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NSWIS SUMMARY INFOGRAPHIC

630

Athletes

46

Sports

18

**Sport
programs**



53%
Female athletes

47%
Male athletes



88%
Able bodied athletes

12%
Para athletes



18

NSWIS & partner
training hubs



10

National Training
Centres in NSW



11

SENIOR WORLD
CHAMPIONSHIP TITLES



2

JUNIOR WORLD
CHAMPIONSHIP TITLES



13

SENIOR WORLD
CHAMPIONS



3

JUNIOR WORLD
CHAMPIONS



Scholarship athletes

88

Podium

Scholarship athletes

65

Podium Ready

Scholarship athletes

115

Podium Potential

Scholarship athletes

122

Developing

630

Total athlete
agreement holders

Scholarship athletes

149

Emerging

Scholarship athletes

14

International

Scholarship athletes

88

Graduate

Athlete agreements

98

Talent

Athlete agreements

34

Training



27%

OF NATIONAL TEAMS
AT BENCHMARK EVENTS



39%

OF NATIONAL TEAM MEDALS
WON AT BENCHMARK EVENTS

14

MEDAL-WINNING
SPORT PROGRAMS AT
BENCHMARK EVENTS



18

NSWIS COACHES
REPRESENTED AT
BENCHMARK AND MAJOR
INTERNATIONAL EVENTS

14



NSWIS PERFORMANCE
SUPPORT STAFF
REPRESENTED AT
BENCHMARK AND MAJOR
INTERNATIONAL EVENTS

11



CURRENT NSWIS
ATHLETES
DELIVERED THE
OLYMPICS UNLEASHED
PROGRAM IN NSW

13



NSWIS ALUMNI DELIVERED
THE OLYMPICS
UNLEASHED
PROGRAM IN NSW

282



OLYMPICS UNLEASHED
SCHOOL VISITS COMPLETED
BY CURRENT OR FORMER
NSWIS ATHLETES IN NSW

13



SPORTS & INDIVIDUAL
ATHLETE PROGRAM
SUPPORTED BY ON-SITE
PHYSIOTHERAPY

15



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

13



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

13



PUBLICATIONS
COMPLETED BY NSWIS
STAFF IN JOURNALS

11



NSWIS STAFF
CONTRIBUTING TO
PUBLICATIONS AND / OR
CONFERENCES

28%



GROWTH IN WEB TRAFFIC



32%



GROWTH IN FACEBOOK
REACH

52



UNIQUE MEDIA FEATURES



RECOGNISED
OLYMPIC
TRAINING CENTRE

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

29 October 2020,

Dear Minister,

It gives us great pleasure to submit to you the 24th 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 2020 and has been prepared in accordance with section 8 of the Annual Report (Statutory Bodies) Act 1984 and Annual Reports (Statutory Bodies) Regulation 2010.

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

Yours sincerely,

Gary Flowers
Chair

Kevin Thompson
CEO



PROUDLY
SUPPORTED BY THE
NEW SOUTH WALES
GOVERNMENT

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CHAIR'S MESSAGE

OVER THE PAST 12 MONTHS, THE NSW INSTITUTE OF SPORT (NSWIS) HAS CONTINUED TO PERFORM AS A WORLD-CLASS HIGH PERFORMANCE SPORTING ORGANISATION, AND IT REMAINS AN HONOUR TO SERVE AS CHAIR.

I would like to thank the NSWIS Board for their contributions over the past year. We are fortunate to have a fantastic mix of skills, business acumen, and athlete experience, and you have each played an important role in guiding the Institute's ongoing success.

Sadly, we have all endured a difficult six months in 2020, which has largely been characterised by the impact of the COVID-19 pandemic across all aspects of life. Sport has not been immune, as seen by the postponement of the Tokyo 2020 Olympic and Paralympic Games, and the impact will continue to be felt over the next 12 months.

Despite these challenges, I am incredibly proud to see the resilience and determination shown by our coaches and staff who have continued to provide world class services, thus keeping our athletes motivated and healthy.

When looking back at the 2019/20 achievements, the Institute's success in meeting and exceeding a range of targets is made more impressive by the obstacles presented by the pandemic. Eighty-one NSWIS athletes combined to win a total of 52 medals at benchmark events, beating the performance targets by a significant margin. The medals being won across 14 different sports is also testament to the strong programs NSWIS run across the board.

In striving towards supporting world's best athletes, 16 NSWIS representatives won a total of 13 world championship titles (11 senior and two junior) over the past year. The strength of the Institute's female athletes was a notable feature of the year, contributing to nine of the 13 world titles claimed.

Swimming led the Institute's tally with three world titles, and it was great to see both Cate and Bronte Campbell, under the stewardship of Simon Cusack, integrating so well in their new NSW surroundings. The pair helped Australia claim two world championship relay gold medals, with Matthew Wilson swimming as part of the victorious 4x100m mixed medley team. Matthew also equalled the 200m breaststroke world record at the meet, going on to claim a silver in the final behind a world record performance.

Capping off a successful year for the swimming program, Tiffany Thomas Kane claimed gold in the women's 100m breaststroke (SB7), setting a new championship record in the process.

Sailing contributed both a senior and junior world title in addition to three podium performances at benchmark events. Tom Burton took out the men's laser event to become the reigning world and Olympic champion, while Will Cooley and Rebecca Hancock combined to claim gold in the Nacra 15.

Jessica Fox added to her incredible career haul by joining forces with NSWIS teammates Noemie Fox and Rosalyn Lawrence to take gold in the women's C1 team event at the ICF Canoe Slalom World Championships. Meanwhile in canoe sprint, Riley Fitzsimmons helped Australia to win gold in the men's K4 500m at the ICF Junior/U23 Canoe Sprint World Championships.

One of the personal highlights from the past 12 months was seeing Lauren Parker continue her incredible journey by overcoming ongoing injuries to become a paratriathlon world champion in the women's PTWC discipline. As a result, Lauren was a deserved winner of the Ian Thorpe AM Outstanding Achievement Award at the 2019 NSWIS Awards.



Rounding out the 2019 world champions were James Willett in the trap mixed team event at the ISSF World Shotgun Championships and Brandon Loupos, who won gold in the men's freestyle at the Urban Cycling World Championships. It is exciting to see Brandon at the top of the world rankings in what will be a new event at the Tokyo Olympic Games.

Finally, at the 2020 UCI Para-cycling Track World Championships, Amanda Reid broke a world record on her way to defending her C2 time trial title, before claiming a second gold in the women's scratch race.

A huge congratulations to our latest crop of world champions and to all the NSWIS staff who have contributed. With 18 coaches and 14 performance support staff servicing athletes at 2019/20 benchmark events and international competitions, the Institute's significant contributions to the success of Australian teams deserves to be celebrated.

Outside of the world championships, we have also seen some fantastic performances from NSWIS athletes across our sport programs.

The NSWIS Winter Sports program continues to lead Australia to international success and our athletes claimed another impressive medal haul during the 2020 European winter. Belle Brockhoff and Ben Tudhope both finished the season with five world cup podiums in the women's snowboard cross and men's para snowboard events respectively, Jakara Anthony finished the world cup moguls season ranked 2nd in the world, while Josie Baff became the first ever Australian to win gold at the Winter Youth Olympic Games by taking out the snowboard cross competition.

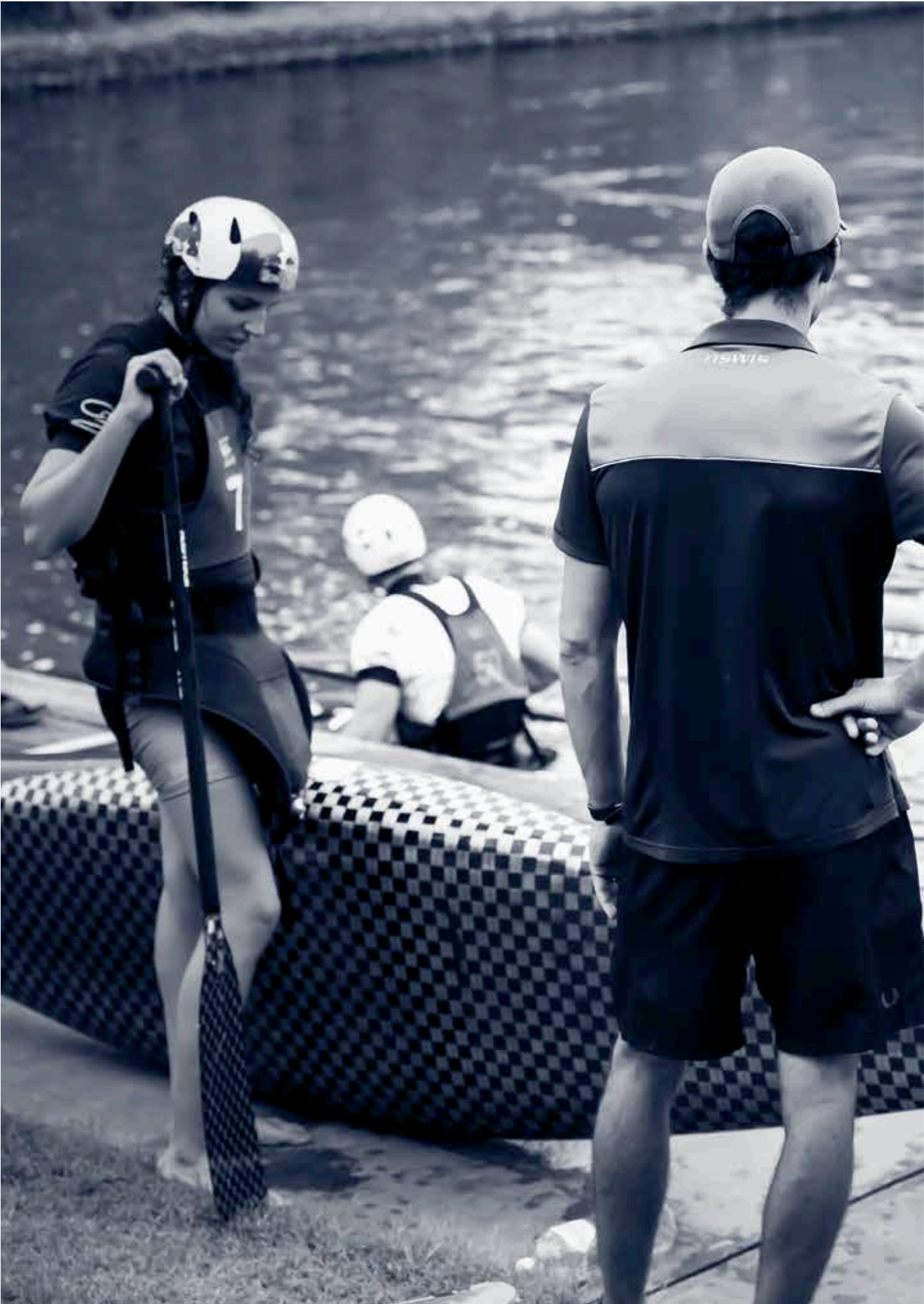
Eight NSWIS scholarship holders formed part of the Australian softball squad which took gold at the 2019 WBSC Asia/Oceania Olympic Qualifying event, earning the team a spot at the Tokyo Olympics. Meanwhile NSWIS athletes were part of six of the eight Australian rowing boats to qualify spots for the Olympics, and both boats that qualified for the Paralympics.

Behind any results comes a great deal of training and preparation, and it's pleasing to see so many NSWIS staff taking on national roles and contributing to national training centres. In 2019/20, 22 coaches and 13 performance support staff held nationally integrated roles, while the Institute supported 10 national training centres and / or hubs. Within our own training environments, 13 sports are now supported by physiotherapy services, surpassing another target for the year.

It's also worth noting the significant strides the organisation has made across data metrics, governance, brand identity, professional development, and support of community engagement initiatives.

Team NSWIS has proven to be adaptable to the most challenging of circumstances, and I want to thank every team member who has contributed to the ongoing operations of the organisation throughout 2020. Like everyone else, I am looking forward to seeing the other side of this pandemic and a return to competition for our athletes. Until then, we are with you every step of the way.

Gary Flowers
NSWIS CHAIR
BComm, LLB





CEO'S MESSAGE

THE PAST TWELVE MONTHS HAVE UNDOUBTEDLY SEEN THE SPORTING INDUSTRY FACE UNPRECEDENTED CHALLENGES DUE TO THE COVID-19 PANDEMIC. DESPITE THE OBSTACLES, I LOOK BACK AT 2019/20 WITH TREMENDOUS PRIDE AROUND THE SIGNIFICANT ORGANISATIONAL ACHIEVEMENTS AS WELL AS THE ONGOING ADAPTABILITY AND POSITIVE MINDSET EMBRACED BY TEAM NSWIS.

Most importantly, NSWIS has continued to achieve its core purpose of supporting Australian athletes to become world's best, with athlete results in benchmark international competitions far exceeding expectations, despite some competitions being cancelled. This underlines how well NSWIS scholarship holders had been preparing for the 2020 Olympic and Paralympic Games prior to their postponement.

Our vision is for more NSW athletes to represent Australia and our athletes have exceeded expectations with, on average, 27% of Australian teams being represented by NSWIS athletes in 2019/20.

Over the year, NSWIS continued its implementation of a proactive clinical services model through added investment in clinicians, increasing our medical capacity to service daily training environments. An 88% completion rate of NSWIS training and competition days is testament to the introduction of the model and I am excited to see the Institute continue to be an industry leader in this area.

Following extensive staff consultation, the 2020-2022 NSWIS Enterprise Agreement was approved at the end of 2019, and I'd like to sincerely thank the Enterprise Agreement Committee for their work in reviewing the existing agreement and negotiating the terms and conditions.

2019 also saw the implementation of the Sap/S4Hana (SAP) Shared Services project in collaboration with the Office of Sport (OoS). This was a significant operational transition for payroll and transactional finance services and I want to thank all those involved in making the transition as smooth as possible.

One of the most significant achievements for NSWIS over the past year has been in the transformation of the Institute's governance, risk, and compliance practices. Highlighted by the implementation of an Enterprise Risk Management Framework and Business Continuity Plan, NSWIS has developed numerous policies and embedded processes to improve its legislative and regulatory compliance. We remain ahead of schedule in achieving our risk and compliance targets and I'd like to thank the Corporate and Communications team for their contributions.

Going into the 2019/20 financial year, supporting priority athletes and campaigns to achieve podium performances at the Tokyo 2020 Games was at the forefront of our plans. As of 30th June 2020, NSWIS had 13 confirmed athletes officially selected onto the Australian Olympic team and I was also proud to have several NSWIS staff members filling positions as part of both the Olympic and Paralympic teams.

Of course, the effects of COVID-19 have been devastating to our communities as well as the sporting industry, and we were disappointed to see the Tokyo 2020 Olympic and Paralympic Games postponed. While the pandemic has created a large amount of challenges for high performance sport, it has allowed NSWIS to illustrate just how adaptable and resilient we are as an organisation, and more importantly as a team. I am proud of the way our athletes and staff have navigated these significant challenges, ensuring we are all safe and well, while remaining focused on our purpose.



Since the impact of COVID-19, NSWIS has been successful in confirming the continued support of the NSW Government through a \$2M grant for 2020/21, which will maintain current funding levels. The Institute has also worked to strengthen our contribution to the NSW community through the creation of the High Performance at Home campaign, providing free expert resources to assist the NSW community stay physically and mentally healthy. It was great to see staff from all areas of the organisation collaborating on the initiative which has reached hundreds of thousands of individuals.

It was during these months that the senior management team dedicated themselves wholeheartedly to the workload around transitioning into lockdown following facility closures, followed by the coordination of the gradual reopening of daily training environments as restrictions eased. Managing such uncertainty is no easy task and I want to thank the team as well as our sport partners for their ongoing assistance in ensuring NSWIS could continue delivering a world class athlete service.

NSWIS has also been working closely with the National Institute Network (NIN) to develop the National High Performance Sports Strategy, AIS Sport and Athlete Categorisation Frameworks, a NIN-National Sport Organisation Partnership Agreement, and a united approach to continuing operations during the pandemic. Despite COVID-19 delaying plans for the Paris 2024 cycle, the nationwide collaboration has allowed NSWIS to make significant progress around the Institute's 2020-2024 sport inclusion plans and the development of resulting workforce modelling for the Institute.

Meanwhile, the focus of our winter sports program has been firmly on Beijing 2022 and I am pleased with the ongoing progress in developing a National Snowsport Training Centre in Jindabyne, following the NSW Government's \$5.1M investment last year. Completion of phase 1, involving the dryland airbag facility, remains on track which will provide our athletes year-round access to training facilities in NSW. I am excited at the prospects that the project provides for athletes over the coming years.

We remain hopeful that the global pandemic challenges will improve over the coming year and continue our plans to support our athletes succeed on the world's biggest stage, at the Tokyo Olympics and Paralympics in 2021. As CEO, I am incredibly proud of the team I have behind me and am motivated by the knowledge that we will continue to face any challenges ahead as a strong and unified team, remaining firmly focused on our fundamental purpose of providing world class support to our athletes.

Professor Kevin Thompson
NSWIS CHIEF EXECUTIVE OFFICER

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

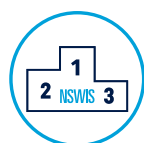
NSWIS OVERVIEW



PURPOSE

TO SUPPORT AUSTRALIAN ATHLETES
TO BECOME WORLD'S BEST.

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



VISION

MORE NSW ATHLETES REPRESENTING
AUSTRALIA AND WINNING MEDALS.

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



VALUES

LEADERSHIP

INTEGRITY

EXCELLENCE

PASSION

TEAMWORK

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



CHARTER

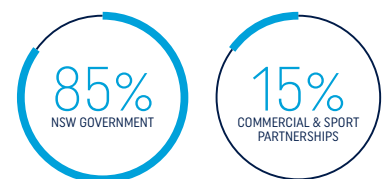
THE NSW INSTITUTE OF SPORT WAS ESTABLISHED UNDER THE INSTITUTE OF SPORT ACT 1995.

