit of the financial statements.

# INSTITUTE OF SPORT STAFF AGENCY

## NOTES TO THE FINANCIAL STATEMENTS

	2017 \$'000	2016 \$'000
<b>2. RECEIVABLES</b>		
Current:		
Receivable- NSW Institute of Sport	1,931	-
<b>Total</b>	<b>1,931</b>	<b>-</b>
<b>3. PAYABLES</b>		
Accruals	241	-
<b>Total</b>	<b>241</b>	<b>-</b>
<b>4. PROVISIONS</b>		
Current:		
Annual Leave	727	-
Long Service Leave	191	-
<b>Total</b>	<b>919</b>	<b>-</b>
Non-Current:		
Long Service Leave	771	-
<b>Total</b>	<b>771</b>	<b>-</b>

# INSTITUTE OF SPORT STAFF AGENCY

## STATEMENT OF CHANGES IN EQUITY

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### 5. RELATED PARTY INFORMATION

Transactions were entered into with the NSW Institute of Sport to provide staff services at cost \$1.815M

The Institute of Sport Staff Agency received administration and accounting support and payment of external audit fees from the NSW Institute of Sport at no charge.

### 6. FINANCIAL INSTRUMENTS

The Institute of Sport Staff Agency does not enter into or trade financial instruments including derivative financial instruments for speculative purposes. The net fair value of the financial assets and liabilities of Sport Staff Agency reflect their approximate carrying value.

The Institute of Sport Staff Agency's activities exposes it to a variety of financial risks as follows:

#### *(i) Market Risk*

The Institute of Sport Staff Agency did not identify any material market risk in terms of foreign exchange, pricing or interest rates during the year or at reporting date.

#### *Interest Rate Risk*

The Institute of Sport Staff Agency is not exposed to any material interest rate risk.

#### *(ii) Credit Risk*

The carrying value of short term receivables included in the statement of financial position of the entity is reflected based on the historical cost net of any provision for impairment. The collectability of the short term receivables are reviewed on an ongoing basis and the credit risk exposure of the short term receivable has been evaluated and it has been determined that no provision for impairment is required.

#### *(iii) Liquidity Risk*

The Institute of Sport Staff Agency did not identify any material liquidity risk at reporting date.

### 7. CASH FLOW INFORMATION

The Institute of Sport Staff Agency did not have a bank account at 30th June 2017.

All transactions are transacted through the bank account of the NSW Institute of Sport.

### 8. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

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

### 9. EVENTS OCCURRING AFTER REPORTING PERIOD

There were no significant events occurring after the reporting period.

#### *End of Financial Statements*

# APPENDIX

## APPENDIX 1: 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 the Act. On the 15th March 2017 the Administrative Arrangements (Administrative Changes—Public Service Agencies) Order 2017 was enacted that re-instated the Institute of Sport Agency with all NSWIS staff transferred from the Office of Sport to the Institute of Sport Staff Agency. It established the NSWIS Chief Executive Officer as Head of Agency with delegated employment function for the CEO given to the Minister.

## APPENDIX 2: HUMAN RESOURCES

### Staffing

This appendix provides data on the number of staff employed by the NSWIS, commentary on HR policies and practices, movement in salaries and organisational structure.

As of 30 June 2017 the NSWIS employed 59 full-time, 21 part-time and 21 casual staff.

Reporting Period	2013/14	2014/15	2015/16	2016/17
Established Positions	71	87	89	92
Actual Staff				
Full-time	59	66	64	59
Part-time	13	11	17	21
Casual	14	15	24	21

The NSWIS workforce was comprised of 49% male and 51% 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, excellence and research.

### Organisational Structure

NSWIS comprises two Divisions. High Performance and Corporate and Communications. High Performance comprises four areas: Coaching, Performance Support and Knowledge Growth, Research and Sport and Excellence.

