



**NSWIS**  
ANNUAL REPORT  
2017/18



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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 2018,

Dear Minister,

It gives us great pleasure to submit to you the 22<sup>nd</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 2018 and has been prepared in accordance with section 8 of the Annual Report (Statutory Bodies) Act 1984 and Annual Reports (Statutory Bodies) Regulation 2010.

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

Yours sincerely,

Gary Flowers  
Chairman

Kevin Thompson  
CEO



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 97 946 780 986



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



## CHAIRMAN'S MESSAGE

THE NSW INSTITUTE OF SPORT HAS ENJOYED A SUCCESSFUL TWELVE MONTHS ON THE OLYMPIC, PARALYMPIC AND INTERNATIONAL STAGE. IT HAS BEEN A PRIVILEGE TO SERVE AS THE CHAIRMAN OF THE BOARD, CELEBRATING THE WIDE-RANGING ACHIEVEMENTS OF THE INSTITUTE'S ATHLETES, BACKED BY THE WORLD CLASS EXPERTISE AND DEDICATION OF OUR COACHES, PERFORMANCE SUPPORT TEAMS AND STAFF.

I would like to firstly thank the 2017/18 Board for their contributions over the past year, while welcoming Elizabeth Crouch, Chris Fydler and Brad Lancken, who bring a wealth of expertise to the directorship team moving forward.

As we enter the next reporting period, I want to extend a big thank you to Alan Jones AO and Mark Bethwaite who will not be continuing in their respective roles on the Board. Alan has had a major impact on high performance sport over 21 years as Deputy Chair. He has been a strong champion of the athletes, their families and their sports, while playing a significant role in the ongoing relationship between the Institute and the NSW Government. Mark was on the Board for just under two years during which he provided crucial input, at an important time, into the Institute's governance and human resource management.

A final thank you goes to the Minister for Sport Stuart Ayres, the Premier of NSW Gladys Berejiklian and the NSW Government, who have extended their support to NSWIS with an additional \$3 million in funding. The contribution will go a long way towards increasing the Institute's capacity and capability of providing a world class service delivery to Australian athletes.

For the majority of our sports, the pinnacle event of the reporting period was the Gold Coast 2018 Commonwealth Games while our winter sports programs played a crucial role in Australia's PyeongChang 2018 Winter Olympic and Paralympic campaigns.

NSWIS athletes performed exceptionally at the 2018 Commonwealth Games, contributing to 25% of medals won by the Australian team with 22 gold, 16 silver, and nine bronze. We contributed 87 athletes to the Australian team at the Games, including wheelchair track athlete Madison De Rozario, who won dual gold medals in the T53/54 1500m and Marathon

events. Congratulations to everyone involved in making the Commonwealth Games on the Gold Coast such a successful event.

From the 33 NSWIS athletes selected for the Winter Olympic Games we took two thrilling silver medals; Matt Graham in the Freestyle Moguls and Jarryd Hughes in the Snowboard Cross. At the Paralympic Games, we were represented by five NSWIS athletes and Mel Perrine won two bronze medals in the B2 Super Combined and Giant Slalom Alpine Skiing events.

As well as the individual achievements, it was heartening to see NSWIS athletes honoured as flag bearers to represent the whole Australia team. At the Winter Olympics, Jarryd Hughes was selected as the closing ceremony flag bearer while at the Paralympics, Joany Badenhorst and Mel Perrine carried the flag at the opening and closing ceremonies respectively. In April, veteran Kurt Fearnley then led the Australian team out for the closing ceremony of the Commonwealth Games.

Three athletes from NSWIS provided another competitive highlight as part of the Australian Men's Four Rowing Team which broke a 26-year drought to become World Champions. As a result, Jack Hargreaves, Josh Hicks, and Spencer Turrin jointly claimed Male Athlete of the Year at the NSWIS Awards for 2017. And after a stellar season on the moguls, World Champion Britteny Cox secured Female Athlete of the Year.

As we turn our attention towards preparations for the Tokyo 2020 Olympic Games, the NSW Institute of Sport is in a strong position. I am certain that the Australian athletes being supported by NSWIS have the best possible chance at success, and it is with great pride that I am able to chair the Board of such a dedicated organisation.

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



## CEO'S MESSAGE

SINCE COMMENCING THE ROLE IN SEPTEMBER 2017, I'VE THOROUGHLY ENJOYED GETTING TO KNOW THE FAR-REACHING TALENT THAT MAKES UP 'TEAM NSWIS' AND I WANT TO THANK THE STAFF AT NSWIS AND OUR SPORT PARTNERS FOR THE WARM WELCOME I HAVE RECEIVED.

The NSW Institute of Sport (NSWIS) team works collaboratively with sports to create and deliver high performance support and environments to help Australian athletes become world's best. In my first year as Chief Executive Officer, it was a proud moment to see our expertise applied on the world stage at the PyeongChang Winter Olympics and Paralympics and then the 2018 Gold Coast Commonwealth Games.

I would like to acknowledge all of the NSWIS staff who played significant roles in supporting the NSWIS scholarship athletes who were selected onto the Australian team and competed so successfully at each of the events.

Off the back of two silver and two bronze medals at the PyeongChang Olympic and Paralympic Games, our bond with the winter sports community has never been stronger and I'd like to personally thank both Perisher and Thredbo resorts, in addition to Ski and Snowboard Australia and the Olympic Winter Institute of Australia, for their continued support of our athletes.

Notably, at the 2018 Commonwealth Games, twenty-two NSWIS staff played supportive roles across a wide range of areas, including coaching, performance support disciplines, sport management and information technology, providing them with unique and unforgettable professional development opportunities.

Earlier this year, it was confirmed that NSWIS would receive a further \$3m recurrent funding for the next three years, a terrific show of faith from the NSW Government, Treasury and the Minister for Sport. We were also delighted to host the NSW Premier, Gladys Berejiklian and Minister for Sport, Stuart Ayres to the NSWIS Sport Awards in November. I would like to take this opportunity to thank the NSW Government for their ongoing support.

The new funding will enable NSWIS to improve upon our proactive clinical services, integrate data science across the Institute's business units, create more coaching positions and substantially increase our capacity to provide world class service delivery to athletes, thus ultimately working to secure future success on the international, Olympic and Paralympic stage.

Looking ahead, there has been a change in the strategic direction of the Australian Institute of Sport and it has been important for NSWIS to be involved in National Institute Network (NIN) discussions around the future direction of the Australian high-performance sport system and the National Sport plan. NSWIS will continue to work collaboratively with the NIN and national sport organisations to help ensure our athletes and performance teams remain focused on their competitive goals.

Developing strong partnerships remains crucial to NSWIS operations and I am pleased to acknowledge here some of the various new initiatives that have been launched over the past 12 months across a wide range of sports.

In September 2017, NSWIS became the first state institute or academy of sport to officially partner with the Australian Paralympic Committee (APC). Having long promoted the



integration of Paralympic sport across the national high-performance sport system, NSWIS is incredibly proud to be working with the APC on providing enhanced investment to para athletes.

The completion of the Surfing National Training Centre on the Far North Coast of NSW headlined the exciting new relationship with Surfing Australia, and we are looking forward to working closely together to prepare surfing athletes for a successful Olympic debut in 2020.

NSWIS also contributed significantly to the new Women's Rowing National Training Centre in Penrith, where the Institute part-funded the new building and embedded support staff into the daily training environment to support national rowing athletes.

In May 2018, the Future Matildas initiative was launched with NSWIS, Football NSW, Football Federation Australia (FFA) and the NSW Government all contributing to a project which aimed to bridge the gap between current and future generations of Westfield Matildas.

During the reporting period, NSWIS has moved to establish a stronger connection with the sport of sailing - which has included the development of a new full-time physiologist role working directly with the Institute's sailors.

2018 also saw the launch of the Sydney Sports Incubator as a joint initiative with Sydney Olympic Park Authority, operated by Element 8 Ventures. The Incubator will provide a collaborative sporting environment to help foster new and innovative research, projects and entrepreneurship within the sports industry, and I look forward to seeing what the initiative will generate over the coming years.

Of course, many of the Institute's programs and initiatives are supported by our valued Performance Partners and I would like to thank Powerade, Musashi, Mizuno and HelloFresh – whom we only recently welcomed in 2018 – for their continued support.

Finally, I must thank each and every athlete, coach and staff member that makes up 'TeamNSWIS'. I know that through your efforts we will continue to see our fingerprint on crowded podiums.

A handwritten signature in black ink, appearing to be 'K. Thompson', written in a cursive style.

**Professor Kevin Thompson** *FBASES, FACSM, CSci*  
**NSWIS 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



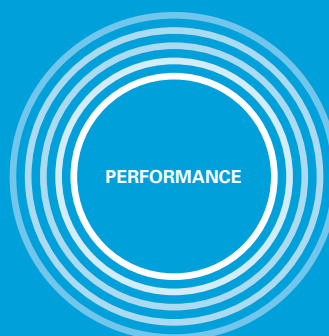
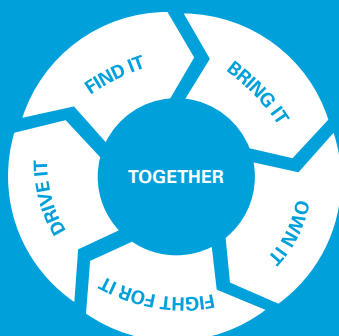
**OUR FINGERPRINT ON  
CROWDED PODIUMS.**

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 NSW INSTITUTE OF SPORT IS AN ELITE SPORTING ORGANISATION THAT SUPPORTS AUSTRALIAN ATHLETES TO BECOME WORLD'S BEST. OUR EXPERTS WORK IN COLLABORATION WITH SPORT TO CREATE AND DELIVER HIGH PERFORMANCE SUPPORT AND ENVIRONMENTS. WE CONTINUE TO BUILD ON OUR PROVEN HISTORY OF OLYMPIC, PARALYMPIC AND INTERNATIONAL SUCCESS.



## SUCCESSION

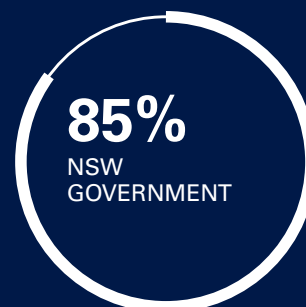
**OUR GREATEST PERFORMANCE ADVANTAGE... OUR PEOPLE.**

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

## BUSINESS MODEL

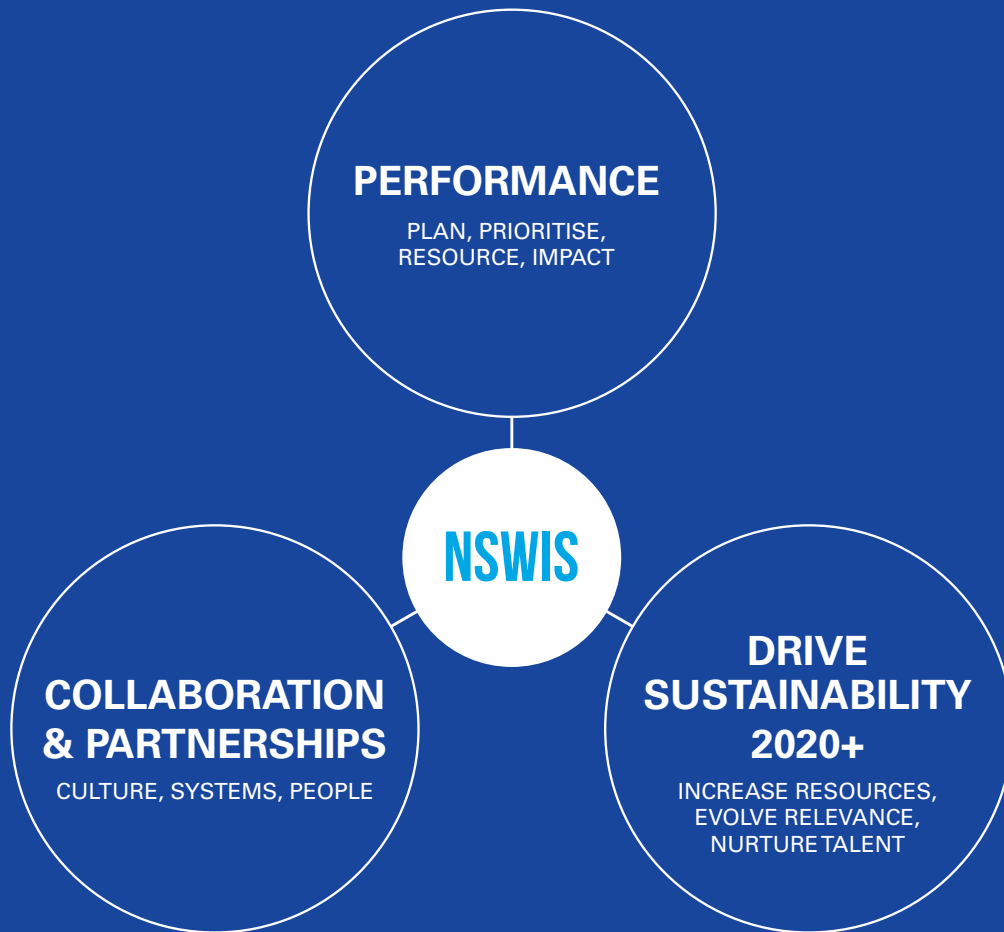


The NSW Institute of Sport, as the elite sporting agency for NSW, currently receives around 85% of its recurrent annual funding from the NSW Government. The remaining 15% of resources are sourced through other avenues such as commercial and sport partnerships.



# NSWIS STRATEGY

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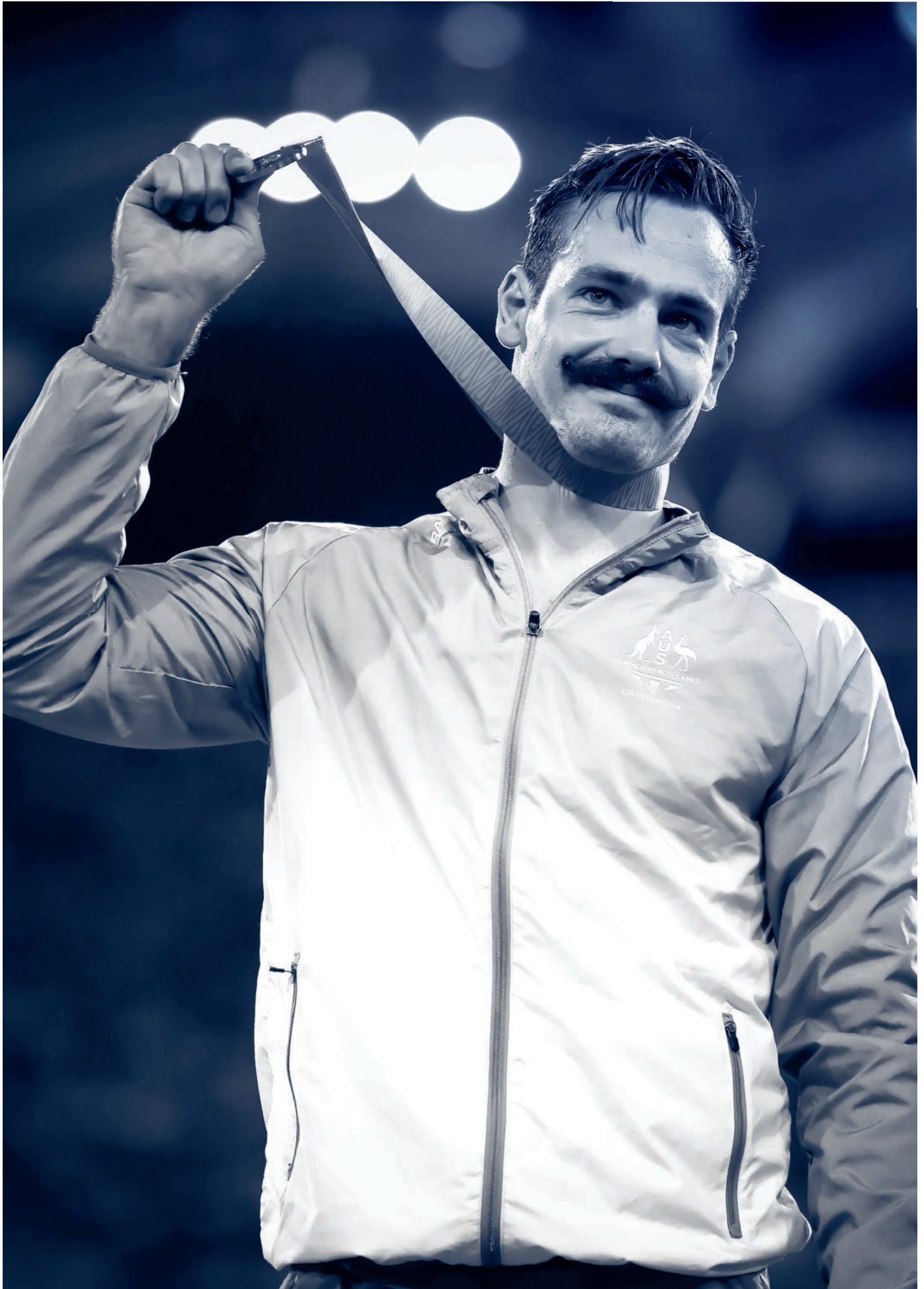


## CHARTER

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 for Sport, and
- ▶ The Chief Executive of the Office of Sport or a person employed in the Office of Sport nominated by the Chief Executive.