The objectives of the Institute are:

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



BUSINESS MODEL



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

NSWIS & PARTNER TRAINING HUBS

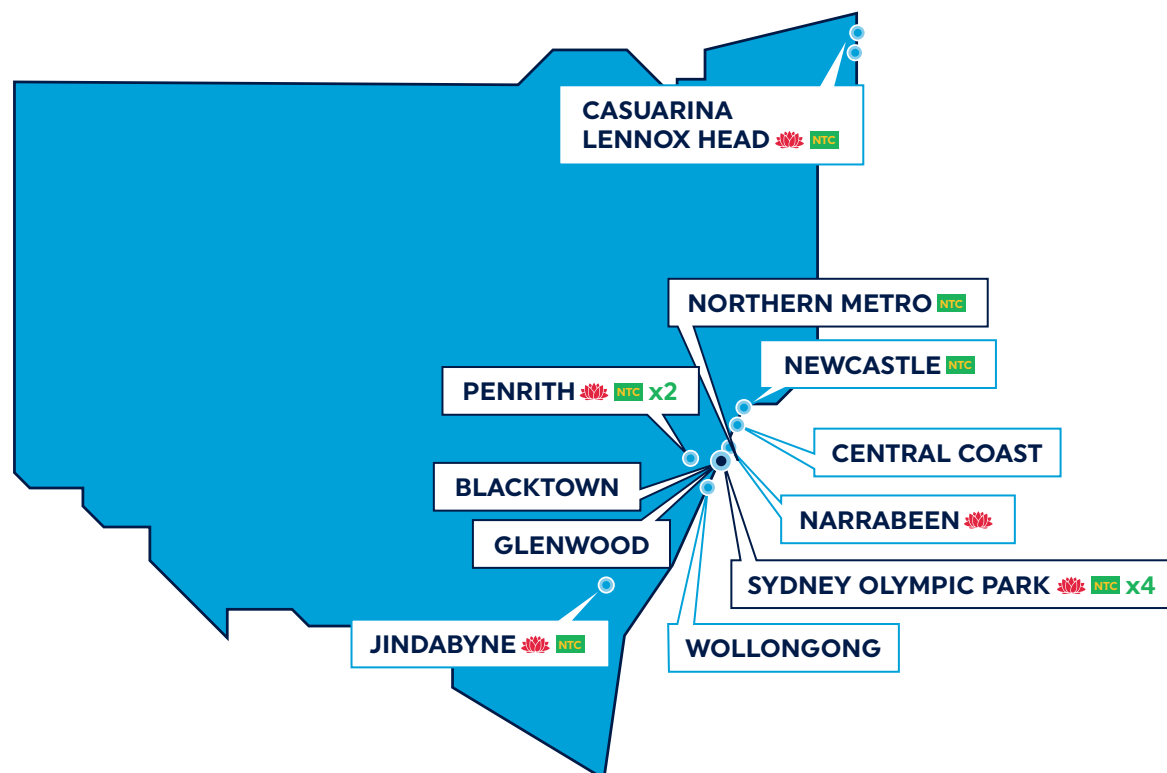
LEGEND



NSW OFFICE OF SPORT
FACILITY



NATIONAL TRAINING
CENTRE (NTC)*



SYDNEY METROPOLITAN

PENRITH

Sydney International Regatta Centre & Don Croot Boatshed

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

SYDNEY OLYMPIC PARK

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

MIDDLE HARBOUR

Middle Harbour Yacht Club

- Sailing (NTC)

BLACKTOWN

Blacktown International Sports Park

- Softball

SYDNEY METRO – NORTH

Pymble Ladies College & Knox Grammar

- Swimming (NTC)

GLENWOOD

Valentine Sports Park

- Football (Future Matildas)

NARRABEEN

Sydney Academy of Sport & Recreation

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

REGIONAL NSW

CASUARINA / LENNOX HEADS

- Surfing (NTC) / Skateboarding / Camps

WOLLONGONG / ILLAWARRA

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

JINDABYNE

Jindabyne Sport & Recreation Centre, Perisher & Thredbo Ski Resorts

- Winter Sports (NTC) / multi-sport camps

NEWCASTLE

The Forum (University of Newcastle)

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

CENTRAL COAST

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

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



NSWIS MANAGEMENT

NSWIS BOARD

Method and term of appointment of Board Members

The Board is to consist of:

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

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

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

BOARD MEMBERS



GARY FLOWERS

CHAIR

BComm, LLB

Five meetings attended

Term: 01/08/2015 – 04/08/2022



JOSEPH CARROZZI

DEPUTY CHAIR

BComm, LLB

Three meetings attended

Term: 01/08/2015 – 04/08/2022



SARAH RYAN

OAM OLY

Five meetings attended

Term: 01/08/2015 – 04/08/2022



ELIZABETH CROUCH

AM

BEC, M Cyber Security

Five meetings attended

Term: 12/11/2017 – 12/11/2020



CHRIS FYDLER

OAM OLY

BComm, LLB

Four meetings attended

Term: 12/11/2017 – 12/11/2020



BRAD LANCKEN

BComm, LLB

Five meetings attended

Term: 12/11/2017 – 12/11/2020



AMY JONES

OLY

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

Three meetings attended

Term: 31/10/2018 – 31/10/2021



MATT SHIRVINGTON

OLY

Three meetings attended

Term: 31/10/2018 – 31/10/2021

EXECUTIVE COMMITTEE



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



KIRSTEN THOMSON
OLY
DIRECTOR, CORPORATE
& COMMUNICATIONS
MMKTG, GradDip Sports Law



TOM PATRICK
SENIOR HIGH PERFORMANCE
MANAGER
B.A., M. Sc, PhD



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



KRISTEN BARNES
HIGH PERFORMANCE MANAGER
BBus



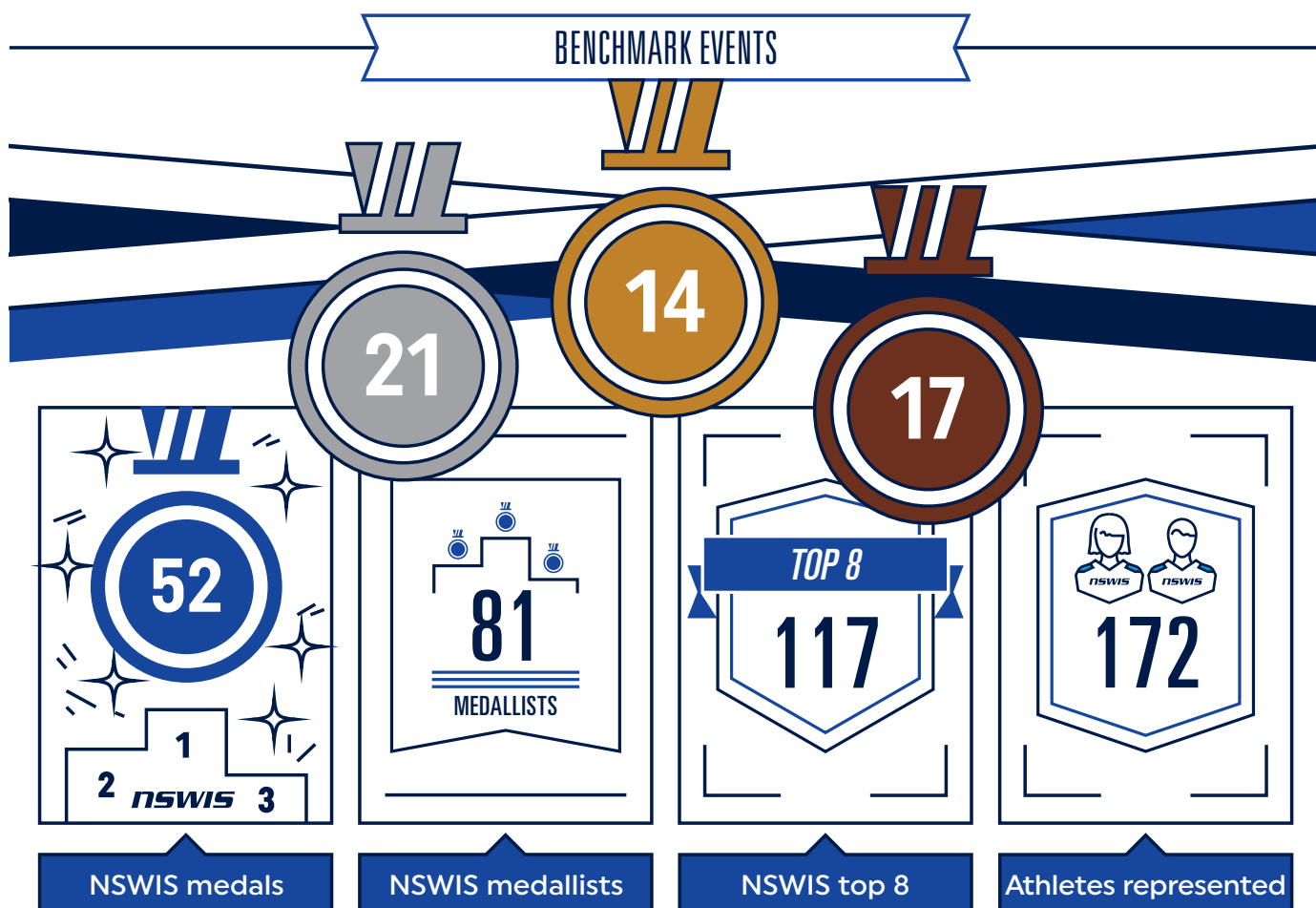
DALE CHAPMAN
MANAGER,
SPORT SCIENCE
PhD, CSCS, ESSA Sp2



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








































































































PERFORMANCE HIGHLIGHTS

OVERVIEW OF NSWIS ATHLETE PERFORMANCE BETWEEN JULY 2019 AND JUNE 2020



BENCHMARK EVENTS

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

SPORTS		GOLD MEDALS	SILVER MEDALS	BRONZE MEDALS	MEDALLISTS	TOP 8	NATIONAL TEAM %
ATHLETICS		 1	 3	 -	 2	 8	12%
CANOE SLALOM		 1	 2	 -	 3	 5	75%
CANOE SPRINT		 -	 -	 -	 -	 3	20%
CYCLING		 2	 2	 3	 6	 9	15%
DIVING		 -	 -	 -	 -	 4	31%
FOOTBALL [†]		 -	 -	 -	 -	 -	4%
HOCKEY		 1	 1	 -	 9	 2	25%
INDIVIDUAL SCHOLARSHIPS*		 2	 2	 -	 6	 10	20%
NETBALL		 -	 1	 -	 3	 1	24%
ROWING		 -	 2	 1	 6	 7	46%
PARA-ARCHERY		NO BENCHMARK EVENTS IN THE 2019-20 FINANCIAL YEAR					
SAILING		 1	 1	 2	 5	 6	23%
SOFTBALL		 1	 -	 -	 8	 1	53%
SWIMMING		 3	 5	 7	 10	 46	22%
TRIATHLON		 1	 -	 1	 4	 3	38%
WATER POLO		 -	 -	 1	 9	 2	65%
WHEELCHAIR BASKETBALL		 1	 1	 -	 7	 2	29%
WINTER SPORTS		 -	 1	 2	 3	 8	57%

[†] FOOTBALL RELATES TO THE 'FUTURE MATILDAS' WOMEN'S DEVELOPMENT PROGRAM RUN IN PARTNERSHIP WITH FOOTBALL FEDERATION AUSTRALIA AND FOOTBALL NSW. THE PROGRAM AIMS TO PROVIDE AN ELITE TRAINING ENVIRONMENT FOR DEVELOPING ATHLETES AND A PATHWAY TO THE SENIOR NATIONAL SQUAD (THE MATILDAS).

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

2019/20 STRATEGIC INITIATIVES

Development of a world-class high performance NSWIS facility

The Institute continued to progress short and long term facility opportunities that will seek to meet the future needs of NSWIS and targeted athletes via the provision of a world class high performance environment for Olympic and Paralympic athletes at Sydney Olympic Park.

The Institute's aim is to establish a world class high performance training facility and sport technology hub, and due consideration has been given to numerous facility options. NSWIS will continue to pursue the preferred option throughout the next financial year.

Sport Inclusion

The Sport Inclusion process for 2020-2024 commenced with Board approval of the selection criteria for determining NSWIS sport programs and partnerships for the Paris Olympic and Paralympic cycle.

Aligning with the National High Performance Sport Strategy, the Australian Institute of Sport (AIS) have provided their preliminary indications (which may be subject to change) as to their sport categorisations to the National Institute Network (NIN).

COVID-19 has impacted the timelines of this project due to funding uncertainty at both a state and federal level. The Institute is aiming to finalise the 2020-2024 sport inclusion process for all foundation categorised sports by October 2021, which will help inform the Institute's workforce model for the next cycle.

Campaign Tokyo

An additional \$114,000 was invested in Campaign Tokyo for the purpose of assisting priority athletes and campaigns to achieve podium performances at the Tokyo Olympic and Paralympic Games. Some of the targeted support initiatives included:

- Purchase of a Game Ready compression system to assist with post training recovery
- New competition boats
- Spin bikes and equipment including an IREX Panther
- Additional performance psychology support for podium potential athletes
- Medical costs to support the preparation of podium potential athletes

As a result of the rescheduling of the Tokyo Games, the NSWIS Executive has approved the continuation of the Tokyo Campaign fund through to June of 2021, providing much needed additional support to targeted athletes navigating the challenges of the COVID-19 pandemic whilst trying to prepare for optimal performance at the Games.



Performance Metrics

Since investing in the National Institute Network's first data science team, NSWIS has significantly increased data science capabilities. Data is being harvested and used in a meaningful way to inform decision making and planning processes.

A portion of NSW Government grant funding has been invested in strengthening NSWIS data science capability with a focus on:

- Automating and centralising data collection
- Increasing operational efficiency and reliability of data
- The delivery of bespoke data science projects including:
 - Automatically collecting and surfacing data for key business metrics surrounding results and athlete progression
 - A bespoke business planning tool for centralised sport management
 - Customised databases and dashboards for a range of sports including swimming, athletics, and canoe sprint
 - An app that, for the first time, integrates and surfaces injury and illness data in a secure manner
 - Several tools for monitoring gym utilisation
 - A tool to manage and enter data on all research activities at NSWIS

Additionally, NSWIS also established a metrics committee to implement a meaningful set of athlete performance and organisational metrics, align metrics with the National High Performance Sport Strategy (where appropriate), develop comparative baseline data, and ensure all metrics were objective, measurable, accurate and reliable.

In the first year, supported by the data science team, the metrics committee has:

- Developed 36 key metrics aligned with the NSWIS Corporate and Business Plan
- Implemented a governance process for data collection
- Developed clear definitions
- Effectively monitored and reported on the Institute's performance against the business plan
- Provided bi-monthly metrics reports to the NSWIS Board and Executive Committee
- Automated the collection of organisational metrics (e.g. Gracenote, Scoreboard, RsConnect)

Shared Services Project

Sap/S4Hana (SAP) was implemented in late 2019 as part of the Shared Services Project. Following significant collaboration between the Office of Sport and NSWIS corporate services, the Institute's payroll and financial transactional services are now delivered by a centralised NSW Sport Cluster team.

NSWIS continues to work with the Office of Sport to address implementation challenges and service delivery standards.

Enterprise Agreement

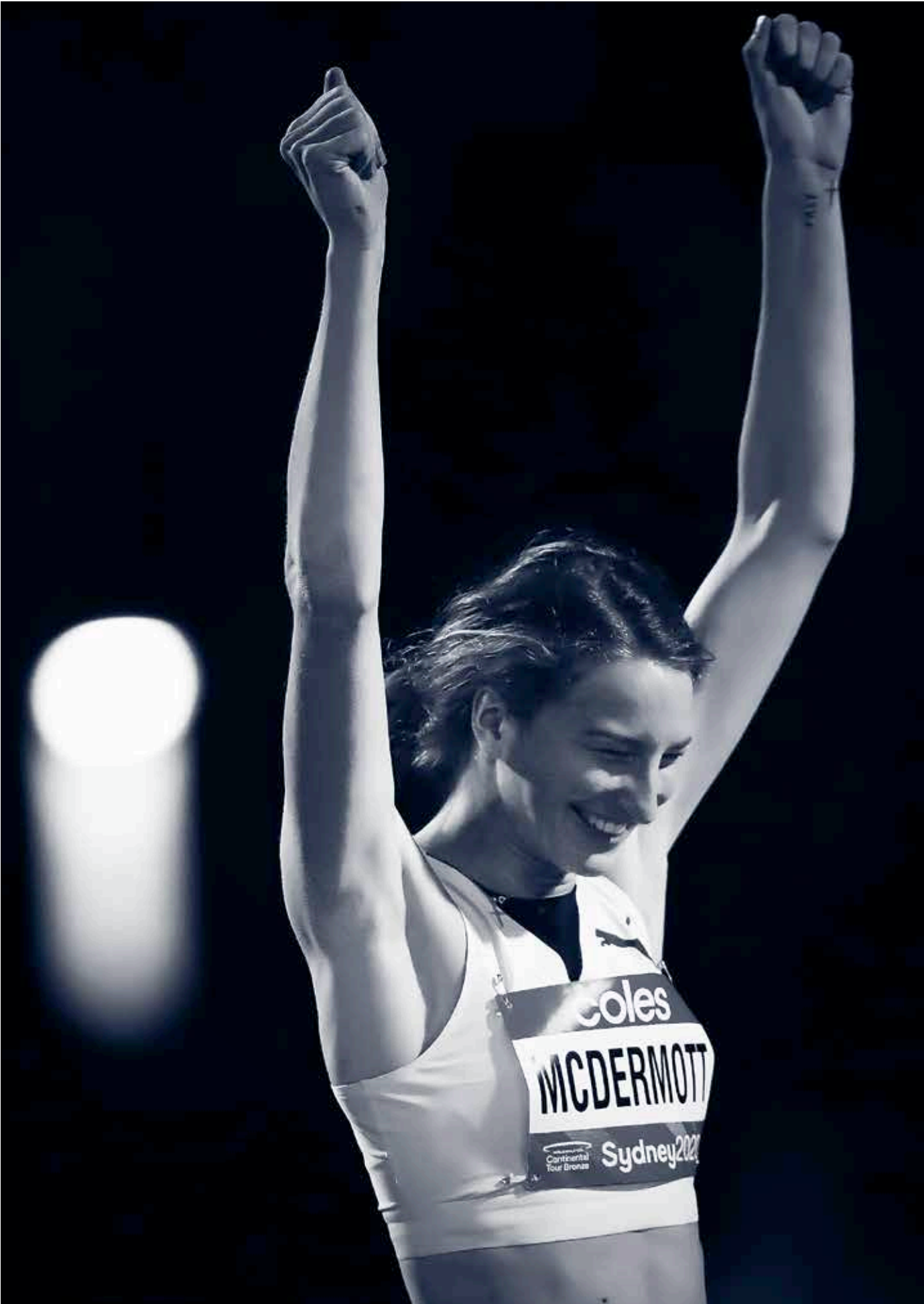
An Enterprise Agreement Committee was formed in 2019 consisting of staff from across the Institute's operations. The Committee was tasked with reviewing the existing agreement and negotiating terms and conditions for inclusion in the 2020-2022 NSWIS Enterprise Agreement.

