

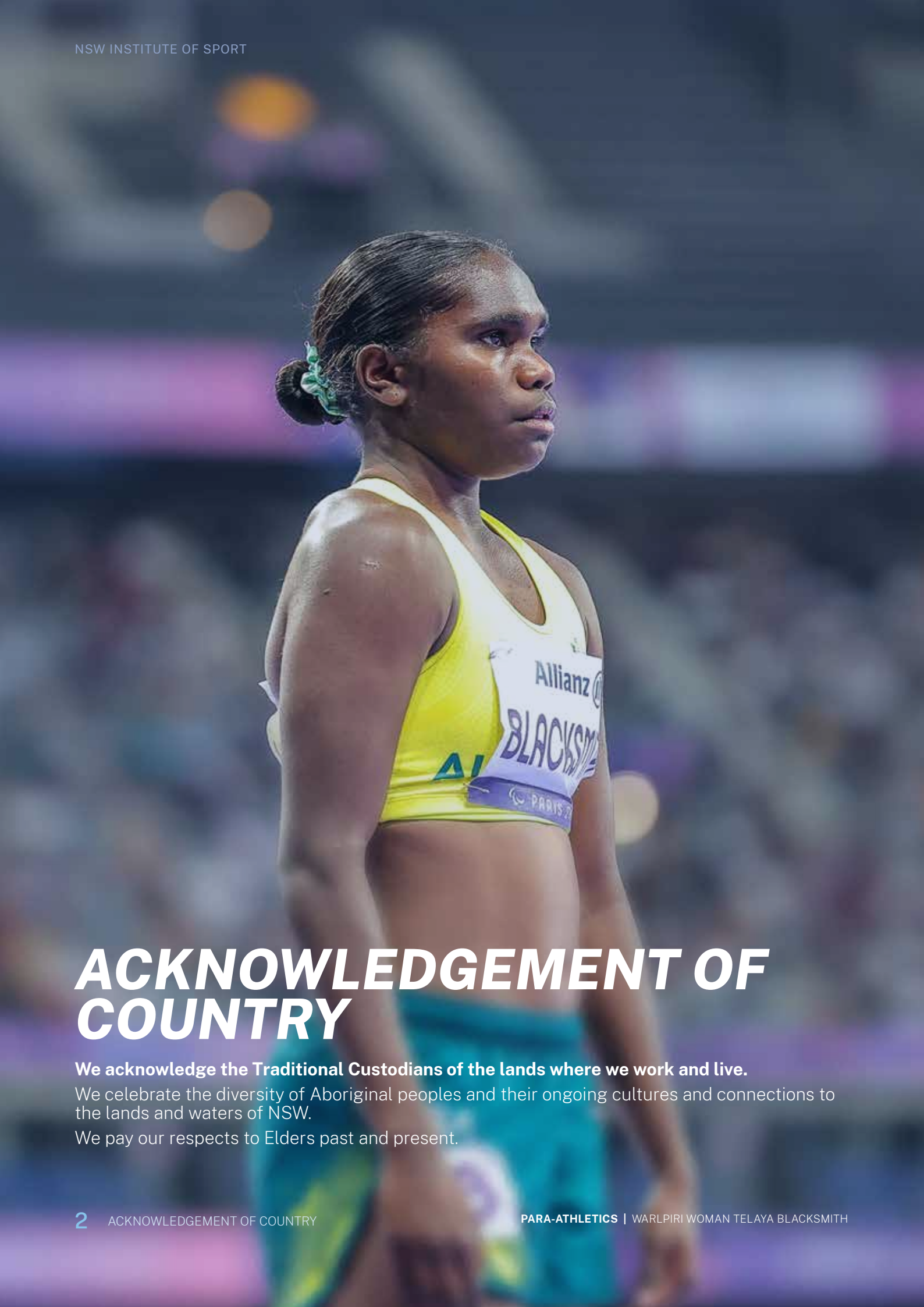
ANNUAL

REPORT

2024/2025



JESSICA
fox



ACKNOWLEDGEMENT OF COUNTRY

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

We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.

We pay our respects to Elders past and present.

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Partners &
Sponsors

www.nswis.com.au



29th October 2025

The Hon. Steve Kamper, MP
Minister for Sport
52 Martin Place
SYDNEY NSW 2001

Dear Minister,

It gives us great pleasure to submit the 29th Annual Report for the NSW Institute of Sport, the state's lead agency for high performance sport.

The report is for the 12 months to 30 June 2025 and has been prepared in accordance with section 8 of the *Annual Report (Statutory Bodies) Act 1984* and *Annual Reports (Statutory Bodies) Regulation 2010*.

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

Yours sincerely,

Gary Flowers
Chair

Kevin Thompson
CEO

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I thank Team NSWIS... the staff and athletes... for their supreme efforts which ensured the Institute played a major role in Australia's memorable performance at Paris and at other major sporting events."

MESSAGE FROM **THE CHAIR**

NSWIS finished its Paris 2024 cycle on a high thanks to the incredible performances by our athletes at the Paris Olympic and Paralympic Games; their results at other major global sporting events and the exceptional work of the Institute's staff that supported them.

The Institute also celebrated two Paris milestones that warrant mentioning. The first occurred when **William Yang** recorded the 100th Olympic medal won by a NSWIS scholarship holder when he received silver for his role as a heat swimmer in the men's 4 x 100m relay, while **Lauren Parker OAM** won the 200th Paralympic medal by claiming gold in the H1-4 Para cycling road race.

It is pleasing to report our LA2028 cycle has started well, and that NSWIS's Board and Executive has good reason to feel confident that, with the Institute's continued support, our scholarship athletes will be primed for success over the next four years.

While the preparation for these events, including the Milano Cortina 2026 Winter Olympic Games, is always accompanied by a sense of great excitement and anticipation, NSWIS also accepts our quest to produce 'world's best athletes' faces its challenges over the coming years.

As is the case for most, if not all, Government agencies, the Institute is operating in an extremely challenging fiscal environment. However, I am confident that with continued astute fiscal management, there is no reason to doubt NSWIS will remain in a strong position throughout the cycle.

Indeed, the National Sports Organisations (NSOs) and NSW Government have invested more funding into NSWIS than ever before. Besides allowing NSWIS to be in a great position to help its athletes succeed in Milano Cortina 2026, Glasgow Commonwealth Games 2026 and Los Angeles

2028. It is also a tangible sign that NSWIS is doing its job - and doing it well.

NSWIS continues to work with the NSW Government as we press our case for a new, state of the art HQ to be built in the Sydney Olympic Park precinct. While the lease to our current premises has been extended to 2031 to allow time for the construction of the building, this project remains a priority.

In reporting this, on behalf of the board I commend the efforts of NSWIS CEO **Professor Kevin Thompson** in overseeing this process. By doing so, Kevin continues to set a great example of leadership and diligence. I also offer my thanks to the Minister's Office, the Office of Sport, and the Department of Creative Industries, Tourism, Hospitality and Sport (DCITHS) for the support they've provided with the submissions to date.

The Institute devoted a lot of time to finalising the 13 sporting programs it will support throughout the LA28 cycle. Called 'Sport Inclusion' it involves a rigorous six-to-nine month review process and consultation period with the NSOs involved. While the Board and Executive must have its sport investment framework at front of mind during the review and consultation period, I'd like to note the Institute prides itself on looking at each sports' proposal as objectively as possible.

By the completion of the process, NSWIS included Skateboard to its programs, while our Rowing Program was expanded to include Beach Sprint (aka Coastal Rowing), a new addition to the Olympic program for LA.

In what was a difficult decision, it was decided to curtail the Archery, Hockey Triathlon, and Track Cycling programs for the next cycle. While NSWIS continues to enjoy a valued relationship with each of these sports, and provides support

where relevant and appropriate, these decisions were made after considering criteria which included each NSO's pathway strategies, their high performance framework, and the levels of co-investment.

Each of the affected scholarship holders will be supported by NSWIS's Athlete Wellbeing & Engagement (AW&E) team throughout 2025. The Institute also offered NSWIS Individual Athlete Scholarship Program scholarships to some cycling (BMX and Para), hockey players and archers.

While the Track (cycling) program has ceased, NSWIS enhanced its Endurance (cycling) Program encompassing Para, Road & Track, and Mountain endurance athletes. A sign of NSWIS's commitment to ensuring they have world class support was the appointment of **Daryl Impey**, a two-time South African Olympian and Tour de France stage winner as the Institute's new Head Coach of this program after an extensive recruitment process.

On a personal note, I was thrilled to host the Para Unit's funding announcement at NSWIS HQ last February to acknowledge the generosity of the NSW Government, Federal Government and Paralympics Australia. This funding has allowed NSWIS to create a world class Para Unit, of which the NSW Government provided \$2.305 million of the combined \$4.8 million to establish it.

The announcement was attended by NSW Sports Minister **The Hon. Steve Kamper MP**; Australian Sports Commission (ASC) – Executive General Manager of the Australian Institute of Sport (AIS) Performance, **Matti Clements**; CEO of Paralympics Australia (PA) **Cameron Murray**, Paralympic medallists **Madison de Rozario OAM**, **Chloe Osborn**, **Jamieson Leeson**, **Mali Lovell**, NSWIS Board member and Australia's most decorated female Paralympian **Ellie Cole AM**, and a host of emerging athletes.

The unit's aim is to work with National Sporting Organisations (NSOs) to identify talent and determine whether they should enter a High Performance program. It's hoped this injection of talent will increase the nation's medal prospects at major events. Indeed, the formation of the Unit coincides with Australia targeting Brisbane 2032 to become the nation's most successful Paralympic Games campaign.

Tim Hodge OAM, who won two gold medals and silver at the Paris Games summed up the excitement that accompanied the announcement perfectly when he described the funding as an 'investment in faith.'

It was also an honour to be reappointed last January as Chair of the NSWIS Board. I regard this position as a tremendous privilege and look forward to serving the Institute, our athletes and the organisation's interests. One important duty is ensuring the Board provides the athletes with a strong, strategic build-up to a successful Brisbane 'home' Games in 2032.

I'm also pleased to report **Elizabeth Crouch AM** was reappointed as Deputy Chair, and Olympian (and NSWIS alumni) **Matt Shirvington** was reappointed to the Board. We warmly welcome **Ellie Cole AM** to the Board - and she has already brought great energy and expertise to the role - I acknowledge and thank **Sarah Ryan OAM** who stepped down from the Board.

Sarah also provided tremendous expertise and enthusiasm to NSWIS and contributed greatly to the tremendous results the Institute enjoyed during her tenure. Among Sarah's many achievements was playing a significant role in both the formation and operation of the NSWIS Athlete Advisory Group.

The Institute's Executive has acted upon the staff's responses to the People Matter Employment Survey (PMES) to ensure NSWIS remains a desirable place to work. NSWIS's view to the survey is it not only allows our employees a chance to have their say, but it's important to enrich the workplace by acting on the responses.

The 2024/25 reporting period deserves to be remembered as a successful one in NSWIS's history. I thank Team NSWIS, the staff and athletes for their contribution to a culture that has ensured success. Their supreme efforts which ensured the Institute played a major role in Australia's memorable performance at Paris and at other major sporting events. I look forward to the journey to Los Angeles, and then the 'home' Games in Brisbane.

Rest assured NSWIS will play a leading role in producing world's best athletes who will inspire the nation.



Gary Flowers

Chair

BComm, LLB



I'm proud of the exceptional support NSWIS's staff provided our athletes over the last four years. It was first class and many fingerprints are on each of those Paris medals alongside the other successes our scholarship holders enjoyed. I thank everyone for their contributions."

MESSAGE FROM THE CEO

Besides being a true celebration of sport which captivated the world, the Paris 2024 Olympic and Paralympic Games also highlighted NSWIS's significance on the Australian sporting landscape.

History notes NSWIS has long been a major contributor to the Australian Olympic and Paralympic Teams' medal tallies since commencing operations in 1996, and it remained so in the French capital.

Our athletes' hauls of 12 Olympic medals (including five gold) and 15 Paralympic medals (four gold) helped ensure Australia finished fourth and ninth on the respective tallies.

There were many reasons to celebrate, including that NSWIS's Paris 2024 cycle should be remembered as, perhaps, the best in the Institute's history.

I'm proud of the exceptional support NSWIS's staff provided our athletes over the last four years. It was first class and many fingerprints are on each of those Paris medals alongside the other successes our scholarship holders enjoyed. I thank everyone for their contributions.

Besides the satisfaction of watching 83 NSWIS athletes selected for the Paris Olympics and 24 for the Paralympics, NSWIS helped athletes from other institutes enjoy success, including Western Australian Institute of Sport's (WAIS's) **Annabelle McIntyre OAM** and Victorian **Jessica Morrison OAM**, bronze medallists in rowing's coxless pairs.

NSWIS assisted by providing the sports psychology and strength & conditioning support for Australia's female rowers who are based at the National Training Centre in Penrith. Indeed, NSWIS provided support to seven National Training Centres during the last 12 months via 10 staff members – experts in nutrition, performance psychology, physiology, strength & conditioning and performance analysis.

The standard of our athletes' class was showcased at the 2024 NSWIS Awards, especially the *NSWIS Office of Sport Female Athlete of the Year* category won by **Jess Fox OAM**. Amazingly, each nominee – **Jess, Noemie Fox OAM, Lauren Parker OAM, Jakara Anthony OAM** and **Saya Sakakibara OAM** – were either Olympic or Paralympic gold medallists.

Indeed, the judges had the unenviable task of omitting as finalists **Nicola Olyslagers**, who secured her second Olympic silver high jump medal in Paris, and **Jess Hull**, who joined luminaries **Herb Elliott, Edwin Flack** and **John Landy** in Australia's exclusive Olympic 1500m medallists club after her silver medal effort at Stade de France.

In the countdown to the Milano Cortina 2026 Winter Olympic Games, it was exciting to see the emergence of future stars from our NSWIS Winter Sports Program during the 2024/25 northern hemisphere world cup season. Critically, these athletes shone after injuries to Anthony, **Valentino Guseli** and **Belle Brockhoff** cruelled their seasons.

Moguls skier **Charlotte Wilson** shocked the world in just the 10th start of her debut World Cup season by winning the moguls pair event's gold medal in Italy; **Cam Bolton** and **Mia Clift** secured a world championships silver medal for the mixed snowboard cross; **Josie Baff** was presented the world cup (overall) silver medal for mixed snowboard cross, while Para alpine skier **Josh Hanlon** claimed two world cup bronzes.

These performances, plus the presence of Olympic medallists Anthony, **Tess Coady, Matt Graham** and the world-class Guseli, ought to instil confidence that the Australian teams sent to Milano Cortina will boast the greatest depth of any this nation has sent to a Winter Olympic and Paralympic campaign.

While NSWIS is privileged to be witnessing the beginning

of many promising careers, in February 2025 the Institute farewelled one of our finest - five-time Olympic diver **Melissa Wu**.

It was the first time NSWIS has honoured an athlete by hosting their official retirement announcement, however, this decision was due to many reasons including Mel's citizenry, her embracing the NSWIS principles, a willingness to support the Institute's initiatives, and for making herself available over the years to mentor younger athletes.

Mel honoured the Institute's impact on her career by saying: "When I came to NSWIS I wasn't in a good place. I was very young and had already considered walking away from the sport because of my mental state, but the support of the entire program helped me. NSWIS was the starting point for what was a long, personal journey to not only win those Olympic medals, but also the journey to get there."

A snapshot of NSWIS's outstanding, behind the scenes work over the last 12 months includes:

- Thirteen staff selected in support roles for Australia's Olympic Team and eight for the Paralympic Team. Others were selected to support national teams on overseas campaigns throughout the reporting period highlighting that NSWIS is seen by Australian sport as more than an institute, we're viewed as an organisation with world's best standards and practitioners.
- NSWIS's reputation for developing 'world's best' practices was re-enforced by international delegates who visited the Institute during the reporting period including the Sarawak Government (Malaysian province); France's National Institute of Sport, Expertise & Performance, and students from America's university system.
- NSWIS's gymnasium continued to be used by national teams, particularly the water polo and hockey teams.
- Our Operations & Projects team headed by **Kate Cass** worked with the sports coordinators to implement a streamlined process making it easier for our athletes (or guardians) to sign scholarship forms.
- The Teamworks messaging service rollout has provided athletes and staff with a seamless and time effective mode to keep in touch.
- Our IT team worked tirelessly to improve our system's cyber resilience in response to the constant threat all organisations face from cyber criminals.
- NSWIS's Child Guide Action Plan standing at 100 percent compliance; reflecting the Institute's commitment to protecting minors.
- The Institute's Gen32 coaches gaining employment with NSO's with **Hally Chapman** becoming Rowing Australia's National Talent Identification and US-based women's lead coach; **Kate Jenner** the Head Coach of the NSW Women's Hockey Program, and **Nicole Parks** as Snow Australia's High Performance Program coordinator.
- A strong recruitment drive for staff between January 1 to June 30 secured 23 high quality staff members. I commend People & Culture's **Heenal Chandra** for her excellent work.
- Our Sports Science team introduced fortnightly Lunch & Learn presentations to discuss the latest industry

developments. These presentations are compelling and provide great insights.

- NSWIS's Athlete & Wellbeing team providing a comprehensive learning curriculum for the Institute's athletes. Aligned with the NSO athlete development framework, the curriculum incorporates various learning modules and support services designed to enhance both athletic performance and overall wellbeing.
- The Institute's online Forging Future Champions program was delivered to NSW Sports High Schools. The program targets students in talented athlete sports programs and shares information about elite sport and life skills. Four schools currently use the program, eight more will use it in 2026.
- NSWIS supported the annual Regional Academies of Sport (RASI) conference held on the Central Coast. Besides providing financial support, NSWIS staff, including Coach Development Lead **Alan McConnell**, High Performance Coach Advisor **Bradley McGee OAM**, Head of Nutrition **Holly Edstein**, Sports Physiotherapist **Rob Mullard**, Manager of Performance Health **Sean Cooney**, Head Swimming Coach **Adam Kable**, Assistant Swim Coach **Ryan Frost**, Head of Para Unit **Marianne Loh**, Strength and Conditioning Practitioner **Kellyanne Redman**, and Gen32 (surfing) Coach **Ameé Donohoe** provided insightful presentations I'm certain will prove beneficial for athletes and coaches in the regional pipeline.
- The NSWIS Update (our bi-monthly all-staff meeting) added Q&A interviews with either a coach or athlete. Participants from over the last 12 months included Australia's water polo coach **Bec Rippon**, coach and sports psychologist **Chris Bradley**; Paralympic silver medallist **Chloe Osborn**, father and son triple jump team **Andrew & Connor Murphy**, World Aquatics Championships 5km swimmer **Tayla Martin** and world cup snowboarder **Abbey Wilson**. These interviews help reinforce the impact our staff have on the athletes.