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

#### 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

*\*Attended three Board meetings*



**BRAD LANCKEN**

*\*Attended two Board meetings*



**CHRIS FYDLER OAM**

*\*Attended three Board meetings*



**ALAN JONES AO**  
DEPUTY CHAIRMAN

*\*Attended one Board meeting*



**ELIZABETH CROUCH**

*\*Attended three Board meetings*



**MARK BETHWAITE AM**

*\*Attended four Board meetings*



**SARAH RYAN OAM**

*\*Attended three Board meetings*



**JOSEPH CARROZZI**

*\*Attended three Board meetings*



# OPERATIONAL EXECUTIVE COMMITTEE



**PROF. KEVIN THOMPSON**  
CHIEF EXECUTIVE OFFICER  
*\* Attended four Board Meetings*



**JON TURNBULL**  
PERFORMANCE MANAGER, SPORT



**NANCY DOOWAGE**  
MANAGER, FINANCIAL SERVICES



**CLARE PRIDEAUX**  
INTERIM CEO  
(FROM APRIL 1 2017 UNTIL SEPTEMBER 11 2017)  
DIRECTOR, HIGH PERFORMANCE



**ALISTAIR WARNOCK**  
ACTING MANAGER, MARKETING  
& COMMUNICATIONS



**ELIZABETH AKERBOOM**  
MANAGER, HUMAN RESOURCES



**DR KENNETH GRAHAM**  
PRINCIPAL SCIENTIST



**SHEILA GALLOWAY**  
MANAGER, PERFORMANCE  
SUPPORT

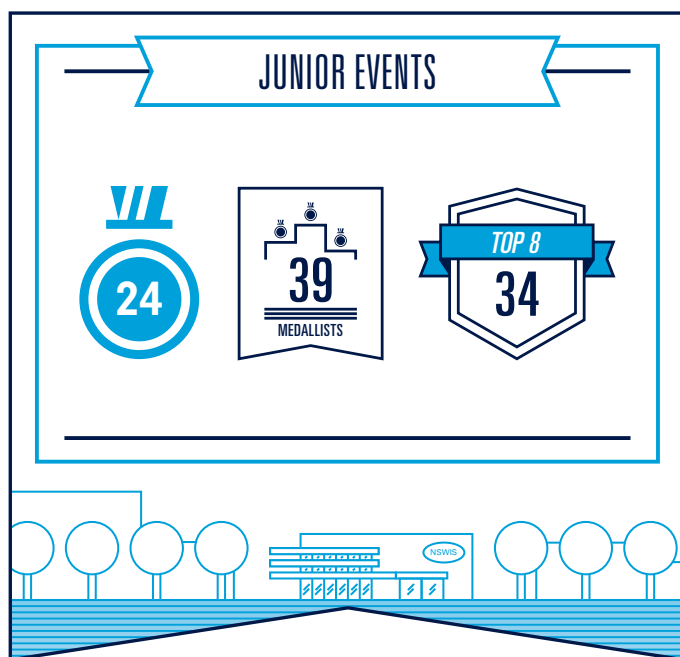
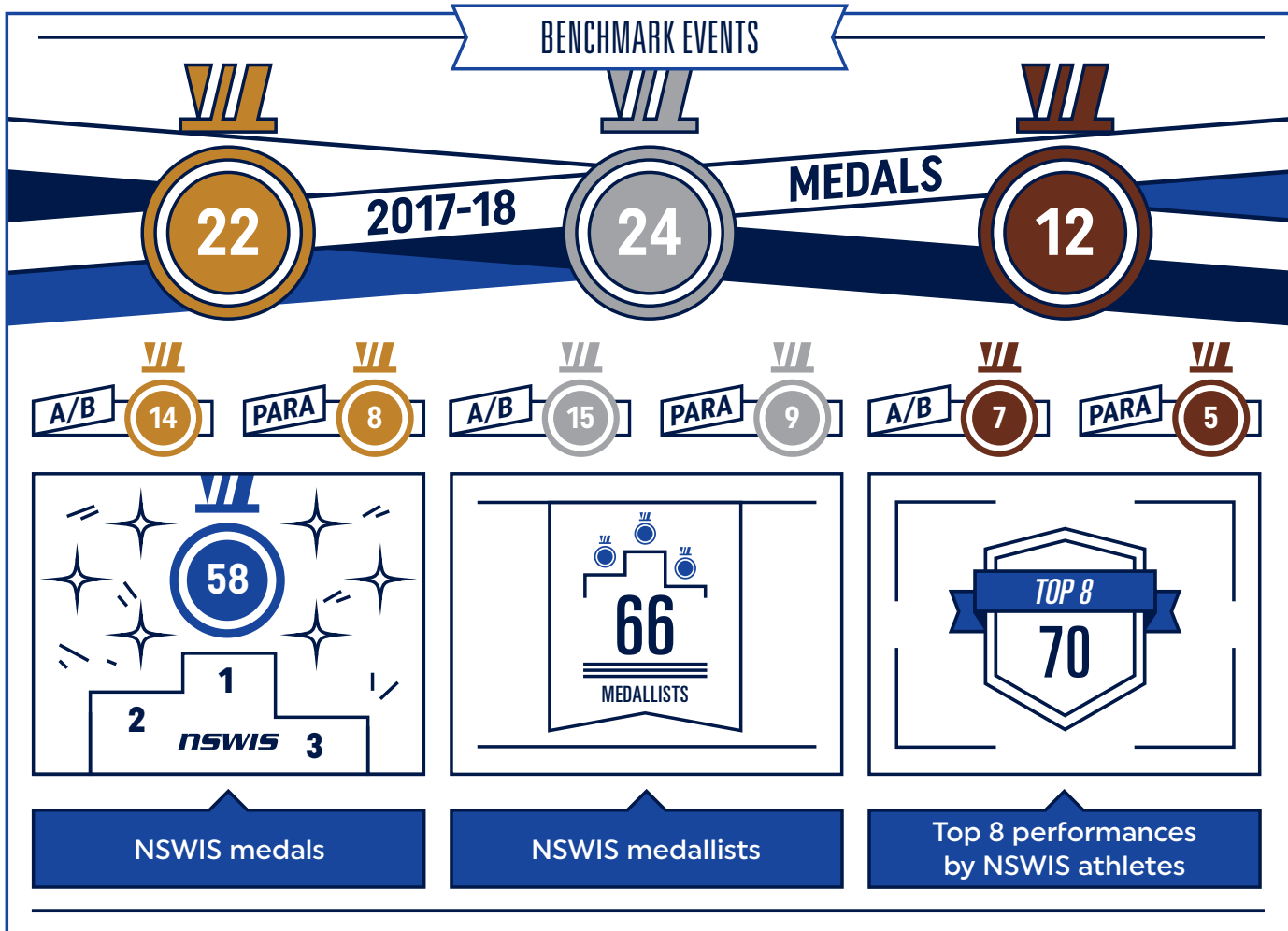


**GREG BAXTER**  
MANAGER, INFORMATION TECHNOLOGY  
& OPERATIONS

# PERFORMANCE HIGHLIGHTS

A/B = ABLE BODIED







































































































OVERVIEW OF NSWIS ATHLETE PERFORMANCE BETWEEN JULY 2017 AND JUNE 2018



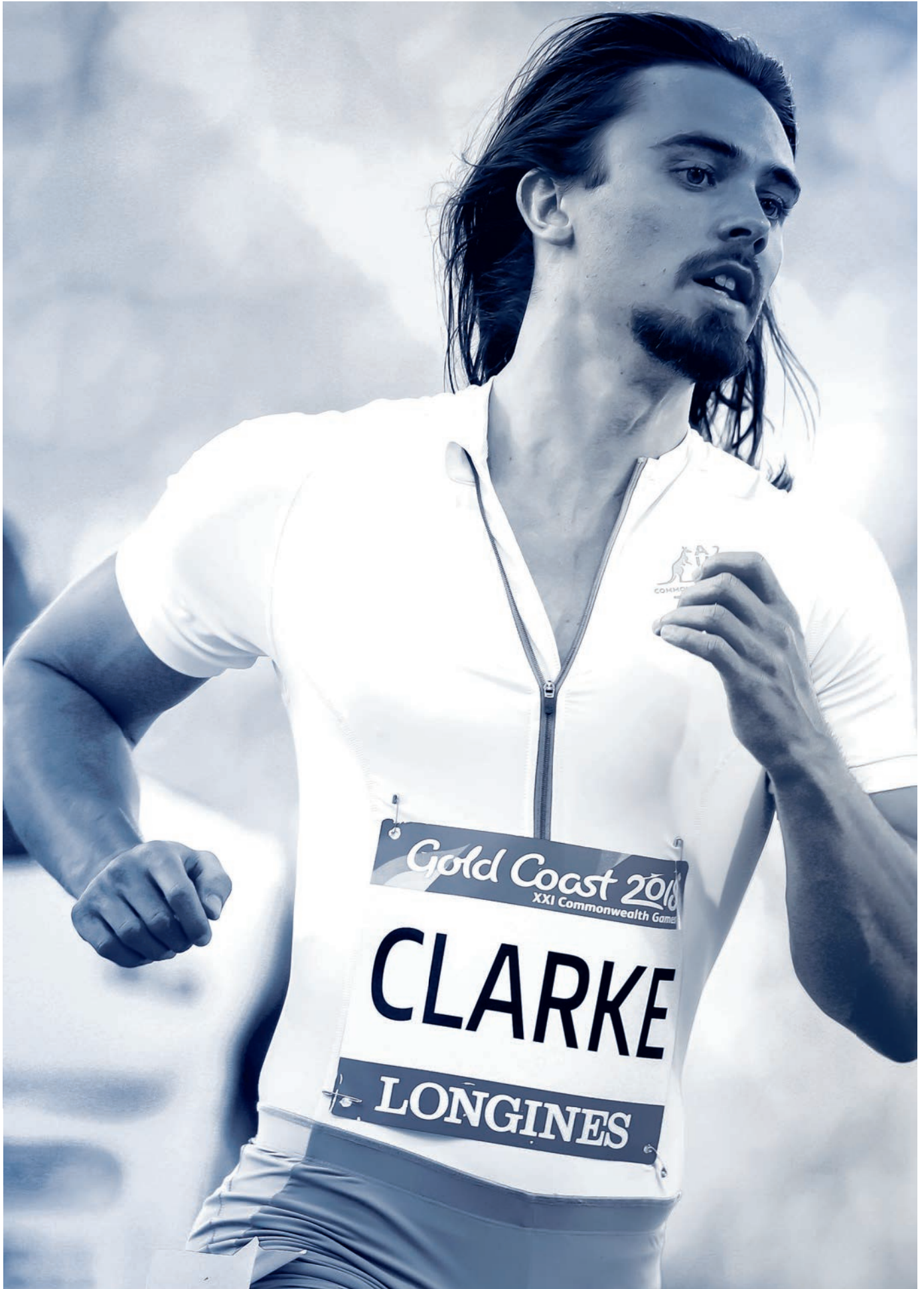
\* PINNACLE INTERNATIONAL EVENT FOR THE YEAR AS DEFINED BY NATIONAL SPORTING ORGANISATION

# 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						
SAILING						
SURFING						
SWIMMING						
TRIATHLON						
WATER POLO						
WHEELCHAIR BASKETBALL						
WINTER SPORTS						

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





# NSWIS PERFORMANCE DRIVERS

THE 2017-18 NSWIS ANNUAL REPORT WAS CREATED IN THE CONTEXT OF AUSTRALIA'S NATIONAL SPORT PLAN, WITH KEY ACHIEVEMENTS UNDERTAKEN AGAINST THE NSWIS BUSINESS PLAN. THE PERFORMANCE DRIVERS ARE AS FOLLOWS:

1

## ATHLETES & PATHWAYS

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

2

## COACHING

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

3

## DAILY TRAINING ENVIRONMENT

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

4

## COMPETITION

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

5

## LEADERSHIP, POSITION & CULTURE

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

6

## RESEARCH AND INNOVATION

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

# ATHLETES AND PATHWAYS

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

## CAMPAIGN PYEONGCHANG

Performance met expectations with a total of 38 NSWIS athletes (18 women and 20 men) making up 65% of the Olympic and 42% of the Paralympic teams respectively.

NSWIS representatives went on to claim 66% of Australia's Olympic medals (2) and 50% of the Paralympic team's medals (2).

A total of 15 NSWIS athletes were on debut, while 23 were returning Olympians or Paralympians.

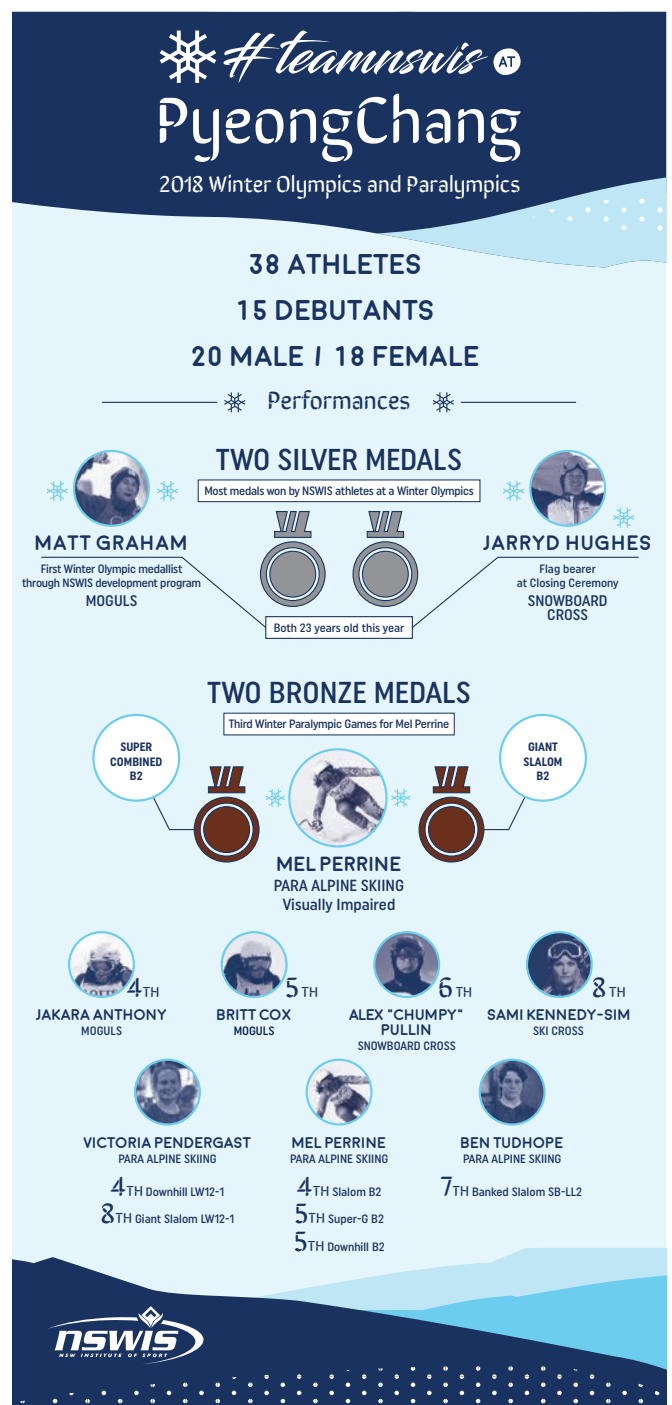
At the Winter Olympics, Matt Graham became the first NSWIS athlete to progress through the National Moguls Program Pathway (NSWIS / Olympic Winter Institute of Australia) to achieve a podium performance, winning a silver medal in the Men's Mogul Skiing. Jarryd Hughes won a silver medal in Snowboard Cross, while a further four NSWIS athletes recorded 'Top 8' finishes.

In addition, five athletes achieved best ever Australian Olympic performances, one in a debut Olympic event.

In the Winter Paralympics, Mel Perrine earned two podium positions with bronze in the Para Alpine Skiing Super Combined B2 and Giant Slalom B2 events, while NSWIS athletes also earned an additional six 'Top 8' positions.

Campaign PyeongChang saw five projects delivered, supporting 23 athletes with coaching, technology, physiotherapy, competition support and/or equipment.

11 campaign scholarships were offered, supporting athletes in the disciplines of para alpine skiing, biathlon, bobsleigh, cross-country skiing, figure skating and skeleton.



## CAMPAIGN GOLD COAST

**84 NSWIS athletes (of 87 selected) competed at the 2018 Commonwealth Games. NSWIS athletes won 47 medals (22 Gold, 16 Silver and 9 Bronze medals) which equated to 24% of the 198 won in total by Team Australia.**

As part of Campaign Gold Coast, a total of 18 projects were delivered in order to support 44 athletes with coaching, technology, physiotherapy, performance support, training opportunities, competition support and/or equipment.

33 campaign scholarships were offered to support athletes in beach volleyball, boxing, gymnastics, lawn bowls, powerlifting, shooting, squash, table tennis and weightlifting.

Australian athletes Eloise Wellings (NSWIS), Madeline Hills (former NSWIS) and Celia Sullohern (NSW athlete) were recognised for their act of sportsmanship at the 2018 Commonwealth Games 10,000m Athletics Final, which was included as one of four Laureus 'Sporting Moments of the Month' for May 2018.