Following staff consultation and feedback, a new agreement was successfully negotiated and approved on schedule.

Commercial Strategy

NSWIS implemented a commercial strategy with support from the Commercial Sub Committee, which includes NSWIS Board Members, to guide revenue growth opportunities.

In 2019/20, the Institute achieved the growth revenue target of \$73,000, assisted by the completion of five partnership agreements, thus achieving the annual commercial revenue target of \$810,000.



NSWIS PERFORMANCE DRIVERS

1

ATHLETES & PATHWAYS

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

2

COACHING

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

3

DAILY TRAINING ENVIRONMENT

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

4

COMPETITION

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

5

LEADERSHIP, POSITION & CULTURE

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

6

RESEARCH AND INNOVATION

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

ATHLETES AND PATHWAYS

SUCCESS AT BENCHMARK EVENTS

Eighty-one NSWIS athletes won a total of 52 medals at benchmark events, spanning across 14 medal winning sport programs. NSWIS athletes also achieved 117 top 8 placings and represented 27% of national teams. *For more details, refer to 'Performance Highlights' and 'Sport Reporting' pages.*

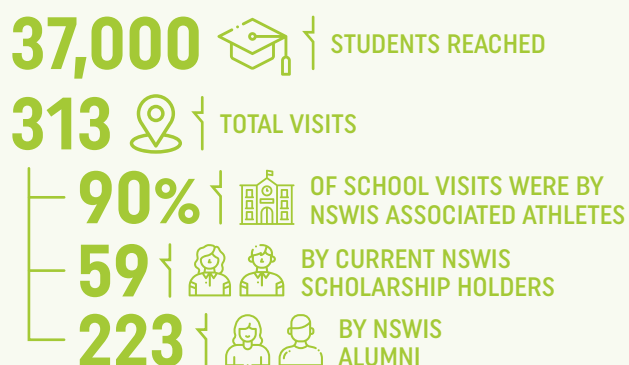
As a result of COVID-19, a total of 11 benchmark events, including eight winter sports competitions, were missed or cancelled in 2020. The Tokyo 2020 Olympic and Paralympic Games were also postponed until 2021.

COMMUNITY ENGAGEMENT INITIATIVES

NSWIS continued to support the Australian Olympic Committee's Olympics Unleashed program, run in partnership with the NSW Government, with both current and former athletes engaging with school children across NSW. In early 2020, the program also transitioned to deliver online presentations due to COVID-19 restrictions.

Current NSWIS athletes participating in the program include Tokyo 2020 Olympic representatives Jo Brigden-Jones and Riley Fitzsimmons (Canoe Sprint), in addition to Declan Stacey (Diving), Lea Yanitsas and Aidan Roach (Water Polo), and Steven Solomon (Athletics).

Olympics Unleashed



88% OF ENGAGED ATHLETES WERE ASSOCIATED WITH NSWIS

10

CURRENT NSWIS
SCHOLARSHIP HOLDERS

13

FORMER NSWIS
SCHOLARSHIP HOLDERS
(ALUMNI)

TALENT IDENTIFICATION AND DEVELOPMENT PROGRAM

NSWIS recruited a 'Senior Coordinator, Talent' to drive talent identification, development and talent transfer projects. The first phases of implementing the program involved establishing relationships and engaging the wide range of stakeholders that collaborate in this space, including the Australian Institute of Sport (AIS), the NSW Office of Sport, Paralympics Australia, Regional Academies of Sport, sporting high schools, and a range of national and state sporting organisations.

A Business Case for additional funding to support an NSWIS-led NSW Talent Unit was also developed and has been presented to government for consideration, aligning with the Office of Sport's Future Champions strategy, AIS Pathways Network and NSWIS regional strategies.

While the COVID-19 pandemic has impacted the initiation and delivery of planned projects, three talent projects were identified with Cycling Australia and Cycling NSW, including two set to progress to implementation stages in late 2020.

- *Road cycling time trial project*
The 2022 UCI Road Cycling World Championships being held in Wollongong and the greater Illawarra region provides an ideal opportunity to implement a talent identification and transfer project to fast-track talented athletes for potential selection in targeted time trial events.
- *Women's team sprint project*
Developed to address the lack of depth in women's sprint disciplines for the 2024 and 2028 Olympic Games, the project will focus on team sprint, while also incorporating keirin and match sprint events. This has been supported by NSWIS Olympian Kaarle McCulloch and coach Michelle Ferris.

A number of minor projects for specific talent development and transfer initiatives were also supported by the Institute.

COVID-19

The COVID-19 pandemic significantly impacted athlete competitions and daily training environments in 2020. In March, the NSWIS Training Facility was officially closed and sport programs were required to shift to remote forms of training with athletes. A gradual return to sport began in June, with priority athletes the first to access training facilities under strict COVID-19 medical guidelines.

COACHING

COACH DEVELOPMENT OPPORTUNITIES

A total of 77 development days were completed by NSWIS coaches, accounting for 16% of all development days undertaken by the Institute's staff.

Development opportunities supported included:

- Australian Strength & Conditioning Association (ASCA) level 1 accreditations
- Level 2 and 3 coaching courses (Cycling Australia)
- Speed and agility workshop (Hockey)
- Four NSWIS coaches contributing to the Australian Institute of Sport's (AIS) Women in High Performance Coaching forum
- Three coaches participating in the AIS Elevate e-coach Program
- Five coaches attending the AIS World Class to World Best conference
- Business Degree (Griffith University)

NSWIS also illustrated its commitment to coach development through a number of internally hosted initiatives including:

- 'Understanding the menstrual cycle and impact on female athletes' - Dr Natasha Andreadis, Emma Hay
- Recovery, Wellbeing and Coach forum - Dr Michael Kellmann
- 'What is coaching?' forum - Vern Gambetta
- Sydney Olympic Park High Performance Coaching Network
- Mental Health in Sport forum

Development opportunities were created for external coaching personnel with NSWIS coaches sharing their knowledge and expertise through numerous formats. Peter Topalovic presented at the AIS Podium Coach Program, and both Chava Sobrino and Thomas Rickards presented webinars to international diving audiences.

NATIONALLY INTEGRATED COACHES

Twenty-two NSWIS coaches currently work across nationally integrated programs and / or hold national coaching roles.

NSWIS nationally integrated coaches		
		
Athletics 2	Canoe Slalom 1	Canoe Sprint 1
		
Cycling 1	Diving 1	Football 1
		
Hockey (Women) 1	Para-archery 1	Rowing 2
		
Sailing 1	Softball 1	Swimming 2
		
Water Polo (Men) 1	Water Polo (Women) 1	Wheelchair Basketball 1
		
Winter Sports 4		

COACH WELLBEING

The Employee Assistance Program (EAP), run by Associated Counsellors & Psychologists, provides 100% of NSWIS coaches with access to mental health and wellbeing services.

During 2019/20, a pilot project for a coach wellness dashboard was developed to measure the current recovery-stress states of individuals and present them in a valid, sport-specific, and economical way. The project will be launched, and rolled out throughout 2020/21.

DAILY TRAINING ENVIRONMENT

WORLD CLASS PROACTIVE CLINICAL DELIVERY MODEL

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

- 13 sport programs and the individual athlete program are supported by physiotherapy in NSWIS daily training environments
- 5.15 full-time equivalent (FTE) clinicians secured and resourced (4.65 FTE physiotherapists and 0.5 FTE sports physicians)
- 88% of NSWIS training and competition days completed without medical interruption








External sport physicians, physiotherapists and soft tissue therapists have also been upskilled through a range of NSWIS clinical development initiatives throughout 2019/20.

DEVELOPMENT OF NATIONAL TRAINING CENTRES AND SATELLITE SITES

Fifteen staff members, spanning eight disciplines, have contributed to national training centres and / or NSWIS satellite site operations in 2019/20.

NSWIS staff in national training centres / satellite sites		
		
AW&E 2	Biomechanics 1	Medical 1
		
Nutrition 1	Physiology 2	Performance Psychology 1
		
Sport Management 2	Strength & Conditioning 5	

Through staff contributions and ongoing investment, NSWIS has continued to support ten national training centres / hubs throughout 2019/20.

NSWIS supported national training centres / hubs						
Casuarina  Surfing		Jindabyne  Winter Sports				
Middle Harbour  Sailing		Newcastle  Wheelchair Track & Road				
Penrith  Canoe Slalom		Pymble / Warrawee  Rowing				
Sydney Olympic Park  Diving				 Para-archery	 Swimming	 Water Polo

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







Two NSWIS representatives have also formed part of the working group collaborating on the development of a National Snowsports Training Centre in Jindabyne, following a \$5.1M investment by the NSW Government.



Proposed dryland airbag facility at Jindabyne Sport & Recreation Centre

NSWIS STAFF IN NATIONAL LEAD / INTEGRATED ROLES

Thirteen performance support staff across six disciplines have held national lead and / or national training centre roles throughout 2019/20.

Nationally integrated performance support staff					
					
AW&E	2	Medical	2	Performance Analysis	2
					
Physiology	2	Performance Psychology	1	Strength & Conditioning	4



COMPETITION

CAMPAIGN TOKYO






An additional \$114,000 was invested in targeted support initiatives to achieve podium performances at the Tokyo 2020 Olympic and Paralympic Games. See 'Strategic Initiatives' for more information.

NSWIS staff on national teams

Eighteen NSWIS coaches across 13 sport programs were selected onto national teams for 2019/2020 benchmark events and international competitions.

Coaches at BMEs and major competitions		
		
Athletics 2	Canoe Slalom 1	Canoe Sprint 1
		
Cycling 1	Diving 3	Hockey 1
		
Para-archery 1	Rowing 1	Sailing 1
		
Swimming 2	Water Polo 1	Wheelchair Basketball 1
		
Winter Sports 2		

Fourteen performance support staff provided services for national teams at 2019/2020 benchmark events and international competitions.

Performance support staff at BMEs and major competitions		
		
Biomechanics 1	Performance Analysis 3	Physiology 2
		
Performance Psychology 1	Strength & Conditioning 7	



LEADERSHIP, POSITION AND CULTURE

2020-2024 CORPORATE PLAN

In late 2019, the NSWIS Corporate Plan was developed by the senior leadership team in consultation with staff and Board members. As part of this planning process, the following Strategic Priorities for the period 2020 - 2024 were established:

NSWIS Strategy		
OUR PURPOSE: To support Australian Athletes to become world's best		
OUR VISION: More NSW athletes representing Australia and winning medals		
OUR VALUES: Leadership, Integrity, Excellence, Passion, Teamwork		
Our Strategic Priorities		
Performance networks and partnerships	World class daily training environments	Sport investment and sustainability
Best practice with our people and operations	Athlete pathways	Engagement, communication and education
Our Outcomes		
We are recognised as a world leading high performance organisation	NSW has a growing pool of world class athletes who are positive contributors to society	We operate with a targeted and informed approach that is aligned with network partners and optimal for our environment
We develop and retain world class coaches, leaders and performance support people	We are known for our high performance culture and are a sought-after partner	We can demonstrate our value proposition to stakeholders and influence the national high performance system
We provide elite athletes and coaches with appropriate daily training environments, facilities and resources		

To achieve this strategy, we will collaborate with our sport and commercial partners, and work within a national high performance system that supports Australian athletes to achieve podium success. As the NSW Government's lead agency for high performance sport, NSWIS will look to continue our history of international sporting success and inspire the next generation of NSW athletes.

WELLBEING, MENTAL HEALTH AND ENGAGEMENT

In the 2019 People Matter Employee Survey (PMES), NSWIS achieved an overall employee engagement rate of 74%, representing an increase of 7% from the 2018 survey. Other highlight results included:

- 10% increase in employee response rate (92%)
- 11% increase in aggregate communication score (76%)
- 11% increase in aggregate public sector values score (76%)
- 22% increase in employees who felt senior managers effectively lead and manage change (67%)

As a result of the 2019 PMES, a number of internal actions have been created, including:

- Employee induction reviewed and new process to be rolled out
- LMS project implementation to deliver greater policy awareness and development opportunities for staff
- Roll-out of policy training to deliver greater transparency around managing internal issues, including a revised employee Code of Conduct
- Development of recruitment and selection training along with the creation of guidelines for managers and supervisors
- Development of regular staff wellness surveys

In 2019, NSWIS implemented Microsoft Teams as an internal communications channel which also incorporated external individuals from key program partners and performance teams. A positive adoption rate from the outset placed the Institute well to maintain operations during the COVID-19 lockdown period whilst staff were working remotely. The data demonstrates that Teams has been embraced by all areas of the organisation and has played a fundamental role in the Institute's successful service delivery during the pandemic.

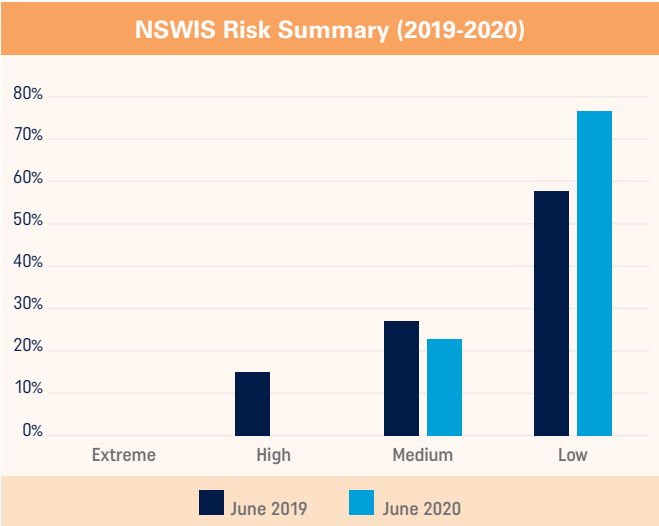
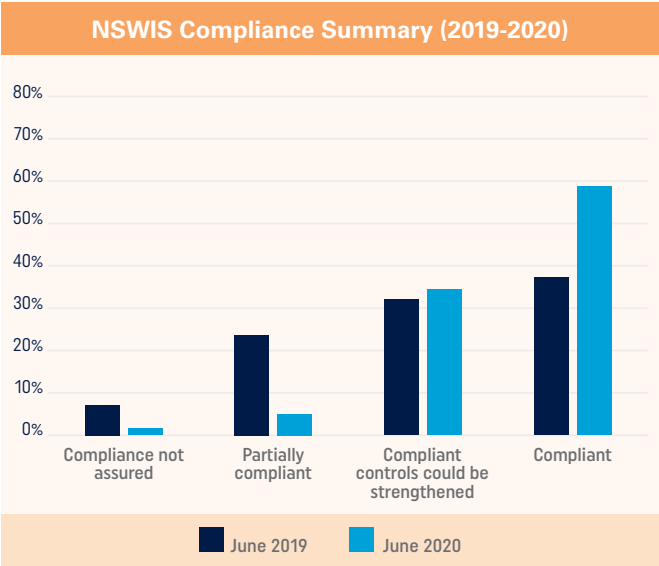
Other internal communication tools have also contributed significantly to ensuring staff remain informed, including CEO updates (online and face-to-face), weekly CEO newsletters, Arena (NSWIS intranet) and digital noticeboards.

During the period of lockdown, NSWIS embarked on a fortnightly staff survey to monitor the mental wellbeing of employees. The results of each survey were examined, noting any significant changes in staff sentiment, with management encouraged to follow up where appropriate. Survey results remained relatively positive throughout the lockdown period and scores have remained consistent since staff returned to NSWIS facilities.