The last 12 months have been –in a word - 'extraordinary' and I thank the Institute's staff and Leadership team for their outstanding efforts and steadfast support to our scholarship holders. I also thank them for continuing to elevate NSWIS's reputation throughout the world's sporting community.

The Paris 2024 cycle demonstrated the significance of NSWIS, and the toil behind that success makes me extremely proud to be a part of the Institute and all that it stands for. In closing I thank our Chair and Board members for their continued support, especially their contributions to governance and guidelines.



Prof. Kevin Thompson

Chief Executive Officer

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



NSWIS OVERVIEW



PURPOSE

SUPPORTING AUSTRALIAN ATHLETES TO BECOME WORLD'S BEST.

The NSW Institute of Sport (NSWIS) provides world leading coaching, performance support and Daily Training Environments (DTEs) to support targeted athletes to 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.



STRATEGIC INITIATIVES

Sports Technology Hub: End of Lease – New HQ Sydney Olympic Park

Project Objective: Pending NSW Treasury confirmation of Operational and Capital Funding, move to the next project phase which will focus on Town Planning and Lead Design work. Across the year, Lead Design and Quantity Surveyor services will be procured and design work undertaken. In addition, a Secretary's Environmental Assessment Requirements (SEARs) request, State Significant Development Application (SSDA) and Stakeholder Engagement Plan will be prepared. SSDA lodgment, exhibition and assessment will then be undertaken over 18 months.

Property & Development NSW (PDNSW) will lead the project working closely with NSWIS Executive. The key focus will be to ensure the design supports the delivery of a world class sport technology hub and training facility to meet the future needs of targeted NSW Olympic and Paralympic sport athletes.

The development of a world class high performance facility and technology hub for Olympic and Paralympic athletes will cement the reputation of NSW as an international leader in sport science, medicine, and intelligence.

As a leader in these sectors, NSWIS will be positioned to provide long-term returns to the NSW community by:

- Preparing the world's best athletes for success and developing future champions.
- Inspiring healthy, active lifestyles and the next generation of NSW sporting talent.
- Creating and retaining jobs in sport coaching, administration, science, medicine, intelligence, and technology.
- Providing an inclusive, functional, and contemporary high performance facility for Olympic and Paralympic athletes.
- Leveraging partnerships for the benefit of the high performance sector and community.
- Providing education and engagement opportunities for NSW communities.
- Creating student training internships and PhD studentships.
- Creating sport technology and innovation networks and projects with Universities and Industry partners.

Outcome

- Reference Design and QS peer review completed
- Gateway 2 Review completed
- Business case and ERC submission finalised and issued to Department of Creative Industries, Tourism, Hospitality and Sport (DCITHS) for lodgement
- Feasibility completed for two facility options, two ownership models and two levels of capital funding
- Milestone program targeting relocation to facility in Q3 2029
- Current facility lease extension till June 2031 under negotiation with landlord through PDNSW.

NSWIS 2032+ Strategy

Project Objective: Place NSW at the global forefront of Olympic and Paralympic sport, setting an ambitious vision for the future, positioning NSW for success at a home Games in 2032, underpinned by a world class daily performance environment, technology, and experts. Develop funding options which will allow NSWIS to meet its objectives and support athletes on the runway to the Brisbane Olympic and Paralympic Games in 2032 on a level playing field with Queensland based athletes. Submit a New Policy Proposal (NPP) and business case for Government support for the delivery of the NSWIS 2032+ HP Sport Strategy.

- Consider that NSWIS government revenue has decreased to less than 60% of the Queensland Academy of Sport (QAS) and this increases the risk that athletes and staff migrate to Queensland.
- Ensure the NSWIS 2032+ HP Sport Strategy aligns with Australia's High Performance 2032+ Sport Strategy, which will provide critical and targeted investment in the NSW high performance sporting system.
- Position athletes at centre stage to engage with communities and to inspire a healthier, more ambitious, and active state.
- Confirm medal and team representation targets for Los Angeles 2028 and Brisbane 2032.
- Enhance the diversity of sports and athletes capable of winning in 2032, showcasing an increased number of medal-winning moments across a broader range of sports for the state to connect with, and to position NSW as a centre for sporting excellence.
- Significantly enhance our capacity and capability to support more athletes ensuring appropriate access to Daily Training Environments (DTEs) and improving staff : athlete ratios.
- Include a Para Unit pillar, as the Para Unit currently being implemented only has funding confirmed until June 2026.
- Consider the scope of the Talent/Regional pillar and how it aligns with the RAS Strategic plan funding and the talent runway left to B2032.
- Provide staff development which ensures world class support services to athletes.

Outcome

- Appointment of Strategem Holdings and initial research and analysis completed
- Staff survey and management workshops undertaken to develop funding options based on NSWIS objectives and National High Performance Sport Win Well Strategy for LA2028 and Brisbane 2032.

NSWIS Para Unit

Project Objective: In line with Australia's High Performance 2032+ Sport Strategy establish and deliver the NSWIS Para Unit.

The NSWIS Para Unit will play a pivotal role in driving the implementation and operational delivery of a national approach to the identification and development of future cycle Para athletes, coaches and performance support staff. This will be achieved by working with the Australian Sports Commission (ASC), Paralympics Australia (PA) and National Sporting Organisations (NSOs) to promote national connection and enhance consistency.

The primary focus is on identifying and increasing the numbers of pre-categorised Para-athletes who demonstrate the potential to progress to elite level competition, and to support these athletes with opportunities to sample sports, access coaching and performance support services and transition into the sport's pathway.

The primary outcome is to enable greater athlete representation and to achieve increased medal success at Paralympic Games.

Features of the Unit will include:

- A lead role responsible to drive the development and implementation of key deliverables.
- A structure that will feature multi-sport talent ID and athlete development programs, dedicated Para-sport coaching, PA embedded classification support, and specialised performance support services.
- A landing place for pre-categorised Para-athletes, from existing and new identification streams (traditional sport pathways, Talent Identification (TID) programs, talent transfer, etc) and access to equipment support.

Outcome

- Funding agreements signed with Australian Sports Commission, Paralympics Australia (PA) and Office of Sport and operational budget FY25/26 to FY26/27 approved
- Workforce plan developed and recruitment of staff initiated. To date recruited: Head of Para Unit, Coordinator, Para Transition Coaches x3, Para Swimming Head Coach, S&C Coach, Physiotherapist and Classification Advisor (employed by PA, shared with ACTAS). Advertised roles: AW&E Advisor, Coach Developer
- Para Accelerate program, Para Transition program and Para Talent Identification Network initiated.





A female BMX rider is captured in a moment of triumph, standing on her bike with her arms raised high, holding a small Australian flag. She is wearing a bright yellow long-sleeved jersey with green accents and a green skirt. Her helmet is decorated with the Australian flag. The background is a blurred indoor BMX track with spectators and bright lights. The overall image has a blue tint.

PERFORMANCE DRIVERS

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.

COACHING

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

DAILY TRAINING ENVIRONMENT

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

COMPETITION

The planned series of domestic and international events that contribute to the athletes' / teams' preparation for major benchmark events.

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.

RESEARCH & INNOVATION

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



ATHLETES & PATHWAYS

Success at Major Competitions

NSWIS athletes comprised 17.9% of all national team members at benchmark events.

The Institute continued to monitor and support the progression of athletes, in order to track nationally categorised and developing athletes toward medal winning performances at benchmark events.

Key measures related to progression are provided below:



Athletes had the opportunity to progress categorisation during the year.



Athletes progressed to a higher scholarship category.



Athletes maintained the same level of NSWIS scholarship.



Athletes moved to a lower scholarship category.

NSWIS Athlete Advisory Group



WINTER SPORTS
Belle Brockhoff



SWIMMING
Bradley Woodward



SAILING
Brooke Wilson



CYCLING / IAP
Gordon Allan



WATER POLO
Genevieve Longman



CANOE SLALOM
Lucien Delfour



TRIATHLON
Matilda Offord



DIVING
Sam Fricker

(Term ended DEC 31 2024)



CHAIR
Sarah Ryan

A retired NSWIS scholarship holder (swimmer) and former board member who represented Australia at three Olympic games.

Medals

- ③ Olympic Games
- ③ Commonwealth Games
- ⑦ World Championships

The NSWIS Athlete Advisory Group (AAG) was created in 2019 to serve as a direct link between athletes and the NSWIS Management Team and Board.

The AAG's purpose is to ensure that athlete voices are heard when making decisions that will impact them. It also provides a forum for athletes to raise matters that they would like tabled, as well as opportunities to enhance the experience for athletes at NSWIS.

Each sports program has a designated AAG member or delegate for athletes to liaise with and provide relevant recommendations and feedback to assist with NSWIS operations.

The AAG meets a minimum of three times per year and has

had success impacting the following areas during the last 12 months:

- Improving communications regarding return to sport process.
- Athlete learning and development.
- Service initiatives including psychology workshops.
- Improvements to athlete kitchen.
- Amenities for athletes in the bathrooms.

In addition, the AW&E team are now engaging with the AAG representatives not only to support them in their role but to help raise their profile across the athlete cohort.



OLYMPICS WRAP

Just as Sydney did in 2000, the Paris 2024 Olympic Games reignited the significance - and joy - of the Games as not only the world's foremost multi-sports event, but as a celebration of humanity and the pursuit of excellence.

With its historic monuments and parks, iconic stadiums, River Seine, the city's famed lights and the creative flair of its citizens, the French capital provided a spectacular backdrop for the 467-strong Australian Olympic Team (AOT) to celebrate its most successful Games (for gold medals). Australia finished fourth on the medal table with 53 medals: 18 gold, 19 silver and 16 bronze medals.

NSWIS played a significant role in their nation's success. Eighty-four of the Institute's athletes were joined by 13 staff members who were selected in AOT support and HQ roles. The athletes excelled, contributing a total of 12 medals (five gold, six silver and a bronze) as well as 24 top eight performances.

By doing so 19 new names were added to NSWIS's now 146-strong Olympic Medallist Roll of Honour. Indeed, based on its athletes' performances, NSWIS would have finished 15th on the medal table ahead of Spain, Sweden, Kenya, Norway, Ireland and Brazil had it competed under its own flag.

The Institute celebrated a significant milestone early in the Games when **William Yang** received a silver medal for his role as a heat swimmer for Australia's 4 x 100m men's freestyle

team. His was the 100th Olympic medal won by a NSWIS athlete since the Institute commenced operations in 1996.

An issue that was highlighted throughout the Paris Olympics, and it's one that's vital for Australian sport to address, was the level of success the nation's female athletes enjoyed compared to their male counterparts. While Australia had more female athletes in its team (261 to 206) the women won 13 of Australia's 18 gold medals, as well as five (of 19) silver and five (of 16) bronze.

While this success follows an era in which a heavy focus was placed on women's sporting programs (including a series of female athlete/coach initiatives), Paris raised several questions about the work that's needed for Australia's male athletes to emulate their female counterparts' gold medal success on the world stage. This needs to be addressed if Australia's men are to perform successfully - and to national expectations - at the 'home' Olympics in Brisbane 2032.



83

NSWIS scholarship holders were selected in the AOT

28%

Of Australia's gold medals were won by NSWIS athletes

23%

Of Australia's medals were won by NSWIS athletes

20%

Of AOT medallists were NSWIS athletes

24

From a total of 109 AOT top eights were NSWIS athletes

13

NSWIS staff were selected for AOT in support/HQ roles



The Fabulous Foxes

Sisters **Jess** and **Noemie Fox OAM** created history by winning between them each of the three gold medals that were on offer for the women's canoe slalom events. **Jess Fox OAM**, who was bestowed the honour of being an Australian flagbearer at the opening ceremony, added lustre to her already formidable reputation by winning the second and third Olympic gold medals of her career. These triumphs allowed French-born Fox—a long-term NSWIS scholarship holder—to enjoy a series of personal 'firsts' in Paris as she became:

- ♦ Australia's first athlete to win six individual Olympic medals
- ♦ The first canoe slalom athlete to win the C1 and K1 events at the same Olympics
- ♦ The first Olympic canoe slalom athlete in history to celebrate six podium finishes

However, **Fox's** hope of becoming the first Australian to win the Olympic gold medal treble since swimmer **Shane Gould** in 1972 was dashed by . . . her younger sister! At 27, Noemie qualified for her first Olympics just one month before the opening ceremony. She became the Olympic champion after displaying incredible resilience to not only survive but thrive amid the pressure of competing in a series of gruelling elimination races. The joyous scene of Jess and their mother, and coach, **Myriam Fox**, leaping into the water to congratulate Noemie (as their father **Richard Fox** commentated for Australian television) provided an insight into what Noemie's triumph meant to her family.

Sensational Saya

BMX rider **Saya Sakakibara's** gold medal performance was not only momentous, but it was also a measure of her skills and courage. Sakakibara needed to rediscover her relationship with BMX after suffering a horrific concussion at the Tokyo 2020 Olympic Games and a series of other challenges which included her brother **Kai Sakakibara** sustaining life-changing injuries in a 2020 crash. After a tremendous preparation for Paris, Sakakibara proved unstoppable on her way to the winner's dais.

Grae's Anatomy of Success

Twenty-year-old **Grae Morris** (pictured above) became the first Australian to win an Olympic windsurfing medal since **Lars Keppich** took bronze in 1992. Morris secured silver in the daring iQFOiL, an event he compares to 'a cross-country race with a bit of rugby mixed in.'

It was a tremendous effort by the athlete who finished 63rd at the 2022 world championships. Under the tutelage of coach **Arthur Brett**, Morris improved dramatically and that was a result of focussing on his priorities and limiting distractions. This formula allowed him to peak in time for Paris after finishing fourth at the 2024 world championships and second at the 2024 Hyeres French Olympic Week Regatta.

Heroic Hull

Coached by her father **Simon, Jess Hull** demonstrated outstanding form at several global meets leading into Paris. When the Stade de France spotlight shone upon her, she didn't disappoint. Hull backed herself and finished second behind Kenya's all-time great, and triple Olympic gold medallist, **Faith Kipyegon**. Hull's silver medal ensured she joined luminaries **Edwin Flack** (gold, 1896), **Herb Elliott** (gold, 1960) and **John Landy** (bronze, 1956) in Australia's exclusive Olympic 1500m medallist club.

Dynamic Duo

High jumpers **Nicola Olyslagers** and **Eleanor Patterson** (picture below) became the first Australians in 68-years to win Olympic medals in the same track and field event. The high-fliers soared with Olyslagers winning back-to-back Olympic silver medals, and Patterson, the 2022 world champion, a prized bronze. While Olyslagers pushed Ukraine's **Yaroslava Mahuchikh**, the reigning world champion claimed the gold on countback after neither athlete cleared 2.02m. Patterson shared the bronze medal with another Ukrainian, **Iryna Gerashchenko**, also on countback, after leaping 1.95m.



Life of Riley

Led by NSWIS scholarship holder **Riley Fitzsimmons** (pictured below), Australia's K4 team rocketed from finishing 16th at the 2022 world cup to toasting their silver Paris Games medal. As the team's veteran, Fitzsimmons (competing in his third Olympic campaign) provided strong support and guidance to his young crew.

He embraced his leadership role, managing the crew's stroke rate, rhythm, steering the boat and ensuring their race plan was executed. After the Aussies set an Olympic record in the semifinal, Germany pipped them for gold by a painstaking 0.04 seconds.



Heating up the Pool

NSWIS's focus on its swimming program during the Paris 2024 cycle was rewarded with five of its athletes, **Bronte Campbell OAM**, **Olivia Wunsch OAM**, **William Yang**, **Se-Bom Lee**, **Bradley Woodward** and the Institute's Head Coach **Adam Kable** gaining selection on the AOT. Wunsch, an Olympic debutant at 18, and Campbell, competing at her fourth Olympics, returned to Sydney with gold medals for their roles in the women's 4 x 100m freestyle relay team, while Yang was rewarded with silver for his performance for the 4 x 100m freestyle relay team.

Stingers Silver Tale

The Australian women's water polo team defied the critics by starring in Paris during an outstanding Olympic campaign. The team added the nation's inaugural silver medal to the impressive collection Australia's female teams have accumulated since Sydney 2000 (gold), Beijing 2008 (bronze) and London 2012 (bronze).

Adding to their feat was **Rebecca 'Bec' Rippon** overseeing the podium performance as Head Coach after taking on the role just eight months before the Games commenced. Rippon, who was Head Coach of NSWIS's water polo program before taking the national role, made it her priority to change the Stinger program's culture. She set about building pillars of trust, determination and passion, the very qualities that shone through in Paris.

The eight NSWIS athletes who formed 50 percent of the squad included: **Zoe Arancini (c), Genevieve Longman, Matilda 'Tilly' Kearns, Bronte Halligan, Sienna Green, Sienna Hearn, Danijela Jackovich and Keesja Gofers.**



Other milestones and results involving NSWIS athletes at the 2024 Paris Olympic Games which deserve recognition, include:

- ♦ **Melissa Wu** finishing 11th in the 10m women's platform at her fifth and final Olympic Games, the most appearances by an Australian diver
- ♦ The emergence of 17-year-old diver **Ellie Cole** as a future star after marking her Olympic debut by placing seventh in the 10m women's platform event
- ♦ Equestrian's **Shane Rose's** miraculous return just months after a catastrophic training accident resulted in 18 fractures and a concussion. Despite his limited preparation, Rose, who received expert support from NSWIS physiotherapist **Daniel Vukovic** and AIS staff during his rehabilitation, finished 20th in individual eventing and 15th in the team event.
- ♦ Fourth places to rowers **Tara Rigney** (single sculls) and **Georgina Rowe** (eights)
- ♦ The disappointment of observing breakdancer **Rachel 'B-Girl Raygun' Gunn's** harsh media attention, intense public scrutiny, and attacks on social media channels for her performance (zero score). NSWIS offered Gunn support until her scholarship ended in December 2024 as she navigated the scrutiny, and other pressures infamy introduced to her life.