In 2016/17 the following positions were recruited:

- Chief Executive Officer
- Men's Head Coach, Water Polo
- PT Performance Psychologist
- PT Personal Excellence
- PT Physiology
- Strength and Conditioner

- PT Wheelchair Basketball Coach
- Winter Sport Administrator
- PT HR Assistant
- Bath Interns x 3
- Strength and Conditioning Interns
- Coordinator, Media and Communications
- Coordinator, Events and Administration
- 2 x Consultant, Digital Marketing
- Administrator, Marketing and Communications
- Senior Coordinator, Sport
- Senior Sport Consultant
- 2 x Intern Performance Analysis
- Intern Sport Science
- PT Receptionist
- AMS Administrator
- Assistant Accountant
- Finance Assistant
- Assistant Coach, Water Polo
- Biomechanist, Swimming
- Casual Strength and Conditioning
- NSWIS Track Cycling Coach
- Intern Nutrition
- Intern Physiology
- Manager, PSKG (Internal)
- Sport Lead (internal)

### Conditions of Employment and Movement in Payroll Costs

All NSWIS full and part-time staff are employed on a Fixed Term Employment Contract, most up until 31 December 2016.

The salary and on-costs for 2015-16 include a 2.5 % salary increase paid to all staff employed from 1 January 2016.

Staff turnover was 12 % in the 2015-16 period.

### Leave Administration

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

The NSWIS Enterprise Agreement includes Special Leave – Olympic, Paralympic and Commonwealth Games in recognition of the unique working environment at the NSWIS.



## Training and Professional Development

The NSWIS Professional Excellence Plan (PEP) for Corporate and Communications 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 2016-17 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.

The NSWIS Excellence Program organised professional development opportunities for coaches, High Performance and Corporate & Communications staff. Personal Excellence provided professional development, workshops and education opportunities for NSWIS athletes.

## Guidelines, Policies and Procedures

Policies, Procedures, Processes considered and reviewed included:

- NSWIS Enterprise Agreement, 2017 - 2019
- Delegation authority for Chair NSWIS Board and CEO
- Code of Conduct Guidelines
- Guide to Critical Incident Management
- Harassment, Bullying and Discrimination Guidelines
- Recruitment and Selection Guidelines
- Consultation Guidelines
- Professional Excellence Plan (PEP) with the Consultation Committee
- Capability Framework incorporating into NSWIS Role Descriptions and in line with current Success Profiles
- HR Business Plan
- Working with Children Check
- Job Evaluation Guidelines

Employees have access to all of the NSWIS Policies and Procedures via Human Resources.

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).

- 51 % of staff (including casuals) are female, and the representation on the Operational Executive Committee during the financial year was 44%.
- The NSWIS has no staff of Aboriginal and/or Torres Strait Islander descent
- Two staff (including casuals) with disabilities were employed during the reporting period and both 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
- Fifteen staff (excluding casuals) are from a racial, ethnic or ethno-religious minority groups, seven for which English was not their first language. This reflects the international nature of elite sport. The NSWIS strives to be world's best and attracts world's best staff from across the planet.

## APPENDIX 3: CODE OF CONDUCT

The NSWIS Code of Conduct and Athlete Scholarship Agreement set out the standards of professional behaviour expected by all employees, 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. All HR Policies and Procedures are available to all staff via Human Resources.

## APPENDIX 4: EQUAL EMPLOYMENT OPPORTUNITY

The NSWIS is committed to a workplace that is free of unlawful discrimination and harassment. The NSWIS strives to ensure that practices and behaviours in the workplace do

**Table 1:** Trend in the Representation of EEO Groups - Percentage of Total Staff

EEO Group	BENCHMARK OR TARGET	2013	2014	2015	2016	2017
Women	50%	45	45	47	50	51
Aboriginal people and Torres Strait Islanders	2.6%					
People whose first language was not English	19%	5.8	6	8	8	8
People with a disability	12%	2.8	3	2	4	2
People with a disability requiring work-related adjustment	7%		1	1	1	2