RISK MANAGEMENT AND COMPLIANCE
GOVERNMENT PRACTICES

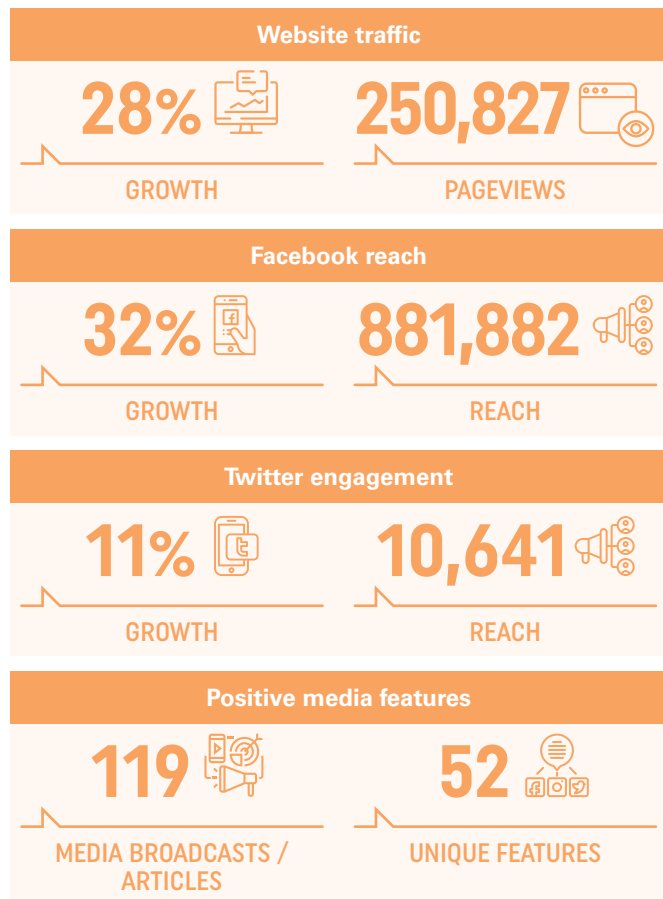
Over the past 12 months, NSWIS has utilised the Audit Office of NSW Governance Lighthouse Framework to transform the Institute’s governance practices. Some of the key highlights include:

- The implementation of an Enterprise Risk Management Framework and Risk Register
- Policy developments and updates made across the NSWIS Code of Conduct, as well as bullying and harassment, and child safety policies
- Increased profile of health and safety across the business
- Development of a Cyber Security Policy, Incident Response Plan and issues management procedures
- Compliance improvements:
 - The Institute has improved its overall compliance to 59.0% (up from 37.3% in June 2019) and remains on track to achieve the target of over 60% ahead of schedule
 - Annual targets relating to the reduction of ‘High Risk’ and ‘Partially Compliant’ items have already been met and NSWIS remains on track to meet other annual targets by the end of Quarter 3, 2020



STRENGTHENED NSWIS MARKET POSITION

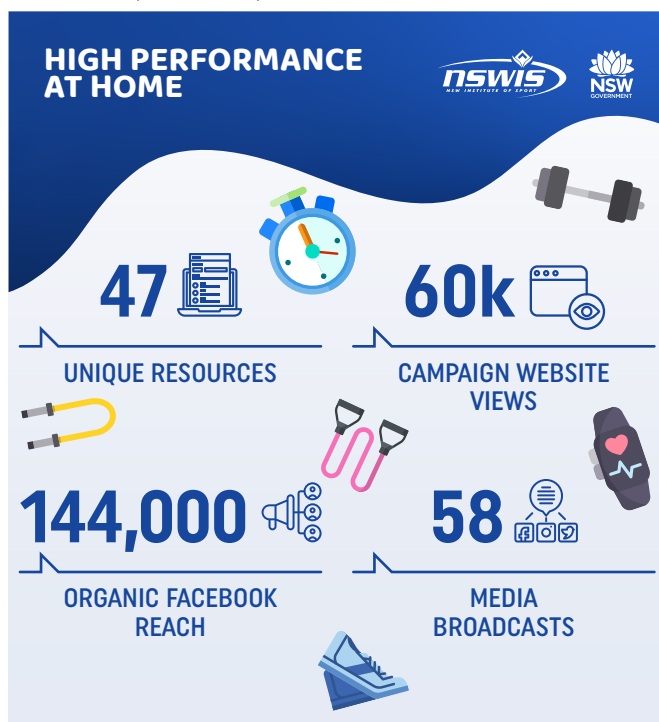
NSWIS achieved significant progress across various external communication mediums, encompassing campaigns such as the 2019 NSWIS Awards, Campaign Tokyo and the High Performance at Home initiative.



HIGH PERFORMANCE AT HOME

Supported initially by the Office of Sport, NSWIS created the High Performance at Home initiative in the wake of the COVID-19 lockdown period in NSW, utilising the Institute's expertise to help everyday Australians manage their physical health and mental wellbeing from home.

The initiative involved significant collaboration across NSWIS units, allowing for the development of high quality public resources which contributed to multiple monthly website records in April and May of 2020.



The initiative will continue to provide public resources for the NSW community throughout 2020/21.



RESEARCH AND INNOVATION

APPLIED RESEARCH AND INNOVATION PROJECTS

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

To date, four projects have been completed:

- **Pipeline Athletics:** competition analysis protocol
- **Pipeline Swimming:** local upload of relevant performance metrics for longitudinal tracking across regional centres and comparisons through the pathway
- **Pipeline Canoe Sprint:** use of inertial measurement unit (IMU) data for tracking longitudinal trends in athlete performance and providing comparisons through the athlete pathway
- **Pipeline Rowing** – Use of IMU data for race analysis as an extension of Pipeline Canoe Sprint, while also incorporating segmental body movement analysis

NSWIS HIGHER DEGREE BY RESEARCH PROGRAM

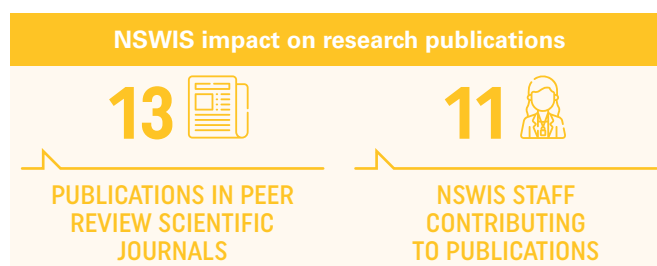
Research and innovation partnerships have been signed with the University of Canberra and Western Sydney University (WSU), both of which are supported by research from higher degree students. Additionally, a PhD partnership is also in place with the University of Technology Sydney.

During 2019/20:

- Two PhD positions were recruited and implemented:
 - Physiology PhD - Cycling (University of Technology Sydney)
 - Physiotherapy - Developing athlete training loads (University of Canberra)
- A diving PhD scholar continued to progress following their commencement in June 2020
- Three WSU PhD students completed their confirmation of candidature process

NSWIS KNOWLEDGE SHARED ACROSS HIGH PERFORMANCE SYSTEM

NSWIS staff contributed to 13 publications in peer-reviewed journals.



A total of 11 NSWIS staff members contributed to publications and / or presented at conferences throughout 2019/20. Conferences presented at include:

European College of Sports Sciences Congress (Prague, Czech Republic)

- 'Influence of hyperoxia on time trial performance in hot and cool conditions' - *Professor Kevin Thompson*
- 'Pacing reliability and accuracy using pacing aids compared to self-paced swimming' - *Professor Kevin Thompson*
- 'Effect of repeated post-exercise hot versus cold water immersion on haematological measures following resistance training in sub-elite super rugby players' - *Dale Chapman*

NSCA National Conference (Washington, USA)

- 'Do countermovement jump metrics in male adolescent athletes change during a competitive season' - *Dale Chapman*

International Conference of Environmental Ergonomics (Amsterdam, Netherlands)

- 'Thermoregulation during recovery from exercise in athletes with a spinal cord injury' - *Professor Kevin Thompson*

International Society of Biomechanics in Sport Conference (Ohio, USA)

- 'Anthropometric and physiological factors affecting batted ball speed of adolescent baseball players' - *Steve Smith*

UK Physios in Sport (Online)

- 'Injury prevention and risk reduction in female athlete populations and Sports Science Sports Medicine care of female athletes' - *Kate Mahony*

ACSEP Annual Conference (Canberra, Australia)

- 'Global findings from a Churchill Fellowship into sports science and sports medicine of the female athlete' - *Kate Mahony*



ATHLETICS

32

Athlete Agreement Holders

3

Podium

4

Podium Ready

7

Podium Potential

14

Developing

5

Emerging

2

Graduate

-

Talent

6

Training

Benchmark Event



2019 World Athletics Championships

-

Medallists

7

Selected

12%

Squad %



Benchmark Event

2019 World Para Athletics Championships

2

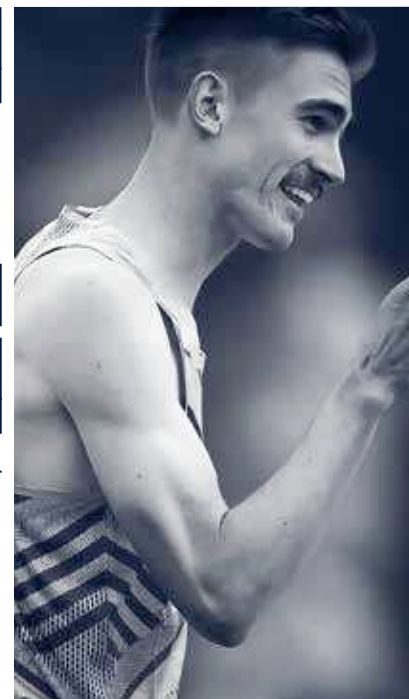
Medallists

3

Selected

8%

Squad %



Program Highlights

- Madison de Rozario won gold in the women's T53 800m, and silver in both the T54 1500m and 5000m at the 2019 World Para Athletics Championships in Dubai.
- Brandon Starc finished 6th in the men's high jump at the 2019 World Athletics Championships in Doha.
- As of June 30, Brandon Starc (men's high jump), Eleanor Patterson (women's high jump), and Steve Solomon (men's 400m) held a #1 ranking in the World Athletics 2020 Senior Outdoor performance lists for their respective events.



CANOE SLALOM

10

Athlete Agreement Holders

1

Podium

2

Podium Ready

2

Podium Potential

4

Developing

1

Emerging

-

Graduate

-

Talent

-

Training

Benchmark Event



2019 ICF Canoe Slalom World Championships

3

Medallists

5

Selected

75%

Squad %



Junior International Event

2019 ICF Junior/U23 Canoe Slalom World Championships

1

Medallists

3

Selected

20%

Squad %



Program Highlights

- Two NSWIS athletes, Lucien Delfour and Jessica Fox, have been selected onto the Australian Olympic team for the Tokyo Games.
- Jessica Fox defended both her ICF World Cup Series crowns by taking out the 2019 C1 and K1 events, before teaming up with Noemie Fox and Rosalyn Lawrence to win gold in the women's C1 team event at the ICF Canoe Slalom World Championships.
- NSWIS supported the provision of additional water access for the high performance and development programs at the Penrith Whitewater Stadium, which has produced more session options for all paddle levels.



CANOE SPRINT

30

Athlete Agreement Holders

-	3	2	2	5
Podium	Podium Ready	Podium Potential	Developing	Emerging
2	12	1	10	
Graduate	Talent	Training	International	

Benchmark Event				Benchmark Event			
2019 ICF Canoe Sprint World Championships				2019 ICF ParaCanoe World Championships			
III	-	3	19%	III	-	1	25%
Medals	Medallists	Selected	Squad %	Medals	Medallists	Selected	Squad %

Program Highlights

- Five NSWIS athletes have been selected onto the Australian Olympic team for Tokyo.
- At the 2019 ICF Junior/U23 Canoe Sprint World Championships, Riley Fitzsimmons was part of the U23 men's K4 team crowned world champions.
- The implementation of a talent program and an assistant coach has helped provide a development pathway into the NSWIS program, which has resulted in the highest number of NSWIS athletes on national teams for a number of years (12 athletes claiming spots on the junior, U23 and senior world championship and world cup teams).



CYCLING

35

Athlete Agreement Holders

8	1	2	6	16
Podium	Podium Ready	Podium Potential	Developing	Emerging
7	-	8		
Graduate	Talent	Training		

Benchmark Event				Benchmark Event			
2020 UCI Track Cycling World Championships				2020 UCI Para-cycling Track World Championships			
III	2	4	25%	III	2	2	25%
Medals	Medallists	Selected	Squad %	Medals	Medallists	Selected	Squad %

Program Highlights

- Amanda Reid set a new world record to defend her women's C2 time trial title on the way to becoming a dual para cycling world champion by also taking out the women's C2 scratch race. Gordon Allan achieved a podium result at the meet by taking bronze in the men's C2 1km time trial.
- At the 2020 UCI Track Cycling World Championships, Kaarle McCulloch won silver in the women's team sprint, while Thomas Cornish picked up a men's team sprint medal in his senior world championship debut.
- Two NSWIS athletes competed at the 2019 UCI Junior Track Cycling World Championships, with John Trovas winning a silver medal in the men's team sprint.





DIVING

40

Athlete Agreement Holders

1

Podium

2

Podium Ready

4

Podium Potential

5

Developing

3

Emerging

-

Graduate

25

Talent

-

Training

Benchmark Event



2019 FINA World Aquatics Championships

0

Medallists

4

Selected

25%

Squad %



Major International Event

2019 Oceania Diving Championships

2

Medals

2

Medallists

2

Selected

25%

Squad %

Program Highlights

- NSWIS athletes qualified two Australian quota spots for the Tokyo Olympic Games; women's 10m platform and women's 3m springboard.
- At the 2019 FINA World Aquatics Championships, four NSWIS athletes were able to achieve top 8 performances.
- Three NSWIS coaches were selected to senior national team coaching roles.



FOOTBALL (WOMEN)

23

Athlete Agreement Holders

-

Podium

-

Podium Ready

-

Podium Potential

16

Developing

-

Emerging

-

Graduate

-

Talent

7

Training

Program Highlights

- Karly Roestbakken was selected onto the Matildas squad, attending the 2019 FIFA Women's World Cup as well as competing in Tokyo 2020 Olympic Qualifiers.
- Kyra Cooney-Cross attended the Matildas World Cup Qualifying Camp held in Turkey.
- Future Matildas players participated in the Headspace 'Push-up Challenge', while Jada Whyman was selected to be a representative for the AIS 'Share a Yarn' initiative.





HOCKEY MEN

25

Athlete Agreement Holders

-	-	7	8	11
Podium	Podium Ready	Podium Potential	Developing	Emerging
7	2	1		
Graduate	Talent	Training		

Benchmark Event				Junior International Event			
2019 Oceania Cup				2019 Sultan of Johor Cup			
1	5	5	28%	-	6	33%	
Medal	Medallists	Selected	Squad %	Medals	Medallists	Selected	Squad %



Program Highlights

- The Kookaburras qualified for the Tokyo 2020 Olympics following their victory at the 2019 Oceania Cup, which featured five NSWIS athletes.
- Kurt Lovett progressed from the NSWIS Men's Hockey Program with his selection into the national hockey program based in Perth.
- NSWIS Men's Hockey Head Coach, Brent Livermore, was selected as a coach at the 2019 U21 National Championships, the 2019 Hockey One competition, and as Assistant Coach for the Kookaburras in the 2020 Men's FIH Pro League.



HOCKEY WOMEN

26

Athlete Agreement Holders

1	-	6	5	14
Podium	Podium Ready	Podium Potential	Developing	Emerging
8	-	-		
Graduate	Talent	Training		

Benchmark Event				Domestic League			
2019 Oceania Cup				2019 Sultana Bran Hockey One			
1	4	4	22%	N/A	13	65%	
Medal	Medallists	Selected	Squad %	Medals	Medallists	Selected	Squad %



Program Highlights

- The Hockeyroos qualified for the Tokyo 2020 Olympics following a play-off victory (best of two) against Russia.
- NSWIS Women's Hockey Head Coach, Katrina Powell, was selected as a coach with the senior national team, and also coached in the 2019 Hockey One competition.
- Kate Jenner was selected for the national hockey program in Perth for the second time.



INDIVIDUAL SCHOLARSHIPS

39

Athlete Agreement Holders

8	2	28	3	1
Podium	Podium Ready	Podium Potential	Developing	Emerging
—	—	—		
Graduate	Talent	Training		



BMX Freestyle Benchmark Event				Shooting Benchmark Event			
2019 Urban Cycling World Championships				2019 ISSF World Shotgun Championships			
	1	1	N/A		1	1	38%
Medal	Medallists	Selected	Squad %	Medal	Medallists	Selected	Squad %
Wheelchair Rugby Benchmark Event				Skateboarding Benchmark Event			
2019 IWRP World Wheelchair Rugby Challenge				2019 World Skate Park World Championships			
	3	3	16%		—	1	N/A
Medal	Medallists	Selected	Squad %	Medals	Medallists	Selected	Squad %



Program Highlights

- NSWIS athletes helped achieve Olympic and Paralympic quotas in shooting (trap & mixed trap), equestrian, para equestrian, wheelchair rugby, goalball, taekwondo (men's 58kg), and karate (men's 75kg).

Shooting:

- Two NSWIS athletes, James Willett and Thomas Grice, were selected for the Tokyo 2020 Olympic Games.
- James Willett won gold in the mixed trap event at the 2019 ISSF World Shotgun Championships.

BMX Freestyle:

- Brandon Loupos took out the men's BMX freestyle world title at the 2019 Urban Cycling World Championships in China.

Skateboarding:

- At the 2019 World Skate Park World Championships, Poppy Olsen placed fourth in the women's final.

Weightlifting:

- Eileen Cikamatana won a total of six world cup gold medals by taking out the 81 kilogram snatch, clean and jerk, and overall competitions at the Tianjin (China) and Roma (Italy) events.

BMX Supercross:

- Saya Sakakibara won silver in round 1 of the 2020 UCI BMX Supercross World Cup in Shepparton.





NETBALL

36

Athlete Agreement Holders

1

Podium

-

Podium Ready

-

Podium Potential

5

Developing

9

Emerging

15

Graduate

8

Talent

1

Training

11

Commonwealth Gold

Benchmark Event



1

Medal

2019 INF Netball World Cup

3

Medallists

3

Selected

25%

Squad %



Program Highlights

- Three NSWIS athletes were part of the Australian Diamonds squad that won silver at the 2019 INF Netball World Cup.

Program Update

- Netball has been a prominent sport for NSWIS since the Institute's establishment, providing an embedded training environment for elite netballers. From December 2019, netball athletes from New South Wales are now supported via the academy structures of the state's top netball teams; the NSW Swifts and Giants Netball. NSWIS has a proud history of success in netball, and maintains a strong relationship with both Netball NSW and Netball Australia.



PARA-ARCHERY

7

Athlete Agreement Holders

1

Podium

-

Podium Ready

2

Podium Potential

-

Developing

4

Emerging

-

Graduate

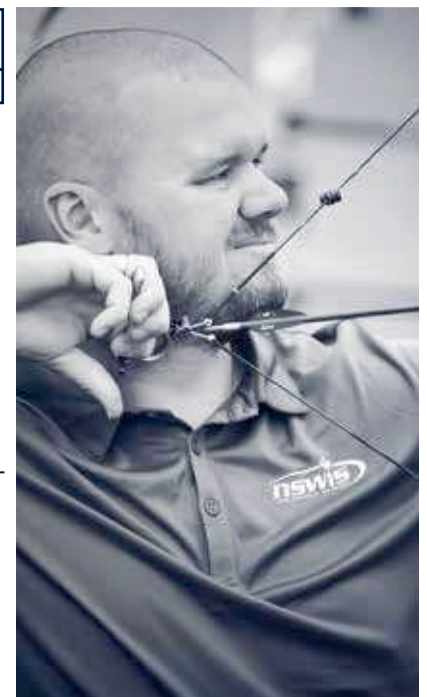
-

Talent

-

Training

No benchmark or major international events took place during the reporting period.