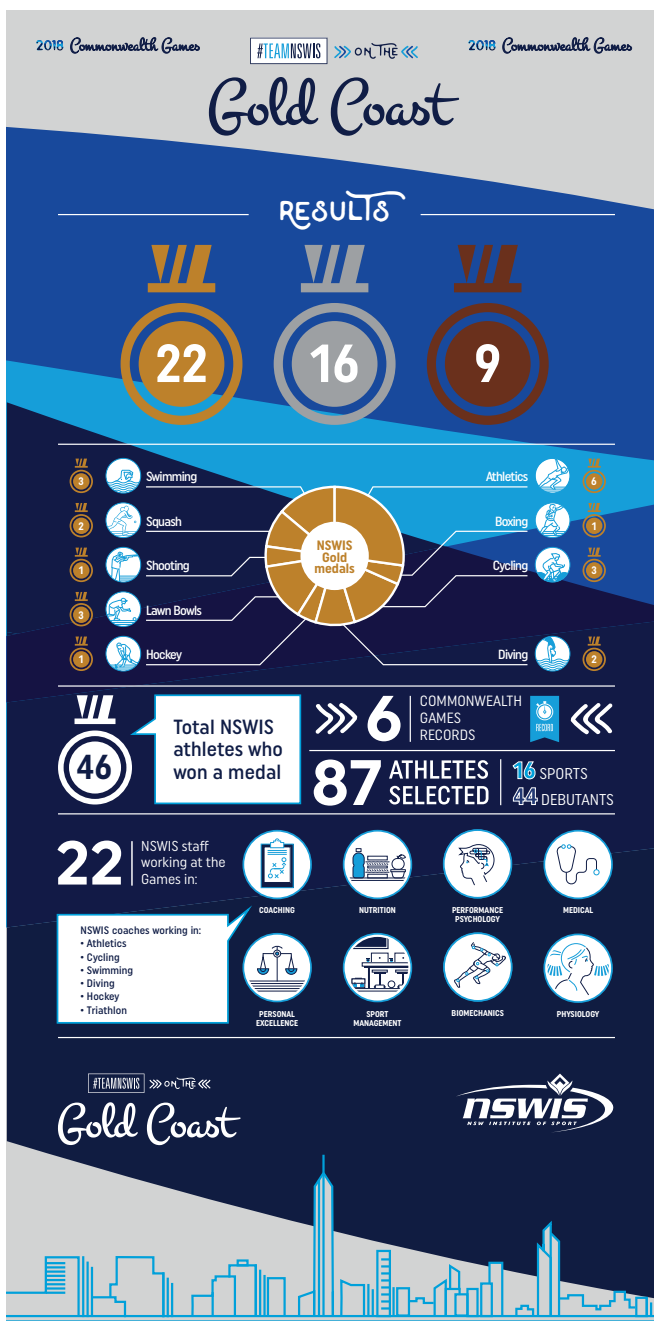


Eloise Wellings, Madeline Hills and Celia Sullohern remain on the track to congratulate Lesotho's Lineo Chaka on finishing the women's 10,000m event at the 2018 Commonwealth Games.

## TALENT Support 'next cycle' talent athletes based on long-term development frameworks, capitalising on local opportunities.

133 athletes were supported through NSWIS Talent Agreements in athletics (25), canoe sprint (5), cycling (9), diving (16), hockey (5), netball (10), swimming (7) and water polo (56).

NSWIS contributed \$25,000 to co-fund a new talent advisory role with the Office of Sport (OOS) and continues to collaborate with the OOS and the Australian Institute of Sport to host talent pathway workshops for state sporting organisations, regional academies of sport, high schools and universities.

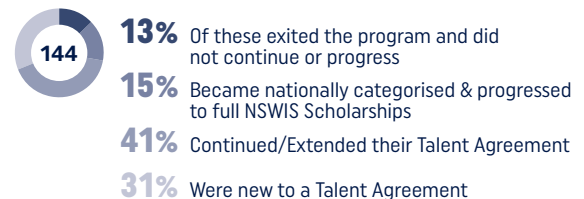


### Current situation



### Athlete progression metrics

#### TALENT ATHLETES 2017



#### EMERGING/DEVELOPING ATHLETES 2018



### Athlete location



NSWIS aims to have implemented two to four new talent projects by June 2019 with the aim of producing podium performances at international benchmark events from 2024.

## NSWIS SCHOLARSHIP SUMMARY

530 athletes were supported through NSWIS Scholarships during the reporting period, consisting of the following (see below) nationally categorised athletes.

Podium	<b>62</b>	Podium Ready	<b>55</b>
Podium Potential	<b>104</b>	Commonwealth	<b>13</b>
International	<b>9</b>	Developing	<b>123</b>
Emerging	<b>164</b>		

Of the 530 athletes supported through an NSWIS Scholarship during the reporting period, 291 were female and 239 were male.

While NSWIS headquarters are based at Sydney Olympic Park, the Institute is committed to providing metropolitan and regional athletes with access to quality training facilities, services and equipment.

## Athlete training locations

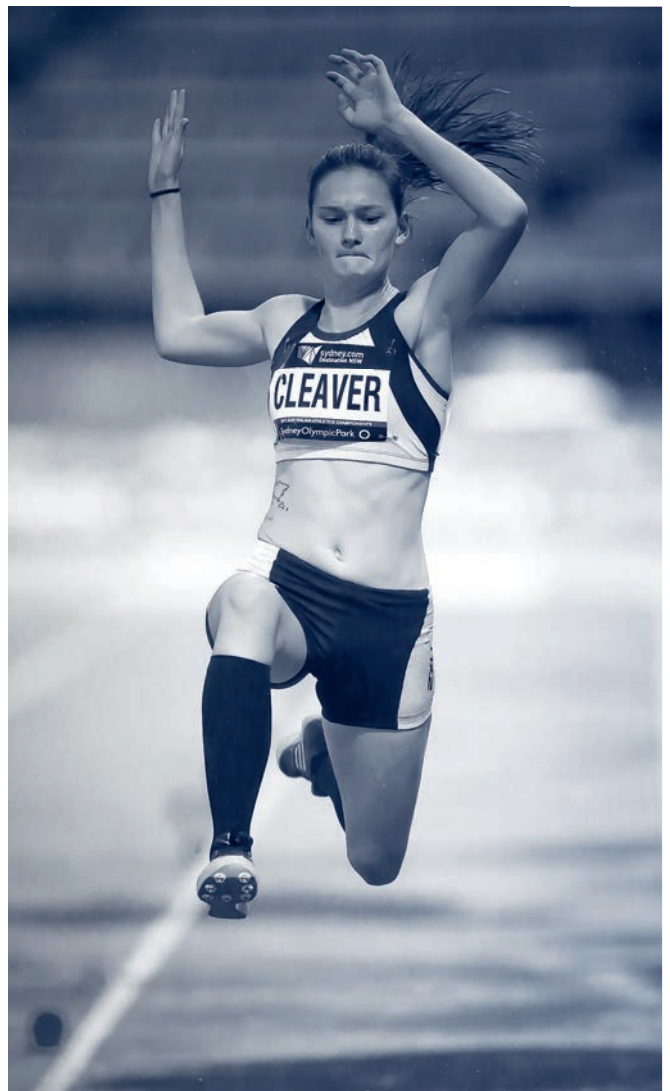


## NSWIS OVERALL RESULTS AGAINST KPI'S

During the reporting period, there were a total of 131 medals won at major / benchmark international events.

<b>PyeongChang</b>	<b>Athletes Selected</b>	<b>Medals</b>	<b>Medallists</b>	<b>Top 8s</b>
Winter Olympics	<b>33</b>	<b>2</b>	<b>2</b>	<b>6</b>
Winter Paralympics	<b>5</b>	<b>2</b>	<b>1</b>	<b>8</b>
<b>Commonwealth Games</b>	<b>Athletes Selected</b>	<b>Medals</b>	<b>Medallists</b>	<b>Top 8s</b>
Senior Events	<b>87</b>	<b>47</b>	<b>46</b>	<b>71</b>
<b>Other Major / Benchmark Events</b>	<b>Athletes Selected</b>	<b>Medals</b>	<b>Medallists</b>	<b>Top 8s</b>
Senior Events	<b>169</b>	<b>72</b>	<b>65</b>	<b>136</b>
Junior / Youth / U23	<b>38</b>	<b>8</b>	<b>12</b>	<b>14</b>

*\*Some athletes may have competed in more than one major international/benchmark event*





# COACHING













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

## SECURE INTEGRATED NATIONAL ROLES AND / OR ACCOUNTABILITIES FOR NSWIS COACHES

NSWIS continued to support requests from national sporting organisations to provide expertise and resources, and has assisted with recruitment, role development, success profile development and capability assessments.

During the reporting period the Institute directly supported or led recruitment projects across 14 partner or project sports.

Sport programs benefiting from NSWIS supported recruitment for state & national coaching roles	
	
Athletics, Canoe Slalom, Cycling, Winter Sports, Water Polo and Triathlon	Wheelchair Basketball, Canoe Sprint, Cycling, Diving, Hockey, Netball and Softball

NSWIS coaches undertaking Nationally Integrated Roles			
			
	Diving <b>2</b>		Triathlon <b>1</b>
	Rowing <b>1</b>		Winter Sports <b>4</b>
	Para Athletics <b>2</b>		Softball <b>1</b>
	Cycling <b>1</b>		Football <b>1</b>
	Hockey <b>2</b>		Archery <b>1</b>
	Canoe Slalom <b>3</b>		Sailing <b>1</b>
	Water Polo <b>4</b>		Wheelchair Basketball <b>1</b>

## MAINTAINING DEDICATED FUNDING AND EXPERTISE FOR THE COORDINATION AND DELIVERY OF COACH DEVELOPMENT INITIATIVES

The organisation remains committed to developing one of the Institute's key performance advantages; our people. A full-time coordination role was transferred from the High Performance Sport division to the Corporate and Communications division during the reporting period (effective from July 1st 2018) and will manage an enhanced budget in 2018/19.

The overall investment figure for professional development in 2017/18 was approximately \$78,000. 74% of this funding was directed to developing discipline expertise and 26% was directed to skills and capabilities associated with applying discipline expertise more effectively.

Sport partners provided a co-contribution of around \$14,000 for NSWIS staff and coach development, with the Australian Institute of Sport providing an estimated \$22,500 of in-kind development support (excluding long-course coaching and leadership programs).

# 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.

## PARTNERSHIPS WITH NATIONALLY FOCUSED TRAINING CENTRES

NSWIS is committed to supporting Australian athletes to become world's best. A key to achieving this is maintaining or providing enhanced support for National Training Centres and / or nationally focused hubs in NSW with our valued sport partners.

Support over the past 12 months has included:



**Para-Archery:** Establishing a National Para Archery program at Sydney Olympic Park in partnership with Archery Australia.



**Canoe Slalom:** Enhancing water access in collaboration with the Australian Institute of Sport (AIS) and Paddle Australia.



**Diving:** Maintaining the Diving National Training Centre with Diving Australia and supported by the Sydney Olympic Park Aquatic Centre.



**Football (Women):** Establishing a pilot Future Matildas program with Football Federation Australia, Football NSW, Pymble Ladies' College and Westfield Sports High School.



**Rowing (Women and Para):** Maintaining support for Rowing Australia's National Training Centre (Penrith) with Rowing NSW and Rowing Australia.



**Sailing:** Enhancing the partnership with Sailing Australia's National Training Centre through embedded performance support.



**Swimming:** Maintaining the National Technical Hub at Sydney Olympic Park Aquatic Centre with Swimming Australia and Swimming NSW.



**Triathlon:** Maintaining the International Training Centre program with Triathlon Australia.



**Water Polo:** Maintaining National Training Hubs for men's and women's water polo in partnership with Water Polo Australia.



**Para Athletics:** Maintaining support for National Wheelchair Track and Road Hubs with Athletics Australia.



**Winter Sports:** Supporting a feasibility study of future enhancements to the Jindabyne National Hub and maintaining close relationships with Perisher and Thredbo resorts.

## CAPITAL WORKS 2017-18 EQUIPMENT REPLACEMENT AND UPGRADE

The Equipment Replacement Project was critical for NSWIS to remain internationally competitive and provide athletes with cutting-edge training systems and technologies. Phase 1 and Phase 2 encompassed significant technology and equipment replacements / upgrades within the NSWIS training facility, the Women's Rowing National Training Centre (Penrith), Jindabyne Sport and Recreation Centre and sport-specific daily training environments.

- Biomechanics: \$436,000 in equipment supporting the NSWIS biomechanics laboratory, Sydney Olympic Park Aquatic Centre (SOPAC), the Dunc Gray Velodrome and daily training environment (DTE) delivery.
- Strength and Conditioning: \$408,500 in equipment to modernise NSWIS training facilities, the Women's Rowing National Training Centre and Jindabyne Sport and Recreation Centre.
- Physiology: \$396,000 in upgraded equipment for the Physiology lab, including the gas analysis system, treadmill, environment chamber, and recovery and heat acclimation tools.
- Performance Analysis: \$81,500 in state-of-the-art technology, increasing quality and vision capabilities in distinguishing skill elements within training, as well as improvements with live feedback, automation and efficient workflows.

- Research: \$73,000 in new technologies for eye tracking and virtual reality tools.
- Nutrition: \$41,000 in new equipment supporting advanced body composition analysis and recovery tools, enabling more individualised assessments for NSWIS athletes.
- Personal Excellence: \$26,000 in new technologies to enhance the functionality of the Athlete Lounge with the introduction of a sleep pod.
- Performance Psychology: \$18,000 in new technologies to enhance mindfulness tools and increase neurotracker capabilities.

## PERFORMANCE SUPPORT

### *STRATEGIC ALLOCATION OF OUR PEOPLE TO SUPPORT SPORT PARTNER NEEDS*

Matching service providers with sports and establishing effective performance teams is critical to ensuring athletes get the right support in the right environment at the right time.

With significant changes occurring in the national system, the NSWIS management team collaborated with Institute coaches, sports partners and senior staff to allocate services in ways that would meet the international performance objectives of athletes and contribute to a culture of high performing teams.

Through the alignment of partnerships, strategies and the effective prioritisation of resources there was a 42% increase in embedded roles (0.5 full-time employment or higher) and a 40% increase in delivery within daily training environments.

NSWIS continues to retain and recruit world-class expertise across all performance support disciplines, increasing capacity by 5.0 full-time equivalents during the reporting period. Meanwhile, the number of NSWIS staff in nationally-integrated roles has reached a total of 16, with seven new positions added in 2017/18.



# COMPETITION

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

## CAPITALISE ON THE 2018 GOLD COAST COMMONWEALTH GAMES

A major competition opportunity for athletes, coaches and staff alike was Australia's home Commonwealth Games.

In addition to the 87 NSWIS athletes selected to compete at the Games, 22 NSWIS staff undertook coaching, performance support and administration roles at the Games through the Commonwealth Games Association, National Sporting Organisations or the Australian Institute of Sport.

The home Games provided invaluable multi-sport event experience for all involved.







# 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.

## IDENTIFY, DEVELOP, MANAGE AND PROGRESS STAFF AND COACHES

Two key areas for development were identified following the Rio Olympic and Paralympic Games in 2016: resilience and high performing teams. Three key development priorities were identified as part of the NSWIS staff talent review:

- Propensity to lead,
- Navigating ambiguity, and
- Conceptual thinking

As part of the 2017 talent review, 34 emerging leaders were identified with 13 of these being classified as high potentials.

599 total development days were accessed by staff and coaches based on capability areas identified as part of Professional Excellence Planning conversations.

- 87% focused on developing discipline expertise (knowledge and experience).
- 13% focused on applying discipline expertise effectively (personal style and competencies).
- 212 days were completed in performance environments.

Additional internal progression was illustrated through:

- 38% of vacant roles being recruited internally through a merit-based process.
- Five NSWIS coaches progressing to higher level coaching roles.
- 25 staff and coaches undertaking higher duties, supporting readiness for progression.

## STRENGTHEN SPORT PARTNERSHIPS

15 sports were supported through valued partnerships with national and state sporting organisations including; winter sports, swimming, diving, canoe sprint, canoe slalom, cycling, water polo, athletics, surfing, hockey, netball, sailing, triathlon, wheelchair basketball and rowing.

NSWIS provided enhanced support for targeted individual scholarships, projects and campaigns as well as sport projects focused on Olympic qualification and success in:



**Softball:** NSWIS worked collaboratively with the Australian Institute of Sport (AIS) and Softball Australia to resource coaching, strength and conditioning, and physiotherapy; providing support for six to eight NSW-based national squad athletes.



**Skateboarding:** NSWIS and the AIS worked to establish the 'Skateboard 2020 Commission', of which NSWIS CEO Kevin Thompson is the Chair, to provide targeted support for identified skateboarding athletes with potential to win medals at the Tokyo 2020 Olympic Games.



**Football (Women's):** NSWIS partnered with Football Federation Australia, Westfield Sports High School, Pymble Ladies' College and Football NSW to deliver a centralised program for Future Matilda's that supports the daily training environment for athletes outside of the W-League competition period, as well as up to five NSW-based Matildas.



**Surfing:** In July 2017, NSWIS and Surfing Australia entered into a new partnership focused on Olympic athlete preparation. The Institute co-invested in former World Champion Bede Durbidge to provide technical support to athletes and their coaches.



**Paralympics:** In conjunction with the Australian Paralympic Committee, increased opportunity was provided for NSWIS para athletes to achieve their potential through more equitable access to coaching, performance support and equipment.