**Table 2:** Staff Numbers (excluding casuals) by level as at 30 June 2017

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
<\$44,683	15	15	3	12		3	0	0	0
\$44683-\$58867	6	6	1	5		1	1	0	0
\$58867-\$65608	11	11	6	5		0	0	0	0
\$65608-\$83022	21	21	14	7		4	4	1	1
\$83022-\$107,362	17	17	14	3		4	1	0	0
\$107362-\$134,202	8	8	5	3		3	1	0	0
\$134,202> (non SES)	2	2	2	0		0	0	0	0
<b>Total</b>	<b>80</b>	<b>80</b>	<b>45</b>	<b>35</b>		<b>15</b>	<b>7</b>	<b>1</b>	<b>1</b>

**Table 3:** Percent of Total Staff by Salary Level as at 30 June 2017

Level	Subgroup as percent of total staff at each level				Subgroup as estimated percent 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
<\$44,683	15	100	20	80	0	20	0	0	0
\$44683-\$58867	6	100	17	83	0	17	17	0	0
\$58867-\$65608	11	100	55	45	0	0	0	0	0
\$65608-\$83022	21	100	67	33	0	19	19	5	5
\$83022-\$107,362	17	100	82	18	0	24	6	0	0
\$107362-\$134,202	8	100	82	18	0	24	6	0	0
\$134,202> (non SES)	2	100	100	0	0	0	0	0	0
<b>Total</b>	<b>80</b>	<b>100</b>	<b>56</b>	<b>44</b>					

## APPENDIX 5: WORK HEALTH AND SAFETY

The 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, lead 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 SharePoint. The WHS Committee focused on increasing awareness of safety and incorporating risk assessment into everyday work. Four comprehensive, all of work environment site inspections were conducted with corrective action or recommended. ; WHS is reported at OEC and Board meetings.

For the reporting period there were three reports of injury, involving two staff members and one athlete. No injuries involved lost time from the workplace or DTE.

## APPENDIX 6: DISABILITY ACTION PLAN

The NSWIS continued to support disabled athletes and coaches in a variety of sports including track & field, wheelchair track & road, basketball, swimming and rowing.

The NSWIS enhanced their relationship with the Australian Paralympic Committee, committing additional funds of over \$500 000 to support Tokyo Para Games preparation and

performance. NSWIS connected with the Office of Sport to encourage inclusion of high performance athletes with disabilities facility and infrastructure considerations.

The NSWIS continues to ensure that we meet the needs of staff and visitors with a disability through ensuring appropriate access to head office premises, access to information and improving employment opportunities for people with a disability.

## APPENDIX 7: ACTION PLAN FOR WOMEN

The NSWIS provides equal employment opportunity for women to ensure the organisation is representative of the community it serves. As at 30 June 2017, 51% of employees (inclusive of casuals) were women. There is 44% female representation on the Operational Executive Committee (OEC).

## APPENDIX 8: MULTICULTURAL POLICY

The NSWIS activities are centered on providing services to athletes and coaches that will improve NSW athlete performance at competitions and benchmark events.

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

The NSWIS attracts staff from all over the world. During the reporting period the NSWIS nominated five recommended applicants for 457 Visa, nominated one for 408 Visa,

nominated one for Permanent Residency and nominated three for 407 Traineeships.

## APPENDIX 9: 2016-17 BUDGET

<b>INCOME</b>	<b>\$'000</b>
<b>Grants</b>	
State Government - Total appropriations	13,550
Commonwealth	13
National & State Sporting Organisations	1,740
<b>Sub-total</b>	<b>15,303</b>
<b>Sponsorship</b>	
ClubsNSW	500
Other	770
<b>Sub-total</b>	<b>1,270</b>
<b>Other</b>	
Sundry	350
<b>Sub-total</b>	<b>350</b>
<b>Total</b>	<b>16,923</b>
<b>EXPENDITURE</b>	<b>\$'000</b>
Staff Costs	7,830
Operating Costs	9,093
<b>Total expenditure</b>	<b>16,923</b>
<b>Operating Surplus / (Deficit)</b>	<b>0</b>
<b>Depreciation</b>	<b>375</b>
<b>Net Surplus / (Deficit)</b>	<b>(375)</b>

## APPENDIX 10: GUARANTEE OF SERVICES

Our 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. The NSWIS is committed to delivering high performance sports services throughout NSW to all NSWIS scholarship holders. We seek to improve our performance through a commitment to excellence across all areas of our operations.