NSWIS ATHLETES AT THE PARIS 2024 OLYMPIC GAMES

NAME	EVENT	PLACE
ARCHERY		
Peter Boukouvalas	Individual Recurve; Mixed Team	33/26
ATHLETICS		
Aleksandra Stoilova	4x100m relay	10
Brandon Starc	High jump	13
Cameron McEntyre	Javelin	16
Connor Murphy	Triple jump	12
Eleanor Patterson	High jump	3
Ella Connolly	100m; 4x100m relay	34/10
Jess Hull	1500m	2
Josh Azzopardi	100m; 4x100m relay	36/9
Liam Adcock	Long Jump	27
Mackenzie Little	Javelin	12
Morgan McDonald	5000m	23
Nicola Olyslagers	High jump	2
Oliver Hoare	1500m	26
Rohan Browning	100m	45
Rose Davies	5000m	12
Sarah Carli	400m hurdles	28
Sebastian Sultana	4x100m relay	9
BADMINTON		
Setyana Mapasa	Women's Doubles	9
BEACH VOLLEYBALL		
Izac Carracher	Team	19
BOXING		
Tiana Echegaray	54kg	9
BREAKING		
Jeffrey Dunne	B-Boys	14
Rachael Gunn	B-Girls	13
CANOE SLALOM		
Jess Fox	C1 & K1	1 / 1
Noemie Fox	CSLX	1
Tim Anderson	K1 & CSLX	7/10

NAME	EVENT	PLACE
CANOE SPRINT		
Ella Beere	K2 500m/K4 500m	7 / 8
Riley Fitzsimmons	K2 500m	2
CYCLING		
Saya Sakakibara	Individual (BMX)	1
DIVING		
Ellie Cole	10m Platform	7
Kurtis Mathews	3m Springboard	10
Melissa Wu	10m Platform	11
EQUESTRIAN		
Shane Rose	Eventing Individual; Eventing Team	20 / 15
Shenae Lowings	Eventing Team	15
HOCKEY		
Blake Govers Flynn Ogilvie Ky Willott Lachlan Sharp Matt Dawson Tim Brand Tom Craig	Men's Team	6
Alice Arnott Grace Stewart Grace Young Jocelyn Bartram Kaitlin Nobbs Mariah Williams	Women's Team	5
JUDO		
Joshua Katz	60kg men	17
ROWING		
Alex Purnell	Men's eight	6
Georgina Rowe	Women's eight	4
Harriett Hudson	Double sculls	7
Jack Hargreaves	Men's eight	6
Joseph O'Brien	Men's eight	6
Kendall Brodie	Men's eight (cox)	6
Laura Gourley	Quadruple sculls	8
Patrick Holt	Pair	13
Rowena Meredith	Quadruple sculls	8

NAME	EVENT	PLACE
ROWING		
Spencer Turrin	Men's eight	6
Tara Rigney	Single sculls	4
SAILING		
Brin Liddell	Nacra 17	13
Evie Haseldine	49erFX	9
Grae Morris	iQFOiL	2
Jim Colley	49er	9
Olivia Price	49erFX	9
Rhiannan Brown	Nacra 17	13
Shaun Connor	49er	15
SKATEBOARDING		
Olivia Lovelace	Street	21
Ruby Trew	Park	11
SURFING		
Tyler Wright	Shortboard	5
SWIMMING		
Bronte Campbell	4 x 100m women's freestyle	1
Bradley Woodward	100m backstroke; 200m backstroke	25 / 25
Olivia Wunsch	4 x 100m women's freestyle	1
Se-Bom Lee	200m Backstroke	18
William Yang	100m freestyle; 4 x 100m men's freestyle	15 / 2
TRIATHLON		
Natalie Van Coevorden	Olympic Distance	42
WATER POLO		
Bronte Halligan	Women's Team	2
Danijela Jackovich		
Genevieve Longman		
Keesja Gofers		
Matilda 'Tilly' Kearns		
Sienna Green		
Sienna Hearn		
Zoe Arancini		

NSWIS Staff at the 2024 Paris Olympic Games:

Adam Kable

Coach; swimming

Amy Woods

Recovery, HQ

Chava Sobrino

Coach; diving

Chris Bradley

Performance Psychologist; canoe slalom, rowing

Daniel Lane

Media Liaison Officer; artistic swimming, badminton, gymnastics, modern pentathlon, table tennis & weightlifting

Emma Millett

Biomechanics; athletics

Holly Edstein

Dietitian, HQ

Joshua Dipple

Performance Analyst Support, HQ

Ned Brophy-Williams

Coach; athletics

Samantha Lewis

Dietitian; sailing

Sam Marshall

Performance Analyst; hockey women

Tamara Martens

Lead Performance Analyst, HQ

Ya-Ping Shih

Coach; archery





PARALYMPICS WRAP

One tangible sign that confirmed Aussies threw their support behind NSWIS scholarship athletes **Lauren Parker OAM**, **Tim Hodge OAM** and the entire Australian 2024 Paris Paralympic Games Team was the TV ratings which noted 15 million viewers watched Channel Nine's coverage.

Driving the interest was a smorgasbord of inspiring green and gold performances, backstories of incredible resilience, courage, and supreme effort as the Australian team again consolidated itself as one of the world's leading Paralympic nations. Australia finished ninth on the medal table ahead of traditional powerhouses Japan, Germany, and Canada, while it finished only one gold medal behind host nation, France.

Twenty-four NSWIS athletes were among the 160 who made up the Australian team, including scholarship holders **Tristan Knowles OAM** (wheelchair basketball) who competed in his sixth Paralympic Games and **Madison de Rozario OAM** (wheelchair racing) her fifth.

Australia's athletes returned home with 63 medals from Paris – 18 gold, 17 silver and 28 bronze – of which NSWIS scholarship holders contributed a total of 15. The Institute's athletes' haul consisted of four gold, seven silver and four bronze medals.

It was a superb result, especially because rather than running any Para-specific sport programs during the Paris 24 cycle, NSWIS designated its support and resources to a limited number of Para scholarship holders. This approach allowed NSWIS's Sport Science team and other specialists to provide an individual, campaign-focussed approach to each of its athletes.

While there was plenty to celebrate, the Australian team's Chef de Mission, **Kate McLoughlin** made a sobering observation when, upon her return to home soil, she repeated her Pre-Games warning that Australia's Para sports required greater funding if the nation was to remain competitive at future Games.

A series of stats and facts add weight to her forecast. Australia recorded a 36-year low on the medal tally, a result that was due to the Paralympics becoming increasingly competitive. This is due to a significant number of other countries competing - and investing strategically - to support the participation and development that's required to prepare

athletes to compete successfully on the world stage.

Another sound observation was that at a time when the world is undergoing a rapid rise in global Para-sport competition, Australia has recorded a decline in the participation numbers of 'pathway' athletes.

This realisation presents potentially serious challenges ahead of the Brisbane 2032 Paralympic Games if Australia, as host nation, is to achieve its ambition of celebrating its 'best ever' Paralympic Games performance.

Work has already commenced to remedy the structural and systemic barriers in Australian Para-sport that led to this situation. Initiatives are underway to unearth new, albeit raw, talent. For instance, last November NSWIS staff assisted the Australian Institute of Sport's inaugural Green and Gold Talent Search which was staged at Sydney Olympic Park. The aim of this initiative was to discover athletes who have the potential to compete at the Paralympics.

Each candidate went through a battery of tests, all of which were overseen by several NSWIS staff who volunteered their time. The program - described by the AIS as the nation's 'greatest ever' talent search - also includes a program to identify able-bodied athletes who have the potential to become Olympians.

The National Institute Network, through government funding, has established Para Units which will help identify emerging talent and help channel them into the Para-sport network. NSWIS's Para Unit is headed by **Marianne Loh**.

The above concerns should not take the gloss off the APT's performance in Paris. Indeed, the team's effort speaks volumes for the tenacity and skills of Australia's athletes, the expertise of their coaches, and the resourcefulness and purpose of organisations, including NSWIS, who supported them.

24

NSWIS Para scholarship holders were selected in the APT

15

NSWIS Para athletes won medals

1

Paralympic record by **Tim Hodge OAM** in the 200m individual medley SM9

92%

Completion of training and competition days without medical interruption

4

Gold medals won by NSWIS alumni Para athletes

8

NSWIS staff were selected for APT in support/HQ roles



Perpetual Parker

Not content with dominating the world's Para-triathlon courses, **Lauren Parker OAM** (pictured above) included Para-cycling to her repertoire in Paris.

Parker's trademark 100 percent effort, allied with her renowned resilience, resulted in her becoming the first Australian Paralympian since 1976 to win gold medals for two different sports at the same Games. Rounding out Parker's outstanding Paris campaign was her silver medal performance in the road time trial H1-3.

Adding to Parker's memorable performances was her defying what ought to have been insurmountable odds to star in France when a regulation training session earlier in the year turned into a nightmare. Four bolts on one of the foot pods of her new bike loosened while she was travelling at 35km/h.

When the pod broke free from the bike's frame her leg was ground into the road before being violently flung back. While Parker conceded she was shocked her leg didn't snap off, the accident caused problems to her pelvis, sacrum and hips.

The changes Parker's body needed to undergo to adapt to her injuries caused great discomfort and made training painful, but with three possible Paralympic Games medals on the line, the indomitable Parker found a way to work through it.

Tim Terrific

When **Tim Hodge's** right foot was amputated when he was aged four, the OAM recipient feared he wouldn't excel at any sport. Undeterred, his parents encouraged him to try various sports including cricket, karate, soccer and T-ball, but he found his calling in the swimming pool.

After winning three silver medals and a bronze at the Tokyo 2020 Paralympic Games, Hodge fulfilled his dream of winning not one, but two, gold medals in Paris. On top of that, the athlete who values sportsmanship above all other qualities in an athlete also brought home a silver medal. He also created a new Paralympic Games record as he maintained his dominance of the 200m individual medley S9.

Go, Go Gordon

Korey Boddington, one of **Gordon Allan's** three teammates in the bronze medal-winning Team Sprint Open C1-5 event, quipped Allan was so quick in getting the team away to a flying start out of the starting gate his shadow was left "back in the corner!" Allan, who has cerebral palsy, and who rode a two-wheeler for the first time when a mate dared him to ride his brand-new bike down a hill, performed brilliantly at the Saint-Quentin-en-Yvelines Velodrome. He also competed in the C1-3 1000m Time trial and C-3 Road race where he finished in fifth and 22nd places.

Dynamic Dylan

The determination that drives **Dylan Littlehailes** (pictured below with **Jake Michael**), who was born with a rare deficiency in his right leg which required over 20 major surgeries, was obvious from a young age. One example of his tenacity includes the time he competed in his school's cross-country race on crutches –and didn't come last! Littlehailes, a former world champion, applies that same, relentless spirit whenever he represents Australia.

And that grit served Littlehailes well at the Vaires-sur-Marne Stadium when he powered his way to the silver medal less than a second behind the winner, **Brahim Guendouz** of Algeria, in a thrilling Men's Kayak 200m KL3 Final. Littlehailes described being able to call himself a Paralympic medallist 'a step in the right direction'.



Mighty Madison

Very few people knew about the battle Australian flag-bearer, **Maddison de Rozario**, endured along her way to winning two medals in Paris. After winning the silver medal on the final day of competition for the gruelling marathon event, de Rozario revealed her father passed away on the eve of the opening ceremony.

She considered returning home, but her family urged her to remain in France to 'get this done.' Ultimately, she decided to remain with the Australian team, a group she described as '160 of her best friends.' She also contributed to Australia's medal tally with a bronze in the women's 5000m T54 wheelchair race. De Rozario then celebrated the eighth podium finish of her Paralympic career after she clocked 1:46.13, to finish second to Switzerland's gold medallist, **Catherine Debrunner** (1:41.50).



Jubilant Jamieson

The women's BC3 event was contested for the first time in Paralympic Games history in Paris, and consistent with her outstanding form throughout the year, **Jamieson Leeson** won the silver medal along with her ramp operator, **Jasmine Haydon** (pictured above). Leeson gave her all in the gold medal match against Hong Kong's **Kei Ho Yuen**, fighting back to 4-2 after being down 4-0. However, Ho Yuen hung on to claim gold. Leeson said she was pleased to have created history by becoming Australia's first woman to win a silver Paralympic medal for boccia. Michel and Leeson finished the mixed pairs in sixth place.

Silver Michel

Born with spinal muscular atrophy type two, a genetic neuromuscular disorder that leads to weakness and movement challenges, **Daniel Michel** initially thought his passion for sport would be limited to spectating. However, at 15, he discovered boccia and eventually forged a world-beating combination with his ramp operator, **Ashlee Maddern**.

They've been prominent competitors in the boccia BC3 category for several years, and Michel's silver medal at the Paris 2024 Paralympic Games was cited as a reflection of their dedication and teamwork. Michel entered the Paris Games ranked the world's No.1 boccia BC3 player, and he created history by winning the silver - the best performance by an Australian male.

Lightning Lovell

After winning her bronze medal for the 200m T36 event at the Paris 2024 Paralympic Games, **Mali Lovell** charmed the nation when she confessed that she couldn't tell if they were 'butterflies or bats' fluttering in her stomach because she felt so nervous before the race. Nevertheless, Lovell performed brilliantly at Stade de France as she rocketed to third place. It was a continuation of the sprinter's outstanding form which included her bronze medal performance at the 2024 World Para Athletics Championships in Japan.

Magic McCracken

After winning a 'surprise' bronze medal in the 800m T34 event, wheelchair racer **Rheed McCracken** declared it was the 'best' of his six Paralympic medals. After finishing eighth in the event at the world championships, the 27-year-old said he didn't expect to finish on the podium in France. However, he made it after going through hell during the duel for the bronze. The Aussie prevailed with his front wheel crossing the line just 0.01 of a second in front of his rival. He finished just outside of the medallists in the 100m T34 with a fourth-place finish.



NSWIS ATHLETES AT THE PARIS 2024 PARALYMPIC GAMES

NAME	EVENT	PLACE
PARA-ARCHERY		
Ameera Lee	Individual Compound Open; Team Compound Open	9 / 8
Jonathon Milne	Individual Compound Open; Team Compound Open	9 / 9
PARA-ATHLETICS		
Luke Bailey	100m T54; 300m T54; 800m T54;	7 / 12 / 13
Madison de Rozario	1500m T54; 5000m T54; Marathon T54	5 / 3 / 2
Mali Lovell	100m T36; 200m T36	5 / 3
Teyla Blacksmith	400m T20; Long jump T20	8 / 9
Rheed McCracken	100m T34; 800m T34	4 / 3
Rosemary Little	Club Throw F32; Shot Put F32	13 / 6
Sarah Clifton-Bligh	Club Throw F32; Shot Put F32	15 / 10
BOCCIA		
Daniel Michel/ Ashlee Maddern	Individual BC3; Pairs BC3	2 / 6
Jamieson Leeson/ Jasmine Haydon	Individual BC3; Pairs BC3	2 / 6

NAME	EVENT	PLACE
PARA-CANOE SPRINT		
Dylan Littlehales	Kayak single KL3 200m	2
PARA-CYCLING		
Gordon Allan	C1-3 1000m Time trial; C1-3 Road race; C1-5 Team sprint	5 / 22 / 3
Lauren Parker	H1-3 Time trial; H1-4 Road race	2 / 1
PARA-EQUESTRIAN		
Lisa Martin	Individual Champ Test Grade IV; Individual Freestyle Grade IV; Team	5 / 6 / 12
PARA-ROWING		
Hannah Cowap	PR3 Coxed Four	5
Thomas Birtwhistle	PR3 Coxed Four	5
PARA-SWIMMING		
Chloe Osborn	100m Freestyle S7; 4x50m Freestyle Relay; 4x100m Freestyle Relay	7 / 8 / 2
Ella Jones	100m Backstroke S8; 400m Freestyle S8	13
Tim Hodge	400m Freestyle S8; 100m Backstroke S9; 100m Breaststroke SB8; 100m Butterfly S9; 200m Individual Medley S9; 400m Freestyle S9; 4 x 100m Mixed Medley Relay 34pts	2 / 4 / 5 / 2 / 1 / 4 1
PARA-TRIATHLON		
Lauren Parker	PTWC	1
WHEELCHAIR BASKETBALL		
Luke Pople	Men's Team	5
Tristan Knowles	Men's Team	5

NSWIS Staff

Andy Burns

Archery, team manager

Krystal Sharp

Archery/swimming physiotherapy

Andrew Dawes

Athletics, coach

Louise Sauvage

Coach, athletics

Bernadette Petzel

Athletics, physiotherapy

Michael Perry

Athletics, team manager

Jake Michael

Coach, canoe sprint

Nathan Wall

IT manager

WORLD STAGE WRAP

NAME	EVENT	PLACE
ATHLETICS		
Athletics World Indoor Championships Nanjing, China		
Eleanor Patterson	High Jump	2
Ella Connolly	4x400m Relay	3
Jess Hull	3000m	3
Jemma Pollard	4x400m Relay	3
Nicola Olyslagers	High Jump	1
Athletics World Athletics Relay Championships Guangzhou, China		
Luke Van Ratingen	Mixed 4x400m Relay	2
BOXING		
World Boxing Cup Foz do Iguacu, Brazil		
Tina Rahimi	Women's lightweight division	3
CANOE SLALOM		
Canoe Slalom 2024 World Cup (overall)		
Jess Fox	C1; CSLX; K1	1 / 3 / 3
Canoe Slalom 2024 ICF Canoe Slalom World Cup 4. Ivrea, Italy		
Noemie Fox	CSLX	3
CANOE SPRINT		
Canoe Sprint 2025 Szeged World Cup		
Natalia Drobot	K1 200m; K1 500m	2 / 3
Canoe Sprint 2025 Ponzan World Cup		
Natalia Drobot & Kailey Harlen	K2 500m; K4 500m	1 / 3



NAME	EVENT	PLACE
CYCLING		
Cycling Team sprint 2024 UCI Track World Championships, Ballerup, Denmark		
Thomas Cornish	Team Sprint	2
DIVING		
Rhiannan Iffland	Red Bull Cliff Diving Series	1
PARA-TRIATHLON		
Para Cycling 2024 UCI Para Cycling Road world championships, Zurich, Switzerland		
Lauren Parker	PTWC	2
Para Triathlon World Triathlon Para Championships Malaga, Spain		
Lauren Parker	PTWC	3
SKATE		
Kieran Woolley	2025 Salt Lake City X Games	2
WINTER SPORTS		
FIS Freestyle World Ski Championships, Engadin, Switzerland		
Cameron Bolton	Mixed Snowboard Cross Team	2
Matthew Graham	Dual Moguls	3
Mia Clift	Mixed Snowboard Cross Team	2
FIS Para Snowboard World Championships		
Ben Tudhope	Snowboard Cross (Lower Limb 2 Impaired)	3
FIS Snowboard World Cup (Overall)		
Josie Baff	Mixed Snowboard Cross Team	2



NSWIS Awards 2024

The NSWIS Awards returned in 2024 to celebrate the achievements of The Institute's athletes, coaches, and sport programs over the previous 12 months. Held at The Star, Sydney, the Awards recognised accomplishments from the Paris 2024 Olympic and Paralympic Games, as well as the record-breaking season for winter sports.