Program Highlights

- NSWIS para-archer Jonathan Milne shot a world record score at the National Archery Championships for able-bodied athletes in Morewell, Victoria. Milne shot a 1394 to beat the 1392 mark set in 2009, on his way to securing the 2019 men's compound (able-bodied) national title.



ROWING

51

Athlete Agreement Holders

14

Podium

7

Podium Ready

15

Podium Potential

15

Developing

7

Emerging

21

Graduate

-

Talent

-

Training

4

International

Benchmark Event



2019 World Rowing Championships

5

Medallists

24

Selected

42%

Squad %



Junior International Event

2019 U23 World Rowing Championships

1

Medallists

11

Selected

28%

Squad %



Program Highlights

- NSWIS athletes were in six of the eight (75%) Australian boats to qualify spots for the Tokyo Olympics, and in both of the boats (100%) to qualify Tokyo Paralympic positions.
- Harriet Hudson won a silver medal in the women's double scull at the 2019 U23 World Rowing Championships, after juggling training with a crewmate in Perth and completing the final year of her Bachelor of Science. As a result, Harriet was also presented with the Sydney University Academic Excellence Award at the 2019 NSWIS Awards.
- During the COVID-19 lockdown period, Erik Horrie broke 12 of 13 world records on the ergo (indoor rower). He now holds 11 PR1 rowing titles across all age categories and one title in the 40-49 age category.



SAILING

46

Athlete Agreement Holders

6

Podium

-

Podium Ready

6

Podium Potential

3

Developing

33

Emerging

13

Graduate

-

Talent

-

Training

Benchmark Event



2020 49er / 49erFX / Nacra17 World Championships

4

Medallists

15

Selected

28%

Squad %



Benchmark Event

2019 Laser Men's World Championship

1

Medallists

1

Selected

14%

Squad %



Program Highlights

- Three NSWIS sailors were named on the Australian Olympic team for Tokyo 2020; Lisa Darmanin and Jason Waterhouse (Nacra 17), and Jaime Ryan (49erFX).
- At their respective 2019 world championship events, Tom Burton won gold to become the reigning men's laser world and Olympic champion, while Lisa Darmanin and Jason Waterhouse won bronze in the Nacra 17. In February, Lisa and Jason repeated their bronze medal feat at the 2020 world titles, with NSWIS teammates Haylee Otteridge and Nathan Otteridge pipping them to the silver.
- Will Cooley and Rebecca Hancock became junior world champions by winning gold in the Nacra 15 competition at the 2019 Hempel Youth Sailing World Championships.

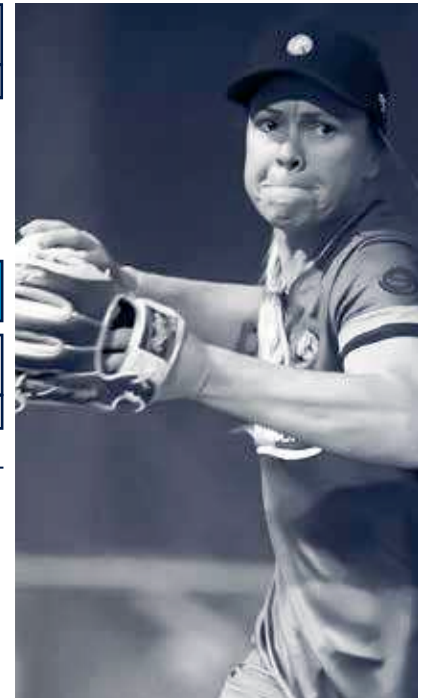


SOFTBALL

12

Athlete Agreement Holders

-	11	3	-	-
Podium	Podium Ready	Podium Potential	Developing	Emerging
-	-	-		
Graduate	Talent	Training		



Benchmark Event				Major International Event			
Olympic qualifying event (Asia/Oceania region)				2020 Asia Pacific Cup			
1	8	8	53%	1	9	9	56%
Medal	Medallists	Selected	Squad %	Medal	Medallists	Selected	Squad %

Program Highlights

- Eight scholarship holders won gold as part of the Australian team which took out the 2019 WBSC Asia/Oceania Olympic Qualifying event, beating China in the final.
- Travelodge Aussie Spirit qualified for the Tokyo 2020 Olympics with 10 (plus one reserve) scholarship holders earning Australian squad selection.
- Stacey Porter was nominated for the World Games Athlete of the Year in 2019 and, now the Australian team captain, is the most capped international player of all time.



SURFING

Program Highlights

- Team Australia took out the Aloha Cup title at the 2019 World Surfing Games, with three NSW athletes forming the majority of the four-person team.
- NSW athlete Stephanie Gilmore won two events on the 2019 WSL Women's Championship Tour, taking out the Corona Bali Protected and the lululemon Maui Pro, while Sally Fitzgibbons claimed the Oi Rio Pro event.
- In the 2019 Men's WSL Championship Tour, NSW athlete Owen Wilson was victorious at the Tahiti Pro Teahupo'o event.

Benchmark Event			
2019 ISA World Surfing Games			
N/A	N/A	4*	66%
Medals	Medallists	Selected	Squad %

Note

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





SWIMMING

36

Athlete Agreement Holders

8

Podium

3

Podium Ready

4

Podium Potential

2

Developing

5

Emerging

-

Graduate

1

Talent

13

Training

Benchmark Event



7

Medals

2019 FINA World Aquatics Championships

3

Medallists

4

Selected

15%

Squad %



7

Medals

Benchmark Event

2019 World Para Swimming Championships

6

Medallists

11

Selected

26%

Squad %



Program Highlights

- Matthew Wilson equalled the 200m breaststroke world record in his semi-final swim at the 2019 World Aquatics Championships, before winning silver in the final (where the world record was broken).
- Cate Campbell won a total of two golds, two silvers, and a bronze medal at the 2019 World Aquatics Championships, including a championship record in the women's 4x100 freestyle relay. Campbell would later go on to be named the overall world cup series champion.
- All 11 NSWIS para swimming athletes were selected onto the Australian team for the 2019 World Para Swimming Championships, with Tiffany Thomas Kane becoming world champion in the women's 100m breaststroke while setting a new championship record in the heats.



TRIATHLON

15

Athlete Agreement Holders

5

Podium

5

Podium Ready

6

Podium Potential

3

Developing

4

Emerging

-

Graduate

-

Talent

-

Training

Benchmark Event



1

Medal

2019 ITU Triathlon Mixed Relay World Championships

3

Medallists

6

Selected

N/A

Squad %



1

Medal

Benchmark Event

2019 ITU World Triathlon Grand Final

1

Medallists

3

Selected

30%

Squad %



Program Highlights

- Lauren Parker was crowned the 2019 PTWC world champion after taking gold at the ITU World Triathlon Grand Final.
- Three NSWIS representatives formed part of the bronze medal winning mixed relay team at the 2019 ITU Triathlon Mixed Relay World Championships.
- Lorcan Redmond won silver at the 2019 ITU Junior World Triathlon Championships.



WATER POLO MEN

54

Athlete Agreement Holders

7

Podium

13

Podium Ready

1

Podium Potential

5

Developing

3

Emerging

6

Graduate

27

Talent

2

Training

Benchmark Event



2019 FINA World Aquatics Championships

-

Medallists

8

Selected

62%

Squad %



Major International Event

2019 Summer Universiade

-

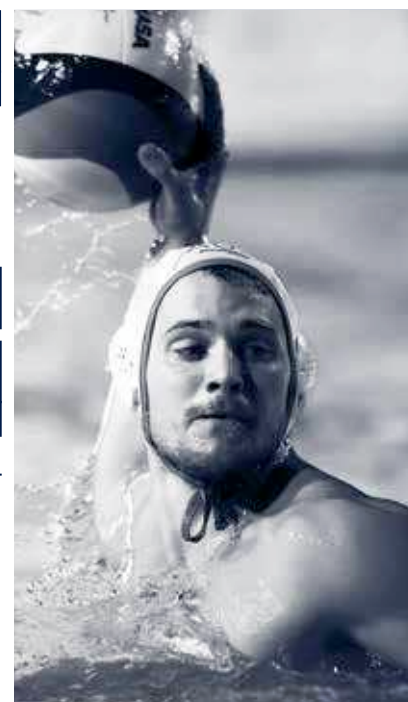
Medallists

6

Selected

46%

Squad %



Program Highlights

- Eight scholarship holders were selected in the Australian men's water polo squad for the 2019 FINA World Aquatics Championships, with two NSWIS staff appointed to national team roles. The 'Sharks' finished 6th, representing their best result since 1998.
- Fifteen scholarship holders (including three dual Western Australian Institute of Sport scholarship holders) were selected in the seventeen-man Sharks squad for the tri-series against both Croatia & the USA. Five NSWIS staff members were appointed to national roles for both series.
- The NSWIS daily training environment has been the home to over 75% of the Sharks squad throughout 2019/20.



WATER POLO WOMEN

43

Athlete Agreement Holders

9

Podium

1

Podium Ready

6

Podium Potential

6

Developing

7

Emerging

2

Graduate

19

Talent

2

Training

Benchmark Event



2019 FINA World Aquatics Championships

9

Medallists

9

Selected

69%

Squad %



Major International Event

2019 Summer Universiade

-

Medallists

6

Selected

46%

Squad %



Program Highlights

- Nine scholarship holders won bronze as part of the Australian women's water polo team at the 2019 FINA World Aquatics Championships. Four NSWIS staff members were appointed to national team roles with the medal-winning team.
- In January's international tri-series against the USA, ten scholarship holders formed part of the 'Stingers' squad that claimed victory and broke a 69-game winning streak.
- Three scholarship holders and seven talent athletes were selected onto the under 20 and junior national squads, aligning both NSWIS programs on a national level.



WHEELCHAIR BASKETBALL



Program Highlights

- Seven scholarship holders were selected across both the Australian Rollers and Gliders teams that medalled at the 2019 Asia Oceania World Championships, winning gold and silver respectively.
- Two-time Paralympian, Janna Mizens, joined NSWIS as Wheelchair Basketball Coach in 2019 and was also appointed Assistant Coach for the Gliders team.
- Jess Cronje and Maryanne Latu received Kurt Fearnley Scholarships to support their Commonwealth Games 2022 campaign.



WINTER SPORTS



Program Highlights

- Josie Baff made history at the Lausanne 2020 Winter Youth Olympic Games, claiming Australia's first ever gold medal in women's snowboard cross. Baff finished just 0.05 seconds ahead of French snowboarder Margaux Herpin, signalling she is well and truly on the radar as a future star.
- Belle Brockhoff made a remarkable comeback after being sidelined with an ACL injury, returning to world's best form and finishing the women's FIS Snowboard Cross World Cup season with five podium finishes from six starts (one gold, one silver and three bronze).
- Para snowboarder Ben Tudhope continued his rise on the international stage with 2020 proving to be his finest to date. Tudhope won two gold and three silver world cup medals, and was crowned the Crystal Globe Champion.





FINANCIALS

NSW INSTITUTE OF SPORT

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NSW INSTITUTE OF SPORT

STATEMENT BY THE MEMBERS OF THE BOARD

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

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 as at 30 June 2020 and financial performance for the period 1 July 2019 to 30 June 2020 of the NSW Institute of Sport.
2. The Financial 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 21st day of September 2020

Mr Gary Flowers
Chair

Mr Joseph Carrozzi
Board Member



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NEW SOUTH WALES
GOVERNMENT

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INDEPENDENT AUDITOR'S REPORT

NSW Institute of Sport

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the NSW Institute of Sport (the Institute), which comprise the Statement of Comprehensive Income for the year ended 30 June 2020, the Statement of Financial Position as at 30 June 2020, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Statement of Significant Accounting Policies and other explanatory information of the Institute and the consolidated entity. The consolidated entity comprises the Institute and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Institute and the consolidated entity as at 30 June 2020, and of their financial performance and cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B of *Public Finance and Audit Act 1983* (PF&A Act) and the Public Finance and Audit Regulation 2015.

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

Basis for Opinion

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

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

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

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

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

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

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

Other Information

The Institute's annual report for the year ended 30 June 2020 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The members of the Board of the Institute are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the Statement by the Members of the Board.

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

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

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

I have nothing to report in this regard.

The Board's Responsibilities for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

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

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

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

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

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

Dominika Ryan
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

30 September 2020
SYDNEY

NSW INSTITUTE OF SPORT

STATEMENT OF COMPREHENSIVE INCOME

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

		Economic Entity		Parent Entity	
		2020	2019	2020	2019
	Note	\$'000	\$'000	\$'000	\$'000
Expenses					
Employee related	2(a)	11,039	10,007	100	118
Personnel Services - ISSA	2(b)	-	-	10,939	9,889
Operating expenses	2(c)	5,525	10,372	5,525	10,372
Depreciation and Amortisation	2(d)	2,805	549	2,805	549
Grants and subsidies	2(e)	1,334	1,132	1,334	1,132
Finance costs	2(f)	157	5	157	5
Total expenses excluding losses		20,860	22,065	20,860	22,065
Revenue					
Grant from NSW Government	3(a)	17,228	12,926	17,228	12,926
Sale of Goods and Services	3(b)	782	774	782	774
Investment Revenue	3(c)	16	58	16	58
Grants and Contributions	3(d)	2,232	6,121	2,232	6,121
Other Income	3(e)	915	1,389	915	1,389
Total Revenue		21,173	21,268	21,173	21,268
Operating result		313	(797)	313	(797)
Gain/(Loss) on Disposal	4	-	(31)	-	(31)
Net result from continuing operations		313	(828)	313	(828)
Other Comprehensive Income		-	-	-	-
Total Comprehensive Income		313	(828)	313	(828)

The accompanying notes form part of these financial statements.

NSW INSTITUTE OF SPORT

STATEMENT OF FINANCIAL POSITION

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

		Economic Entity		Parent Entity	
		2020	2019	2020	2019
	Note	\$'000	\$'000	\$'000	\$'000
ASSETS					
Current Assets					
Cash and Cash Equivalents	5	2,697	2,239	2,697	2,239
Receivables	6	1,418	876	1,418	876
Inventories	7	214	238	214	238
Total Current Assets		4,329	3,353	4,329	3,353
Non-Current Assets					
Receivables	6	-	154	-	154
Property Plant and Equipment	8				
Plant and equipment		480	236	480	236
Electronic & Scientific equipment		-	387	-	387
Sporting Equipment		524	734	524	734
Leasehold Improvements		3	5	3	5
Intangible Assets		91	140	91	140
Right-of-use assets under leases	9	2,304	-	2,304	
Total property, plant and equipment		3,402	1,502	3,402	1,502
Total Non-Current Assets		3,402	1,656	3,402	1,656
Total Assets		7,731	5,009	7,731	5,009
LIABILITIES					
Current Liabilities					
Payables	11	370	456	2,479	2,464
Leases	13	2,292	-	2,292	
Provisions	12	1,874	1,788	-	-
Total Current Liabilities		4,536	2,244	4,771	2,464
Non-Current Liabilities					
Leases	13	102	-	102	-
Provisions	12	476	461	241	241
Total Non-Current Liabilities		578	461	343	241
Total Liabilities		5,114	2,705	5,114	2,705
Net Assets		2,617	2,304	2,617	2,304
EQUITY					
Accumulated Funds		2,617	2,304	2,617	2,304
Total Equity		2,617	2,304	2,617	2,304

The accompanying notes form part of these financial statements.

NSW INSTITUTE OF SPORT

STATEMENT OF CHANGES IN EQUITY

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

	Accumulated Funds \$'000	Total Equity \$'000
2020 ECONOMIC ENTITY		
Balance at 1 July 2019	2,304	2,304
Net result for the year	313	313
Other comprehensive income	-	-
Total comprehensive income for the year	313	313
Balance at 30 June 2020	2,617	2,617
2020 PARENT ENTITY		
Balance at 1 July 2019	2,304	2,304
Net result for the year	313	313
Other comprehensive income	-	-
Total comprehensive income for the year	313	313
Transactions with owners in their capacity as owners		
Increase / (decrease) in net assets from equity transfers	-	-
Balance at 30 June 2020	2,617	2,617
2019 ECONOMIC ENTITY		
Balance at 1 July 2018	3,132	3,132
Net result for the year	(828)	(828)
Other comprehensive income	-	-
Total comprehensive income for the year	(828)	(828)
Balance at 30 June 2019	2,304	2,304
2019 PARENT ENTITY		
Balance at 1 July 2018	3,132	3,132
Net result for the year	(828)	(828)
Other comprehensive income	-	-
Total comprehensive income for the year	(828)	(828)
Transactions with owners in their capacity as owners		
Increase / (decrease) in net assets from equity transfers	-	-
Balance at 30 June 2019	2,304	2,304

The accompanying notes form part of these financial statements

NSW INSTITUTE OF SPORT

STATEMENT OF CASH FLOW

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

		Economic Entity		Parent Entity	
		2020	2019	2020	2019
	Note	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities					
Payments					
Employee related		(12,552)	(10,007)	(12,552)	(10,007)
Suppliers for goods and services		(4,769)	(9,634)	(4,769)	(9,634)
Grants		-	(1,132)	-	(1,132)
Other		(202)	-	(202)	-
Total Payments		(17,523)	(20,773)	(17,523)	(20,773)
Receipts					
Grant from NSW Government		17,228	12,926	17,228	12,926
Sale of Goods and Services		58	774	58	774
Interest Received		16	58	16	58
Grants and Other Contributions		2,232	5,450	2,232	5,450
Other		915	1,342	915	1,342
Total Receipts		20,449	20,550	20,449	20,550
Net Cash Flows from Operating Activities	17	2,926	(223)	2,926	(223)
Cash Flows from Investing Activities					
Proceeds from sale of property, plant and equipment	9	3	-	3	-
Purchases of plant and equipment	9	-	(458)	-	(458)
Net Cash Flows from Investing Activities		3	(458)	3	(458)
Cash Flows from Financing Activities					
Payment of principal portion of lease liabilities		(2,471)	-	(2,471)	-
Net Cash Flows from Financing Activities		(2,471)	-	(2,471)	-
NET INCREASE/(DECREASE) IN CASH		458	(681)	458	(681)
Opening cash and cash equivalents		2,239	2,920	2,239	2,920
Cash transferred in / (out) as a result of administrative restructuring and Equity Transfer		-	-	-	-
Closing Cash and Cash Equivalents	5	2,697	2,239	2,697	2,239

The accompanying notes form part of these financial statements



NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

(a) Reporting Entity

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

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

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

These financial statements for the period ended 30th June have been authorised for issue by the Board on 21st September 2020.