Projects that were implemented included:

- Establishing a National Para Archery daily training environment
- Sport specific enhancements in triathlon, rowing, winter sports and wheelchair basketball
- A technology and innovation forum
- Specialised equipment projects

## STRENGTHEN CRITICAL RELATIONSHIPS

Throughout the reporting period, NSWIS has maintained and enhanced relationships with the AIS, Regional Academies of Sport (RAS) and the NSW Office of Sport (OoS), working collaboratively in strategic and operational areas including:

- National Sport Plan
- Infrastructure
- Coaching and leadership development
- Athlete Wellbeing and Engagement
- Mental Health
- Integrated service provision
- Quality assurance and discipline standards
- Innovation, research and technology

## BRAND STRATEGY

A revised Positioning and Communication Plan was implemented to drive organisational performance and strategically reposition NSWIS for future sustainability. A number of objectives and measures were established to raise awareness of the Institute's position:

- Strategically position the NSWIS brand for future sustainability
- Align communications with organisational objectives
- Support revenue generation via enhanced brand image, increased awareness and engagement

To date, results have included:

- 30 commercial partnerships, new and renewed, were signed during the reporting period.
- 24.5% increase year-on-year in unique page views on NSWIS.com.au
- 77% increase in subscribers to the Weekly Newsletter



# RESEARCH AND INNOVATION

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

## INTEGRATE HIGH PERFORMANCE AND RESEARCH TO FOCUS ON SPORT NEEDS

The NSWIS Research Policy has been revised and provides clear directions to internal and external personnel on the processes required for research to occur at the Institute.

Research staff ran sessions for performance teams and other staff on the development of research ideas that can be taken forward as internal or external research project streams.

Notable research programs implemented during the reporting period include:

- **Triathlon PhD Programme:** A four year PhD Scholarship programme titled 'Performance Health in Australian Triathletes: Optimising Injury Prevention and Health Systems and Practices' (NSWIS and the University of Canberra Research Institute for Sport and Exercise [UCRISE], in collaboration with Triathlon Australia [TA] and the Australian Institute of Sport [AIS]).
- **Individualising loading strategies to maximise the efficacy of sodium bicarbonate supplementation** - Dr Kenneth Graham (NSWIS), Dr Jason Siegler (Western Sydney University) and Greg Shaw (AIS Swimming). A research project to determine whether administering sodium bicarbonate doses based specifically on an athlete's blood buffering profile, accounting for individual variables, improves the efficacy of this supplement over standard industry practice. If the evidence is supportive, we would expect further improved performance outcomes of athletes when using this supplement.

## IMPLEMENT EFFECTIVE INFORMATION MANAGEMENT REPORTING AND ENSURE COMPLIANCE

The development of work flow processes, in conjunction with Information Technology and Operations, continues as a way of integrating required controls with a reduction in duplication and an increased aggregation, allowing easy access to required information whilst still maintaining the required level of security.

## INNOVATION

- **Para Innovation and Technology Forum:** Hosted in partnership with the Australian Paralympic Committee (APC), featuring key note speaker Dr Jordan Nguyen; a globally recognised artificial intelligence, robotics and technology expert.
- **Hockey Commonwealth Games Performance Camp:** A pre-Games camp featuring 29 NSWIS-associated athletes, eight staff and attended by international and interstate teams, providing athletes with exposure to an international level of competition.
- **Track Cycling Automated Timing System:** Established at the Dunc Gray Velodrome to provide coaches with specific timing data in real time during training. Web access has been provided for all athletes and customised profiles for sprint and endurance riders were developed.
- **I Measure U step load monitoring APP:** Provided an increased understanding of the mechanical load individual athletes experience, allowing insights about the quality of training sessions relative to training objectives.
- **Para sports - athlete seat mapping:** Utilisation of an expert wheelchair and seating clinician (with the APC) to optimise seating stability and posture for NSWIS Para-Archery & Wheelchair Basketball participants.
- **Validation of Inertial Measurement Units (IMU):** In collaboration with James Cook University, the use of IMU's and their ability to determine angular range of motion and velocities was examined.
- **Drag Flicking – Hockey:** Integrated performance analysis, biomechanics and coaching resulted in an increased capacity to collect data in the specialist skill of drag flicking, with weekly testing conducted and positive performance change achieved.
- **Injury prevention & management model:** A pro-active, evidence-based approach (with the AIS) to reduce training days lost by increasing the quality of physiotherapy servicing, including prevention, identification, treatment and management of injuries.

- **Concussion Baseline Testing, Education and Medical Management:** Education, baseline screening and access to a medical network combined to provide 138 athletes with baseline testing across eight sports using the HeadSmart software.
- **Force velocity relationship in swimming performance during taper:** Strength & Conditioning and Physiology teams collectively assessed athlete performances in varying conditions to better understand time of day contributions to performance at international meets. Two athletes increased power/velocity metrics as a result.
- **Upright ergometer for Wheelchair Track and Road athletes:** Developed an effective training tool by re-engineering the upright ergometer and replicating the seated race position.
- **Parvo Resting Metabolic Rate (RMR) implementation:** Measured RMR in athletes, giving practitioners a quantitative tool for the assessment of energy availability, allowing for dietary and training interventions to improve athlete health, training ability and performance.
- **N-acetylcysteine supplementation trial:** Preliminary results in a clinical research trial showed that N-acetylcysteine supplementation can have a small beneficial effect on altitude training adaptations in elite athletes.
- **ETS Swimming Physiological Testing Battery Update:** Improved the physiological tests used during ETS swimming camps to be more relevant to performance and provide a more streamlined testing protocol.
- **Mindroom Neurotracker Decision Making:** Improved athletes decision making by developing attentional skills (e.g. attentional overload, dynamic attention, selective attention, divided attention).
- **Athlete Mental Health & Resilience:** Workshop completed by over 50 athletes, coaches and staff to improve overall understanding of mental health, build mental resilience and create awareness of mental health in high performance sport.
- **Digital Notice Board:** Utilising the athlete lounge to communicate multi-disciplinary service information, increasing athletes understanding of NSWIS services and day-to-day operations relevant to their performance in sport and life.
- **Kayak Athlete Transition Pilot:** Provided in-depth Athlete Wellbeing & Engagement servicing to high profile (podium) kayak sprint athletes to support a predicted post-2020 Olympics transition out of scholarship and competitive paddling. Aims are to maximise training availability, minimise performance and life stresses in the lead up to Tokyo, and building the capability of athletes to transition smoothly while remaining engaged in the sport.

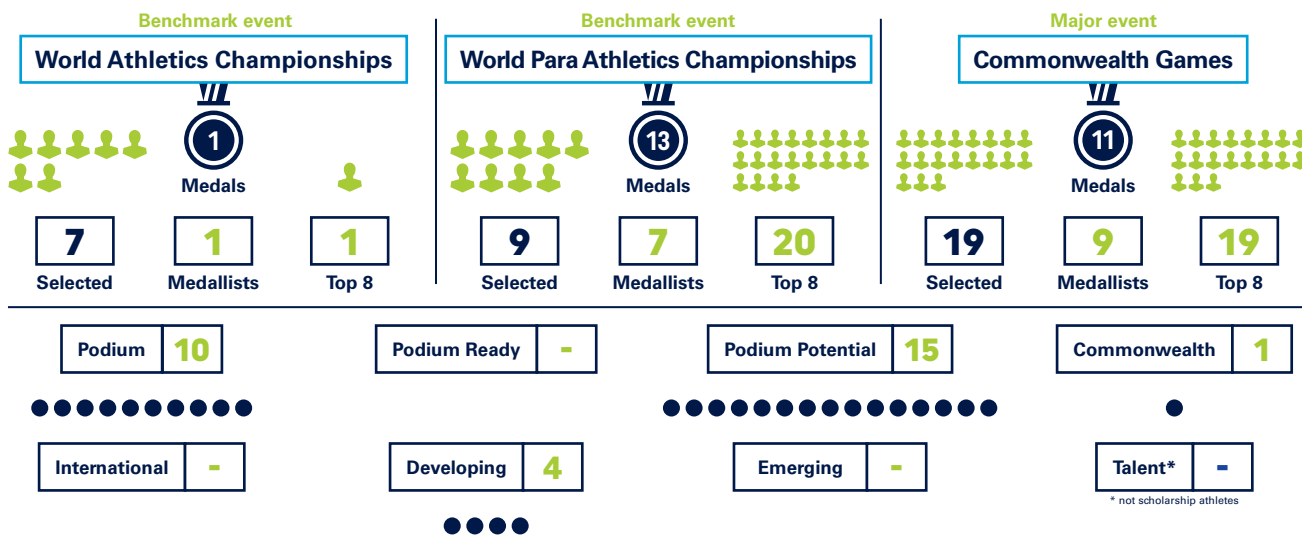




# ATHLETICS

Legend

● Scholarship ● Associate ● Talent



### Program Highlights

NSWIS athletes won 13 medals (5 Gold, 6 Silver, 2 Bronze) at the 2017 World Para Championships before claiming 11 medals (6 Gold, 4 Silver, 1 Bronze) at the 2018 Commonwealth Games; taking home more Gold medals than top athletics nations including England, South Africa, Kenya and Canada.



# CANOE SLALOM



### Program Highlights

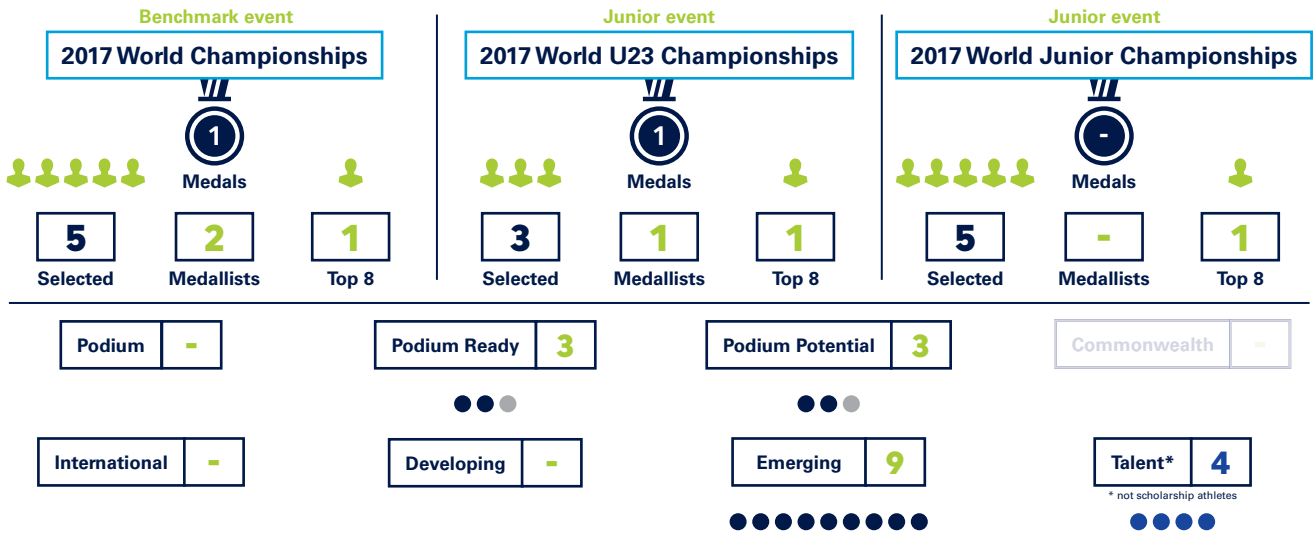
Jessica Fox was named the 2017 'Sportswoman of the year' at the World Paddle Awards after claiming the Women's K1 World Championship and defending her U23 K1 World title for a fourth consecutive year. Fellow NSWIS paddler Rosalyn Lawrence joined forces with Fox to take silver in the women's C1 team event and bronze in the K1 team competition.



# CANOE SPRINT

Legend

● Scholarship ● Associate ● Talent



### Program Highlights

Riley Fitzsimmons and Murray Stewart were crowned 2017 World Champions in the K4 1000m, contributing to 50% of Australia's medal tally. Under the guidance of a new NSWIS Head Coach, the Institute was also significantly represented on the Junior and U23 Australian teams throughout 2017 and 2018.



# CYCLING



### Program Highlights

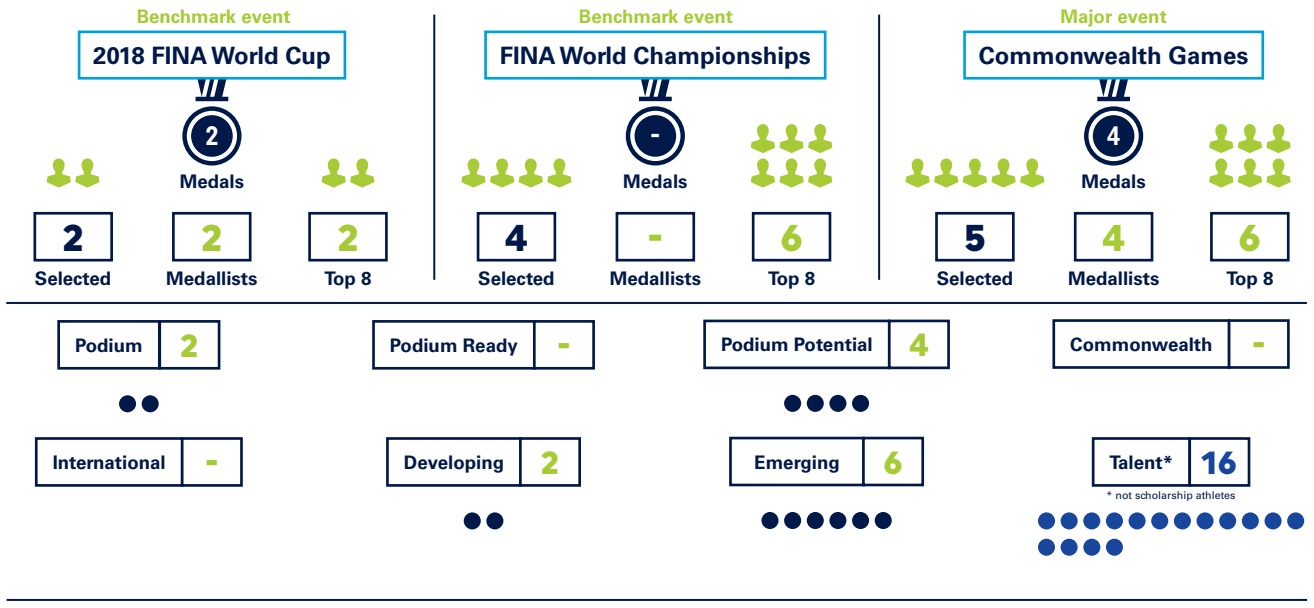
With only four athletes on the Australian team, NSWIS still contributed to 24% of Australia's medals at the 2018 Commonwealth Games. Kaarle McCulloch was one of only two sprint athletes selected onto the team and despite a demanding four days of competitions, was able to medal in all four of her events. Ashlee Ankudinoff claimed Gold in the Women's team pursuit and played a crucial role in the Women's scratch event, helping Amy Cure secure the Gold.



# DIVING

Legend

● Scholarship ● Associate ● Talent

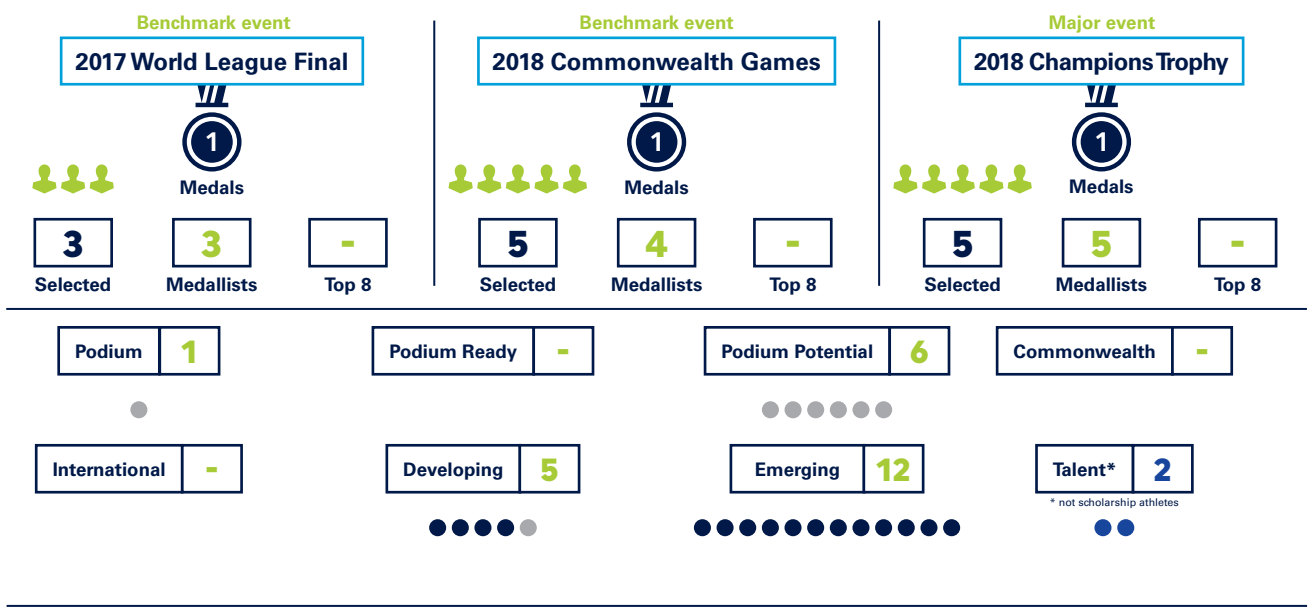


Program Highlights

At the 2018 Commonwealth Games, Melissa Wu and Esther Qin produced Gold medal performances in the Women's 10m Platform and Synchronised 3m Springboard events respectively. Qin went on to claim a podium position at the 2018 FINA World Cup, with Declan Stacey equalling her achievement in the Men's 10m Synchronised.