It is our aim to provide our athletes with cost effective and priority access to daily training facilities together with expert coaches, state of the art equipment and specialist services (sport science, sport medicine, sport psychology 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. The NSWIS will consider all complaints carefully and welcomes suggestions to improve its efficiency and effectiveness. The NSWIS has established a Guarantee of Services Policy which includes a Public Complaint/Suggestion Form.

Our organisation also seeks to establish and maintain effective strategic alliances which will enhance the services we provide to our coaches and athletes. The 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 general public.

## APPENDIX 11: CONSUMER RESPONSE

The NSWIS did not receive any complaints regarding services in 2016-17 and met the standards set out in the Guarantee of Service. The NSWIS undertook mid-year and annual reviews of each sport program and services provided to athletes

## APPENDIX 12: PUBLIC ACCESS TO GOVERNMENT INFORMATION

The NSWIS did not receive any requests in 2016-17 for information under the Government Information (Public Access) (GIPA) Act 2009.

## APPENDIX 13: PUBLIC INTEREST DISCLOSURES

There were no public interest disclosures received by NSWIS during 2016-17. NSWIS has met all its 2016-17 reporting requirements to the Ombudsmen.

## APPENDIX 14: SERVICE PROVIDERS, CONTRACTORS AND CONSULTANTS

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

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

These external service providers provide specialist services that supplement the services provided by our internal staff and coaches. In 2016-2017, there were no consultants engaged on projects regarding specialist organisational strategic advice over \$30k, all providers were engaged for services to supplement existing NSWIS service activities.

## APPENDIX 15: OVERSEAS TRAVEL

This appendix represents travel undertaken by athletes, coaches and staff of NSWIS during 2016-2017.

Sport	\$ Amount
Athletics (including Wheelchair Track & Road)	101,768
Winter Sports	52,386
Cycling	36,512
Canoeing	4,062

## APPENDIX 16: PAYMENTS OF ACCOUNTS

The NSWIS processes payment mostly by electronic funds transfer and rarely by cheque on mostly a weekly basis and aims to pay all accounts within 30 days.

Schedule of accounts payable	Quarter ending Sept 2016	Quarter ending Dec 2016	Quarter ending Mar 2017	Quarter ending June 2017
	\$'000	\$'000	\$'000	\$'000
Current	377	177	100	177
Between 30-60 days	6	-	-	4
Between 60-90 days	4	-	-	323
More than 90 days	8	-	-	-
Total	395	177	100	504

Schedule of accounts paid on time	Quarter ending Sept 2016	Quarter ending Dec 2016	Quarter ending Mar 2017	Quarter ending June 2017
	\$'000	\$'000	\$'000	\$'000
Accounts paid on time	2,166	2,619	2,298	4,140
Total accounts paid	2,346	2,981	2,441	4,698
Percentage of accounts paid on time	92%	88%	94%	88%
Target percentage paid on time	100%	100%	100%	100%

## APPENDIX 17: RISK MANAGEMENT AND INSURANCE

The 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

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

A summary of the discussions from the Audit and Risk Committee meetings are provided to the Board of the NSW Institute of Sport.

## APPENDIX 18: SUSTAINABILITY

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

We switched to a NSW Government approved electricity provider ERM Business Energy which allows us to nominate a percentage of our power supply as Green Power (but we haven't yet selected to use Green Power). It should also be noted that under the NSW Government's Resource Efficiency Policy (GREP) the NSWIS head office at 6b Figtree Drive, Sydney Olympic Park has a NABERS energy and water usage rating of 5 stars (5 is the highest rating available). In addition the NSWIS building uses re-cycled water provide by the Sydney Olympic Park Authority.

## APPENDIX 19: PRIVACY AND PERSONNEL INFORMATION POLICY

In 2016-17 there were no changes to the NSWIS Privacy and Personnel Information Policy and no applications for review.