(b) Basis of the Preparation of the Financial Statements

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

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

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

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

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

(c) Going Concern

The financial statements have been prepared on a going concern basis. In the process of preparing the consolidated financial statements for the entity, management has considered and assessed the entity's ability to continue as a going concern. It is noted that as at 30th June 2020, the

entity has a deficiency in net current assets of \$207,000. This has arisen due to the application of AASB 16 Leases, whereby the entity has recognised as current liabilities the lease liabilities payable over the next 12 months, however, when recognising the equivalent right-to-use assets, these assets have been classified as non-current by their nature (see Note 1 (i)(i) and Note 9 for further information). If not for the differing classifications of the lease liabilities and corresponding right-to-use asset, the entity would have positive net current assets. Accordingly, management has determined that despite the reported deficiency in net current assets, the entity has the ability to meet its upcoming obligations and continue as a going concern.

(d) Statement of compliance

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

(e) Administered Activities

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

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

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

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

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

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

(g) Foreign Currency Translation

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

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *continued*

(h) Comparative information

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

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

(i) Effective for the first time in 2019-2020

The accounting policies applied in 2019-20 are consistent with those of the previous financial year except as a result of the new or revised Australian Accounting Standard that has been applied for the first time in 2019-20:

AASB 15 Revenue from Contracts with Customers

AASB 15 supersedes AASB 111 Construction Contracts, AASB 118 Revenue and related interpretations and it applies, with limited exceptions, to all revenue arising from contracts with customers. AASB 15 establishes a five-step model to account for revenue arising from contracts with customers and requires that revenue be recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer.

AASB 15 requires entities to exercise judgement, taking into consideration all of the relevant facts and circumstances when applying each step of the model to contracts with their customers. The standard also specifies the accounting for incremental costs of obtaining a contract and the costs directly related to fulfilling a contract. In addition, the standard requires relevant disclosures.

In accordance with the transition provisions in AASB 15, the entity has adopted AASB 15 retrospectively with the cumulative effect of initially adopting the standard recognised at the date of initial application, i.e. 1 July 2019. The entity has used the transitional practical expedient permitted by the standard to reflect the aggregate effect of all the modifications that occur before 1 July 2018 when:

- Identifying the satisfied and unsatisfied performance obligations
- Determining the transaction price
- Allocating the transaction price to the satisfied and unsatisfied performance obligations
- The impact of applying the above practical expedients is not expected to significantly affect the financial statements.

The entity has the following revenue streams:

Grants from NSW Government/NSW Government Agencies

NSW Government Grants do not have conditions attached where funds are required to be returned if performance obligations are not met. Grants are recognised as income when the entity obtains control over the assets comprising the grants. Control over NSW Government grants and contributions is normally obtained on the receipt of cash.

Contributions from Other Organisations

Where contracts have specific performance obligations to be met, revenue is recognised as these obligations are met, otherwise contributions are recognised as income when the entity obtains control over the assets comprising the contributions. Control over contributions is normally obtained on the receipt of cash or on the issuance of an invoice and creation of a receivable asset.

Sales of Goods and Services

Revenue from the sale of goods and services is recognised as revenue when the entity fulfils its performance obligations, usually on delivery of the goods and services and issuance of an invoice.

Sponsorships

Sponsorship in-kind revenue is recognised when the corresponding expense is incurred, therefore the performance element of the transaction matches the revenue and expense recognition. Other sponsorship revenue is recognised in line with partnership agreements, with multi-year agreements being invoiced on an annual basis and recognised as revenue when invoices are issued.

Other Income

Other income is mainly comprised of cost recoveries. Cost recoveries are when the entity incurs costs on behalf of others and there are agreements in place that the third party will reimburse the entity for these costs. The matching principle applies in these circumstances where the timing of the revenue matches the expense.

The adoption of AASB 15 did not have a significant effect on the financial statements of the entity as there were no specific performance obligations that remained unsatisfied at the end of the financial year.

AASB 1058 Income of Not-for-Profit Entities

AASB 1058 replaces most of the existing requirements in AASB 1004 Contributions. The scope of AASB 1004 is now limited mainly to contributions by owners (including parliamentary appropriations that satisfy the definition of contribution by owners), administrative arrangements and liabilities of government departments assumed by other entities.

AASB 1058 applies to income with a donation component,

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *continued*

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

(i) Effective for the first time in 2019-2020 *continued*

i.e. transactions where the consideration to acquire an asset is significantly less than fair value principally to enable a not-for-profit entity to further its objectives; and volunteer services. AASB 1058 adopts a residual approach, meaning that entities first apply other applicable Australian Accounting Standards (e.g. AASB 1004, AASB 15, AASB 16, AASB 9, AASB 137) to a transaction before recognising income.

Not-for-profit entities need to determine whether a transaction is/contains a donation (accounted for under AASB 1058) or a contract with customer (accounted for under AASB 15).

AASB 1058 requires recognition of receipt of an asset, after the recognition of any related amounts in accordance with other Australian Accounting Standards, as income:

- When the obligations under the transfer is satisfied, for transfers to enable an entity to acquire or construct a recognisable non-financial asset that will be controlled by the entity.
- Immediately, for all other income within the scope of AASB 1058.

In accordance with the transition provisions in AASB 1058, the entity has adopted AASB 1058 retrospectively with the cumulative effect of initially applying the standard at the date of initial application, i.e. 1 July 2019. The entity has adopted the practical expedient in AASB 1058 whereby existing assets acquired for consideration significantly less than fair value principally to enable the entity to further its objectives, are not restated to their fair value.

The adoption of AASB 1058 did not have a significant effect on the financial statements of the entity.

AASB 16 Leases

AASB 16 supersedes AASB 117 Leases, Interpretation 4 Determining whether an Arrangement contains a Lease, Interpretation 115 Operating Leases – Incentives and Interpretation 127 Evaluating the Substance of Transactions Involving the Legal Form of Lease. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to recognise most leases on balance sheet.

Lessor accounting

Lessor accounting under AASB 16 is substantially unchanged from AASB 117. Lessors will continue to classify leases as either operating or finance leases using similar

principles as in AASB 117. Therefore, AASB 16 does not have a significant impact for leases where the entity is the lessor.

Lessee accounting

AASB 16 requires the entity to account for all leases under a single on-balance sheet model similar to the accounting for finance leases under AASB 117. As the lessee the entity recognises a lease liability and right-of-use asset at the inception of the lease. The lease liability is measured at the present value of the future lease payments, discounted using the interest rate implicit in the lease, or the lessee's incremental borrowing rate if the interest rate implicit in the lease cannot be readily determined. The corresponding right of use asset is measured at the value of the lease liability adjusted for lease payments before inception, lease incentives, initial direct costs and estimates of costs for removing the asset or restoring the site on which it is located.

The entity has adopted the partial retrospective option in AASB 16, where the cumulative effect of initially applying AASB 16 is recognised on 1 July 2019 and the comparatives for the year ended 30 June 2019 are not restated.

In relation to leases that had previously been classified as 'operating leases' under AASB 117, a lease liability is recognised at 1 July 2019 at the present value of the remaining lease payments, discounted using the lessee's incremental borrowing rate at the date of initial application. The weighted average lessee's incremental borrowing rate applied to the lease liabilities on 1 July 2019 was 7%.

The corresponding right-of-use asset is initially recorded on transition at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the statement of financial position as at 30 June 2019. The exception is right-of-use assets that are subject to accelerated depreciation. These assets are measured at their fair value at 1 July 2019.

The entity is currently party to a building lease over its premises. The lease expires in June 2021 with an additional 5-year option available to the entity. It is expected this option will not be exercised and Property NSW are currently in negotiations with the landlord on behalf of the entity to establish a new lease. Due to expected changes in leased space and terms, the entity is currently unable to reliably estimate the future lease liability beyond the current term.

For leases previously classified as finance leases the entity recognised the carrying amount of the lease asset and

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *continued*

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

(i) Effective for the first time in 2019-2020 *continued*

lease liability immediately before transition as the carrying amount of the right of use asset and the lease liability at the date of initial application. The measurement principles of AASB 16 are only applied after that date.

The entity elected to use the practical expedient to expense lease payments for lease contracts that at their commencement date, have a lease term of 12 months or less and do not contain a purchase option (short-term leases), and lease contracts for which the underlying asset is valued at \$10,000 or under when new (low-value assets).

In applying AASB 16 for the first time, the entity has used the following practical expedients permitted by the standard:

- Applying a single discount rate to a portfolio of leases with reasonably similar characteristics
- Relying on its previous assessment on whether leases are onerous immediately before the date of initial application as an alternative to performing an impairment review
- Not recognising a lease liability and right-of-use asset for short-term leases that end within 12 months of the date of initial application
- Excluding the initial direct costs from the measurement of the right-of-use asset at the date of initial application
- Using hindsight in determining the lease term where the contract contained options to extend or terminate the lease
- Not reassess whether a contract is, or contains, a lease at 1 July 2019, for those contracts previously assessed under AASB 117 and interpretation 4.

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *continued*

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

(i) Effective for the first time in 2019-2020 *continued*

The effect of adoption of AASB 16 as at 1 July 2019 is as follows:

	\$'000
Assets	
Other financial assets	-
Property, plant and equipment	4,708
Total assets	4,708
Liabilities	
Borrowings	(4,708)
Total liabilities	(4,708)
Equity	
Borrowings	-
Total Equity	-

The lease liabilities as at 1 July 2019 can be reconciled to the operating lease commitments as of 30 June 2019, as follows:

	\$'000
Operating lease commitments as at 30 June 2019 (GST included)	6,519
(Less): GST included in operating lease commitments	(593)
Operating lease commitments as at 30 June 2019 (GST excluded)	5,926
Weighted average incremental borrowing rate as at 1 July 2019	0.07
Discounted operating lease commitments as at 1 July 2019	5,511
Add: commitments related to leases previously classified as finance leases (GST excluded)	-
(Less): commitments relating to short-term leases	(803)
(Less): commitments relating to leases of low-value assets	-
Add/(less): contracts re-assessed as lease contracts	-
Add: Lease payments relating to renewal periods not included in operating lease commitments as at 30 June 2019	-
Add/(less): adjustments relating to changes in the index or rate affecting variable payments	-
Lease liabilities as at 1 July 2019	4,708

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *continued*

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

(ii) Issued but not yet effective

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

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2020 reporting period.

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

- AASB 17 Insurance Contracts (effective 1 January 2021)
- AASB 2018-5 Amendments to Australian Accounting Standards - Deferral of AASB 1059 (effective 1 January 2019)
- AASB 2018-6 Amendments to Australian Accounting Standards – Definition of a Business (effective 1 January 2020)

- AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material (effective 1 January 2020)
- AASB 2019-1 Amendments to Australian Accounting Standards – References to the Conceptual Framework
- AASB 2019-2 Amendments to Australian Accounting Standards – Implementation of AASB 1059
- AASB 2019-3 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform

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



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NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

2. EXPENSES EXCLUDING LOSSES

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
(a) Employee Related Expenses				
Board Member's Fees and associated on-costs	87	102	87	102
Salaries and Wages (including annual leave)	9,394	8,232	-	-
Superannuation	795	751	8	10
Long Service Leave	115	285	-	-
Worker's Compensation Insurance	68	71	-	-
Payroll Tax and Fringe Benefit Tax	580	566	5	6
Total Employee related expenses	11,039	10,007	100	118
(b) Personnel Services				
Personnel Services - Institute of Sport Staff Agency	-	-	10,939	9,889
Total Personnel Services	-	-	10,939	9,889
(c) Other operating expenses include the following:				
Auditor's remuneration - audit of the financial statements	40	39	40	39
Operating lease rental expense - minimum lease payments	57	332	57	332
Expenses relating to short-term leases	-	-	-	-
Expenses related to leases of low-value assets	-	-	-	-
Variable lease payments, not included in lease liabilities	-	-	-	-
Maintenance	198	386	198	386
Insurance	56	52	56	52
Consultants	52	79	52	79
Other Contractors	888	1,028	888	1,028
Athlete & Medical Services	761	1,450	761	1,450
Rent & Occupancy Costs	813	3,237	813	3,237
Travel	472	851	472	851
Minor Equipment & Motor Vehicles	440	885	440	885
Printing, Stationery, Communications & Promotions	522	779	522	779
In-Kind Contributions	617	671	617	671
Other expenses	609	583	609	583
Total Other Operating Expenses	5,525	10,372	5,525	10,372

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

2. EXPENSES EXCLUDING LOSSES *continued*

Recognition and Measurement

Maintenance expense

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

Insurance

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

Lease expense (up to 30 June 2019)

Operating leases

Up to 30 June 2019, operating lease payments are recognised as an operating expense in the Statement of Comprehensive Income on a straight-line basis over the lease term. An operating lease is a lease other than a finance lease.

Lease expense (from 1 July 2019)

From 1 July 2019, the Entity recognises the lease payments associated with the following types leases as an expense on a straight-line basis:

- Leases that meet the definition of short-term. i.e. where the lease term at commencement of the lease is 12 months or less. This excludes leases with a purchase option.
- Leases of assets that are valued at \$10,000 or under when new.

Variable lease payments not included in the measurement of the lease liability (i.e. variable lease payments that do not depend on an index or a rate, initially measured using the index or rate as at the commencement date). These payments are recognised in the period in which the event or condition that triggers those payments occurs.

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
(d) Depreciation and amortisation				
General Plant & Equipment	143	75	143	75
Electronic & Scientific	-	142	-	142
Sporting Equipment	207	265	207	265
Intangibles	49	65	49	65
Leasehold Improvements	2	2	2	2
Right of use assets	2,404	-	2,404	-
Total Depreciation and amortisation	2,805	549	2,805	549
(e) Grants and subsidies				
Sporting Associations	1,334	1,132	1,334	1,132
Total Grants and subsidies	1,334	1,132	1,334	1,132

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

2. EXPENSES EXCLUDING LOSSES *continued*

Recognition and Measurement

Grants and subsidies

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

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
(f) Finance costs				
Borrowing Costs - Make Good	-	5	-	5
Interest expense from lease liabilities	157	-	157	-
Total Finance Costs	157	5	157	5

Recognition and Measurement

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

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

3. REVENUE

Recognition and Measurement

Until 30 June 2019, income is recognised in accordance with AASB 111 Construction Contracts, AASB 118 Revenue and AASB 1004 Contributions.

From 1 July 2019, income is recognised in accordance with the requirements of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities, dependent on whether there is a contract with a customer defined by AASB 15 Revenue from Contracts with Customers. Comments regarding the accounting policies for the recognition of income are discussed below.

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
(a) Grant from NSW Government				
NSW Government Recurrent Grant	17,228	12,926	17,228	12,926
Total Grant from NSW Government	17,228	12,926	17,228	12,926

Recognition and Measurement

Until 30 June 2019

Income from grants (other than contribution by owners) is recognised when the Institute 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 fair value of those services can be reliably determined and the services would be purchased if not donated.

From 1 July 2019

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

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

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

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

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

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

3. REVENUE *continued*

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
(b) Sale of Goods and Services				
Sponsorship - Cash	165	103	165	103
Sponsorship - In-Kind	617	671	617	671
Total Sale of goods and services	782	774	782	774

Recognition and Measurement

Until 30 June 2019

Sale of goods

Revenue from the sale of goods is recognised as revenue when the Institute transfers the significant risks and rewards of ownership of the goods and services.

Rendering of service

Revenue is recognised when the service is provided or by reference to the stage of completion.

From 1 July 2019

Sale of goods

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

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

Rendering of service

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

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

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

3. REVENUE *continued*

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
(c) Investment revenue				
Interest Received	16	58	16	58
Total Interest Received	16	58	16	58

Recognition and Measurement

Interest income

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

Rental income

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



NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

3. REVENUE *continued*

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
(d) Grants and Other Contributions				
Other State Government	-	4,029	-	4,029
State Sporting Organisations	59	88	59	88
National Sporting Organisations	2,173	2,004	2,173	2,004
Total Grants and Contributions	2,232	6,121	2,232	6,121

Recognition and Measurement

Until 30 June 2019

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 fair value of those services can be reliably determined and the services would be purchased if not donated.