# HOCKEY MEN



Program Highlights

In 2018, the program delivered another two international-ready athletes to the National Training Centre in Perth, who went on to win Gold at the recent 2018 Champions Trophy. This complements the consistent selection of NSWIS athletes into the Kookaburra's squad triumphant at the 2018 Commonwealth Games and 2017 World League Finals. Meanwhile investment into the 2018 Commonwealth Games Performance Camp resulted in a successful initiative, delivering international game experience by capitalising off Australia's home Games.





# HOCKEY WOMEN

Legend

● Scholarship ● Associate ● Talent

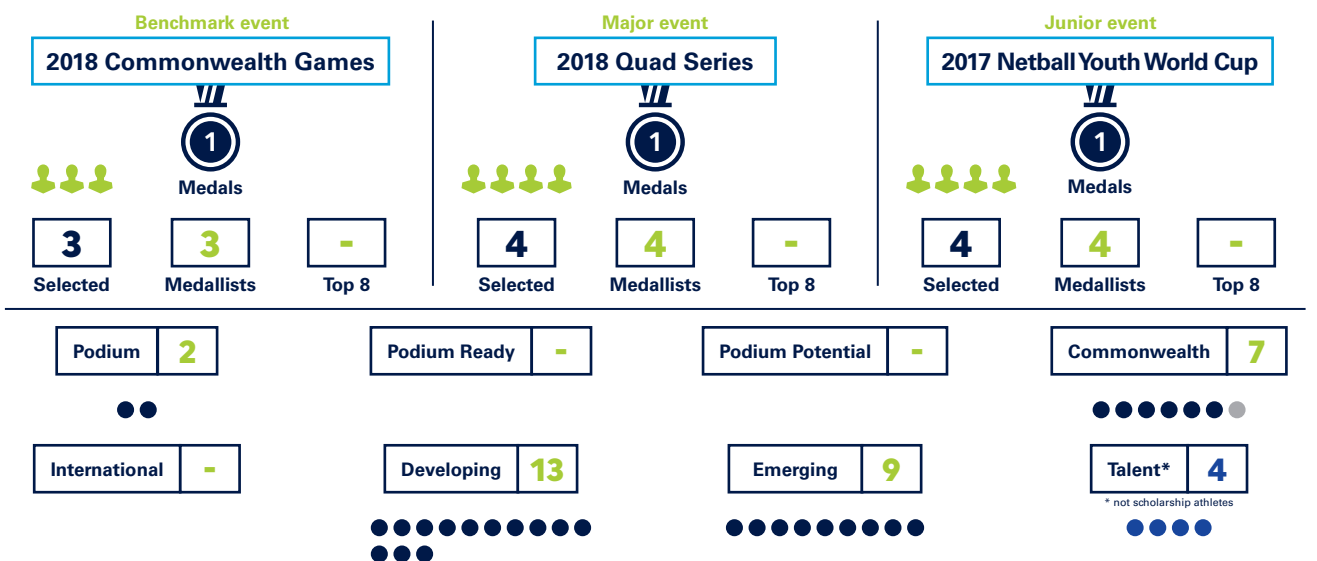


### Program Highlights

Senior athlete selection onto the Hockeyroos team remains consistent with NSWIS contributing to Commonwealth Games Silver, where the Institute's Head Coach continued to play a strong role within the National Program by taking on Assistant Coach duties. NSWIS athletes were also involved in the National Development Tour of Japan and 2017 Junior Camps while the 2018 Commonwealth Games Performance Camp provided a significant learning opportunity for the entire squad.



# NETBALL



### Program Highlights

The transformation of the Suncorp Super Netball (SSN) competition and the shift to two NSW-based teams has provided an excellent pathway for NSW athletes. A significant number of NSWIS scholarship holders engaged with the Giants and Swifts' SSN and Australian Netball League (ANL) teams. NSWIS athletes were critical to securing silver at the Junior World Cup in Botswana, while involvement in the New Zealand Club Championships and the impact of new Head Coach Nerida Stewart continue to strengthen the program.



# INDIVIDUAL

Legend

● Scholarship ● Associate ● Talent

Benchmark event

Commonwealth Games



33  
Selected



15  
Medallists



7  
Top 8

Program Highlights

**Commonwealth Games:** NSWIS supported 33 additional athletes across a number of sports in preparation for the 2018 Commonwealth Games through 'Campaign Gold Coast'.

**Softball:** 11 athletes were supported with access to strength & conditioning in addition to coaching resources in preparation for 2020 Olympic qualification and the 2018 World Championships.

**Para-Archery:** At the Para-Archery World Cup, Jonathon Milne won Gold in the Men's Individual Compound event and combined with Peter Marchant to take Silver in the team competition.

**Skateboarding:** NSWIS provided targeted support through performance planning to assist with readiness for Olympic qualification (Tokyo 2020).



Archery and Para Archery

Podium 1



Podium Potential 2



Emerging 3



Developing 1



Lawn Bowls

Podium 5



Beach Volleyball

Commonwealth 1



Boxing

Developing 1



Shooting

Podium Potential 1



Commonwealth 1



Emerging 3



Equestrian

Podium 2



Squash

Podium 1



Podium Ready 1



Gymnastics

Podium 1



Podium Potential 2



Developing 1



Table Tennis

Developing 1



Emerging 2



International 1



Taekwondo

Podium Potential 2



Legend

● Scholarship ● Associate ● Talent



Wheelchair Rugby

Podium 2



Trampoline

Podium Potential 1



Wheelchair Tennis

Podium Potential 2



Weightlifting

Developing 1



Emerging 1



Winter Sports (Para)

Podium 2



Podium Ready 1



Podium Potential 1



# ROWING

Benchmark event

World Rowing Championships  
(including para)



12

Selected

3

Medals

5

Medallists



5

Top 8

Junior event

World Rowing U23 Championships



5

Selected

2

Medals

4

Medallists



3

Top 8

Junior event

World Rowing Junior Championships



4

Selected

-

Medals

-

Medallists

-

Top 8

Podium 5



Podium Ready -

Podium Potential 17



Commonwealth -

International -

Developing 14



Emerging 14



Talent\* -

\* not scholarship athletes

Program Highlights

Under the decentralised model, the 2017 NSWIS 'Program of the Year' continues to support the NSW Pathway Program through the Performance Pathway clubs; Mosman Rowing Club, Sydney Rowing Club, Sydney University Boat Club and UTS Rowing Club. Three NSWIS athletes claimed their maiden World Championship in the Men's Coxless Four (Jack Hargreaves, Joshua Hicks and Spencer Turrin) while Erik Horrie won his 4th World Championship title in the Men's PR1.

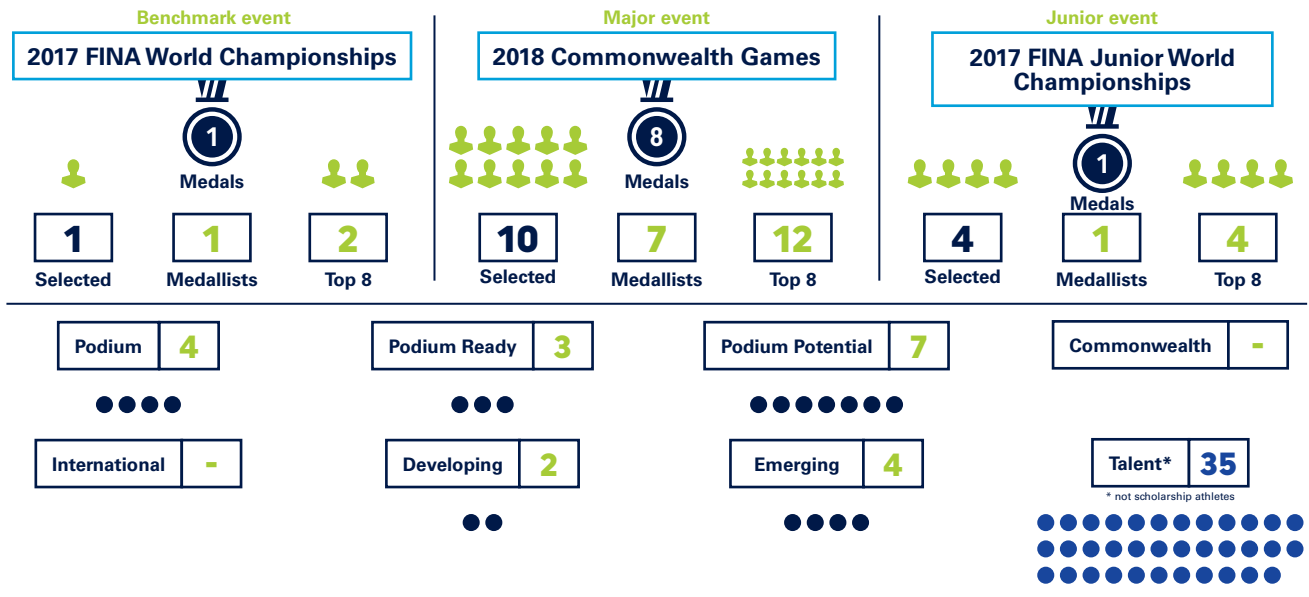




# SWIMMING

Legend

● Scholarship ● Associate ● Talent

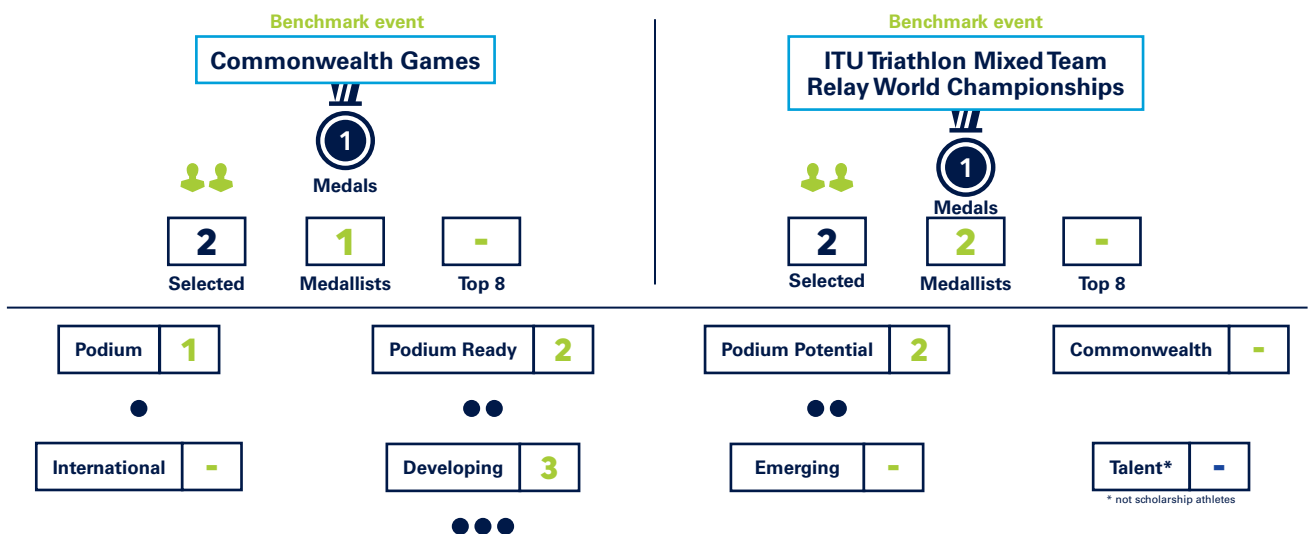


### Program Highlights

At the 2018 Commonwealth Games, podium performances were delivered by James Magnussen, Matt Levy, Timothy Hodge, Matt Wilson and Bradley Woodward. Meanwhile Zachary Attard won a Bronze medal at the 2017 Junior World Championships in the 4x100m Freestyle Relay.



# TRIATHLON



### Program Highlights

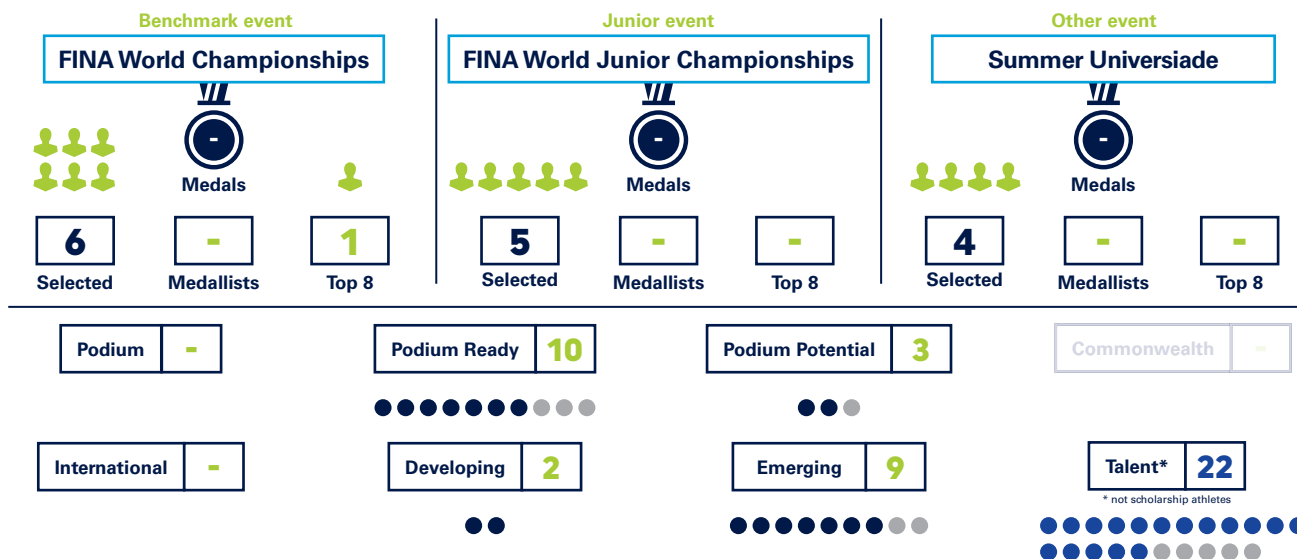
NSWIS supported the Triathlon Australia International Performance Centre in Wollongong with two podium potential visiting athletes and targeting NSW athletes from outside of the centre. At the 2018 Commonwealth Games, the Institute contributed to 33% of the Para Women team, with Lauren Parker claiming bronze, and to 33% of the Women's team. NSWIS also supported three (of the four) Gold medal winning athletes at the 2017 Mixed Team Relay World Championships.



# WATER POLO MEN

Legend

● Scholarship ● Associate ● Talent

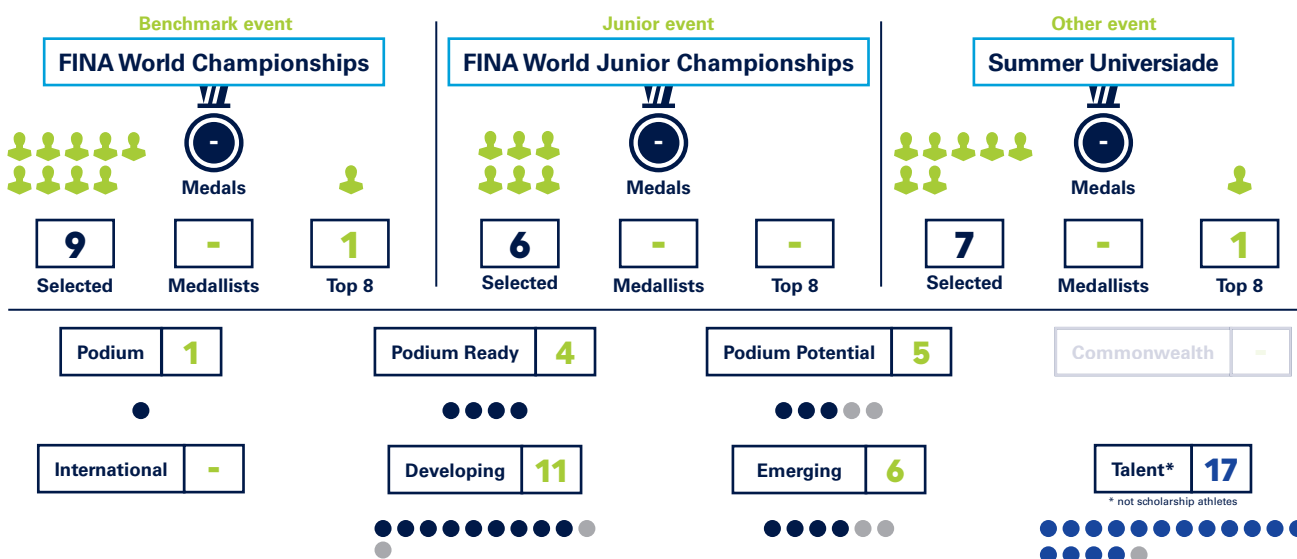


### Program Highlights

NSWIS continues to maintain a high proportion of representatives within the Australian team, boasting 46% of the World Championship squad that earned their best result since 2003 in addition to significant numbers on the World League Finals (53%), World Junior Championships (38%) and Summer Universiade (30%) teams. The program has instigated a satellite training initiative operating out of three key Sydney hubs which has increased training attendance, completion rates, athlete rest times and improved the athlete-to-coach ratio.