More than a celebration of medal triumphs, the NSWIS Awards honour the full spectrum of athlete excellence – including academic achievement, community involvement, and resilience. In 2024, NSWIS-supported athletes returned home with 12 Olympic medals and 15 Paralympic medals. The Institute's winter athletes also enjoyed a dominant northern hemisphere season across a range of disciplines.

Three-time Olympic gold medallist **Jess Fox OAM** was named the NSW Office of Sport Female Athlete of the Year. In Paris, she made history as the first canoe slalom athlete to win two gold medals at a single Games, and by becoming the first Australian to win six individual Olympic medals. She capped off the 2023-24 season as the overall world cup champion.

Adding to the Fox family's celebrations, **Myriam Fox**, was awarded Coach of the Year, having guided her two daughters, Jess and **Noemie Fox OAM**, to claim all three women's canoe slalom gold medals on offer in Paris – a family and coaching feat unmatched in Olympic history.

Two-time Paralympic gold medallist **Tim Hodge OAM** was named the Valour Male Athlete of the Year, recognising his standout performances in the swimming pool at the Paris 2024 Paralympic Games.

The Southern Design Young Athlete of the Year went to **Grae Morris**, who, at just 20-years-of-age, secured the silver medal at the Paris Olympics in iQFOiL (windsurfing).

The **Ian Thorpe AM** Outstanding Performance Award, presented by Powerade, was jointly awarded to **Lauren Parker OAM** and **Jakara Anthony OAM**. Parker was celebrated for her courage and perseverance to defy a cycling accident in the lead-up to Paris, to go on and compete with immense determination at the Paralympics. Anthony was recognised for her record-breaking moguls season, winning 14 of 16 world cup starts and returning home with three Crystal Globes.

Seventeen-year-old Olympic diver **Ellie Cole** received the NSWIS Personal Excellence Award for her dual commitment to elite sport and academics. Cole's early acceptance into UNSW's Bachelor of Engineering program exemplified her dedication to performance both in and out of the pool.

The Athletics program was awarded the Sydney Olympic Park Authority Program of the Year, acknowledging its alignment with NSWIS's values and its contribution to Australia's Olympic and Paralympic success in Paris.

"By any measure, the finalists in each field are recognised as 'world class,'" said CEO **Professor Kevin Thompson**. "I congratulate each of the winners, but I also acknowledge the finalists and, indeed, every athlete who was nominated for an award because they have all played an incredible part in a memorable year for Australian sport."

Melissa Wu's Farewell

In February 2025, five-time Olympian and long-term New South Wales Institute of Sport (NSWIS) scholarship holder **Melissa Wu** announced her retirement from competitive diving, marking the end of an extraordinary career which spanned two-decades.

It was the first time NSWIS honoured an athlete with an official retirement announcement, and the decision reflected the way in which Wu embraced NSWIS's values of Leadership, Integrity, Excellence, Passion and Teamwork and her willingness to volunteer to support a number of the Institute's initiatives, including sharing her journey with young athletes from a variety of sports.

Surrounded by family, friends, fellow athletes, NSWIS staff and a battalion of media representatives at the Institute's HQ, Wu – a multiple Olympic medallist - delivered a heartfelt farewell, reflecting on the many moments, people, and experiences that shaped her journey.

Wu leaves an outstanding legacy. As a 13-year-old she made her international debut, winning silver at the Melbourne 2006 Commonwealth Games. Two-years later she celebrated her Olympic debut at Beijing with a silver medal, and 12-years after that she secured her second – a bronze – at Tokyo.

At the 2024 Paris Olympic Games, Wu made history as the first Australian diver to compete at five Olympic Games – and remarkably, history notes she qualified for the final at each of them. This feat was seen as a testament to her consistency and excellence at the highest level.

A highlight of the farewell was an emotion-charged tribute video featuring messages from teammates, coaches, and her family. Divers, past and present, expressed their admiration for Wu, as an athlete, mentor, teammate and friend.

Wu's longtime coach **Chava Sobrino** – who she describes as her “second father” – concluded the video with a heartfelt message: “You have been a part of my life for such a long time, not only as an athlete, but as a role model for everyone. You have been an inspiration to me as well. It's not about letting go of an athlete, but a... friend. And you have been my best friend. Thank you, Mel.”

Wu described her retirement as a “very, very happy day”, while acknowledging the bittersweet transition away from her routine and the NSWIS community. She expressed deep gratitude for the support network that surrounded her throughout her career - particularly during her bronze medal campaign at the Tokyo 2020 Olympic Games, which she described as a ‘career highlight’.

NSWIS CEO Professor Kevin Thompson honoured Wu's contribution to the Institute, presenting her with a commemorative print signed by her squad mates. He described Wu as “a champion by any measure: as an athlete, a citizen and role model,” and recognised her as “an extraordinary woman who gives so freely of her time to support NSWIS.”





COACHING

Beyond Brisbane 2032

The development of NSWIS coaches continues to be a key pillar of the Institute's strategy in building towards Brisbane 2032 and beyond. In order to continue to build a sustainable coaching pathway for the future, the coach development team has overseen changes to its structure.

In May 2025, **Anna Longman**, the Senior High Performance Manager took on the responsibility of overseeing the delivery of NSWIS's Coach Development Team. She continues to be ably supported by **Alan McConnell**, the NSWIS Coach Development Lead, and **Brad McGee OAM**, the NSWIS High Performance Coach Advisor. Together, the trio is responsible for supporting the performance development and wellbeing of NSWIS coaches through direct delivery and a collaboration with AIS coaching initiatives.

National Generation 2032 Coaching Program (Gen32)

This year signalled the completion of the program for the first female cohort of the National Generation 2032 Coaching Program (Gen32), with **Nicole Parks** graduating in October 2024 while **Hally Chapman** and **Kate Jenner** completed the course in July 2025. The purpose of the scheme is to not only provide young coaches with an apprenticeship, but it also aims to find employment for them in High Performance sport upon the completion of their course. On that basis it is pleasing to report all three coaches have been employed. Chapman was employed by Rowing Australia as their National Talent Identification and US-Based women's lead coach; Jenner was employed by Hockey Australia as its Head Coach for the Women's Hockey Program in NSW while Parks found employment as the High Performance Program Coordinator for Snow Australia. In addition to this, previous NSWIS Gen32 Coach **Jackson Holtham** was employed as the NSWIS Snowboard Cross coach following his graduation from the Gen32 program.

The success of these coaches underscores the hard work and commitment they demonstrated throughout the program. It is also pleasing to report NSWIS's commitment to the development and wellbeing of our coaches, was matched by the proactive approach of our partner NSO's in identifying talented people and finding the right roles for them.

January 2025 marked the intake of NSWIS's second cohort of Gen32 coaches. This group included canoe sprint's **Jemma Smith**, athletics **Debbi Schulstad** and surfing's **Amee Donohoe**. This cohort have already attended development opportunities in Sydney and the Sunshine Coast and benefited from being exposed to a range of experts from industry and sport.

Individual Coach Development Plans (ICDP)

There are 20 NSWIS coaches who are employed full-time and three NSWIS Gen32 coaches who have an ICDP that forms the basis for their personal development plan. All NSWIS Coaches are either developing an ICDP with the Coach Development Team or actively engaged in the activities outlined in their existing ICDP.



The ICDP process involves collaboration with the coaches HP Manager, their performance team members and where appropriate, NSO representatives, to develop a comprehensive gap analysis and development plan. This is designed to ensure NSWIS's cohort of coaches are growing, both personally and professionally.

It also aims to develop coaches ability to achieve in the workplace, help athletes achieve the levels of performance required in the appropriate manner, and to meet the organisation's goals.

Personal Development

In the past 12 months, NSWIS Coaches, with the assistance of the Coach Development team were successful in securing over \$100,000 in grants, experiential learning and funding to assist in their professional development.

Louise Sauvage, NSWIS Wheelchair Track & Field Coach Individual executive coaching focussing on best self for Paris delivery

Kate Blamey, NSWIS HC Moguls received NSWIS PD support to complete the AICD course inline with ICDP

Jacki Northam, NSWIS Water Polo Assistant Coach was accepted into the new AIS Enhance Coaching program cohort. This is a 20-month long program focused on leadership, system, and performance environment experiences and skills

Coach Development Activities

NSWIS have operated a variety of initiatives aimed at connecting our coaches to promote knowledge, solve common problems, and investigate new and emerging areas of coaching practice.

The Coaching Community of Practice-established in 2023/24-continues to grow and has provided our coaches with exposure to a variety of experiences, knowledge, and practitioners. During the reporting period, the group engaged with the Wallabies (national rugby union side) coaching team through a 'fireside style chat' event. They then had the opportunity to observe a training session.

Other opportunities included examining the attributes of serial winning coaches with **Professor Cliff Mallett OAM**. They also worked with a company of professional actors who role-played different scenarios that were designed to prepare the coaches for the crucial conversations they need to have with their athletes. It is hoped this training will allow coaches to have those conversations in a confident manner and with a successful outcome. The coaches also interviewed a panel of Olympic athletes to listen to their views on what they want and need from the coach.

In addition to the Community of Practice, the development team has established regular coaching catch ups, aimed to provide a greater opportunity for the coaching group to engage and explore issues in an informal setting.

These have included presentations from coaches who attended the Paris Olympics Games. These coaches shared their experience - and challenges - during the Games. These catch-ups were vital in providing opportunities to work on the psychological aspects of coaching through looking at the Periodisation of Challenge and working with the skill acquisition specialist from the AIS.

NSWIS Learning Hub

NSWIS Employed Coaches 2024/25

	Archery	1
	Athletics	2
	Canoe Sprint	2
	Cycling	3
	Diving	3
	Hockey	3
	Para Unit	3
	Rowing	1
	Surfing	1
	Swimming	2
	Waterpolo	3
	Winter Sports	3

Paris 2024 Olympic Coaches

NSWIS Employed Coaches 2024/25



Archery

1



Diving

1



Hockey

1



Swimming

1

Paris 2024 Paralympic Coaches

NSWIS Employed Coaches 2024/25



Athletics

2



Canoe Sprint

1



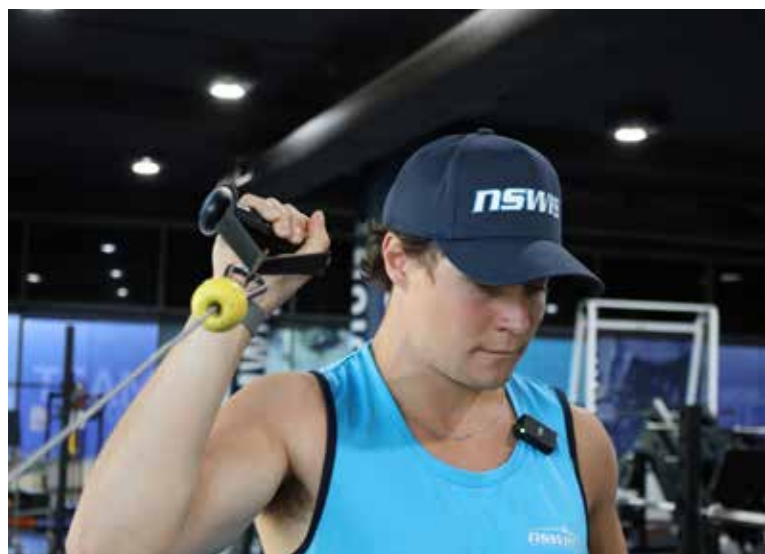


DAILY TRAINING ENVIRONMENTS

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 to be supported by physiotherapists in NSWIS daily training environments
- 9.9 full-time equivalent (FTE) clinicians employed.
- 89% of NSWIS training and competition days completed without medical interruption.



Development of National Training Centres

A total of 10 staff members, spanning eight disciplines, have contributed to National Training Centres and / or NSWIS satellite site operations in 2024/25.

NSWIS staff in National Training Centres included:



Nutrition

3



Performance Psychology

2



Physiology

1



Strength & Conditioning

2



Performance Analysis

2

NSWIS Supported Seven National Training Centres / Hubs

Through staff contributions and ongoing investment, NSWIS has continued to support seven National Training Centres / Hubs throughout 2024/25.

SYDNEY METROPOLITAN

Sydney Olympic Park

Athletics, Cycling, Diving (NTC)
Archery (NTC), Swimming (NTC)
Hockey, Water Polo, Wheelchair Track &
Road (NTC), Individual Athletes,
Multi-Sport Camps

Narrabeen

Sydney Academy of Sport &
Recreation
Canoe Sprint, Individual Athletes, Triathlon,
Multi-Sport Camps

Penrith

Sydney International Regatta Centre, Penrith
Whitewater Stadium
Canoe Slalom (NTC), Rowing (NTC)

Middle Harbour

Sailing (NTC)
Sailing

REGIONAL

Newcastle

NUsport
Individual Athletes
Rowing

Jindabyne

National Snowsport Training Centre located
at Jindabyne Sport & Recreation Centre /
Thredbo and Perisher ski resorts
Winter Sports (NSTC)
Multi-Sport Camps

Wollongong / Illawarra

University of Wollongong and Illawarra
Academy of Sport
Individual Athletes

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



NSWIS Staff in National Lead / Integrated Roles

Fifteen performance support staff across seven disciplines held national lead and / or national training centre roles throughout 2024/25.

	Biomechanics	1
	Nutrition	3
	Performance Analysis	3
	Performance Psychology	2
	Physiology	1
	Physiotherapy	2
	Strength & Conditioning	3

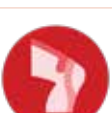




COMPETITION

Performance Staff

Eighteen NSWIS performance support staff were selected for roles in national teams for 2024/25 benchmark events and international competitions.

	Biomechanics	1
	Nutrition	2
	Performance Analysis	3
	Performance Psychology	1
	Physiology	1
	Strength & Conditioning	1
	Physiotherapy	3
	Media & Communications	5
	Athlete Wellbeing & Engagement	1

NSWIS Coaches on National Teams

Twelve NSWIS coaches were selected for roles in national teams for 2024/25 benchmark events and international competitions.

	Archery	1
	Athletics	2
	Cycling	1
	Canoe Sprint	2
	Diving	3
	Swimming	1
	Water Polo	2



LEADERSHIP, POSITION & CULTURE

Sport Investment

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

2021-2024 NSWIS Sport Partnerships include:

NSWIS sport	Partnerships to 31 December 2025
Archery	Archery Australia
Athletics	Athletics Australia; Athletics NSW
Canoe Slalom and Sprint	Paddle Australia
Cycling	AusCycling; AusCycling NSW, Dunc Grey Velodrome (OoS)
Diving	Diving Australia; Diving NSW; Sydney Olympic Park Aquatic Centre
Men's and Women's Hockey	Hockey Australia, Hockey NSW
Rowing	Rowing Australia; Rowing NSW; Pathway Clubs (UTS, Sydney University, Sydney Rowing)
Sailing	Australian Sailing
Surfing	Surfing Australia; Surfing NSW
Swimming	Swimming Australia; Swimming NSW; Performance Clubs, Sydney Olympic Park Aquatic Centre
Triathlon	AusTriathlon
Women's Water Polo	Water Polo Australia; Water Polo NSW
Winter Sports	Olympic Winter Institute of Australia; Snow Australia; Perisher & Thredbo Ski Resorts; Jindabyne Sport & Recreation Centre/Office of Sport (30 June 2026)

Media & Communications

The NSWIS Media & Communications (M&C) team had a productive 12 months which included a variety of tasks ranging from providing rolling coverage of the Paris 2024 Olympic and Paralympic Games, implementing its internal comms, managing the Para Unit Announcement, as well as organising five-time Olympic diver **Melissa Wu's** retirement – the first time the institute has ever hosted such an event.

The time and energy invested in the department's major project to drive brand awareness during the Paris Games – the 100 episode *NSWIS Lights Up* series which focussed on 20 of the Institute's athletes (five episodes on each athlete) who were in contention to compete in Paris – was a success with the Institute enjoying exposure via mainstream media and driving metrics across NSWIS social media and website.

During the Paris Games the M&C department was kept busy providing daily updates on the (overnight) performances by NSWIS athletes. These were tailored to keep the Executive and all staff abreast of results and breaking news.

The highlights over the last 12 months included:

- Assisting with the successful NSWIS Awards night at The Star, Pyrmont. This included writing copy for the program, preparing speaking notes for the Premier's Department, the host (NSWIS board member) **Matt Shirvington** as well as the Chair **Gary Flowers**. The department also arranged

for Channel 7 and ABC to do live crosses on the night.