From 1 July 2019

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

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

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

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

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

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

3. REVENUE *continued*

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
(e) Other Income				
Rent	238	269	238	269
Cost Recoveries	580	818	580	818
Sundry	97	302	97	302
Total Other Income	915	1,389	915	1,389

4. GAIN / (LOSS) ON DISPOSAL

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Gain/(loss) on disposal of land and buildings, plant and equipment and intangibles				
Written down value of assets disposed	-	(31)	-	(31)
Net gain/(loss) on disposal of land and buildings, plant and equipment and intangibles	-	(31)	-	(31)

5. CURRENT ASSETS - CASH AND CASH EQUIVALENTS

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

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

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Cash at bank or on hand	2,697	2,239	2,697	2,239
Total cash and cash equivalents	2,697	2,239	2,697	2,239

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

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

6. CURRENT / NON-CURRENT ASSETS - RECEIVABLES

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Current				
GST Receivable	306	548	306	548
Prepayments	511	328	511	328
Sundry Debtors	75	-	75	-
Accounts receivable	526	-	526	-
	1,418	876	1,418	876
Non-current	-	154	-	154
Accounts receivable	-	154	-	154
Total Receivables	1,418	1,030	1,418	1,030

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

Recognition and Measurement

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

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

Subsequent measurement

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

Impairment under AASB 9

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

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

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

7. CURRENT / NON-CURRENT ASSETS - INVENTORIES

	Economic Entity		Parent Entity	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Uniform Stock	214	238	214	238
Total Inventories	214	238	214	238

Recognition and Measurement

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

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

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

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

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

2020 Economic & Parent

At 1 July 2019 - fair value

Gross carrying amount	846	1,446	1,752	5,043	405	9,492
Accumulated depreciation and impairment	(610)	(1,059)	(1,018)	(5,038)	(265)	(7,990)
Net Carrying Amount	236	387	734	5	140	1,502

At 30 June 2020 - fair value

Gross carrying amount	2,298	-	1,749	5,043	405	9,495
Accumulated depreciation and impairment	(1,818)	-	(1,225)	(5,040)	(314)	(8,397)
Net Carrying Amount	480	-	524	3	91	1,098

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below:

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

2020 Economic & Parent

Year ended 30 June 2020

Net carrying amount at beginning of year	236	387	734	5	140	1,502
Additions	-	-	-	-	-	-
Disposals	-	-	(3)	-	-	(3)
Reclassifications	387	(387)	-	-	-	-
Less: Depreciation expense (Assets Owned)	(143)	-	(207)	(2)	(49)	(401)
Net carrying amount at end of year	480	-	524	3	91	1,098

Further details regarding the fair value measurement of property, plant and equipment are disclosed in Note 10.

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

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

	Plant & Equipment	Electronic & Scientific Equipment	Sporting Equipment	Leasehold Improvements	Intangible Assets	Totals
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2019 Economic & Parent						
At 1 July 2018 - fair value						
Gross carrying amount	888	1,766	1,763	6,028	233	10,678
Accumulated depreciation and impairment	(573)	(1,243)	(1,017)	(6,021)	(200)	(9,054)
Net carrying amount	315	523	746	7	33	1,624
At 30 June 2019 - fair value						
Gross carrying amount	846	1,446	1,752	5,043	405	9,492
Accumulated depreciation and impairment	(610)	(1,059)	(1,018)	(5,038)	(265)	(7,990)
Net carrying amount	236	387	734	5	140	1,502

Reconciliation

A reconciliation of the carrying amount of each class of property, plant and equipment at the beginning and end of the current reporting period is set out below:

	Plant & Equipment	Electronic & Scientific Equipment	Sporting Equipment	Leasehold Improvements	Intangible Assets	Totals
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2019 Economic & Parent						
Year ended 30 June 2019						
Net carrying amount at beginning of year	315	523	746	7	33	1,624
Additions	46	(30)	270	-	172	458
Disposals	(4)	(8)	(19)	-	-	(31)
Reclassifications	(46)	44	2	-	-	-
Less: Depreciation expense	(75)	(142)	(265)	(2)	(65)	(549)
Net carrying amount at end of year	236	387	734	5	140	1,502

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

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

Recognition and Measurement

Acquisition of property, plant and equipment

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

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

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

Capitalisation thresholds

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

Major inspection costs

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

Restoration costs

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

Depreciation of property, plant and equipment

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

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

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

Revaluation of property, plant and equipment

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

The entity doesn't revalue property plant and equipment as there are no land and buildings or infrastructure assets. The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

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

Recognition and Measurement *continued*

Impairment of property, plant and equipment

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

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

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

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



NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

9. LEASES

Entity as a lessee

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

Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the entity and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). Potential future cash outflows of \$10,675,000 have not been included in the lease liability because it is unlikely that the option to extend the lease will be exercised when the current term concludes in June 2021. Property NSW are currently negotiating on behalf of the entity with the building landlords for new lease terms, however, due to uncertainty surrounding the terms of any new lease (including amount of leased space, lease value and lease incentives), it cannot be reliably estimated what the future lease liabilities will be. The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee. During the current financial year, the financial effect of revising lease terms to reflect the effect of exercising extension and termination options was an increase in recognised lease liabilities and right-of-use assets of \$4,000.

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

(a) Right-of-use assets under leases

The following tables presents right-of-use assets that are included in the carrying amounts of property, plant and equipment in Note 8:

	Buildings	Plant and equipment	Total
	\$'000	\$'000	\$'000
Balance at 1 July 2019	4,323	385	4,708
Depreciation expense	(2,251)	(153)	(2,404)
Balance at 30 June 2020	2,072	232	2,304

(b) Right-of-use liabilities under leases

The following table presents liabilities under leases

	Total
	\$'000
Balance at 1 July 2019	4,708
Interest expenses	(157)
Payments	(2,157)
Balance at 30 June 2020	2,394

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

9. LEASES *continued*

(c) Right-of-use expenses under leases

The following amounts were recognised in the statement of comprehensive income for the year ending 30 June 2020:

	\$'000
Depreciation expense of right-of-use assets	2,404
Interest expense on lease liabilities	157
Expense relating to short-term leases	-
Expense relating to leases of low-value assets	110
Variable lease payments, not included in the measurement of lease liabilities	-
Total amount recognised in the statement of comprehensive income	2,671

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

Future minimum lease payments under non-cancellable leases as at 30 June 2020 are, as follows:

	Finance lease
	\$'000
Within one year	2,522
Later than one year and not later than five years	112
Later than five years	-
Total (including GST)	2,634
Less: GST recoverable from the Australian Tax Office	(240)
Total (excluding GST)	2,394

The reconciliation between the total future minimum lease payments for finance leases and their present value as at 30 June 2019 are, as follows:

	2019
	\$'000
Total minimum finance lease payments	4,873
Less: future finance charges	164
Present value of minimum lease payments	4,709

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

9. LEASES *continued*

Recognition and Measurement (under AASB 16 from 1 July 2019)

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

i. Right-of-use assets

The entity recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability

(refer ii below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

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

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

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

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

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

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

9. LEASES *continued*

Recognition and Measurement continued

ii. Lease liabilities

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

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

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

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

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

The entity's lease liabilities are included in borrowings.

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

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

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

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

Recognition and measurement (under AASB 117 until 30 June 2019)

The determination of whether an arrangement is (or contains) a lease is based on the substance of the arrangement at the inception of the lease. The arrangement is, or contains, a lease if fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset (or assets), even if that asset (or those assets) is not explicitly specified in an arrangement.

Until 30 June 2019, a lease was classified at the inception date as a finance lease or an operating lease. A lease that transferred substantially all the risks and rewards incidental to ownership to the entity was classified as a finance lease.

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

9. LEASES *continued*

Recognition and Measurement continued

Where a non-current asset was acquired by means of a finance lease at the commencement of the lease, the asset was recognised at its fair value or, if lower, at the present value of the minimum lease payments. The corresponding liability was established at the same amount. Lease payments were apportioned between finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges were recognised in finance costs in the statement of comprehensive income.

Property, plant and equipment acquired under finance leases was depreciated over the useful life of the asset. However, if there is no reasonable certainty that the entity will obtain ownership by the end of the lease term, the asset was depreciated over the shorter of the estimated useful life of the asset and the lease term.

An operating lease is a lease other than a finance lease. Operating lease payments were recognised as an operating expense in the statement of comprehensive income on a straight-line basis over the lease term.

10. FAIR VALUE MEASUREMENT OF NON-FINANCIAL ASSETS

Recognition and Measurement

Fair value measurement and hierarchy

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

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

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

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

There were no transfers between Level 1, 2 or 3 during the year of 2019 or 2020.

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

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

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11. CURRENT LIABILITIES - PAYABLES

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Uniform Stock				
Accrued Salaries, Wages and On-Costs	146	271	-	-
Creditors	32	88	32	88
Accruals	192	97	192	97
Amount Payable - Institute of Sport Staff Agency	-	-	2,255	2,279
	370	456	2,479	2,464

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

Recognition and Measurement

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

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

12. CURRENT / NON-CURRENT LIABILITIES – PROVISIONS

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Current				
Employee benefits and related on-costs				
Annual leave	1,113	896	-	-
Long service leave	761	892	-	-
Total current provisions	1,874	1,788	-	-
Non-current				
Employee benefits and related on-costs				
Long service leave	235	220	-	-
Other Provisions				
Provision for Restoration - NSWIS Premises	241	241	241	241
Total non-current provisions	476	461	241	241
Total Provisions	2,350	2,249	241	241
Aggregate employee benefits and related on-costs				
Provisions - current	1,874	1,788	-	-
Provisions - non-current	235	461	-	241
Accrued salaries, wages and on-costs	146	271	-	-
	2,255	2,520	-	241

Recognition and Measurement

Employee benefits and related on-costs

Salaries and wages, annual leave and sick leave

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

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

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

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

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

12. CURRENT / NON-CURRENT LIABILITIES – PROVISIONS *continued*

Recognition and Measurement *continued* **Employee benefits and related on-costs** *continued*

Long service leave and superannuation

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

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

The liability is calculated in accordance with AASB 119 Employee Benefits and NSW Treasury Circular TC 18/13 Accounting for Long Service Leave and Annual Leave. Accrued long service leave is treated as both a current and non-current liability in accordance with the Treasury Circular.

Consequential on-costs

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

13. CURRENT / NON-CURRENT LIABILITIES – LEASES

	Economic Entity		Parent Entity	
	2020	2019	2020	2019
	\$'000	\$'000	\$'000	\$'000
Current leases				
Lease liability	2,292	-	2,292	-
Total Current leases	2,292	-	2,292	-
Non-Current leases				
Lease liability	102	-	102	-
Total Non-Current leases	102	-	102	-

Recognition and measurement

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

Finance lease liabilities are determined in accordance with AASB 117 until 30 June 2019. From 1 July 2019, lease liabilities are determined in accordance with AASB 16.

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

14. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

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

15. BUDGET REVIEW

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

16. EQUITY

Accumulated Funds

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

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

	Economic Entity		Parent Entity	
	2020 \$'000	2019 \$'000	2020 \$'000	2019 \$'000
Reconciliation of cash flows from operating activities to net result as reported in the Statement of Comprehensive income as follows:				
Net cash used on operating activities	2,926	(223)	2,926	(223)
Depreciation and amortisation expense	(2,805)	(549)	(2,805)	(549)
Finance costs	(157)	(5)	(157)	(5)
Decrease / (increase) in provisions	(101)	-	(101)	-
Increase / (decrease) in prepayments and other assets	-	43	-	43
Decrease / (increase) in creditors	86	(63)	86	(63)
Increase / (decrease) in receivables	388	-	388	-
Increase / (decrease) in inventories	(24)	-	(24)	-
Net gain / (loss) on disposal of assets	-	(31)	-	(31)
Net result	313	(828)	313	(828)

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

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18. FINANCIAL INSTRUMENTS

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

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

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

(a) Financial Instrument Categories

Financial Assets	Note	Category	Carrying Amount 2020 \$'000	Carrying Amount 2019 \$'000
Class:				
Cash and Cash Equivalents	5	N/A	2,697	2,239
Receivables ¹	6	Amortised cost under AASB 9	907	545
			Carrying Amount 2020	Carrying Amount 2019
Financial Liabilities	Note	Category	\$'000	\$'000
Class:				
Payables ²	11	Financial Liabilities measured at amortised cost	370	2,526

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

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

(b) Derecognition of financial assets and financial liabilities

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

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

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

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

18. FINANCIAL INSTRUMENTS *continued*

(b) Derecognition of financial assets and financial liabilities *continued*

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

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

(c) Offsetting financial instruments

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

(d) Financial risks

i) Credit risk

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

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

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

Cash

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

Receivables - trade debtors and loans

Accounting policy for impairment of trade debtors and other financial assets

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

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

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

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

The entity is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors as at 30 June 2020. Due to the nature of the entities receivables and based on the past history of losses, NSWIS has determined the expected credit loss rate as being immaterial and has not taken up an amount for expected losses.

NSW INSTITUTE OF SPORT

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FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

18. FINANCIAL INSTRUMENTS *continued*

(d) Financial risks *continued*

ii) Market risk

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

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

Interest rate risk

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

(a) Financial Instrument Categories

	2020	2020	2020	2020	2020
	\$'000	\$'000	\$'000	\$'000	\$'000
	Carrying amount	Profit -1%	Equity	Profit +1%	Equity
Financial Assets					
Cash and Cash Equivalents	2,697	(27)	(27)	27	27
	2019	2019	2019	2019	2019
	\$'000	\$'000	\$'000	\$'000	\$'000
	Carrying amount	Profit -1%	Equity	Profit +1%	Equity
Financial Assets					
Cash and Cash Equivalents	2,239	(22)	(22)	22	22

iii) Liquidity risk

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

During the current and prior year, there were no defaults of loans payable. No assets have been pledged as collateral. The entity's exposure to liquidity risk is deemed insignificant based on prior period's data and current assessment of risk.

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

(e) Fair value measurement

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

NSW INSTITUTE OF SPORT

NOTES TO THE FINANCIAL STATEMENTS

FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020

19. RELATED PARTY DISCLOSURE

(a) Key management personnel

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

(b) Key management personnel compensation

Key management personnel compensation was as follows:

	2020 \$'000	2019 \$'000
Short-term employee benefits		
Salaries, Superannuation, Annual Leave	2,096	1,776
Other monetary allowances	-	-
Non-monetary benefits	-	-
Other long-term employee benefits	195	446
Post-employment benefits	-	-
Termination benefits	205	-
Total remuneration	2,496	2,222

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

From time to time, key management personnel may purchase goods or services from NSWIS. These purchases are on the same terms and conditions as those entered into by other customers and are immaterial in nature. During 2019-20 there have been no transactions reported with key management personnel.

During 2019-20, NSWIS had related party transactions with the Office of Sport, receiving \$17.0 million in grant payments, on behalf of the NSW Government (2018-19 \$16.9 million) as well as cost recoveries of \$0.2 million (2018-19, \$0.2 million). These transactions were conducted at arms-length.