# WATER POLO WOMEN



### Program Highlights

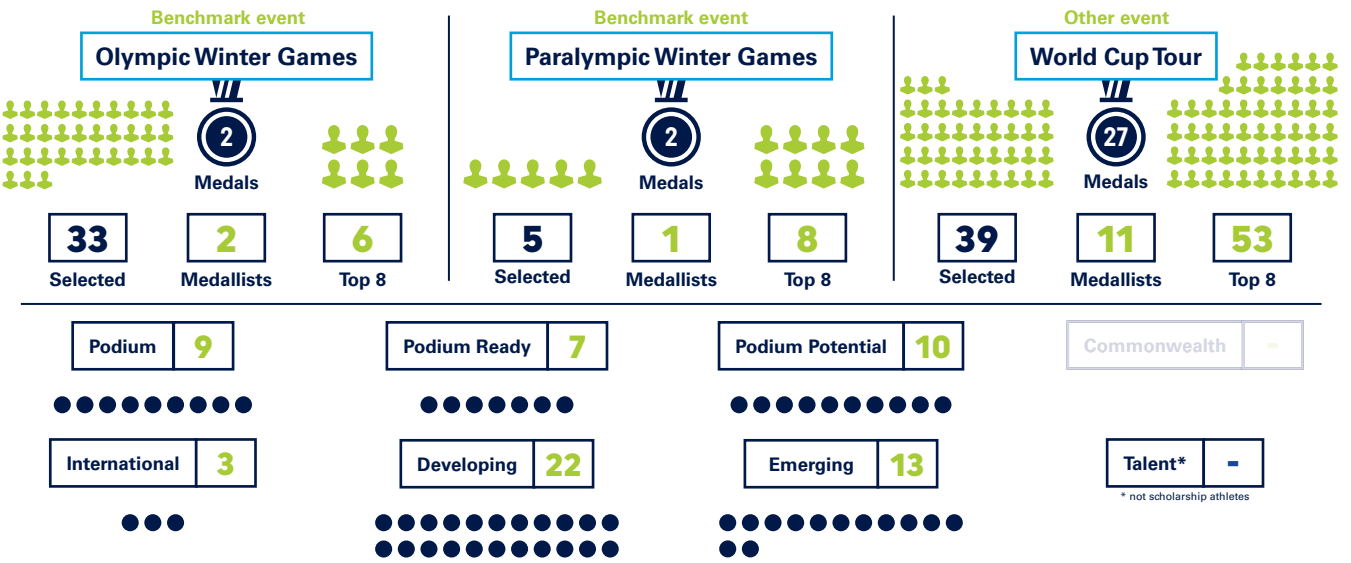
The program was well represented on Australia's teams at the World League Finals (46%), World Championships (69%), World Junior Championships (46%) and Summer Universiade (53%). Throughout the year, NSWIS delivered high quality international training camps hosting Arizona State University, the National Youth Squad and the OAS, as well as conducting a camp in conjunction with the Thai National Team in Bangkok. The program has also improved athlete-to-coach ratios through the provision of 'Project Coach'.



# WINTER SPORTS

Legend

● Scholarship ● Associate ● Talent



### Program Highlights

33 NSWIS athletes (including campaign scholarship holders) were selected on to the Australian Olympic Winter Games team – the Institute’s highest ever contribution (65%). Matt Graham’s Silver in Freestyle Moguls was the first Olympic medallist to come through the NSWIS development program, while Jarryd Hughes won Silver in Snowboard Cross. Melissa Perrine claimed two Bronze medals at the Paralympic Winter Games (Super Combined B2 & Giant Slalom B2), with both her and Hughes selected as Australian flag bearers at their respective closing ceremonies.



# WHEELCHAIR BASKETBALL



### Program Highlight

The employment of a part-time Head Coach in 2017 has impacted on the engagement and performance of the program and seen consistent representation on the Rollers and Gliders National teams, with six NSWIS athletes selected for the 2018 World Championships.



# FINANCIALS

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## NSW INSTITUTE OF SPORT

### STATEMENT BY THE MEMBERS OF THE BOARD

#### FOR THE PERIOD 1 JULY 2017 TO 30 JUNE 2018

Pursuant to Section 41C (1B) and (1C) of the Public Finance and Audit Act 1983 and in accordance with a resolution of the Directors of the NSW Institute of Sport, we declare on behalf of the Board that in our opinion:

1. The Financial Statements exhibit a true and fair view of the financial position at 30 June 2017 and the financial performance for the period 1 July 2017 to 30 June 2018 of the NSW Institute of Sport.
2. The Statements have been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the relevant provisions of the Public Finance and Audit Regulation 2015 and the Treasurer's Directions.

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

Signed in Sydney this 27<sup>th</sup> day of September 2018

Chairman  
Mr Gary Flowers

Board Member  
Mr Joseph Carrozzi



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NEW SOUTH WALES  
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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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## 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 Comprehensive Income for the year ended 30 June 2018, the Statement of Financial Position as at 30 June 2018, 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 2018, and of their financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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

#### Basis for Opinion

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

I am independent of the Institute and the consolidated entity in accordance with the requirements of the:

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

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

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

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

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

### Other Information

Other information comprises the information included in the annual report of the Institute and the consolidated entity for the year ended 30 June 2018, other than the financial statements and my Independent Auditor's Report thereon. The members of the Board of the Institute are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by the Members of the Board.

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

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

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

I have nothing to report in this regard.

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

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

In preparing the financial statements, the members of the Board are responsible for assessing the ability of the Institute and the consolidated entity to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting except where operations will cease as a result of an administrative restructure.

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

My objectives are to:

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

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf). The description forms part of my auditor's report.

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.

A handwritten signature in cursive script that reads "D. Ryan".

Dominika Ryan  
Director, Financial audit Services

10 October 2018  
SYDNEY

# NSW INSTITUTE OF SPORT

## STATEMENT OF COMPREHENSIVE INCOME

FOR THE PERIOD ENDED 30 JUNE 2018

	Note	Economic Entity		Parent Entity	
		2018 \$'000	2017 \$'000	2018 \$'000	2017 \$'000
<b>Expenses excluding losses</b>					
Employee related	2(a)	8,037	1,916	106	101
Personnel Services - ISSA	2(b)	-	-	7,931	1,815
Personnel Services - OoS	2(b)	-	6,076	-	6,076
Operating expenses	2(c)	9,077	8,181	9,077	8,181
Depreciation and Amortisation	2(d)	330	307	330	307
Grants and subsidies	2(e)	1,192	819	1,192	819
Finance costs	2(f)	5	5	5	5
<b>Total Expenses</b>		<b>18,641</b>	<b>17,304</b>	<b>18,641</b>	<b>17,304</b>
<b>Revenue</b>					
Grants and Contributions	3(a)	12,801	12,360	12,801	12,360
Grants and Contributions	3(b)	635	1,430	635	1,430
Sale of Goods and Services	3(c)	83	16	83	16
Investment Revenue	3(d)	5,629	2,742	5,629	2,742
Other Revenue	3(e)	1,017	706	1,017	706
<b>Total Revenue</b>		<b>20,165</b>	<b>17,254</b>	<b>20,165</b>	<b>17,254</b>
Gain/(Loss) on Disposal		(23)	-	(23)	-
<b>Net Result</b>		<b>1,501</b>	<b>(51)</b>	<b>1,501</b>	<b>(51)</b>
<b>Other Comprehensive Income</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Comprehensive Income</b>		<b>1,501</b>	<b>(51)</b>	<b>1,501</b>	<b>(51)</b>

The accompanying notes form part of these financial statements.

# NSW INSTITUTE OF SPORT

## STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2018

	Note	Economic Entity		Parent Entity	
		2018	2017	2018	2017
		\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents		2,920	2,148	2,920	2,148
Receivables	4	717	1,301	717	1,301
Inventories		283	384	283	384
<b>Total Current Assets</b>		<b>3,920</b>	<b>3,833</b>	<b>3,920</b>	<b>3,833</b>
<b>Non-Current Assets</b>					
Receivables	4	225	225	225	225
Property Plant and Equipment	5	1,624	784	1,624	784
<b>Total Non-Current Assets</b>		<b>1,849</b>	<b>1,009</b>	<b>1,849</b>	<b>1,009</b>
<b>Total Assets</b>		<b>5,769</b>	<b>4,842</b>	<b>5,769</b>	<b>4,842</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
Payables	6	2,401	2,980	2,401	2,980
<b>Total Current Liabilities</b>		<b>2,401</b>	<b>2,980</b>	<b>2,401</b>	<b>2,980</b>
<b>Non-Current Liabilities</b>					
Provisions	7	236	231	236	231
<b>Total Non-Current Liabilities</b>		<b>236</b>	<b>231</b>	<b>236</b>	<b>231</b>
<b>Total Liabilities</b>		<b>2,637</b>	<b>3,211</b>	<b>2,637</b>	<b>3,211</b>
<b>Net Assets</b>		<b>3,132</b>	<b>1,631</b>	<b>3,132</b>	<b>1,631</b>
<b>Equity</b>					
Accumulated Funds		3,132	1,631	3,132	1,631
<b>Total Equity</b>		<b>3,132</b>	<b>1,631</b>	<b>3,132</b>	<b>1,631</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 2018

	Accumulated Funds \$'000	Total Equity \$'000
<b>ECONOMIC ENTITY</b>		
<b>Balance at 1 July 2017</b>	1,631	1,631
Net result for the year	1,501	1,501
Other comprehensive income	-	-
<b>Total other comprehensive income for the year</b>	-	-
<b>Total comprehensive income for the year</b>	<b>1,501</b>	<b>1,501</b>
<b>Balance at 30 June 2017</b>	<b>3,132</b>	<b>3,132</b>
<b>PARENT ENTITY</b>		
<b>Balance at 1 July 2017</b>	1,631	1,631
Net result for the year	1,501	1,501
Other comprehensive income	-	-
<b>Total other comprehensive income for the year</b>	-	-
<b>Total comprehensive income for the year</b>	<b>1,501</b>	<b>1,501</b>
<b>Transactions with owners in their capacity as owners</b>	-	-
Increase / (decrease) in net assets from equity transfers	-	-
<b>Balance at 30 June 2018</b>	<b>3,132</b>	<b>3,132</b>
<b>ECONOMIC ENTITY</b>		
<b>Balance at 1 July 2016</b>	1,682	1,682
Net result for the year	(51)	(51)
Other comprehensive income	-	-
<b>Total other comprehensive income for the year</b>	-	-
<b>Total comprehensive income for the year</b>	<b>(51)</b>	<b>(51)</b>
<b>Balance at 30 June 2017</b>	<b>1,631</b>	<b>1,631</b>
<b>PARENT ENTITY</b>		
<b>Balance at 1 July 2016</b>	1,682	1,682
Net result for the year	(51)	(51)
Other comprehensive income	-	-
<b>Total other comprehensive income for the year</b>	-	-
<b>Total comprehensive income for the year</b>	<b>(51)</b>	<b>(51)</b>
<b>Balance at 30 June 2017</b>	<b>1,631</b>	<b>1,631</b>

*The accompanying notes form part of these financial statements*

# NSW INSTITUTE OF SPORT

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30TH JUNE 2018

	Note	Economic Entity		Parent Entity	
		2018	2017	2018	2017
		\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>					
<b>Payments</b>					
Employee Related including Personnel Services		(8,037)	(7,992)	(8,037)	(7,992)
Suppliers for goods and services		(9,480)	(9,210)	(9,480)	(9,210)
Grants		(1,192)	(819)	(1,192)	(819)
<b>Total Payments</b>		<b>(18,709)</b>	<b>(18,021)</b>	<b>(18,709)</b>	<b>(18,021)</b>
<b>Receipts</b>					
Appropriations		12,801	12,360	12,801	12,360
Sale of Goods and Services		635	1,430	635	1,430
Interest Received		83	16	83	16
Grants and Other Contributions		5,629	2,742	5,629	2,742
Other		1,579	1,534	1,579	1,534
<b>Total Receipts</b>		<b>20,728</b>	<b>18,081</b>	<b>20,728</b>	<b>18,081</b>
<b>Net Cash Flows from Operating Activities</b>	<b>10</b>	<b>2,019</b>	<b>60</b>	<b>2,019</b>	<b>60</b>
<b>Cash Flows from Investing Activities</b>					
Purchases of land and buildings, plant and equipment and infrastructure systems		(1,246)	(229)	(1,246)	(229)
<b>Net Cash Flows from Investing Activities</b>		<b>(1,246)</b>	<b>(229)</b>	<b>(1,246)</b>	<b>(229)</b>
<b>Cash Flows from Financing Activities</b>					
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>		<b>773</b>	<b>(168)</b>	<b>773</b>	<b>(168)</b>
Opening Cash and Cash Equivalents		2,316	2,316	2,316	2,316
<b>Closing Cash and Cash Equivalents</b>		<b>3,089</b>	<b>2,316</b>	<b>3,089</b>	<b>2,316</b>

The accompanying notes form part of these financial statements





# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD ENDED 30TH JUNE 2018

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

#### (a) Reporting Entity

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

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

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

These financial statements for the year ended 30 June 2018 have been authorised for issue by the Board on 27 September 2018.

#### (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
- Financial Reporting Directions mandated by the Treasurer

Property, plant and equipment, investment property are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

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

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

#### (c) Statement of Compliance

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

#### (d) Administered activities

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

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

#### (e) Accounting for Goods and Services Tax

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

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

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

#### (f) Comparative Information

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

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

##### (i) Effective for the first time in 2017-2018

The accounting policies applied in 2017-2018 are consistent with those of the previous financial year, except as a result of applying new or revised AAS that have been applied for the first time in 2017-2018 of which there are none.

##### (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 18-01). 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.** Under AASB 15 disclosure objectives, an entity shall disclose sufficient

information to enable users of financial statements to understand the nature, amount, timing and uncertainty of revenue and cash flows arising from contracts with customers. Management believes this standard may impact on the timing recognition of certain revenues given a core principle of the new standard requires revenue to be considered in relation to the progress of performance obligations under a contract. Considerations for the application of this standard will include the ability and methods of measurement of performance obligations under relevant contracts and methods of measuring progress of performance obligations. The impact of this has not been calculated.

**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. This requires companies to bring the majority of operating leases on Balance Sheet with more transparency about a company's lease commitments and change key financial metrics. 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 fixed assets and the corresponding lease commitment would be shown in Liabilities.

**AASB 1058 Income of Not-for profits- Peppercorn leases** A key feature is that an asset should be recognised at fair value where the consideration paid is less than fair value. This concept means that right-of-use assets under peppercorn leases must now be recognised at their fair value. We believe the application of this standard is unlikely to have any impact on NSWIS.

**AASB 9 Financial Instruments** This standard is effective from 1 January 2018. This standard addresses classification and measurement of financial assets and liabilities, provides a new set of hedge accounting rules and prescribes new principles on the impairment of financial assets. We believe the application of this standard is unlikely to have any impact on NSWIS.

**AASB 107.43 Non-Cash Transactions** Investing and financing transactions that do not require the use of cash or cash equivalents shall be excluded from the statement of cash flows.

## (h) Recognition and Measurement

### Maintenance

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

### Insurance

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

### Operating Leases

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

### Income Recognition

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

### Parliamentary appropriations and Contributions

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

### Sale of Goods and Services

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

### Grants and Subsidies

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

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

### Interest income

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

### Rental income

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

### Impairment Losses

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

Receivables – Note 1 (j)

Property, plant and equipment – Note 1 (k)

### **(i) Current Assets – Cash and Cash Equivalents**

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

Cash and cash equivalent assets recognised in the Statement of Financial Position are reconciled at the end of the financial year to the Statement of Cash Flows.

### **(j) Current Assets – Receivables**

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

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Subsequent measurement is at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

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

### **Impairment**

Receivables are subject to an annual review for impairment. These are considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

The entity first assesses whether impairment exists individually for receivables that are individually significant, or collectively for those that are not individually significant. Further, receivables are assessed for impairment on a collective basis if they were assessed not to be impaired individually.

The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The amount of the impairment loss is recognised in the net result for the year.

Any reversals of impairment losses are reversed through the net result for the year, if objectively related to an event occurring after the impairment was recognised. Reversals of impairment losses cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

### **(k) Property, Plant and Equipment**

#### **Acquisition of property, plant and equipment**

Property, plant and equipment are measured at cost. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other AAS.

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

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

#### **Capitalisation thresholds**

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

#### **Restoration costs**

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

#### **Depreciation of property, plant and equipment**

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

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

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

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

#### **Revaluation of property, plant and equipment**

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP14-01). This policy adopts fair value in accordance with AASB 13, AASB 116.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs.

Revaluations for material assets shall be made with sufficient regularity to ensure the carrying amount of each asset in the class does not differ materially from its fair value at reporting date.

Non-specialised assets with short useful lives are measured at depreciated historical cost, which for these assets approximates fair value. The entity has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

For other assets valued using other valuation techniques, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are recognised in other comprehensive income and credited to revaluation surplus in equity. However, to the extent that an increment reverses a revaluation decrement in respect of the same class of asset previously recognised as a loss in the net result, the increment is recognised immediately as a gain in the net result.

Revaluation decrements are recognised immediately as a loss in the net result, except to the extent that it offsets an existing revaluation surplus on the same class of assets, in which case, the decrement is debited directly to the revaluation surplus.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

When revaluing non-current assets using the cost approach, the gross amount and the related accumulated depreciation are separately restated. Where the income approach or market approach is used, accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Where an asset that has previously been revalued is disposed of, any balance remaining in the revaluation surplus in respect of that asset is transferred to accumulated funds.

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

### **Impairment of property, plant and equipment**

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

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

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

As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the

amount in the revaluation surplus for the class of asset.

### **(l) Current Liabilities – Payables**

Payables represent liabilities for goods and services provided to the entity and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

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

### **(m) Current / Non-Current Liabilities – Provisions Employee benefits and related on-costs**

#### *Salaries and wages, annual leave and sick leave*

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

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

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

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

#### *Long service leave and superannuation*

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

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

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

***Consequential on-costs***

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

***(n) 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.

***(o) Income tax***

NSWIS is exempt from Income Tax.