## APPENDIX 20: CREDIT CARD CERTIFICATION

The NSWIS credit card policy and guidelines outline the requirements for issue, usage and administration. The Chief Executive Officer certifies that credit card use in the NSWIS is in accordance with relevant Premier's Memoranda and Treasurer's Guidelines.



## APPENDIX 21: ATTESTATION STATEMENTS



**The Hon Stuart Ayres MP**

**Minister for Trade, Tourism and Major Events**

**Minister for Sport**

CRML16/274

Mr Charles Turner  
Chief Executive Officer  
NSW Institute of Sport (NSWIS)  
6B Figtree Drive  
SYDNEY OLYMPIC PARK NSW 2127

Dear Mr Turner *Charles,*

Thank you for your recent correspondence requesting a Ministerially determined exception to clauses 3.1.3 and 3.1.13 of the Treasury Policy Paper *Internal Audit and Risk Management for the NSW Public Sector* (TPP15-03).

The exception to the following clauses has been approved for the 2015-16 and 2016-17 reporting periods and is provided in the attached Ministerial Determination:

- 3.1.3 The Audit and Risk Committee (ARC) chair and members are to be selected from the panel of pre-qualified individuals and
- 3.1.13 The Chair can be reappointed, but the total term cannot exceed five years as Chair.

As previously notified, my approval is conditional on NSWIS having the members of the ARC assessed and confirmed under the Prequalification Scheme to meet compliance by 30 June 2017. I note your advice that the NSWIS ARC will be compliant by this time.

As you are aware, the Board of NSWIS is required to attest compliance with each of the eight core requirements specified in *TPP15-03* for the reporting period just completed. As NSWIS is in the process of transitioning its arrangements to meet the new requirements of clause 3.1.13, the agency may mark 'in transition' for core requirement 3.1 on their Attestation Statement for 2015-16.

Yours sincerely

Stuart Ayres MP  
**Minister for Trade, Tourism and Major Events**  
**Minister for Sport**

26 SEP 2016



**Internal Audit and Risk Management Attestation Statement for the 2016-2017 Financial Year for the NSW Institute of Sport**

I, Clare Prideaux 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 Requirement	For each requirement, please specify whether compliant, non-compliant, or in transition <sup>50</sup>
<b>Risk Management Framework</b>  1.1 The agency head is ultimately responsible and accountable for risk management in the agency  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  Compliant
<b>Internal Audit Function</b>  2.1 An internal audit function has been established and maintained  2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing  2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant  Compliant  Compliant
<b>Audit and Risk Committee</b>  3.1 An independent and Audit and Risk Committee with appropriate expertise has been established  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	In transition  Compliant



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Telephone +61 2 9763 0222  
PO Box 476 Sydney Markets NSW 2129 AUSTRALIA  
Building B, Level 1, 6 Figtree Drive Sydney Olympic Park NSW 2127 AUSTRALIA  
ABN 97 946 780 986



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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	Alan Jones AO	1 <sup>st</sup> July 2016 – 31 <sup>st</sup> March 2017
• Chair	Joe Carrozzi	1 <sup>st</sup> April 2017 – 30 <sup>th</sup> June 2017
• Member	Joe Carrozzi	1 <sup>st</sup> July 2016 – 31 <sup>st</sup> March 2017
• CEO	Charles Turner	1 <sup>st</sup> July 2016 – 31 <sup>st</sup> March 2017
• A/CEO	Clare Prideaux	1 <sup>st</sup> April 2017 – 30 <sup>th</sup> June 2017
• Manager, Finance	David Chamberlain	1 <sup>st</sup> July 2016 – 30 <sup>th</sup> June 2017
• Manager, ITO	Greg Baxter	1 <sup>st</sup> July 2016 – 30 <sup>th</sup> June 2017

<sup>50</sup> Where an agency notes that it has been 'non-compliant' or 'in transition', the agency head must complete the 'Departure from Core Requirements' section below.

<sup>51</sup> For those agencies with an Audit and Risk Committee that includes non-independent members at the time of commencement of this Policy and Guidelines Paper, agencies will be required to disclose non-independent members on their attestations. As per the Policy and Guidelines, agencies will have a transition period of two years from the commencement of the policy for the Committee to be reconstituted with independent members only.