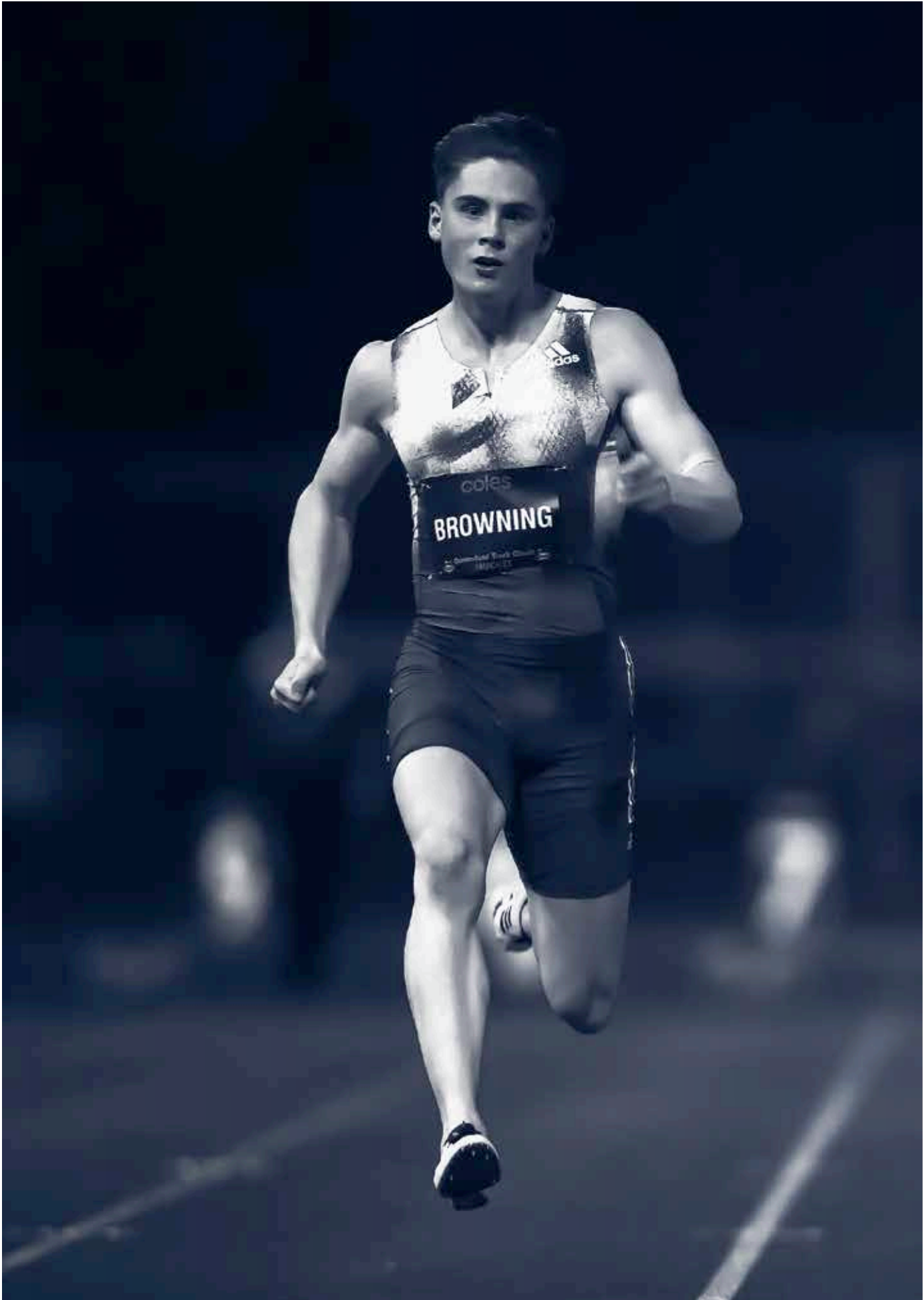
20. OTHER MATTERS – COVID 19

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

21. EVENTS AFTER THE REPORTING PERIOD

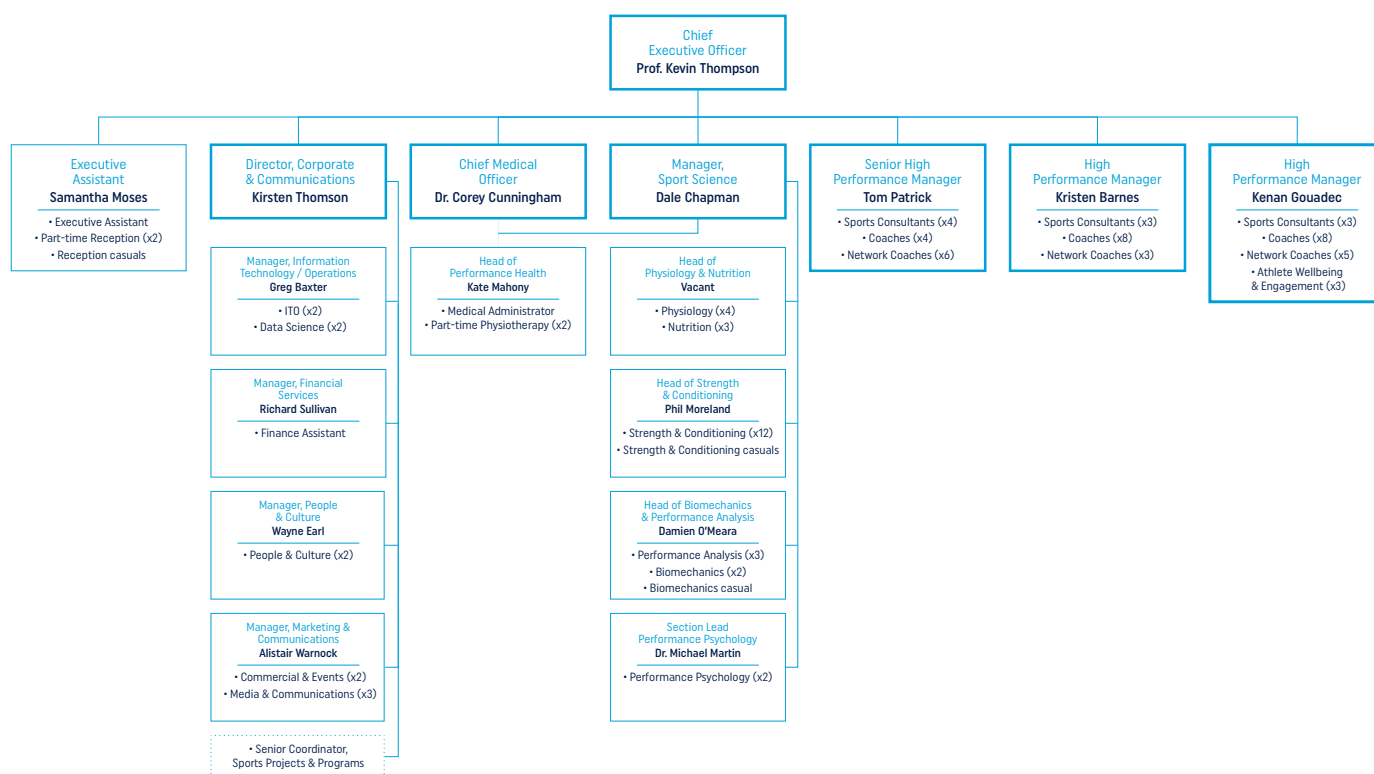
There were no significant events after reporting period.

End of audited financial statements.



APPENDIX

APPENDIX 1: ORGANISATIONAL CHART



APPENDIX 2: LEGISLATION AND LEGAL CHANGE

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

APPENDIX 3: PEOPLE AND CULTURE

Staffing

This appendix provides data on the number of staff employed by NSWIS, commentary on People and Culture (P&C) policies and practices, movement in salaries, and organisational structure. As of 30 June 2020, NSWIS employed 76 full-time, 20 part-time and five active casual staff.

Table 1: Staffing totals

Reporting Period	2017	2018	2019	2020
Full-time	59	60	83	76
Part-time	21	16	18	20
Casual	21	14	32	5
Total	101	90	133	101

** staff figures are as of 30 June each year*

The NSWIS workforce was comprised of 61 % male and 39% female staff, with 77% of roles engaged to provide direct support to NSW athletes in coaching and high performance services. Such services cover physical, technical and wellbeing support, as well as sport program management, performance health and research.

Organisational Structure

In 2019/20, the following recruitment actions were undertaken:

- Administrator, Data Systems
- Executive Assistant – High Performance
- Physiotherapist (part-time) x2
- Receptionist (22.5 hours per week) x2
- Assistant Coach, Wheelchair Basketball
- Coach, Mogul Skiing
- Park & Pike Free Ski Technical Coach
- Assistant Strength & Conditioning Coach
- Administrator, Performance Health (Medical)
- Manager, Financial Services
- Administrator, Systems, Operation & Networks
- Assistant Coach, Hockey

Conditions of Employment and Movement in Payroll Costs

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

NSWIS staff are employed on a fixed term employment contract, most up until 31 December 2020. The salary and on-costs for 2019/20 include a 2.5% salary increase paid to all staff employed from 1 January 2020, except for the three senior executive roles.

The senior executives received a 2.5% increase effective 1 July 2019 based on a SOORT Determination. Staff turnover was 15% in the 2019/20 period, a figure which was expected for this point in the Olympic cycle.

Leave Administration

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

Training and Professional Development

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

During 2019/20, employees attended and presented at a variety of courses and seminars conducted by several different training providers, as well as professional learning opportunities with other organisations both in Australia and overseas. This included utilisation of technology to participate in streamed learning and development opportunities.

Guidelines, Policies and Procedures

Policies, procedures and guidelines considered and reviewed included:

- Anti-Doping Policy

- Board Governance Statement
- Cyber Security Policy
- Medical Policy
- Enterprise Risk Management Framework
- Records Management Framework
- Child Safe Guidelines
- Complaints Handling Guidelines
- Social Media Guidelines
- Secondary Employment Guidelines
- Risk Management Guidelines

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

APPENDIX 4: CODE OF CONDUCT

The NSWIS Code of Conduct was reviewed and amended in 2019/20 and rolled out to all existing staff. A new Athlete Code of Conduct was created and is being rolled out as athlete inductions occur in each sport. These codes set out the standards of professional behaviour expected by all employees, athletes, fee for service contractors, interns, volunteers and anyone who represents NSWIS. Adherence to the code is a requirement of employment and is incorporated into the NSWIS Enterprise Agreement and employment contracts for employees and contractors. Adherence to the code is considered part of NSWIS Athlete Agreements.

The Code of Conduct is provided to all new staff members with their employment contract.

APPENDIX 5: EQUAL EMPLOYMENT OPPORTUNITY (EEO)

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

- 39% of staff (excluding casuals) are female, and the representation on the Executive Committee during the financial year was 29% (which is lower than the previous year).
- NSWIS has no identified staff of Aboriginal and/or Torres Strait Islander descent.
- One staff member (excluding casuals) with a disability 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 groups, nine for which English was not their first language. This reflects the international nature of elite sport. NSWIS strives to be world's best and attracts the best staff from around the world.

Table 2: Trend in the Representation of EEO Groups - Percentage of Total Staff as at June 2020

EEO Group	BENCHMARK OR TARGET	2018	2019	2020
Women	50%	45%	40%	39%
Aboriginal people and Torres Strait Islanders	3%	0%	0%	0%
People whose first language was not English	23%	9%	9%	7%
People with a disability	6%	1%	1%	1%
People with a disability requiring work-related adjustment	N/A	1%	1%	1%

Table 3: Staff Numbers (excluding casuals) by level as at 30 June 2020

Level	Total Staff	Men	Women	Aboriginal People & Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People whose language first spoken as a child was not english	People with a Disability	People with a disability requiring work-related adjustment
<\$48,119	10	4	6	0	0	0	0	0
\$48,119 - \$63,199	6	1	5	0	1	0	0	0
\$63,199 - \$70,652	8	2	6	0	0	0	0	0
\$70,652 - \$89,406	27	18	9	0	4	4	0	0
\$89,406 - \$115,617	29	21	8	0	0	1	1	1
\$115,617 - \$144,521	11	9	2	0	0	2	0	0
\$144,521 > (non PSSE)	2	2	0	0	0	0	0	0
\$144,521 > (PSSE)	3	2	1	0	0	0	0	0
Total	96	59	37	0	5	7	1	1

Table 4: Percentage of total staff by salary level (as of 30 June 2020)

Level	Subgroup as percentage of total staff at each level			Subgroup as estimated percentage of total staff at each level				
	Total Staff	Men	Women	Aboriginal People & Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People whose language first spoken as a child was not english	People with a Disability	People with a disability requiring work-related adjustment
<\$48,119	10	40%	60%	0%	0%	0%	0%	0%
\$48,119 - \$63,199	6	17%	83%	0%	17%	0%	0%	0%
\$63,199 - \$70,652	8	25%	75%	0%	0%	0%	0%	0%
\$70,652 - \$89,406	27	67%	33%	0%	15%	15%	0%	0%
\$89,406 - \$115,617	29	72%	28%	0%	0%	3%	3%	3%
\$115,617 - \$144,521	11	82%	18%	0%	0%	18%	0%	0%
\$144,521> (non PSSE)	2	100%	0%	0%	0%	0%	0%	0%
\$144,521> (PSSE)	3	67%	33%	0%	0%	0%	0%	0%
Total	96	61%	39%					

APPENDIX 6: HEALTH SAFETY & WELLBEING

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

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

During the reporting period, there were four reports of injury to either staff members or athletes resulting in one lost-time injury of an employee.

APPENDIX 7: DISABILITY ACTION PLAN

NSWIS continued to support disabled athletes and coaches in a variety of sports including athletics, wheelchair

basketball, wheelchair rugby, swimming, archery and rowing. The Institute maintained a close relationship with Paralympics Australia and the Office of Sport to encourage involvement and elite performance from athletes with a disability.

APPENDIX 8: ACTION PLAN FOR WOMEN

NSWIS provides equal employment opportunity for women to ensure the organisation is representative of the community it serves. As of 30 June 2020, 39% of employees (exclusive of casuals) were women. There is 29% female representation on the Executive Committee and 38% representation on the NSWIS Board.

APPENDIX 9: MULTICULTURAL POLICY

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

Table 5: Culturally and linguistically diverse (CALD) women

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

Table 6: Language services

LANGUAGE SERVICES	
Client Demographics	Do not collect
Expenditure	\$0.00
In-House Staff - Bilingual staff	9
In-House Staff - Community Language Assistance Scheme recipients	Nil
Service Provided	Nil

Services for humanitarian entrants

Nil actions to date.

APPENDIX 10: SENIOR EXECUTIVE REMUNERATION

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

Table 7: Executive remuneration bands

PSSE Band	2019/20			2018/19		
	Male	Female	Total	Male	Female	Total
Band 1	1	1	2	1	1	2
Band 2	1	-	1	1	-	1

The percentage of employee payments that relates to senior executives was 5.96% in 2019-20 (6.02% in 2018-19).

APPENDIX 11: CONSUMER RESPONSE

NSWIS received two complaints regarding services in 2019-20, both of which were resolved using the Institute's Grievance Handling and Dispute Resolution Policy, and Complaints Handling Guidelines. The Institute undertook mid-year and annual reviews of each sport program and services provided to athletes.

APPENDIX 12: 2019/20 BUDGET

INCOME	\$M
Grants	
State Government - Total appropriations	17.06
National & State Sporting Organisations	2.49
Sub-total	19.55
Sponsorship	
Cash	0.10
In-kind/Contra	0.60
Sub-total	0.70
Other	
Sundry	0.75
Sub-total	0.75
Total Revenue	21.00

EXPENDITURE	\$M
Staff Costs	10.87
Operating Costs	10.38
Total Expenditure	21.25
Operating Surplus/(Deficit)	(0.25)
Depreciation	0.41
Net Surplus/(Deficit)	(0.66)



APPENDIX 13: PUBLIC ACCESS TO GOVERNMENT INFORMATION

NSWIS did not receive any requests in 2019-20 for information under the *Government Information (Public Access) Act 2009*.

APPENDIX 14: SUSTAINABILITY

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

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

APPENDIX 15: PRIVACY AND PERSONAL INFORMATION POLICY

In 2019-20, there were no applications for review.

APPENDIX 16: OVERSEAS TRAVEL

Table 8 represents travel undertaken by athletes, coaches and staff of NSWIS during 2019-20 (to the nearest dollar amount).

Table 8: Overseas travel breakdown

	Air Fares	Accommodation	Other	Total
General Purpose	625	9,535	-	10,160
Cycling	5,972	2,935	183	9,090
Diving	13,891	-	932	14,823
Swimming	2,375	963	-	3,338
Wheelchair Track & Road	-	3,174	73	3,247
Winter Sports	10,276	40,075	7,849	58,200
Total	33,139	56,682	9,037	98,858

APPENDIX 17: SERVICE PROVIDERS, CONTRACTORS AND CONSULTANTS

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

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

These external providers offered specialist services that supplement the services provided by NSWIS staff and coaches. In 2019-20, there were no individual consultancy engagements of greater than \$50,000. All providers were engaged for services to supplement existing NSWIS activities. The total cost of these engagements for 2019-20 was \$0.95m (2018-19 amounted to \$1.15m).

APPENDIX 18: GUARANTEE OF SERVICES

The Institute's main clients are elite athletes and coaches. The NSW Institute of Sport aims through its internationally acclaimed programs and services to be a leader in high performance sport in Australia. NSWIS is committed to

delivering high performance sport services throughout NSW to all NSWIS scholarship holders. We seek to improve our performance through a commitment to excellence 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. NSWIS will consider all complaints carefully and welcomes suggestions to improve its efficiency and effectiveness.

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

APPENDIX 19: RISK MANAGEMENT AND INSURANCE

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

During 2019/20, the NSWIS executive management team attended comprehensive risk management and compliance workshops and have implemented within the business an Enterprise Risk Management Framework and Risk Management Guidelines as well as the Audit Office of NSW *Governance Lighthouse Framework*. The corporate risk and compliance registers are regularly reviewed and updated by

executive management and reviewed at each Audit and Risk Committee meeting. The Board subsequently reviews and approves the risk and compliance registers annually.

Insurance

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

Audit and Risk Committee

NSWIS currently has an Audit and Risk Committee and an internal audit function. During 2019/20, the Audit and Risk Committee met to:

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

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



APPENDIX 20: PUBLIC INTEREST DISCLOSURES

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

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

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

Table 9: Public Interest Disclosures

Legislative Requirement	NSWIS Response
Number of public officials who have made a PID to the authority	0
Number of PIDs received by the authority in total and the number relating to each of the following:	0
i. corrupt conduct	
ii. maladministration	
iii. serious and substantial waste of public money or local government money (as appropriate)	
iv. government information contraventions v. local government pecuniary interest contraventions	
Number of PIDs finalised by the authority	N/A
Whether the authority has a PID policy in place	Yes
What action the head of the authority has taken to ensure that his or her staff awareness responsibilities under section 6E(1)(b) of the Act have been met.	<p>The NSWIS CEO has ensured that:</p> <ul style="list-style-type: none"> the authority has a public interest disclosures policy the policy designates at least one officer of the authority as being responsible for receiving public interest disclosures on behalf of the authority the staff of the authority are aware of the contents of the policy and the protections under the PID Act the authority complies with the policy and the authority's obligations under the PID Act

APPENDIX 21: CREDIT CARD CERTIFICATION

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

APPENDIX 22: PAYMENT OF ACCOUNTS

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

Table 10: 2019/20 Quarterly Payment of Accounts

Ageing of Accounts Payable	Quarter ending Sept 19	Quarter ending Dec 19	Quarter ending Mar 20	Quarter ending Jun 20
	\$	\$	\$	\$
Current not past due	13,749	274,723	25,170	32,677
Current between 30-60 days	50	59,848	299,525	-
Current between 60-90 days	384	4,000	3,582	1,155
More than 90 days	138	2,242	21,565	-
Total	14,321	340,813	349,842	33,832

Payment Performance		Quarter ending Sept 19	Quarter ending Dec 19	Quarter ending Mar 20	Quarter ending Jun 20
		\$	\$	\$	\$
Accounts Paid on Time	Value (\$)	2,138,352	1,229,607	1,619,358	1,982,914
	Number	450	353	387	373
Total Accounts Paid	Value (\$)	2,492,159	1,319,955	1,936,808	2,250,525
	Number	458	412	540	433
% of Accounts Paid on Time	Value (\$)	86%	93%	84%	88%
	Number	98%	86%	72%	86%

APPENDIX 23: ATTESTATION STATEMENTS

- Internal Audit & Risk Management
- Cyber Security

APPENDIX 23: ATTESTATION STATEMENTS



Internal Audit and Risk Management Attestation Statement for the 2019-20 Financial Year for the NSW Institute of Sport

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

Core Requirements	Compliant, non-compliant or in transition
Risk Management Framework	
1.1 The agency head is ultimately responsible and accountable for the risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
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
Audit and Risk Committee	
3.1 An Independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

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

- Chair: Mr J Carozzi (NSWIS Deputy Chairman)
(Term 1st August 2015 – 4th August 2022)
- Member: Mr B Lancken (NSWIS Board Member and non-independent member)
(Term 12th November 2017 – 12th November 2020)
- Member: Mr G Flowers (NSWIS Chairman)
(Term 1st August 2015 – 4th August 2022)

Kevin Thompson
CEO, NSWIS
24th September, 2020

Kirsten Thomson
Director, Corporate & Communications
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Cyber Security – Annual Attestation 2019-2020



Cyber Security Annual Attestation Statement for the 2019-2020 Financial Year for the NSW Institute of Sport.

I, Kevin Thompson CEO of the NSW Institute of Sport, am of the opinion that the NSW Institute of Sport has managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW Government Cyber Security Policy.

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

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

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

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

K Thompson
CEO

APPENDIX 24: ACCESS

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APPENDIX 25: ANNUAL REPORT PUBLICATION DETAILS

Published by: NSW Institute of Sport

Managing Editor: Alistair Warnock

Editor and Copywriting: Nicholas Carroll

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Brett Hemmings

Design and Production: Cinzia Candela

APPENDIX 26: PRODUCTION COSTS

There were no external costs of production accrued for the 2019/20 Annual Report.

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strategic partners



performance partners



sponsors & providers



NSWIS endorsed training centre status



venue supporters





#TEAMNSWIS



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