***(p) Budget review***

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



# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

### 2. EXPENSES EXCLUDING LOSSES

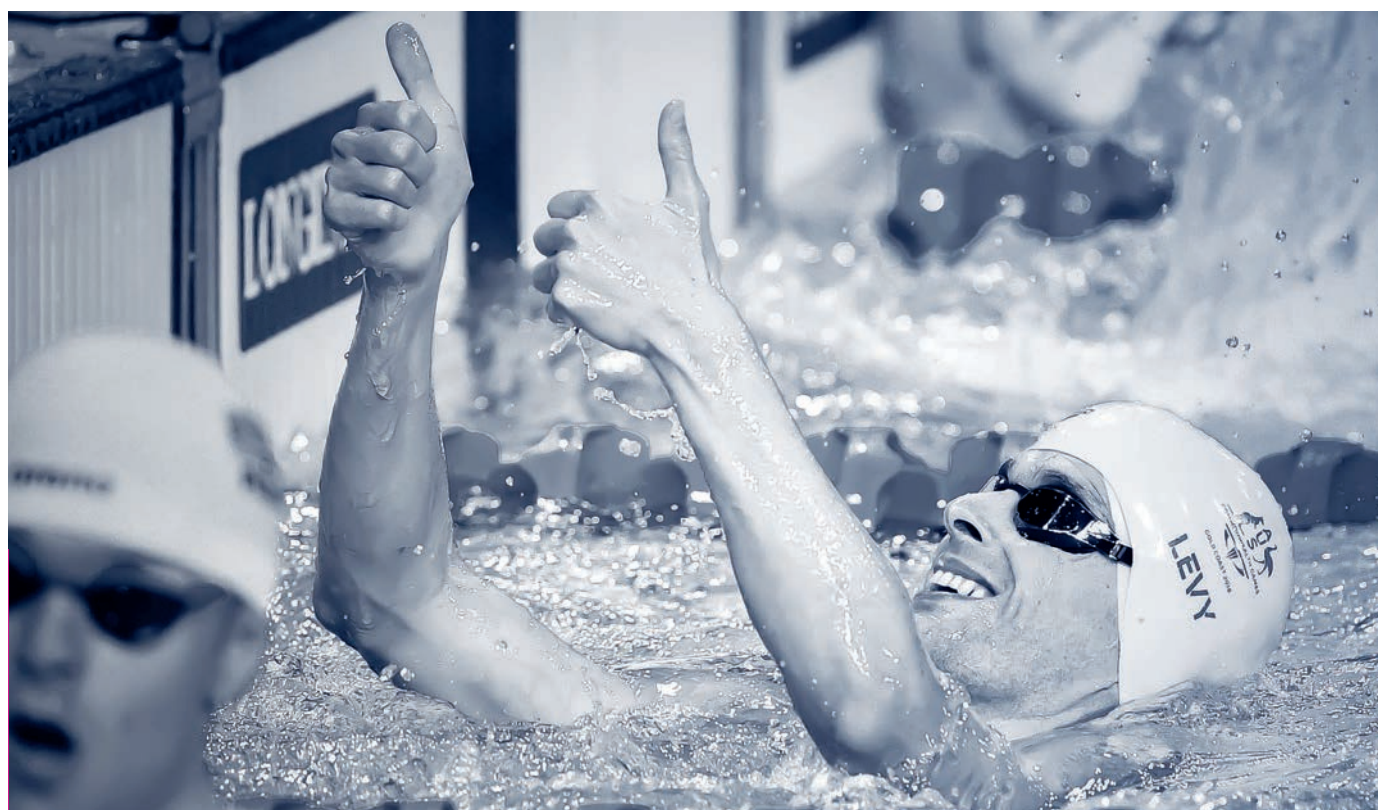
	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
<b>(a) Employee Related Expenses</b>				
Board Member's Fees associated on-costs	92	89	92	89
Salaries and Wages (including annual leave)	6,705	1,685	-	-
Superannuation	644	169	9	7
Long Service Leave	66	(125)	-	-
Worker's Compensation Insurance	61	-	-	-
Payroll Tax and Fringe Benefit Tax	469	91	5	5
Other	-	8	-	-
	<b>8,037</b>	<b>1,916</b>	<b>106</b>	<b>101</b>
<b>(b) Personnel Services</b>				
Personnel Services - Institute of Sport Staff Agency	-	-	7,931	1,815
Personnel Services - Office of Sport	-	6,076	-	6,076
	-	<b>6,076</b>	<b>7,931</b>	<b>7,891</b>
<b>(c) Other Operating Expenses</b>				
Auditor's remuneration - audit of the financial statements	38	37	38	37
Operating lease rental expense - minimum lease payments	335	380	335	380
Maintenance	217	175	217	175
Insurance	47	70	47	70
Consultants	118	30	118	30
Other Contractors	814	758	814	758
Athlete & Medical Services	1,500	1,513	1,500	1,513
Rent & occupancy costs	2,992	2,658	2,992	2,658
Travel	770	591	770	591
Minor Equipment & Motor Vehicles	829	295	829	295
Printing, Stationery, Communications & Promotions	542	687	542	687
In-Kind Contributions	487	570	487	570
Other expenses	388	415	388	415
<b>Total Other Operating Expenses</b>	<b>9,077</b>	<b>8,181</b>	<b>9,077</b>	<b>8,181</b>

# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

### 2. EXPENSES EXCLUDING LOSSES *continued*

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
EXPENSES EXCLUDING LOSSES	\$'000	\$'000	\$'000	\$'000
<b>(d) Depreciation and amortisation</b>				
General Plant & Equipment	32	30	32	30
Electronic & Scientific	113	79	113	79
Sporting Equipment	91	102	91	102
Intangibles	83	83	83	83
Leasehold Improvements	11	13	11	13
<b>Total Depreciation and amortisation</b>	<b>330</b>	<b>307</b>	<b>330</b>	<b>307</b>
<b>(e) Grants and subsidies</b>				
Sporting Associations	1,192	819	1,192	819
	<b>1,192</b>	<b>819</b>	<b>1,192</b>	<b>819</b>
<b>(f) Finance costs</b>				
Borrowing Costs - Make Good	5	5	5	5
<b>Total Expenses</b>	<b>18,641</b>	<b>17,304</b>	<b>18,641</b>	<b>17,304</b>





# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

### 3. REVENUE

FOR THE YEAR ENDED 30TH JUNE 2018

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
<b>(a) Grants and Contributions</b>				
NSW Government Recurrent Appropriation	12,801	12,360	12,801	12,360
	<b>12,801</b>	<b>12,360</b>	<b>12,801</b>	<b>12,360</b>
<b>(b) Sale of Goods and Services</b>				
Sponsorship - Cash	148	766	148	766
Sponsorship - In-Kind	487	570	487	570
Other	-	93	-	93
	<b>635</b>	<b>1,430</b>	<b>635</b>	<b>1,430</b>
<b>(c) Investment revenue</b>				
<b>Interest Received</b>	83	16	83	16
<b>(d) Other Revenue</b>				
Other State Government	3,918	1,141	3,918	1,141
State Sporting Organisations	77	111	77	111
National Sporting Organisations	1,634	1,490	1,634	1,490
	<b>5,629</b>	<b>2,742</b>	<b>5,629</b>	<b>2,742</b>
<b>(e) Other income</b>				
Insurance receipts	-	31	-	31
Rent	264	257	264	257
Cost recoveries	565	347	565	347
Sundry	188	71	188	71
	<b>1,017</b>	<b>706</b>	<b>1,017</b>	<b>706</b>

### 4. RECEIVABLES

#### Current:

Sale of goods and services WIP	430	944	430	944
Prepayments	287	357	287	357
	<b>717</b>	<b>1,301</b>	<b>717</b>	<b>1,301</b>

#### Non-Current:

	225	225	225	225
	<b>225</b>	<b>225</b>	<b>225</b>	<b>225</b>

# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

### 5. PROPERTY, PLANT AND EQUIPMENT

FOR THE YEAR ENDED 30TH JUNE 2018

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

#### At 1 July 2017

Gross Carrying Amount	758	1,652	1,191	6,028	233	9,862
Less: Accumulated Depreciation	(580)	(1,424)	(948)	(6,009)	(116)	(9077)
<b>Net Carrying Amount</b>	<b>178</b>	<b>228</b>	<b>243</b>	<b>19</b>	<b>117</b>	<b>784</b>

#### At 30 June 2018

Gross Carrying Amount	888	1,766	1,763	6,028	233	10,678
Less: Accumulated Depreciation	(573)	(1,243)	(1,017)	(6,020)	(200)	(9053)
<b>Net Carrying Amount</b>	<b>315</b>	<b>523</b>	<b>746</b>	<b>7</b>	<b>33</b>	<b>1,624</b>

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

#### Year ended 30 June 2018

Net Carrying Amount at start of year	178	228	243	19	117	785
Additions	237	395	614	-	-	1,246
Disposals	(54)	(21)	-	-	-	(75)
Less: Depreciation expense	(46)	(79)	(111)	(11)	(84)	(331)
<b>Net Carrying Amount at the end of the year</b>	<b>315</b>	<b>523</b>	<b>746</b>	<b>7</b>	<b>33</b>	<b>1,624</b>

# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

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

### At 1 July 2016

Gross Carrying Amount	641	1,639	1,095	6,028	233	9,636
Less: Accumulated Depreciation	(551)	(1,348)	(845)	(5,996)	(33)	(8773)
<b>Net Carrying Amount</b>	<b>90</b>	<b>291</b>	<b>250</b>	<b>32</b>	<b>200</b>	<b>863</b>

### At 30 June 2017

Gross Carrying Amount	758	1,652	1,191	6,028	233	9,862
Less: Accumulated Depreciation	(580)	(1,424)	(948)	(6,009)	(116)	(9077)
<b>Net Carrying Amount</b>	<b>178</b>	<b>228</b>	<b>243</b>	<b>19</b>	<b>117</b>	<b>784</b>

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

### Year ended 30 June 2017

Net Carrying Amount at start of year	90	291	250	32	200	863
Additions	117	17	95	-	-	229
Disposals	-	-	-	-	-	-
Less: Depreciation expense	(30)	(80)	(101)	(13)	(83)	(307)
Other movements	-	-	-	-	-	-
<b>Net Carrying Amount at the end of the year</b>	<b>178</b>	<b>228</b>	<b>243</b>	<b>19</b>	<b>117</b>	<b>784</b>

# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

### 6. CURRENT LIABILITIES - PAYABLES

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
Accrued Salaries, Wages and On-Costs	-	-	-	-
Creditors	414	499	414	499
Accruals	203	526	203	526
Unearned Revenue	-	25	-	25
Amount Payable - Institute of Sport Staff Agency	1,784	1,931	1,784	1,931
	<b>2,401</b>	<b>2,980</b>	<b>2,401</b>	<b>2,980</b>

### 7. CURRENT / NON-CURRENT LIABILITIES - PROVISIONS

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'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	236	231	236	231
<b>Total Non-Current Provisions</b>	<b>236</b>	<b>231</b>	<b>236</b>	<b>231</b>
<b>Total Provisions</b>	<b>236</b>	<b>231</b>	<b>236</b>	<b>231</b>



# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

### 8. OPERATING LEASE COMMITMENTS

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

	Economic Entity		Parent Entity	
	2018	2017	2018	2017
	\$'000	\$'000	\$'000	\$'000
<b>Operating Lease Commitments at Balance Date were:</b>				
Not later than One Year	2,952	2,977	2,952	2,977
Later than One Year & not later than Five Years	5,579	8,814	5,579	8,814
Later than Five Years	-	-	-	-
GST	853	1,179	853	1,179
<b>Total (including GST)</b>	<b>9,384</b>	<b>12,971</b>	<b>9,384</b>	<b>12,971</b>

### 9. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

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

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

	Economic Entity		Parent Entity																																																							
	2018	2017	2018	2017																																																						
	\$'000	\$'000	\$'000	\$'000																																																						
<b>Closing Cash and Cash Equivalents</b>	<b>2,920</b>	<b>2,148</b>	<b>2,920</b>	<b>2,148</b>																																																						
<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Economic Entity</th> <th colspan="2">Parent Entity</th> </tr> <tr> <th>2018</th> <th>2017</th> <th>2018</th> <th>2017</th> </tr> <tr> <th></th> <th>\$'000</th> <th>\$'000</th> <th>\$'000</th> <th>\$'000</th> </tr> </thead> <tbody> <tr> <td><b>Net Cash used on Operating Activities</b></td> <td><b>2,019</b></td> <td><b>60</b></td> <td><b>2,019</b></td> <td><b>60</b></td> </tr> <tr> <td>Depreciation and amortisation expense</td> <td>(331)</td> <td>(307)</td> <td>(331)</td> <td>(307)</td> </tr> <tr> <td>Allowance for impairment</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Decrease / (Increase) in Provisions</td> <td>(5)</td> <td>(5)</td> <td>(5)</td> <td>(5)</td> </tr> <tr> <td>Increase / (Decrease) in Prepayments and other assets</td> <td>(686)</td> <td>988</td> <td>(686)</td> <td>988</td> </tr> <tr> <td>Decrease / (Increase) in Creditors</td> <td>579</td> <td>(788)</td> <td>579</td> <td>(788)</td> </tr> <tr> <td>Net Gain / Loss on sale of plant and equipment</td> <td>-75</td> <td>-</td> <td>-75</td> <td>-</td> </tr> <tr> <td><b>Net Result</b></td> <td><b>1,501</b></td> <td><b>(51)</b></td> <td><b>1,501</b></td> <td><b>(51)</b></td> </tr> </tbody> </table>						Economic Entity		Parent Entity		2018	2017	2018	2017		\$'000	\$'000	\$'000	\$'000	<b>Net Cash used on Operating Activities</b>	<b>2,019</b>	<b>60</b>	<b>2,019</b>	<b>60</b>	Depreciation and amortisation expense	(331)	(307)	(331)	(307)	Allowance for impairment	-	-	-	-	Decrease / (Increase) in Provisions	(5)	(5)	(5)	(5)	Increase / (Decrease) in Prepayments and other assets	(686)	988	(686)	988	Decrease / (Increase) in Creditors	579	(788)	579	(788)	Net Gain / Loss on sale of plant and equipment	-75	-	-75	-	<b>Net Result</b>	<b>1,501</b>	<b>(51)</b>	<b>1,501</b>	<b>(51)</b>
	Economic Entity		Parent Entity																																																							
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<b>Net Result</b>	<b>1,501</b>	<b>(51)</b>	<b>1,501</b>	<b>(51)</b>																																																						

# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

### 11. FINANCIAL INSTRUMENTS

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

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

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

#### Economic Entity

##### (a) Financial Instrument Categories

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
			2018 \$'000	2017 \$'000
Class:				
Cash and Cash Equivalents	12	N/A	2,920	2,148
Receivables	5	Loans and Receivables at amortised cost	430	944

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

#### Financial Liabilities

Class:				
Payables	8	Liabilities measured at amortised cost	2,401	2,981

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

#### (b) Credit Risk

Credit risk arises when there is a possibility that the counterparty will default on their contractual obligations, resulting in a financial loss to the entity.

The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

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

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

#### Cash

Cash comprises cash on hand and bank balances.

#### 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.

# NSW INSTITUTE OF SPORT

## NOTES TO THE FINANCIAL STATEMENTS

	Total	Past due but not impaired	Considered impaired
		\$'000	\$'000
<b>2018</b>			
< 3 months overdue	170	170	-
3 months - 6 months overdue	16	16	-
> 6 months overdue	-	0	-
<b>2017</b>			
< 3 months overdue	516	516	-
3 months - 6 months overdue	2	2	-
> 6 months overdue	3	3	-

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 2017. The analysis assumes that all other variables remain constant.

### Interest Rate Risk

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

### Interest Rate Risk

	-1%		+1%		
	Carrying Value	Net Result	Equity	Net Result	Equity
	\$'000	\$'000	\$'000	\$'000	\$'000
2018					
Cash and Cash Equivalents	2,920	(29)	(29)	29	(29)

### (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

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### 12. RELATED PARTY DISCLOSURES

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

	<b>2018</b>	<b>2017</b>
	\$'000	\$'000
<b>Operating Lease commitments at balance date were</b>		
Short-term employee benefits		
- Salaries, Superannuation, Annual leave	1,605	1,654
- Other monetary allowances		
- Non-monetary benefits		
Other long-term employee benefits	510	506
Post-employment benefits		
Termination benefits	0	200
<b>Total remuneration</b>	<b>2,115</b>	<b>2,360</b>

### 13. EVENTS OCCURRING AFTER REPORTING PERIOD

There were no significant events after the reporting period.

*End of Audited Statements*



## INSTITUTE OF SPORT STAFF AGENCY

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

#### FOR THE PERIOD 1 JULY 2017 TO 30 JUNE 2018

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 2017 to 30 June 2018 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 27<sup>th</sup> day of September 2018

CEO  
Mr Kevin Thompson



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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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## 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 Comprehensive Income for the year ended 30 June 2018, the Statement of Financial Position as at 30 June 2018, 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.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Staff Agency as at 30 June 2018, and of its financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of the *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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

#### Basis for Opinion

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

I am independent of the 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 is responsible for assessing the ability of the Staff Agency to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting except where operations will cease as a result of an administrative restructure.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

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

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf). The description forms part of my auditor's report.

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.