### Departures from Core Requirements

I, Clare Prideaux advise that the internal audit and risk management processes for the NSW Institute of Sport departs from the following core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*:

1. The departure from the core requirements is due to the agency implementing measures to achieve compliance with new policy requirements consistent with the permitted transitional arrangements,  
OR



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PO Box 476 Sydney Markets NSW 2129 AUSTRALIA  
Building B, Level 1, 6 Figtree Drive Sydney Olympic Park NSW 2127 AUSTRALIA  
ABN 97 946 780 986



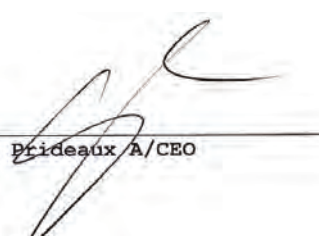
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2. The circumstances giving rise to these departures have been determined by the Portfolio Minister and the NSW Institute of Sport has implemented [or is implementing] the following practicable alternative measures to meet the core requirements<sup>1</sup>:

Departure	Reason for departure and description of practicable alternative measures implemented/being implemented
In Transition	
3.1.3 and 3.1.13	<ul style="list-style-type: none"> <li>The chair and members of the ARC are to be selected from the panel of pre-qualified individuals and the chair can be re-appointed, but the total term cannot exceed five years as Chair.</li> <li>The Institute has provided an undertaking that the members of the ARC will be assessed and confirmed under the Prequalification Scheme.</li> </ul>

These processes, including the practicable alternative measures being implemented, demonstrate that the NSW Institute of Sport has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within the Institute.

  
Clare Prideaux A/CEO

 27/7/17  
Agency Contact Officer  
Greg Baxter Manager, ITO  
[Greg.Baxter@nswis.com.au](mailto:Greg.Baxter@nswis.com.au)  
Mobile 0411 153 448

<sup>1</sup> A copy of the relevant Ministerial Determination which supports the agency' departure from one or more of the Core Requirements must be included with the Attestation Statement.



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Telephone +61 2 9763 0222  
PO Box 476 Sydney Markets NSW 2129 AUSTRALIA  
Building B, Level 1, 6 Figtree Drive Sydney Olympic Park NSW 2127 AUSTRALIA  
ABN 97 946 780 986



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## NSW Institute of Sport Annual Attestation Statement

### Digital Information Security Annual Attestation Statement for the 2016-2017 Financial Year for the NSW Institute of Sport

I, Clare Prideaux A/CEO of the NSW Institute of Sport (NSWIS) am of the opinion that NSWIS had an Information Security Management System in place during the financial year being reported on consistent with the Core Requirements set out in the *Digital Information Security Policy for the NSW Public Sector*.

I, Clare Prideaux, am of the opinion that the security controls in place to mitigate identified risks to the digital information and digital information systems of NSWIS are adequate for the foreseeable future.

I, Clare Prideaux, am of the opinion that, where necessary in accordance with the *Digital Information Security Policy for the NSW Public Sector*, certified compliance with AS/NZS ISO/IEC 27001 Information technology - Security techniques - Information security management systems - Requirements had been maintained by all or part of NSWIS.



C Prideaux  
A/CEO



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GOVERNMENT

Telephone +61 2 9763 0222  
PO Box 476 Sydney Markets NSW 2129 AUSTRALIA  
Building B, Level 1, 6 Figtree Drive Sydney Olympic Park NSW 2127 AUSTRALIA  
ABN 97 946 780 986



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

## APPENDIX 22: ACCESS

NSW Institute of Sport

Level 1, Building B  
6 Figtree Drive  
Sydney Olympic Park NSW 2127

PO Box 476  
Sydney Markets NSW 2129

T: (02) 9763 0222  
F: (02) 9763 0250

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

Monday to Friday 9am – 5pm

## APPENDIX 23: ANNUAL REPORT PUBLICATION DETAILS

**Published by:** NSW Institute of Sport

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## strategic partners



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## performance partners



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## sponsors



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## NSWIS endorsed training centre status



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## venue supporters



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