- Planning and delivering Mel Wu's retirement announcement at NSWIS HQ. This included ensuring a strong media presence with all TV stations represented.
- Organising the Para Unit announcement funding and having it double as a media opportunity. Chair Gary Flowers hosted the event which was attended by **Minister Steve Kamper MP** while board member **Ellie Cole AM**, Australia's most successful female (swimming) Paralympian did Q&A interviews with Paralympic gold medallist **Tim Hodge OAM** and 10-year-old **Lachlan Reid**.
- Taking charge of refreshing the building's environmental design by providing wall-sized photo displays to inspire and create a positive impact in three areas at NSWIS HQ High Performance, the Physiology testing lab and the newly formed Para Unit.
- Being rewarded for its more focussed emphasis on social media with a substantial growth in Instagram and other platforms and greater engagement from followers and NSWIS athletes. Indeed, collaboration posts with NSOs have not only expanded the Institute's social reach, but it has also deepened ties with the organisations.

Social Metrics



2,443,565
IMPRESSIONS

48,020^{^^}
ENGAGEMENTS



3,174,809
IMPRESSIONS

128,713^{^^}
ENGAGEMENTS



331,482
IMPRESSIONS

32,846
ENGAGEMENTS



44,652
IMPRESSIONS

1,274
ENGAGEMENTS



190,805
VIDEO VIEWS

4,127
ENGAGEMENTS





RESEARCH & INNOVATION

NSWIS Higher Degree by Research Program

NSWIS continues to demonstrate a strong commitment to research and innovation through strategic academic partnerships and internal capability development. During the reporting period, NSWIS supported five partnered PhD candidates across leading academic institutions: **Kurtis Leslie** (Western Sydney University), **Davide Mondin** (University of Canberra), **Stephen MacGabhann** (University of Canberra), **Kirstie Turner** (Deakin University), and **Ali Fitch** (University of Canberra). These partnerships enable NSWIS to drive applied, sport-relevant research that informs high performance practice and contributes to the broader evidence base in elite sport.

In addition to these external collaborations, two NSWIS staff members, **Chelsie Winchcombe** and **Andy Burns**, are actively pursuing doctoral studies, further enhancing the institute's internal expertise and research capacity. A notable highlight for the year was the successful PhD completion by **Kirstie Turner**, reflecting the ongoing progress and impact of the NSWIS research agenda.

NSWIS Knowledge Shared Across the High Performance System



22

Projects undertaken that directly impacted athlete performance.



6

NSWIS staff participated in media interviews.



9

Articles published to scientific journals.



38

Continuing Professional Development (CPD) completed.



37

NSWIS staff presented at conferences and workshops.



84

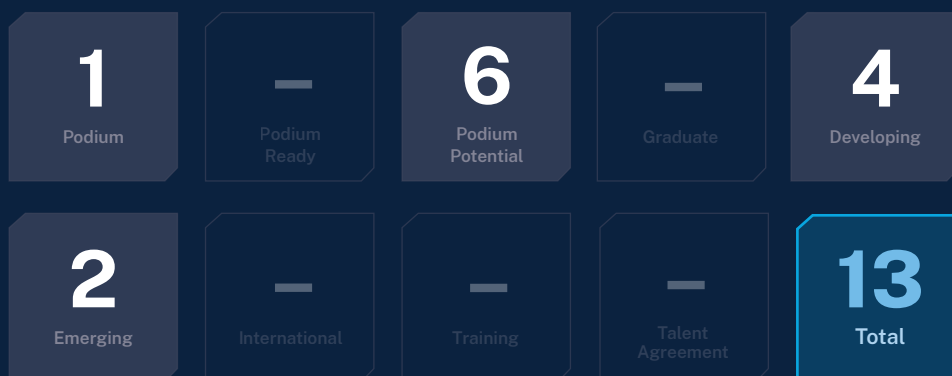
High performance support opportunities delivered at camps or competitions.



SPORT **PARTNERSHIPS**



Archery



Archery Program Highlights

- NSWIS athletes **Jonathon 'Jono' Milne** and **Ameera Lee** represented Australia at the Paris 2024 Paralympic Games
- **Peter Boukouvalas** competed as Australia's only male archer at the Paris 2024 Olympic Games
- NSWIS Head Coach, **Ya Ping Shih**, was selected as coach for the Australian team that competed at Paris 2024
- NSWIS High Performance Manager **Andy Burns** was selected as Team Manager for Australia's Para-Archery team at the Paris 2024 Paralympic Games.



Athletics

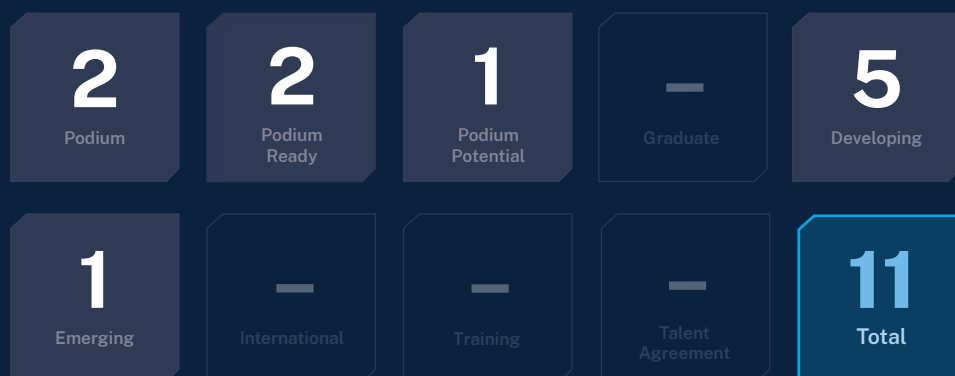


Athletics Program Highlights

- The Paris Olympics was the NSWIS Athletics Program's most successful ever Olympic campaign with three Olympic medallists
- **Jess Hull** won silver (1500m), **Nicola Olyslagers**, silver (high jump) and **Eleanor Patterson**, bronze (high jump)
- NSWIS athletes won four Paralympic medals
- **Madison de Rozario OAM** secured silver (T54 marathon) & bronze (T54 5000m), **Mali Lovell**, bronze (T36 200m) and **Rheed McCracken**, bronze (T34 800m)
- Hull broke the 2000m world record at the Monaco Diamond League
- De Rozario was selected as the Australian Paralympic Games Team's flag bearer for the Opening Ceremony
- The NSWIS Athletics program contributed 17 athletes to the nation's Olympic Games Team and seven to the Paralympic Games Team
- Seven NSWIS staff members were selected into various Australian Teams across the Olympic Games, Paralympic Games and World U20 Championships
- Five NSWIS athletes won four of Australia's seven medals at the World Indoor Championships with Olyslagers seizing gold (high jump) Patterson (high jump) silver, Hull, silver (3000m), **Ella Connolly** & **Jemma Pollard**, bronze (4x400m relay).



Canoe Slalom

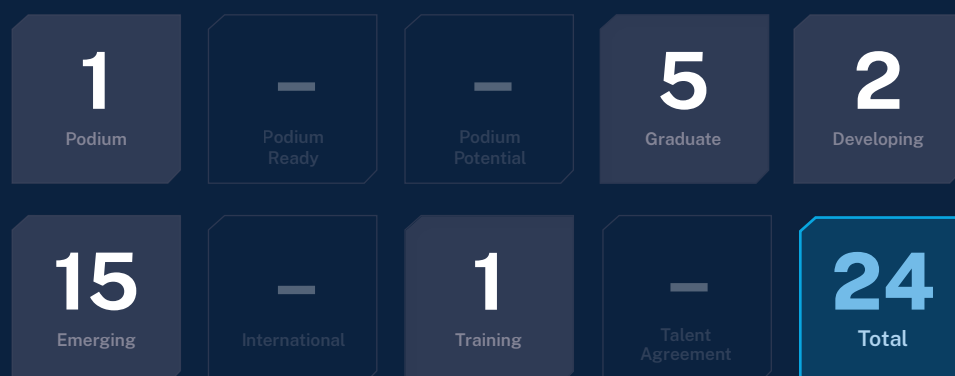


Canoe Slalom Program Highlights

- Three NSWIS athletes represented Australia at the 2024 Paris Olympic Games: **Timothy Anderson**, **Noemie Fox OAM**, and **Jess Fox OAM**
- All three Olympic gold medals available to female competitors at the 2024 Paris Olympic Games were won by NSWIS athletes, Jess Fox and Noemie Fox
- Jess Fox secured gold medals in the C1 and K1 events at the 2024 Olympic Games, while Noemie Fox won gold in the Kayak Cross event on her Olympic debut
- Codie Davidson** took bronze medal in the Kayak Cross event at the 2024 Junior World Championships, following her bronze medal achievement in 2023.



Canoe Sprint



Canoe Sprint Program Highlights

- Two NSWIS athletes, **Ella Beere** and **Riley Fitzsimmons**, were selected for the Paris 2024 Olympic Games Team
- Fitzsimmons secured a silver medal in the K4 500m in Paris, his third Olympic Games
- Fitzsimmons and his teammates finished just 0.04 seconds behind the Olympic Champions, Germany
- Dylan Littlehales** won a silver medal in the KL3 200m at the 2024 Paralympic Games
- Seven NSWIS athletes were selected for the 2024 U23 Junior World Championships team
- Kailey Harlen** and **Natalia Drobot** claimed gold in the K2 500m event at the 2024 U23 World Championships
- Drobot also earned a silver in the U23 K1 200m, and Harlen a bronze in the U23 K1 500m
- Harlen and Drobot earned their first senior World Cup medals at the 2025 Szeged World Cup, with Drobot taking silver in the K1 200m and the bronze in the K1 500m
- Harlen won the silver medal in the K1 200m. The pair followed this success with their first senior international gold in the K2 500m at the 2025 Poznan World Cup, alongside a bronze in the K4 500m
- In 2025, four NSWIS athletes were selected for Senior World Cups, six for the U23 /Junior World Championships team, and five for the Australian Asia Pacific team.



Cycling



* Note Seven cycling athletes have transitioned to the Individual Athlete Program as of 1 January 2025

Cycling Program Highlights

- **Saya Sakakibara's** gold medal at the 2024 Paris Olympic Games followed by UCI ranking (female) first for 2024 in BMX Racing
- Bronze medal for **Gordon Allan** in the C1-5 Team Sprint at the 2024 Paris Paralympic Games, followed by a fifth place in the C1-3 1000m Time Trial
- Second place for **Thomas Cornish** at 2024 World Championships, Denmark in the Team Pursuit
- **Nicole Duncan's** gold and silver medals at World Junior Championships 2024 (Scratch race & Omnium), plus fourth in Madison. **Liliya Tatarinoff** also finished fourth in three separate events at the same Junior Worlds
- Podium finishes for **Danny Barber & Keira Will** at 2025 UCI Track Nations Cup, Turkey (Team Sprint & Team Pursuit respectively)
- Great success at Oceania & National events in all disciplines, multiple champions in Track, BMX and Road.



Diving

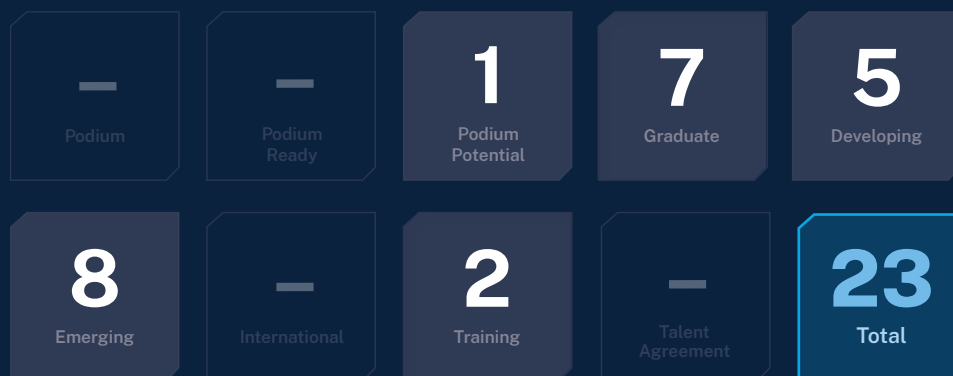


Diving Program Highlights

- **Melissa Wu** competed at her fifth Olympics, the most by an Australian diver.
- By finishing 11th in Paris, Wu ensured she achieved top 12 finishes (in the women's 10m platform) at each Olympics.
- After 15-years as a NSWIS scholarship holder, Wu announced her retirement –at NSWIS HQ –in February 2025
- **Ellie Cole**, aged 17, made her Olympic Games debut in Women's 10m platform at Paris, where she finished in seventh place.
- **Kurtis Mathews** finished his Olympic Games debut in 10th place for the Men's 3m springboard.
- Cole and **Ruby Drogemuller** finished second at the 2024 World Aquatics Junior Diving Championships in Brazil (10m synchronised platform).
- The pair finished fourth in the same event at the World Aquatics Super Final in Beijing 2025.
- **Rhiannan Iffland's** dominating performance throughout the Red Bull Cliff Diving Series was rewarded by her winning the Word Final in front of a home crowd in Sydney.
- Iffland won six of the 2024 series' eight legs. She started the 2025 series strongly with two wins from the first two legs of the 2025 series.



Men's Hockey



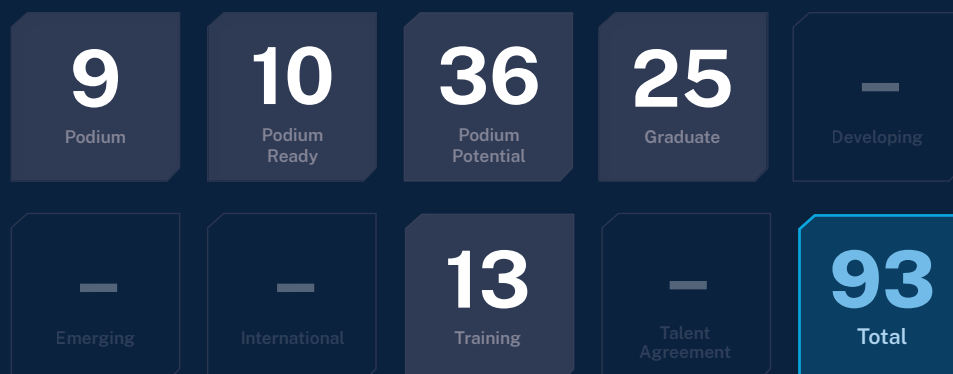
* Note: Eight men's hockey athletes transitioned to the Individual Athlete Program on 1 January 2025.

Men's Hockey Program Highlights

- Graduate Athletes: **Blake Govers, Flynn Ogilvie, Ky Willott, Lachlan Sharp, Matthew Dawson, Tim Brand** and **Tom Craig** were selected for 2024 Paris Olympic Games. Australia finished in sixth place.



Individual Athlete



Badminton, Baseball, Beach Volleyball, Boccia, Boxing, Breakdancing, Equestrian, Gymnastics, Judo, Men's Water Polo, Rugby 7's, Skateboarding, Softball, Sport Climbing, Wheelchair Basketball, and Wheelchair Rugby,

* Note: Included in the numbers above are athletes who have transitioned from Sport Programs that concluded in December 24: Archery = 3 athletes | Cycling = 7 athletes | Hockey = 20 athletes

** Note: The numbers above also include athletes who have moved to the Skate program since its commencement in January 2025.

Individual Athlete Program Highlights

- 10 IAP Athletes were selected for the Paris 2024 Olympic Games: **Setyana Mapasa** (badminton), **Izac Carracher** (beach volleyball), **Rachael Gunn & Jeffery Dunne** (breaking), **Shenae Lowings & Shane Rose** (equestrian), **Joshua Katz** (judo), **Olivia Lovelace & Ruby Trew** (skateboarding)

Scholarship athletes at the time of the Games

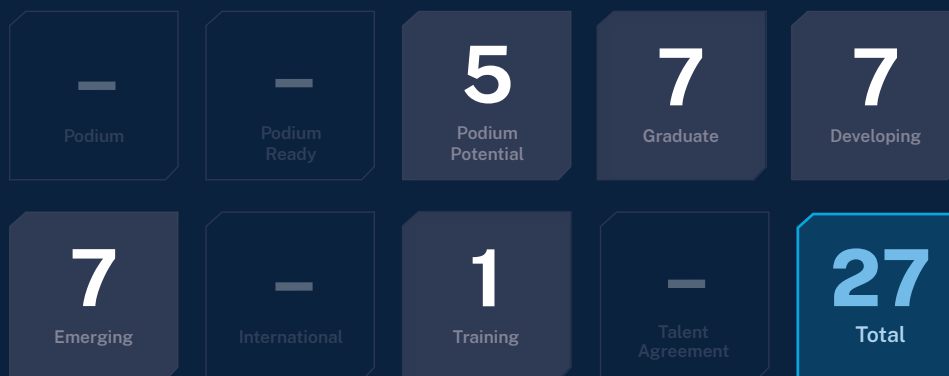
- **Tiana Echegaray** (boxing) & Mapasa (badminton doubles) finished their respective events in the top 10
- Seven athletes selected to the 2024 Paralympic Games, Paris, **Jamieson Leeson, Daniel Michel, Jasmine Haydon**

and **Ashlee Maddern** (boccia), **Lisa Martin** (Para-equestrian), **Luke Pople & Tristan Knowles OAM** (wheelchair basketball)

- All athletes finished in the top 12 in their respective events
- Boccia athletes Michel (with ramp operator, Maddern) in the Individual BC3 Men's and Leeson (with ramp operator, Haydon) in the Individual BC3 Women's won silver in Paris
- **Tina Rahimi** (boxing) won the world cup bronze medal in Brazil (April 2025).



Women's Hockey



* Note: 12 Women's Hockey athletes transitioned to the Individual Athlete Program on 1 January 2025.

Women's Hockey Program Highlights

- Graduate Athletes: **Alice Arnott, Grace Stewart, Grace Young, Jocelyn Bartram, Kaitlin Nobbs** and **Mariah Williams** were selected for the 2024 Paris Olympic Games. Australia finished in fifth place.