Dominika Ryan  
Director, Financial audit Services

10 October 2018  
SYDNEY

# INSTITUTE OF SPORT STAFF AGENCY

## STATEMENTS OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30TH JUNE 2018

	<b>2018</b>	<b>2017</b>
	Full Year	3 Month Period
	\$'000	\$'000
<b>Expenses excluding losses</b>		
Salaries and Wages (including annual leave)	6,705	1,685
Payroll Tax & Fringe Benefit Tax	464	85
Long Service Leave	66	(125)
Superannuation	635	161
Other	61	8
<b>Total Expenses excluding losses</b>	<b>7,931</b>	<b>1,815</b>
<b>Revenue</b>		
Personnel Services	7,931	1,815
<b>Total Expenses excluding losses</b>	<b>7,931</b>	<b>1,815</b>
<b>Net Result</b>	-	-
<b>Total Comprehensive Income</b>	-	-

The accompanying notes form part of these financial statements.

# INSTITUTE OF SPORT STAFF AGENCY

## STATEMENT OF FINANCIAL POSITION

AS AT 30TH JUNE 2018

	Note	2018 \$'000	2017 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Receivables	2	1,784	1,931
<b>Total Current Assets</b>		<b>1,784</b>	<b>1,931</b>
<b>Non-Current Assets</b>			
<b>Total Non-Current Assets</b>		<b>-</b>	<b>-</b>
<b>Total Assets</b>		<b>1,784</b>	<b>1,931</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	3	47	241
Provisions	4	1,531	919
<b>Total Current Liabilities</b>		<b>1,578</b>	<b>1,160</b>
<b>Non-Current Liabilities</b>	4	206	771
<b>Total Non-Current Liabilities</b>		<b>206</b>	<b>771</b>
<b>Total Current Liabilities</b>		<b>1,784</b>	<b>1,931</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

FOR THE YEAR ENDED 30TH JUNE 2018

	Accumulated Funds \$'000	Total Equity \$'000
<b>Balance at 1 July 2017</b>	-	-
Net result for the year	-	-
Other comprehensive income	-	-
<b>Total comprehensive income for the period</b>	-	-
<b>Balance at 30th June 2018</b>	-	-

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





# INSTITUTE OF SPORT STAFF AGENCY

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30TH JUNE 2018

	2018	2017
	Full Year	3 Month Period
	\$'000	\$'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 YEAR ENDED 30TH JUNE 2018

### 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 year 1st July 2017– 30th June 2018 have been reflected in the financial statements as have the assets and liabilities as at 30th June 2018.

These financial statements for the period ended 30 June 2018 have been authorised for issue by the CEO of the NSW Institute of Sport on 27 September 2018.

#### (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>	<b>\$2,403,000</b>

#### *Salaries & wages, annual leave, sick leave & 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. 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.

#### **(k) Income tax**

Institute of Sport Staff agency is exempt from Income tax.

#### **(l) Treatment of GST**

Income, expenses and asserts are recognised net of the amount of GST.

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

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

#### **(n) Budget Review**

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

# INSTITUTE OF SPORT STAFF AGENCY

## NOTES TO THE FINANCIAL STATEMENTS

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	<b>2018</b>	<b>2017</b>
	\$'000	\$'000
<b>2. RECEIVABLES</b>		
Current:		
Receivable- NSW Institute of Sport	1,784	1,931
<b>Total</b>	<b>1,784</b>	<b>1,931</b>
<b>3. PAYABLES</b>		
Accruals	47	241
<b>Total</b>	<b>47</b>	<b>241</b>
<b>4. PROVISIONS</b>		
Current:		
Annual Leave	754	727
Long Service Leave	777	191
<b>Total</b>	<b>1,531</b>	<b>918</b>
Non-Current:		
Long Service Leave	206	771
<b>Total</b>	<b>206</b>	<b>771</b>

# INSTITUTE OF SPORT STAFF AGENCY

## NOTES TO THE FINANCIAL STATEMENTS

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### 5. RELATED PARTY INFORMATION

Transactions were entered into with the NSW Institute of Sport to provide staff services at cost \$7.93M. 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. Relevant KMP disclosures are disclosed in NSWIS financials.

### 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.

*(ii) Interest Rate Risk*

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

*(iii) 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.

*(iv) 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 2018. 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 this Act.

## APPENDIX 2: HUMAN RESOURCES

### Staffing

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

As of 30 June 2018 the NSWIS employed 60 full-time, 16 part-time and 14 casual staff.

Reporting Period	2014/15	2015/16	2016/17	2017/18
Established Positions	87	89	92	107
Actual Staff				
Full-time	66	64	59	60
Part-time	11	17	21	16
Casual	15	24	21	14

The NSWIS workforce was comprised of 55.3% male and 44.7% female staff, with 80% of roles engaged to provide direct support to the NSW athletes in coaching and high performance services. This covers physical, technical and wellbeing support, sport program support, performance health and research.

### Organisational Structure

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

High Performance comprises of four areas: Coaching, Performance Support, Research and Sport.

In 2017/18 the following recruitment actions were undertaken:

- Chief Executive Officer
- Assistant Coach Diving, and Water Polo
- Assistant Strength and Conditioning
- Bath Internships
- Coach, Snowboard Cross
- Coordinator Events and Administration
- Coordinator, Media and Communications
- Cycling Sprint Coach
- Cycling Endurance Coach
- Cycling, Head Coach

- Data Systems Administrator
- HR Assistant
- HR Coordinator
- Manager, Financial Services
- Manager, Performance Support & Knowledge Growth
- Manager, Sport and Excellence
- Men's Head Coach, Water Polo
- Mogul Skiing Head Coach
- National Strength and Conditioning, Women's Water Polo
- Netball Head Coach
- Operations Administrator (internal)
- Performance Analyst
- Performance Data Coordinator
- Physical Performance Coach, Women's Water Polo
- Physiologist Sailing
- Physiologist Swimming
- PT Assistant Coach Wheelchair Basketball
- PT Strength and Conditioning/Sport Science, Canoe Sprint
- Senior Athlete Wellbeing and Engagement
- Senior High Performance, Projects and Sport
- Senior Strength and Conditioning, Softball
- Winter Sports Coordinator

### Conditions of Employment and Movement in Payroll Costs

All staff bar the two Senior Executive roles of CEO and Director, High Performance are employed under the NSWIS Enterprise Agreement 2017 – 2019.

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

The salary and on-costs for 2017/18 included a 2.5% salary increase paid to all staff employed from 1 January 2018, with the exception of the two senior executive roles. The two Senior Executives received a 2.5% increase effective 1 July 2017 based on a Statutory and Other Offices Remuneration Tribunal (SOORT) Determination.

Staff turnover was 10% in the 2017 - 18 period. This figure is expected for this point in the current four-year cycle.

### 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 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 NSWIS. This was accessed during the Commonwealth Games held on the Gold Coast, April 2018.

### 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 2017-18, employees attended and presented at a variety of courses and seminars conducted by a number of different training providers as well as professional learning opportunities with other organisations both in Australia and overseas.

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

### Guidelines, Policies and Procedures

Policies, procedures and processes considered and reviewed included:

- Guide to Critical Incident Management
- Critical Incident Case Management
- Recruitment and Selection Guidelines
- Remuneration Guidelines
- Professional Excellence Plan (PEP) reviewed
- Unsatisfactory Performance Guidelines

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

## 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, athletes, fee for service contractors, interns, volunteers and anyone who represents NSWIS. Adherence to the Code is a requirement of employment and is incorporated into the NSWIS Enterprise Agreement and Employment Contracts. The Code of Conduct is provided to all new staff members with their Employment Contract and is discussed at organisational inductions.

## APPENDIX 4: EQUAL EMPLOYMENT OPPORTUNITY (EEO)

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

- 44.7% of staff (excluding 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.
- One staff (excluding casuals) with disabilities was employed during the reporting period and required some adjustment to their workplace. As the NSWIS facility was purpose built for the training of both able bodied and athletes with a disability, it incorporates modifications including wheelchair access. This was further enhanced when NSWIS was able to install automatic sliding doors at the entry to the Training Facility and Level One workplace to assist entry for those with a disability.
- Twelve staff (excluding casuals) are from a racial, ethnic or ethno-religious minority group, seven of which identified 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 world.



**Table 1:** Trend in the Representation of Equal Employment Opportunity (EEO) Groups - Percentage of Total Staff

EEO Group	BENCHMARK OR TARGET	2014	2015	2016	2017	2018
Women	50%	45	47	50	51	45
Aboriginal people and Torres Strait Islanders	2.6%					
People whose first language was not English	19%	6	8	8	8	5.8
People with a disability	12%	3	2	4	2	2.8
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 2018

Level	Total Staff	Respondents	Men	Women	Aboriginal People & Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People Whose Language First spoken as a child was not English	People with a Disability	People with a disability requiring work-related adjustment
<\$46,945	9	9	3	6		0	0	0	0
\$46,945-\$61,658	4	4	0	4		0	0	0	0
\$61,658-\$68,929	10	10	5	5		0	0	0	0
\$68,929-\$87,225	29	29	18	11		5	4	1	1
\$87,225-\$112,797	13	13	10	3		3	1	0	0
\$112,797-\$140,996	8	8	4	4		4	2	0	0
\$140,996> (non SES)	1	1	1	0		0	0	0	0
\$140,996> (SES)	2	2	1	1		0	0	0	0
<b>Total</b>	<b>76</b>	<b>76</b>	<b>42</b>	<b>34</b>		<b>12</b>	<b>7</b>	<b>1</b>	<b>1</b>

**Table 3:** Percent of Total Staff by Salary Level as at 30 June 2018

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
<\$46,945	9	100	33.3	66.7	0	0	0	0	0
\$46,945-\$61,658	4	100	0	100	0	0	0	0	0
\$61,658-\$68,929	10	100	50	50	0	0	0	0	0
\$68,929-\$87,225	29	100	62.1	37.9	0	17.2	13.8	3.4	3.4
\$87,225-\$112,797	13	100	76.9	23.1	0	23.1	7.7	0	0
\$112,797-\$140,996	8	100	50	50	0	50	25	0	0
\$140,996> (non SES)	1	100	100	0	0	0	0	0	0
\$140,996> (non SES)	2	100	50	50	0	0	0	0	0
<b>Total</b>	<b>76</b>	<b>100</b>	<b>55.3</b>	<b>44.7</b>					

## APPENDIX 5: WORK HEALTH AND SAFETY

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

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

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

## APPENDIX 6: DISABILITY ACTION PLAN

NSWIS continued to support disabled athletes and coaches

in a variety of sports including para athletics, basketball, swimming and rowing.

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

## APPENDIX 7: ACTION PLAN FOR WOMEN

NSWIS provides equal employment opportunity for women to ensure the organisation is representative of the community it serves. As of 30 June 2018, 44.7% of employees (exclusive of casuals) were women. There is 44% female representation on the Operational Executive Committee (OEC).

## APPENDIX 8: MULTICULTURAL POLICY

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 performances of athletes to achieve world's best.

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

## APPENDIX 9: 2017-18 BUDGET

INCOME	\$M
<b>Grants</b>	
State Government - Total appropriations	13.77
National & State Sporting Organisations	1.40
<b>Sub-total</b>	<b>15.17</b>
<b>Sponsorship</b>	
Cash	0.12
In-kind / Contra	0.49
<b>Sub-total</b>	<b>0.61</b>
<b>Other</b>	
Sundry	0.51
<b>Sub-total</b>	<b>0.51</b>
<b>Total</b>	<b>16.29</b>
<b>EXPENDITURE</b>	<b>\$M</b>
Staff Costs	7.77
Operating Costs	8.90
<b>Total expenditure</b>	<b>16.67</b>
<b>Operating Surplus / (Deficit)</b>	<b>0.38</b>
<b>Depreciation</b>	<b>0.24</b>
<b>Net Surplus / (Deficit)</b>	<b>(0.62)</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

NSWIS did not receive any complaints regarding services in 2017-18 and met the standards set out in the Guarantee of Service. The Institute undertook mid-year and annual reviews

of each sport program and services provided to athletes.

## APPENDIX 12: PUBLIC ACCESS TO GOVERNMENT INFORMATION

NSWIS did not receive any requests in 2017-18 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 2017-18. NSWIS has met all its 2017-18 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 2017-2018, 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 2017-2018 (to the nearest dollar amount).

	\$ Amount
General Purpose	13,193
Athletics	58,933
Biomechanics	432
Cycling	21,145
Diving	13,926
Hockey (Men's)	2,905
Individual – AWD	18,000
Netball	15,439
Rowing	18,150
Surfing	14,000
Swimming	4,144
Water Polo (Men's)	38,648
Water Polo (Women's)	43,147
Winter Sports	245,800
<b>Total</b>	<b>507,862</b>

## 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 paid	Total	Quarter ending Sept 17	Quarter ending Dec 17	Quarter ending Mar 18	Quarter ending Jun 18
		\$	\$	\$	\$
Current	84,815	-	-	79,764	5,051
Current between 30-60 days	430,096	-	24,053	10,680	395,363
Current between 60-90 days	12,227	290	790	920	10,226
More than 90 days	10,785	3,349	4,252	66	3,118
<b>Total</b>	<b>537,923</b>	<b>3,639</b>	<b>29,096</b>	<b>91,430</b>	<b>413,758</b>

## 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 findings from the audit of the annual financial statements
- Discuss findings from internal audits undertaken during the year
- Approve internal audit plan for the next year
- Appoint the auditors for the annual internal audit

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

## APPENDIX 18: SUSTAINABILITY

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

During the reporting period, a staff group initiated several environmental initiatives, including reduction of plastic in the

workplace, purchase of coffee keep-cups and the recycling of plastics and paper.

## APPENDIX 19: PRIVACY AND PERSONNEL INFORMATION POLICY

In 2017-18 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

## Ministerial Determination

NSW Institute of Sport compliance with the Internal Audit and Risk Management Policy for the NSW Public Sector

I, Stuart Ayres am of the opinion that the NSW Institute of Sport has internal audit and risk management processes in operation that are, excluding the exceptions described below, compliant with the core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*.

I, Stuart Ayres understand that the following core requirements of *Internal Audit and Risk Management Policy (TPP 15-03)* have not been met:

Core Requirement	Reason for non-compliance with the core requirement
3.1.3 The ARC Chair and members are to be selected from the panel of pre-qualified individuals.	The NSW Institute of Sport has recently appointed a number of new Board members with two members also appointed to the Audit and Risk Committee. One member is still in the process of becoming pre-qualified in accordance with TPP 15-03 policy. An additional member will be selected from the panel of pre-qualified members during 2018 – 19.

I note that the following alternative arrangements have been implemented to achieve outcomes equivalent to the requirement(s):

Summary of alternative arrangements	How the alternative arrangements will achieve equivalent outcomes
Exceptions from clauses 3.1.3	The specific accounting and sporting management experience of the non-independent member is the most suitable choice for the organisation.

I, Stuart Ayres am of the opinion that the practicable alternative measures 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.

These exceptions to the core requirements of the *Internal Audit and Risk Management Policy for the NSW Public Sector (TPP15-03)* is valid for the financial years 2017-2018.



Stuart Ayres MP

Agency Contact Officer

Greg Baxter

Manager ITO

Internal Audit and Risk Management Attestation Statement for the 2017-2018 Financial Year  
for the NSW Institute of Sport

I, Kevin Thompson am of the opinion that the NSW Institute of Sport has internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

**Core Requirements** **For each requirement, please specify whether compliant, non-compliant, or in transition<sup>50</sup>**

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**Risk Management Framework**

- 1.1 The agency head is ultimately responsible and accountable for risk management in the agency - compliant
- 1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009 - compliant

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**Internal Audit Function**

- 2.1 An internal audit function has been established and maintained - compliant
- 2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing - compliant
- 2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter' - compliant

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**Audit and Risk Committee**

- 3.1 An independent Audit and Risk Committee with appropriate expertise has been established - non-compliant
- 3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations - compliant
- 3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter' - compliant

**Membership**

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

- Chair            Mr J Carrozzi (NSWIS Board member)  
(Term 12<sup>th</sup> October 2016 – 30<sup>th</sup> June 2018)
- Member        Mr B Lancken (NSWIS Board member and non-independent member)  
(Term 5<sup>th</sup> April 2018 – 30<sup>th</sup> June 2018)
- Member        Mr G Flowers (NSWIS Chairman)  
(Term 8<sup>th</sup> June 2016 – 30<sup>th</sup> June 2018)



**Departures from Core Requirements**

I, Kevin Thompson advise that the internal audit and risk management processes for the NSW Institute of Sport depart 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
2. The circumstances giving rise to these departures have been determined by the Portfolio Minister and the [agency] has implemented [or is implementing] the following practicable alternative measures to meet the core requirements:

Departure	Reason for departure and description of practicable alternative measures implemented/being implemented
Non-Compliance	
Exceptions from clauses 3.1.3	The specific accounting and sporting management experience of the non-independent member is the most suitable choice for the organisation.

These processes, including the practicable alternative measures 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.

**Kevin Thompson**  
CEO

**Greg Baxter**  
Manager ITO



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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 97 946 780 980



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NSW Institute of Sport  
Annual Attestation Statement 2017 - 2018

*Digital Information Security Annual Attestation Statement  
for the 2017 - 2018 Financial Year for the NSW Institute of Sport*

I, Kevin Thompson, 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, Kevin Thompson, am of the opinion that the security controls in place to mitigate identified risks to the digital information and digital information systems of the NSW Institute of Sport are adequate for the foreseeable future.

A handwritten signature in blue ink, appearing to be 'K Thompson', is written over a faint, light blue circular stamp or watermark.

K Thompson  
CEO



## 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

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