Rowing



Rowing Program Highlights

- **Tara Rigney** (W1x), **Harriet Hudson** (W2x), **Rowena Meredith** (W4x), **Laura Gourley** (W4x), **Georgina Rowe** (W8+), **Patrick Holt** (M2-), **Spencer Turrin** (M8+), **Joseph (Jack) O'Brien** (M8+), **Jack Hargreaves** (M8+), **Alexander Purnell OAM** (M8+) and **Kendall Brodie** (M8+) were selected for the Paris 2024 Olympic Games
- **Thomas Birtwhistle** and **Hannah Cowap** were selected in the PR3Mix4+ at the Paris 2024 Paralympic Games
- U23 World Rowing Championships at St Catharines, Canada
 - **Sarah Fahd & Liesel Page** (W4x), **Miles Harrold, Alec Hoskin & Bradley Graham** (M4+)
 - **Grace Sypher** secured the win in the Lightweight W1x; **Isabella Scammell** came third in the W4-; **Nikolas Pender** came second in the M4-
- Australian Championships at Lake Barrington, Tasmania
 - **Sarah Fahd** first and **Sophia Wightman** third in the W1x; Fahd and Wightman came third in W2x; **Hamish Danks** finished second in M1x and 1st in M2x; **Isabella Scammell** finished third in W2-; Hoskin came second in M2-and second in M4-; **Laura Gourley** came first in the W1x; **Grace Sypher** finished first in W2x; **Liesel Page** and Sypher came third in the W4x; **Nikolas Pender** came first and Holt second in the M2-; Rowe first in the W2-; **Miles Harrold** was second in the M4-; **Eleanor Price, Emily Sheppard, and Zara Collisson** finished second and Isabella Scammell came third in the W8+
- Selections for Senior and Para World Cup Tour
 - **Lisa Greissl** (PR3 Mix2x); **Laura Gourley** (W1x); Rowe, Price, Sheppard and Collisson (W4-); **Marcus Della Marta** (M2x); **Alex Nichol** and Pender (M4-)
- Selections for U23 World Championships
 - Scammell (W2-); Fahd (W4x); Hoskin (M2-); Danks and **William Rogers** (M4x);
- Selections for U19 World Championships
 - **Matias Moloney** and **Tomas Moloney** (M4-).



Sailing

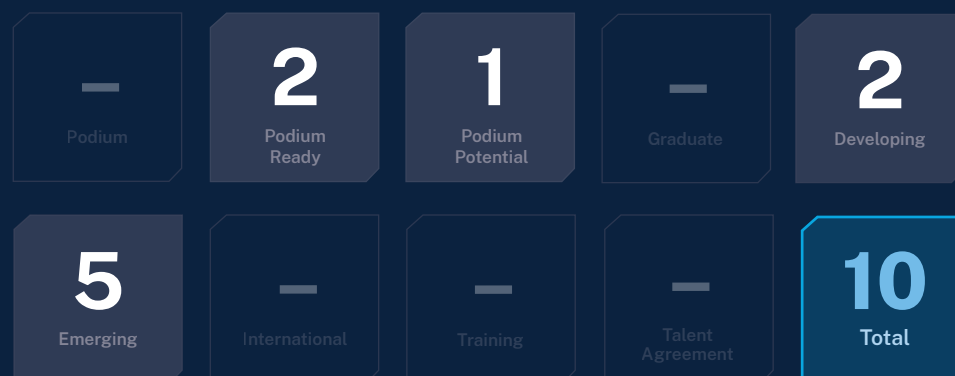


Sailing Program Highlights

- **Evie Saunders** finished second in the ILCA6 World Championships (U21) in Viana do Castelo
- Seven NSWIS Athletes: **Brin Liddell, Evie Haseldine, Grae Morris, Jim Colley, Olivia Price, Rhiannan Brown** and **Shaun Connor** were selected for the Paris 2024 Olympic Games
- Morris secured a silver Medal in the men's iQFoil event at Paris Olympic Games
- Morris won the Australian National Championship Title (iQFoil) at Sail Melbourne with Matt Quinlan finishing fifth
- Sail Sydney
 - Morris finished first in the men's iQFoil
- **Amelia Quinlan** came second in the women's iQFoil
- **Alexander Bijkerk** second in the ILCA 7
- **Annie Wilmont** (with **Laura Harding**, VIS) came first in the 49er FX with **Dervla Duggan** & **Mina Ferguson** placing second
- **Max Paul & Jack Ferguson** came first in the 49er, **Otto Henry** (with **Ryan Littlechild**) taking second and **Daniel Links & Keizo Tomishima** placing third
- Morris came first in the iQFoil International Games in Cadiz, first in the iQfoil at Palma de Mallorca and second in the iQFoil at Hyeres.



Skateboard



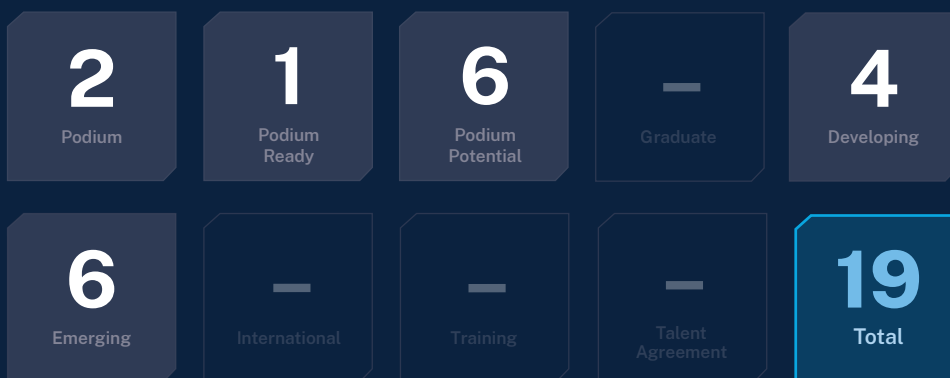
* Note: 3 Skateboarding athletes have transitioned from the Individual Athlete Program as of 1st Jan 2025

Skateboard Program Highlights

- Two NSWIS Athletes: **Ruby Trew** (park) and **Liv Lovelace** (street) were selected for the Paris 2024 Olympic Games
- Trew was ranked eighth overall for park in the X Games in Chiba, Japan
- **Eddie Acres** (park), **Daniel Woolley** (street), **Felicity Turner** (street) and **Liv Lovelace** (street) were selected for the world cup event in Rome (June 2025).
- Lovelace (street) were selected for the world cup event in Rome (June 2025).
- **Kieran Woolley** was ranked sixth overall for park in Osaka Japan and won silver in park at Salt Lake City in the 2025 X Games.



Surfing

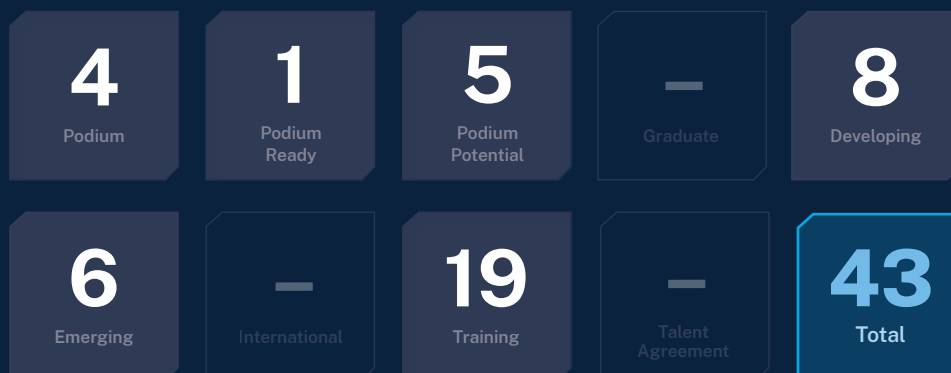


Surfing Program Highlights

- **Molly Picklum** and **Tyler Wright** were selected for the 2024 Paris Olympic Games
- Picklum finished the 2024 WSL Championship Tour Standings in fifth place with Wright coming 10th overall
- **Winter Vincent** came second in the WSL World Junior Championships in San Juan, while **Lennix Smith** finished third and **Jarvis Earle** ninth
- Wright took first place in the 2025 Lexus Pipe Pro (women's) with Picklum third
- Picklum finished second in the 2024 Surf Abu Dhabi Pro
- Picklum took third place in the 2025 MEO Ripcurl Pro Portugal and third again in the Surf City El Salvador Pro
- Wright finished third in the 2025 Ripcurl Pro Bells Beach Event
- **Ryan Callinan** came third in the 2025 Newcastle Surfest
- Picklum finished second in the San Clemente Pro Event.



Swimming

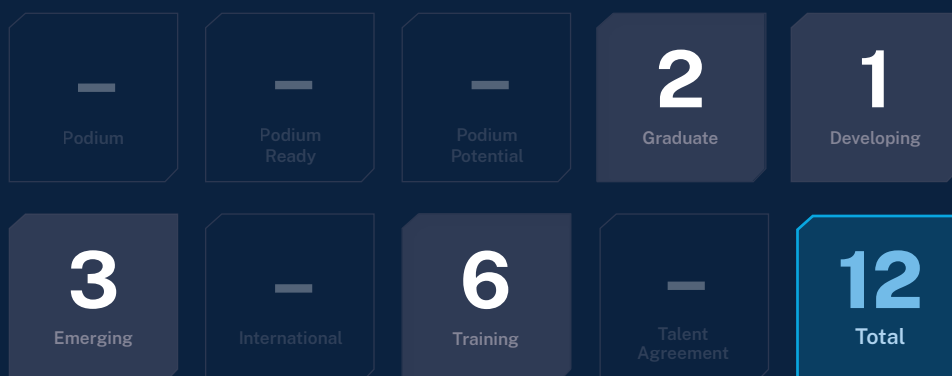


Swimming Program Highlights

- Five NSWIS athletes were selected to represent Australia at the Paris 2024 Olympic Games: **William Yang, Bradley Woodward, Se-Bom Lee, Olivia Wunsch, and Bronte Campbell OAM**
- Wunsch, who made her Olympic debut in Paris, received a gold medal for swimming in the heats of the 4 x 100m women's freestyle relay, swimming alongside Campbell
- Yang was presented with a silver medal for his role as a heat swimmer for the 4 x 100m men's freestyle relay team
- Three NSWIS athletes were selected for the 2024 Paris Paralympic Games: **Tim Hodge OAM, Chloe Osborn, and Ella Jones**
- Hodge won two Paralympic gold medals in the SM9 200m Individual Medley and the 4 x 100m Medley Relay (34 points)
- Osborn, making her Paralympic debut, claimed a silver medal in the 4 x 100m freestyle relay (34 points)
- **Tayla Martin** was selected for the 2025 Open Water World Aquatics Championship and World Cup teams
- **Bella Grant** won one gold and one silver medal on the 2024 world cup circuit
- Six NSWIS athletes and three NSWIS network coaches were selected for the 2024 Junior Pan Pacific Championships team, collectively earning one gold, five silver, and three bronze medals
- Three NSWIS athletes and one network coach were selected for the 2025 Junior World Championship team
- Five able-bodied NSWIS athletes (pool & open water) and five para NSWIS athletes were selected for the 2025 World Championships team.



Triathlon

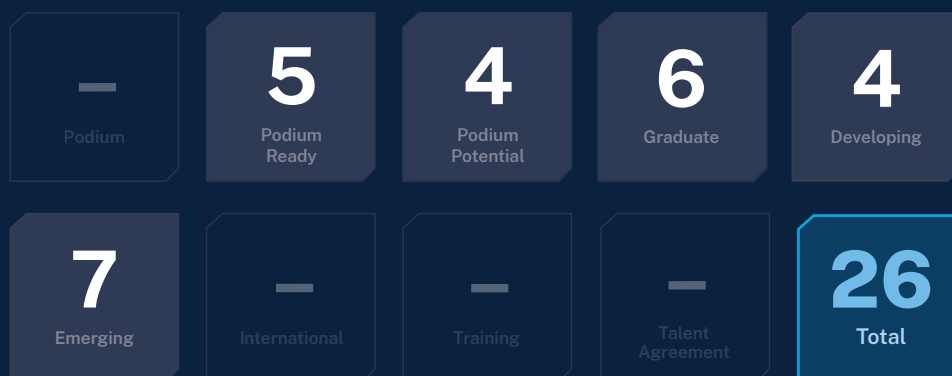


Triathlon Program Highlights

- **Natalie Van Coevorden** was selected onto the 2024 Paris Olympic Games team as well as the World Championships Team Relay
- Three NSWIS athletes competed in a World Triathlon Cup or a World Championship Series event in 2024.



Women's Water Polo



Women's Water Polo Program Highlights

- The Aussie Stingers finished with the silver medal at the 2024 Paris Olympic Games
 - The team had eight NSWIS athletes (of the 13) in the team.
- The NSWIS program celebrated three International (senior) debutants: **Olivia Mitchell**, **Luci Marsh**, and **Samantha Henderson**
- The Stingers finished in fifth place at the 2025 World Cup Super-Final, China (seven NSWIS athletes in the team)
- Nine athletes selected for the 2025 World Championships, Singapore (July 25).



Winter Sports Program Highlights

- NSWIS mogul skier **Matthew Graham** claimed Australia's first medal at the 2025 FIS Freestyle and Snowboard World Championships, winning a Dual Moguls bronze medal in a courageous performance in the iconic Swiss resort St Moritz, where three of the top four men suffered heavy crashes in a wild semi-final round of championship mogul skiing. Graham now has five World Championship medals in his remarkable career, the most of any Australian winter sports athlete
- NSWIS snowboard cross athletes claimed its second medal at the 2025 FIS World Championships in St Moritz-Engadin, Switzerland, with a silver medal performance from **Mia Clift** and **Cameron Bolton** in the mixed team event. The podium performance is 20-year-old Clift's first international medal at the highest level, and the first World Championship medal for the 34-year-old Bolton
- Ben Tudhope** made his way onto the Para Snowboard World Championships podium yet again after finishing third in the SB-LL2 Snowboard Cross at Big White, Canada. The 2022 Paralympic bronze medallist was defending the world title he won in Spain in 2023 and was in strong form through the opening rounds finishing third in the big final
- Tudhope also finished second on the Para Snowboard World Cup standings
- Just a day after she was named FIS World Cup Mogul Skiing Rookie of the Year, NSWIS Mogul skier **Charlotte Wilson** stunned the FIS World Cup circuit, claiming her first career victory in the dual mogul's event on the site of the 2026 Olympic Winter Games in Livigno, Italy, next February
- Wilson sets the record for the fewest amount of starts by an Australian mogul skier to win World Cup gold, in just her tenth start of her rookie season competing at the highest level. Wilson is only the third Australian female mogul skier to win a World Cup event, following in the footsteps of World Champion **Britt Cox** and Olympic Champion **Jakara Anthony OAM**
- Snowboard Cross athletes Bolton, **Adam Lambert**, **Josie Baff**, and Clift had a stellar season with a combined eight World Cup podium places over the northern hemisphere season
- Finishing the women's World Cup season Baff ranked fourth and Clift eighth, finishing the men's World Cup season Lambert ranked sixth and Bolton ranked ninth
- Bolton and Baff also combined to win Australia's first ever World Cup gold medal in the snowboard cross mixed team event in Erzurum, Türkiye.

NSWIS
NSW INSTITUTE OF SPORT

NSWIS **GOVERNANCE**



Charter

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

The objectives of the Institute are:

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

NSWIS Board

Method and term of appointment of Board Members. The Board is to consist of:

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

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

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.



Gary Flowers
Chair

BComm, LLB
Four meetings attended

Term:
01/12/2024 – 30/11/2027

Board Members



Adam Berry
Office of Sport Representative

Two meetings attended



Amy Jones
Board Member

M.B.A / B. OccTherapy, Hlth, Phys, Jnl, Mktg
Three meetings attended

Term:
01/12/2023 – 30/11/2026



Brad Lancken
Board Member

BComm, LLB
Four meetings attended

Term:
01/12/2023 – 30/11/2026



Elizabeth Crouch AM
Deputy Chair

BEC, M Cyber Security
Four meetings attended

Term:
01/12/2024 – 30/11/2027



Ellie Cole AM
Board Member

One meeting attended

Term:
01/12/2024 – 30/11/2027



Karen Jones
Office of Sport Representative

One meeting attended



Matt Shirvington
Board Member

BComm, LLB
Two meetings attended

Term:
01/12/2024 – 30/11/2027



Melissa King
Board Member

Four meetings attended

Term:
01/12/2023 – 30/11/2026



Michael Bushell
Board Member

Five meetings attended

Term:
01/12/2023 – 30/11/2026



Sarah Ryan OAM
Board Member, Member AAG

Three meetings attended

Term:
01/12/2021 – 30/11/2024

Executive Members



Prof. Kevin Thompson
Chief Executive Officer

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



Dr. Alex Natera
Manager, Sport Science

MSc, ESSA sp2, ASCC, CSCS, PhD



Aaron Counter
Director, Corporate & Communications (Acting)

BCom
(commenced 12 May 2025)



Dr. Corey Cunningham
Chief Medical Officer

BSc (Med) MB BS, M. SportsMed`



Andrew Logan
Director, High Performance

Dip. Teach, BEd
(Finished 22/06/2025)



Cherie Nicholl
Director, Corporate & Communications

Assoc Dip BMgmt
(Finished 04/06/2025)



RISK & **COMPLIANCE**

Legislation and Legal Change

The NSW Institute of Sport (NSWIS) was established as a Statutory Authority under the Institute of Sport Act 1995. During the reporting period, there were no changes made to the Act.

Compliance Framework

The Institute utilises the Audit Office of NSW Governance Lighthouse Framework to strengthen NSWIS governance practices.

The Institute has developed a compliance register and high-risk and compliance not assured items are reported to the ARC on a bi-monthly basis with overall updates on the compliance register provided at every ARC meeting. It should be noted that compliance targets and the reporting against those targets is conducted across a calendar year.

The overall compliance targets for 2025 and NSWIS TYD performance against these targets are as follows:

- No items will be classified as compliance not assured and/or high risk for consecutive review periods
YTD June = ACHIEVED
- Overall compliance rating remains at least >90% for the entire year (opening = 90.6%)
YTD June = 100%-ACHIEVED
- Overall compliance rating is >95% at the end of the year YTD June = 100%-ACHIEVED

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

Risk Framework

NSWIS is committed to having an effective risk management process in place to minimise the risk exposure to the business, sport programs, staff, and athletes. An Enterprise Risk Management Framework and Risk Management Guidelines are embedded within the business. The Corporate Risk Register is regularly reviewed and updated by Executive management and reviewed at each Audit and Risk Committee meeting. The Board subsequently reviews and approves the risk register annually as part of a Board deep dive session.

Audit and Risk Committee

NSWIS currently has an Audit and Risk Committee and an internal audit function. During 2024/25, 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.



FINANCIAL STATEMENTS

For the period ended 30 June 2025

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NSW Institute of Sport Statement by the Members of the Board

For the period 1 July 2024 to 30 June 2025

www.nswis.com.au



Statement by the Members of the Board

Pursuant to Section 7.6(4) of the *Government Sector Finance Act 2018* and in accordance with a resolution of the Directors of

the NSW Institute of Sport, we declare on behalf of the Board that in our opinion:

(i) The Financial Statements exhibit a true and fair view of the financial position as at 30 June 2025 and financial performance and cash flows for the year 1 July 2024 to 30 June 2025 of the NSW Institute of Sport and the consolidated entity.

(ii) The Financial Statements have been prepared in accordance with the provisions of the *Government Sector Finance Act 2018*, the *Government Sector Finance Regulation 2024*, 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 on the 29th day of September 2025.

Gary Flowers
Chair

Brad Lancken
Chair of the Audit & Risk Committee

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NSW 2127, Australia



NSW Institute of Sport Independent Auditor's Report (cont'd)

For the period 1 July 2024 to 30 June 2025



INDEPENDENT AUDITOR'S REPORT

New South Wales Institute of Sport

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of New South Wales Institute of Sport (the Institute), which comprise the Statement by the Members of the Board, the Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, and notes to the financial statements, including a Statement of material accounting policy information and other explanatory information of the Institute and the consolidated entity. The consolidated entity comprises the Institute and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2024* (GSF Regulation) and the Treasurer's Directions
- presents fairly the financial position, financial performance and cash flows of the Institute and the consolidated entity.

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

Basis for Opinion

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

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

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

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

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

NSW Institute of Sport Independent Auditor's Report (cont'd)

For the period 1 July 2024 to 30 June 2025

Board's Responsibilities for the Financial Statements

The Board is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the GSF Act, GSF Regulation and Treasurer's Directions. The Board's responsibility also includes such internal control as the Board determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

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

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

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

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

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



Mary Yuen
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

1 October 2025
SYDNEY

NSW Institute of Sport Statement of Comprehensive Income

For the period 1 July 2024 to 30 June 2025

	Notes	Economic Entity		Parent Entity	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Expenses					
Employee related	2(a)	14,104	13,609	117	122
Personnel services-ISSA	2(b)	-	-	13,987	13,487
Operating expenses	2(c)	7,860	8,064	7,860	8,064
Depreciation and amortisation	2(d)	2,074	2,072	2,074	2,072
Grants and subsidies	2(e)	697	852	697	852
Finance costs	2(f)	68	96	68	96
Total expenses excluding losses		24,803	24,693	24,803	24,693
Revenue					
Grant from NSW Government	3(a)	19,076	18,765	19,076	18,765
Sale of goods and services	3(b)	1,032	1,154	1,032	1,154
Investment revenue	3(c)	210	157	210	157
Grants and contributions	3(d)	11,557	3,103	11,557	3,103
Other income	3(e)	1,059	1,100	1,059	1,100
Total revenue		32,934	24,279	32,934	24,279
Operating result		8,131	(414)	8,131	(414)
Gain / (loss) on disposal	4	-	(8)	-	(8)
Net result from continuing operations		8,131	(422)	8,131	(422)
Other comprehensive income					
Items that will not be reclassified to net result in subsequent periods					
Other net increases / (decreases) in equity		-	-	-	-
Total other comprehensive income		-	-	-	-
Total comprehensive income		8,131	(422)	8,131	(422)

The accompanying notes form part of these financial statements.

NSW Institute of Sport Statement of Financial Position

For the period 1 July 2024 to 30 June 2025

	Notes	Economic Entity		Parent Entity	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	5	10,909	3,350	10,909	3,350
Receivables	6	2,981	1,204	2,976	1,204
Inventories	7	164	182	164	182
Total current assets		14,054	4,736	14,049	4,736
Non-current assets					
Property, plant and equipment	8				
Plant and equipment		1,289	1,477	1,289	1,477
Intangible assets		-	-	-	-
Right-of-use assets under leases	9(a)	3,267	4,851	3,267	4,851
Total property, plant and equipment		4,556	6,328	4,556	6,328
Total non-current assets		4,556	6,328	4,556	6,328
Total assets		18,610	11,064	18,605	11,064
Liabilities					
Current liabilities					
Payables	10	1,665	702	922	404
Leases	12	1,687	1,640	1,687	1,640
Provisions	11	2,023	1,928	2,992	2,487
Total current liabilities		5,375	4,270	5,601	4,531
Non-current liabilities					
Leases	12	1,849	3,509	1,849	3,509
Provisions	11	231	261	-	-
Total non-current liabilities		2,080	3,770	1,849	3,509
Total liabilities		7,455	8,040	7,450	8,040
Net assets		11,155	3,024	11,155	3,024
Equity					
Accumulated funds		11,155	3,024	11,155	3,024
Total equity		11,155	3,024	11,155	3,024

The accompanying notes form part of these financial statements.

NSW Institute of Sport Statement of Changes in Equity

For the period 1 July 2024 to 30 June 2025

	Notes	Accumulated funds	Total equity
		\$'000	\$'000
2025 Economic entity			
Balance at 1 July 2024		3,024	3,024
Net result for the year		8,131	8,131
Other comprehensive income		-	-
Total comprehensive income for the year		8,131	8,131
Balance at 30 June 2025		11,155	11,155
	Notes	Accumulated funds	Total equity
		\$'000	\$'000
2025 Parent entity			
Balance at 1 July 2024		3,024	3,024
Net result for the year		8,131	8,131
Other comprehensive income		-	-
Total comprehensive income for the year		8,131	8,131
Balance at 30 June 2025		11,155	11,155

The accompanying notes form part of these financial statements.

NSW Institute of Sport Statement of Changes in Equity

For the period 1 July 2024 to 30 June 2025

	Notes	Accumulated funds	Total equity
		\$'000	\$'000
2024 Economic entity			
Balance at 1 July 2023		3,446	3,446
Net result for the year		(422)	(422)
Other comprehensive income		-	-
Total comprehensive income for the year		(422)	(422)
Balance at 30 June 2024		3,024	3,024

	Notes	Accumulated funds	Total equity
		\$'000	\$'000
2024 Parent entity			
Balance at 1 July 2023		3,446	3,446
Net result for the year		(422)	(422)
Other comprehensive income		-	-
Total comprehensive income for the year		(422)	(422)
Balance at 30 June 2024		3,024	3,024

The accompanying notes form part of these financial statements.

NSW Institute of Sport Statement of Cashflow

For the period 1 July 2024 to 30 June 2025

	Notes	Economic Entity		Parent Entity	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
Payments					
Employee related		(13,599)	(13,385)	(13,599)	(13,385)
Suppliers for goods and services		(6,843)	(7,440)	(6,843)	(7,440)
Grants		(697)	(852)	(697)	(852)
Other		-	(140)	-	(140)
Total payments		(21,139)	(21,817)	(21,139)	(21,817)
Receipts					
Grant from NSW Government		19,510	18,985	19,510	18,985
Sale of goods and services		107	536	107	536
Interest received		210	157	210	157
Grants and other contributions		9,795	2,883	9,795	2,883
Other		1,059	1,345	1,059	1,345
Total receipts		30,681	23,906	30,681	23,906
Net cash flows from operating activities	16	9,542	2,089	9,542	2,089
Cash flows from investing activities					
Proceeds from sale of property, plant and equipment	8	-	-	-	-
Purchases of plant and equipment	8	(264)	(240)	(264)	(240)
Net cash flows from investing activities		(264)	(240)	(264)	(240)
Cash flows from financing activities					
Payment of principal portion of lease liabilities		(1,719)	(1,636)	(1,719)	(1,636)
Net cash flows from financing activities		(1,719)	(1,636)	(1,719)	(1,636)
Net increase / (decrease) in cash		7,559	213	7,559	213
Opening cash and cash equivalents		3,350	3,137	3,350	3,137
Closing cash and cash equivalents	5	10,909	3,350	10,909	3,350

The accompanying notes form part of these financial statements.

NSW Institute of Sport Notes to the Financial Statements

For the period 1 July 2024 to 30 June 2025

1. Statement of Material Accounting Policy Information

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 principal objective).

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

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

These financial statements for the year ended 30 June 2025 have been authorised for issue by the Board on 23rd September 2025.

(b) Basis of preparation of the financial statements

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

- Applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations)
- The requirements of the Government Sector Finance Act 2018 (the GSF Act) and
- Treasurer's Directions issued under the GSF Act.

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

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

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

(c) Going concern

The financial statements have been prepared on a going concern basis. In the process of preparing the consolidated financial statements for the entity, management has considered and assessed the Entity's ability to continue as a going concern.

Management has determined that the entity has the ability to meet its upcoming obligations and continue as a going concern.

(d) Statement of compliance

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

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

1. Statement of Material Accounting Policy Information (cont'd)

(e) 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.

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

i. Effective for the first time in 2024-2025

The accounting policies applied in 2024-2025 are consistent with those of the previous financial year. Several amendments and interpretations apply for the first time in 2024-2025 but do not have a material impact upon the financial statements of the Institute

ii. Issued but not yet effective

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

The following new Australian Accounting Standards have not been applied and are not yet effective, in accordance with the NSW Treasury mandate (TPG 25-02):

- > AASB 18 Presentation and Disclosure in Financial Statements (effective from 1 January 2027)
- > AASB 2014-10 Amendments to Australian Accounting Standards–Sale or Contribution of Assets between Investor and its Associate or Joint Venture (effective from 1 January 2025)
- > AASB 2022-9 Amendments to Australian Accounting Standards–Insurance Contracts in the Public Sector (effective from 1 July 2026)
- > AASB 2023-5 Amendments to Australian Accounting Standards–Lack of Exchangeability (effective from 1 January 2025)
- > AASB 2024-2 Amendments to Australian Accounting Standards–Classification and Measurement of financial Instruments (effective 1 January 2026)
- > AASB 2024-3 Amendments to Australian Accounting Standards–Annual Improvements Volume 11 (effective 1 January 2026)
- > AASB 2024-4B Amendments to Australian Accounting Standards–Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

2. Expenses Excluding Losses

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
(a) Employee related expenses				
Board member's fees and associated on-costs	100	104	100	104
Salaries and wages (including annual leave)	11,881	11,691	-	-
Superannuation	1,186	1,140	11	12
Long service leave	164	190	-	-
Workers' compensation insurance	75	46	-	-
Payroll tax and fringe benefit tax	698	438	6	6
Total employee related expenses	14,104	13,609	117	122
(b) Personnel services				
Personnel services - Institute of Sport staff agency	-	-	13,987	13,487
Total personnel services	-	-	13,987	13,487
(c) Other operating expenses include the following:				
Auditor's remuneration - audit of the financial statements	47	47	47	47
Expenses related to leases of low-value assets	81	80	81	80
Maintenance	125	145	125	145
Corporate shared services	246	278	246	278
Insurance	56	53	56	53
Consultants	604	290	604	290
Other contractors	290	374	290	374
Athlete and medical services	1,279	1,432	1,279	1,432
Rent and occupancy costs	1,057	1,058	1,057	1,058
Travel	1,122	1,413	1,122	1,413
Minor equipment and motor vehicles	301	390	301	390
Printing, stationery, communications and promotions	405	312	405	312
Computer software licences	859	598	859	598
In-kind contributions	960	1,074	960	1,074
Other expenses	428	520	428	520
Total other operating expenses	7,860	8,064	7,860	8,064

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

2. Expenses Excluding Losses (cont'd)

(c) Other operating expenses (cont'd)

Recognition and measurement

Maintenance expense

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

Insurance

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

Lease expense

The entity recognises the lease payments associated with the following types leases as an expense on a straight-line basis:

- Leases that meet the definition of short-term. i.e. where the lease term at commencement of the lease is 12 months or less. This excludes leases with a purchase option.
- Leases of assets that are valued at \$10,000 or under when new.
- Variable lease payments not included in the measurement of the lease liability (i.e. variable lease payments that do not depend on an index or a rate, initially measured using the index or rate as at the commencement date). These payments are recognised in the period in which the event or condition that triggers those payments occurs.

	Economic Entity		Parent Entity	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
(d) Depreciation and amortisation expense				
General plant and equipment	452	488	452	488
Intangibles	-	2	-	2
Right of use assets				
Buildings	1,489	1,489	1,489	1,489
Plant and equipment	133	93	133	93
Total depreciation and amortisation	2,074	2,072	2,074	2,072

(e) Grants and subsidies				
Sporting associations	697	852	697	852
Total grants and subsidies	697	852	697	852

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

2. Expenses Excluding Losses (cont'd)

(e) Grants and subsidies (cont'd)

Recognition and measurement

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	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
(f) Finance costs				
Interest expense from lease liabilities	68	96	68	96
Total finance costs	68	96	68	96

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.

3. Revenue

Recognition and measurement

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

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
(a) Grant from NSW Government				
NSW Government Recurrent Grant	19,076	18,765	19,076	18,765
Total grant from NSW Government	19,076	18,765	19,076	18,765

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

3. Revenue (cont'd)

(a) Grant from NSW Government (cont'd)

Recognition and measurement

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

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

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

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

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
(b) Sale of goods and services				
Sponsorship - cash	72	80	72	80
Sponsorship - in-kind	960	1,074	960	1,074
Total sale of goods and services	1,032	1,154	1,032	1,154

Recognition and measurement

Sale of goods

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

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

Rendering of service

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

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

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

3. Revenue (cont'd)

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
(c) Investment revenue				
Interest received	210	157	210	157
Total interest received	210	157	210	157

Recognition and measurement

Interest income

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

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
(d) Grants and contributions				
National Sporting Organisations	4,774	2,883	4,774	2,883
Other State Government grants*	6,783	220	6,783	220
Total grants and contributions	11,557	3,103	11,557	3,103

*The above income from Other State Government grants primarily relate to funding of the Sports Tech Hub & Para Unit. These grants not recurrent in nature.

Recognition and measurement

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

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

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

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

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

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

3. Revenue (cont'd)

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
(e) Other Income				
Rent	58	45	58	45
Cost recoveries	787	914	787	914
Sundry	214	141	214	141
Total grants and contributions	1,059	1,100	1,059	1,100

4. Gain / (Loss) on Disposal

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Gain/(loss) on disposal of plant and equipment and intangibles				
Written down value of assets disposed	-	(8)	-	(8)
Net gain/(loss) on disposal of plant and equipment and intangibles	-	(8)	-	(8)

5. Current Assets – Cash and Cash Equivalents

Recognition and measurement

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	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Cash at bank or on hand	10,909	3,350	10,909	3,350
Total cash and cash equivalents	10,909	3,350	10,909	3,350

Refer Note 17 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

6. Current / Non-Current Assets – Receivables

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current				
GST/FBT receivable	111	152	111	152
Prepayments	763	343	763	343
Accrued revenue	367	-	367	-
Accounts receivable	1,740	709	1,735	709
	2,981	1,204	2,976	1,204
Non-current	-	-	-	-
Accounts receivable	-	-	-	-
Total receivables	2,981	1,204	2,976	1,204

Refer Note 17 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

Recognition and measurement

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

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

Subsequent measurement

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

Impairment under AASB 9

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

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

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

7. Current Assets – Inventories

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Uniform stock	164	182	164	182
Total inventories	164	182	164	182

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.

8. Non-Current Assets – Property, Plant & Equipment

	Plant and equipment	Sporting Equipment	Leasehold Improvements	Intangible Assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
2024 Economic & Parent					
At 1 July 2023 - fair value					
Gross carrying amount	11,053	-	-	405	11,458
Accumulated depreciation and impairment	(9,320)	-	-	(403)	(9,723)
Net carrying amount	1,733	-	-	2	1,735

Year ended 30 June 2024					
Net carrying amount at beginning of year	1,733	-	-	2	1,735
Additions	240	-	-	-	240
Disposals	(8)	-	-	-	(8)
Reclassifications	-	-	-	-	-
Less: depreciation expense	(488)	-	-	(2)	(490)
Net carrying amount at end of year	1,477	-	-	-	1,477

At 1 July 2024 - fair value					
Gross carrying amount	10,898	-	-	405	11,303
Accumulated depreciation and impairment	(9,421)	-	-	(405)	(9,826)
Net carrying amount	1,477	-	-	-	1,477

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

8. Non-Current Assets – Property, Plant & Equipment (cont'd)

	Plant and equipment	Sporting Equipment	Leasehold Improvements	Intangible Assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
2025 Economic & Parent					
Year ended 30 June 2025					
Net carrying amount at beginning of year	1,477	-	-	-	1,477
Additions	264	-	-	-	264
Disposals	-	-	-	-	-
Reclassifications	-	-	-	-	-
Less: depreciation expense	(452)	-	-	-	(452)
Net carrying amount at end of year	1,289	-	-	-	1,289
At 30 June 2025 - fair value					
Gross carrying amount	11,162	-	-	405	11,567
Accumulated depreciation and impairment	(9,873)	-	-	(405)	(10,278)
Net carrying amount	1,289	-	-	-	1,289

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.

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 are met.

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

8. Non-Current Assets – Property, Plant & Equipment (cont'd)

Recognition and measurement (cont'd)

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%

Impairment of property, plant and equipment

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

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

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

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

9. Leases

Entity as a lessee

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

Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the entity and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option.

Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee. During the current financial year, there was no financial effect of revising lease terms to reflect the effect of exercising extension and termination options.

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

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

9. Leases (cont'd)

(a) Right-of-use assets under leases

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

	Buildings	Plant & equipment	Total
	\$'000	\$'000	\$'000
Balance at 1 July 2024	4,464	387	4,851
Additions	-	38	38
Depreciation expense	(1,489)	(133)	(1,622)
Balance at 30 June 2025	2,975	292	3,267

Balance at 1 July 2023	5,953	124	6,077
Additions	-	356	356
Depreciation expense	(1,489)	(93)	(1,582)
Balance at 30 June 2024	4,464	387	4,851

(b) Right-of-use liabilities under leases

The following table presents liabilities under leases:

	2025	2024
	\$'000	\$'000
Balance at 1 July	5,148	6,332
Additions	34	357
Interest expenses	67	96
Payments	(1,713)	(1,637)
Balance at 30 June	3,536	5,148

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

	2025	2024
(c) Right-of-use expenses under leases		
Depreciation expense of right-of-use assets	1,622	1,582
Interest expense on lease liabilities	67	96
Expense relating to short-term leases	-	-
Expense relating to leases of low-value assets	-	-
Variable lease payments, not included in the measurement of lease liabilities	-	-
Total amount recognised in the statement of comprehensive income	1,689	1,678

The entity had total cash outflows for leases of \$1.71 million in FY2024-25 (\$1.91 million in FY2023-24).

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

9. Leases (cont'd)

(c) Right-of-use expenses under leases (cont'd)

Recognition and measurement

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

i. Right-of-use assets

The entity recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability (refer ii below), adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

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

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

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

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

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

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.

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

9. Leases (cont'd)

Recognition and measurement (cont'd)

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.

10. Current Liabilities – Payables

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current				
Accrued Salaries, Wages and On-Costs	743	298	-	-
Revenue received in advance	113	13	113	13
Creditors	214	6	214	6
Accruals	595	385	595	385
	1,665	702	922	404

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 17.

Recognition and measurement

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

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

11. Current / Non-Current Liabilities – Provisions

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current				
Employee benefits and related on-costs				
Annual leave	1,301	1,231	-	-
Long service leave	651	574	-	-
Parental leave	71	123	-	-
Personnel Services - Provision	-	-	2,992	2,487
Total current provisions	2,023	1,928	2,992	2,487
Non-current				
Employee benefits and related on-costs				
Long service leave	231	261	-	-
Total non-current provisions	231	261	-	-
Total provisions	2,254	2,189	2,992	2,487
Aggregate employee benefits and related on-costs				
Provisions - current	2,023	1,928	2,992	2,487
Provisions - non-current	231	261	-	-
Accrued salaries, wages and on-costs	743	298	-	-
	2,997	2,487	2,992	2,487

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 12 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.

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

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

Recognition and measurement (cont'd)

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

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 11.5% 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 Policy and Guideline TPG24-23 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.

12. Current / Non-Current Liabilities – Leases

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current leases				
Lease Liability	1,687	1,640	1,687	1,640
	1,687	1,640	1,687	1,640
Non-current leases				
Lease Liability	1,849	3,509	1,849	3,509
	1,849	3,509	1,849	3,509

Recognition and measurement

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

Lease liabilities are determined in accordance with AASB 16.

13. Contingent liabilities and contingent assets

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

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

14. Budget Review

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

15. Equity

Accumulated Funds

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

16. Reconciliation of Cash Flows from Operating Activities to Net Result

	Economic Entity		Parent Entity	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Net cash used on operating activities	9,542	2,089	9,542	2,089
Depreciation and amortisation expense	(2,074)	(2,072)	(2,074)	(2,072)
Finance costs	(68)	(96)	(68)	(96)
Decrease / (increase) in provisions	(38)	(327)	-	-
Increase / (decrease) in prepayments and other assets	(5)	-	-	-
Decrease / (increase) in creditors	(980)	398	(1,023)	71
Increase / (decrease) in receivables	1,772	(443)	1,772	(443)
Increase / (decrease) in inventories	(18)	37	(18)	37
Net gain / (loss) on disposal of assets	-	(8)	-	(8)
Net result	8,131	(422)	8,131	(422)

17. 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.

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

17. Financial instruments (cont'd)

(a) Financial instrument categories

	Note	Category	Carrying Amount 2025	Carrying Amount 2024
Financial Assets			\$'000	\$'000
Class				
Cash and cash equivalents	5	N/A	10,909	3,350
Receivables ¹	6	Amortised cost under AASB 9	2,197	709
Financial liabilities			Carrying Amount 2025	Carrying Amount 2024
Class			\$'000	\$'000
Payables ²	10	Financial liabilities measured at amortised cost	1,579	689

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.

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.

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

17. Financial instruments (cont'd)

(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 and cash equivalents

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

Receivables – trade debtors and loans

Accounting policy for impairment of trade debtors and other financial assets

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

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

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

The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. Trade debtors are written off when there is no reasonable expectation of recovery.

The entity is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors as at 30 June 2025. 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.

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.

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

17. Financial instruments (cont'd)

(d) Financial risks (cont'd)

ii. Market risk (cont'd)

Interest rate risk

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

	\$'000				
	Carrying amount	Profit	Equity	Profit	Equity
2025 Financial Assets		-1%		+1%	
Cash and Cash Equivalents	10,909	(109)	(109)	109	109

	Carrying amount	Profit	Equity	Profit	Equity
2024 Financial Assets		-1%		+1%	
Cash and Cash Equivalents	3,350	(34)	(34)	34	34

iii. Liquidity risk

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

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

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

(e) Fair value measurement

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

NSW Institute of Sport Notes to the Financial Statements (cont'd)

For the period 1 July 2024 to 30 June 2025

18. 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:

	2025	2024
	\$'000	\$'000
Short-term employee benefits		
Salaries, superannuation, annual leave	2,053	1,867
Other monetary allowances	-	-
Non-monetary benefits	-	-
Other long-term employee benefits	-	-
Post-employment benefits	-	-
Termination benefits	358	-
Total remuneration	2,411	1,867

(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 2024-25 there have been no transactions reported with key management personnel.

During 2024-25, NSWIS had related party transactions with the Office of Sport, receiving \$25.4 million in grant and other payments, on behalf of the NSW Government (2023-24: \$19.0 million) and making payments for facility access costs and cost recoveries of \$0.2 million (2023-24: \$0.3 million). These transactions were conducted at arms-length.

During 2024-25, NSWIS had related party transactions with the Department of Creative Industries, Tourism, Hospitality and Sport, receiving \$0.6 million (2023-24: \$0.0 million) for cost recoveries. These transactions were conducted at arms-length.

NSWIS has a related party relationship with the Olympic Winter Institute of Australia (OWIA). The CEO of NSWIS is a member of the Board of OWIA. During 2024-25, NSWIS had related party transactions with OWIA, receiving \$0.1 million in grants, contributions and cost reimbursements (2023-24: \$0.1 million) and making payments of \$0.1 million for services received and costs reimbursements (2023-24: \$0.2 million). These transactions were conducted at arms-length.

NSWIS had a related party relationship with Swimming NSW. Until 30 November 2023, a member of the NSWIS Board was also on the Board of Swimming NSW. During 2024-25, NSWIS had related party transactions with Swimming NSW, making payments of \$0.1 million (2023-24: \$0.1 million) for services received. These transactions were conducted at arms-length.

NSWIS has a related party relationship with Paralympics Australia, with two members of the NSWIS Board also on the Board of Paralympics Australia. During 2024-25 NSWIS had related party transactions with Paralympics Australia, receiving \$0.2m in grants. These transactions were conducted at arms-length.

NSW Institute of Sport
Notes to the Financial Statements (cont'd)

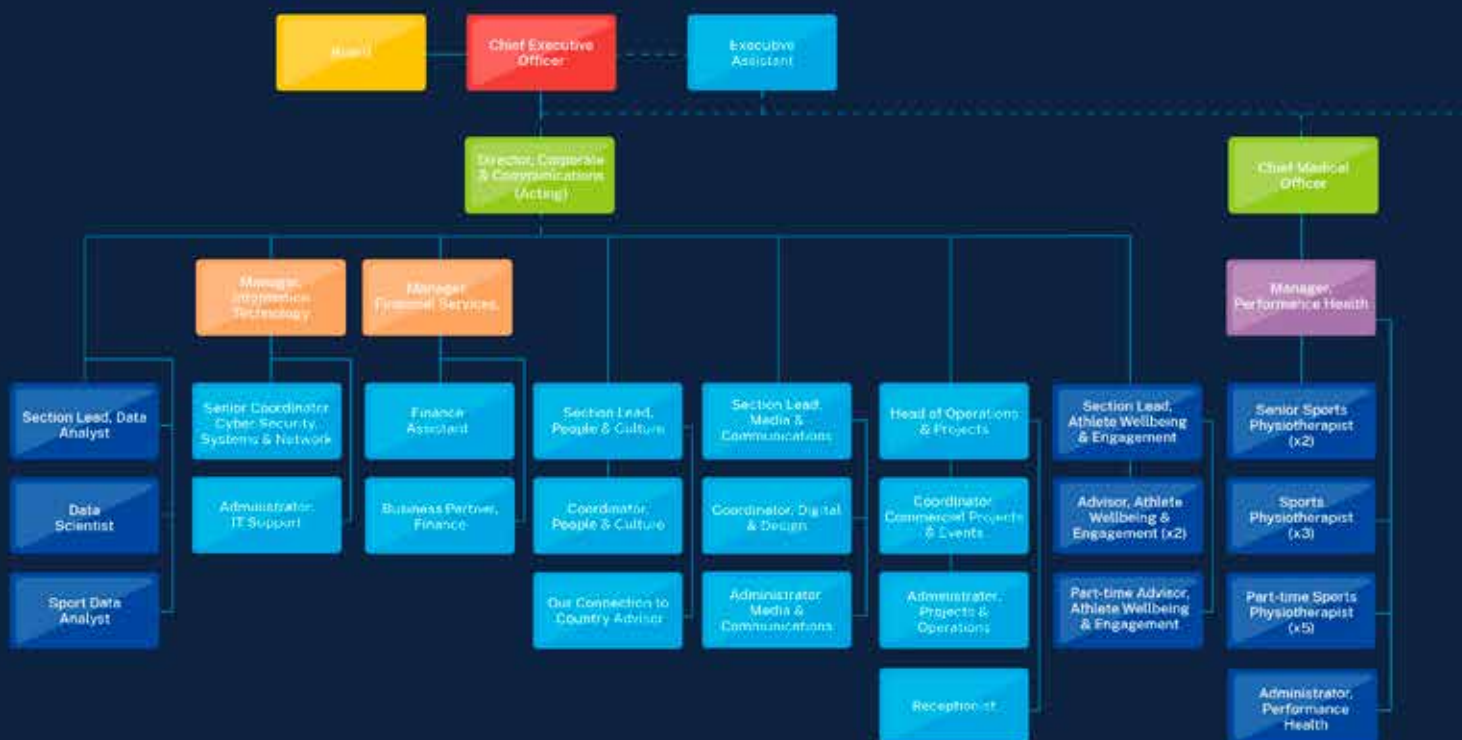
For the period 1 July 2024 to 30 June 2025

19. Events after the Reporting Period

There were no significant events after the reporting period.

End of audited financial statements.

Appendix 1: Organisational Chart (as of 30 June 2024)



LEGEND





Appendix 2: Legislation & Legal Change

The NSW Institute of Sport (NSWIS) was established as a Statutory Authority under the Institute of Sport Act 1995. During the reporting period, there were no changes made to the Act.

Appendix 3: People & Culture

Staffing

This appendix provides data on the number of staff employed by NSWIS, commentary on People and Culture (P&C) policies and practices, movement in salaries, and organisational structure. As of 30 June 2025, NSWIS employed 94 full-time, 12 part-time and no active casual staff.

NSWIS staffing totals

Reporting Period	2023	2024	2025
Full-time	96	90	94
Part-time	12	13	12
Casual	1	4	0
Total	109	107	106

Staff figures as at 30 June 2025

The NSWIS workforce was comprised of 49% male and 51% female staff, with 66% of roles engaged to provide direct support to NSW athletes in coaching and high performance services, a reduction of 7% from last year.

Conditions of Employment and Movement in Payroll Costs

All staff, apart from four senior executive roles (CEO, Director, Corporate and Communications, Chief Medical Officer, and Director High Performance), are employed under the NSWIS Enterprise Agreement 2025-2027.

NSWIS staff are employed on a fixed term employment contract. During the reporting period, most contracts commenced on 1 January 2025. The salary and on-costs for 2024/25 include a 3.5% salary increase paid to all staff employed from 1 January 2025, except for the four senior executive roles.

The senior executives did not receive a salary increase in the reporting period.

Staff turnover was 37% in the 2024/25 period (2023/24 16%), a figure which is normal for this stage of 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 included on employee pay slips. Managers and supervisors are empowered to manage this directly with their staff, discussing leave as part of regular performance meetings. The NSWIS Executive is provided with a leave administration report on a regular basis.

Learning and Development

The NSWIS People Development Plan identifies the development priorities and knowledge/skill gaps required to develop highly skilled staff, high performing teams, and a responsive and agile workforce. Priorities are informed by employee's Annual Performance and Development Plan (PDP) to ensure development is congruent with the achievement of expected individual and organisational outcomes. Additionally, employees engaged in targeted learning and development opportunities, aligned to the priorities identified in their PDP, through external providers, experiential learning, and national roles.

During 2024/25, NSWIS created 3 new onboarding programs which included reviewing and editing 53 pre-existing courses. NSWIS prepared 13 courses for the Sports High Schools onboarding and compiled them into 3 different programs, aimed at student levels 1, 2 and 3).

We had 16 industry/sport experts present to NSWIS and delivered 10 targeted lunch and learn presentations for staff and sport partners.

Guidelines, Policies and Procedures

The Institute has a policy review program that ensures all policies are reviewed every two years as a minimum. Policies may also be reviewed more frequently to respond to changes in legislation, regulation, or to ensure NSWIS maintains best practice processes and policies.

Policies, procedures, and guidelines considered and reviewed included	
Access Control Policy	IT Acceptable Use Policy
Asset Guidelines	Medical Policy
Athlete Advisory Group Charter	NSWIS Data Breach Policy
Athlete Mental Health At Risk Framework	NSWIS EA Signed
Board Governance Statement	NSWIS Information Policy
Child Safeguarding-Chaperone Guidelines	NSWIS IT Security Policy
Code of Conduct-Staff	People Development Guidelines
Critical Incident Processes and Procedures	Performance Development Plan
Cyber Security Policy	Principles of Working
Degree Research Process and Timelines	Public Interest Disclosure Policy
Delegations Manual	Records Management Policy
Disordered Eating Guidelines	Research Policy
Facility Hire Guidelines	Research Support Guidelines
Flexible Working Policy	Risk Management Guidelines
Fraud and Corruption Prevention Policy	Secondary Employment Guidelines
Health, Safety and Wellbeing (HSW) Guidelines	Staff Backfill Guidelines
Information Security Incident Management Policy	Travel and Transport Guidelines
Information Security Policy	Workplace Health, Safety and Wellbeing Policy (WHS)

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 is signed by new employees of NSWIS during their onboarding program and again at the beginning of the new Olympic cycle. Minor changes to the Code of Conduct we made in the reporting period, which were reviewed by Executive and approved by CEO.

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).

- 51% of staff (excluding casuals) are female, and the representation on the Executive Committee during the financial year was 20% (which is the same as the previous year).
 - NSWIS employed 1 intern during the period who identify as Aboriginal and/or Torres Strait Islander descent. They were hired in partnership with CareerTrackers.
 - 4 staff members (excluding casuals) with a disability were employed during the reporting period and one of them 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.
 - 13 staff (excluding casuals) are from a racial, ethnic, or ethno-religious minority groups, of which English was not their first language. This reflects the international nature of high performance sport. NSWIS strives to be a world leading high performance organisation and whilst home grown talent
- Table:** Trend in the Representation of EEO Groups - Percentage of Total Staff as at 30 June 2024

Table: Trend in the Representation of EEO Groups -Percentage of Total Staff as of 30 June 2025.

EEO Group	Benchmark or target	2023	2024	2025
Women	50%	43.5%	48.5%	51%
Aboriginal and Torres Strait Islander Peoples	3.3%	0.9%	1.0%	0.9%
People whose first Language is not English	23.2%	10.2%	10.7%	11.8%
People with a Disability	5.6%	2.8%	2.9%	1.4%
People with a disability requiring work related adjustment	N/A	0.9%	1.0%	1.0%



Table: Staff Numbers (excluding casuals) by level as of 30 June 2025.

Level	Total Staff	Men	Women	Unspecified	EEO Numbers				
					Aboriginal People & Torres Strait Islanders	People from racial, ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
\$0-\$53,825	1	0	1						
\$53,826-\$70,693	5	2	3						
\$70,694-\$79,031	8	0	8			1	2	1	
\$79,031-\$100,010	30	12	18		1	5	5		
\$100,011-\$129,330	38	23	15			1	3	1	1
\$129,331-\$161,663	16	10	6			3	2		
>\$161,663 (non PSSE)	3	1	2			1			
>\$161,663 (PSSE)	5	4	1						
Totals	106	52	54		1	11	12	2	1

Table: Percentage of total staff by salary level as of 30 June 2025.

Level	Total Staff				EEO Percentages				
					Aboriginal People & Torres Strait Islanders	People from racial, ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
\$0-\$53,825	1		100%						
\$53,826-\$70,693	5	40%	60%						
\$70,694-\$79,031	8	0%	100%			12.5%	25%	12.5%	
\$79,031-\$100,010	30	40%	60%	4.3%	3.3%	16.6%	16.6%		
\$100,011-\$129,330	38	60.5%	39.5%			2.6%	7.8%	2.6%	2.6%
\$129,331-\$161,663	16	62.5%	37.5%			18.75%	12.5%		
>\$161,663 (non PSSE)	3	33.3%	66.6%			33.3%			
>\$161,663 (PSSE)	5	80%	20%						
Totals	106								

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 focused on reducing hazards through regular inspections and prompt action and is reported at Executive and Board meetings.

During the reporting period, there were three reports of injury to either employees or contractors requiring first aid/medical treatment with no Lost Time Injuries (LTI) to report for the period.

Appendix 7: Disability Action Plan

NSWIS continued to support disabled athletes and coaches in a variety of sports including archery, athletics, cycling, rowing, swimming and winter sports. The Institute maintained a close relationship with Paralympics Australia and the Office of Sport to encourage involvement of athletes with a disability in high performance sport. 12.7% of NSWIS supported athletes are para athletes.



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 2024, 49% of employees (exclusive of casuals) were women. There is one female representative on the Executive Committee and 50% representation on the NSWIS Board.

NSWIS continues to support the Office of Sport's Her Sport Her Way Strategy that drives female participation in sport and the development of female senior executives.

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. During the reporting period, NSWIS continued to support a nomination for permanent residency.

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

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

Table: Culturally and linguistically diverse (CALD) women

Improving outcomes for female leadership	
Number of CALD women leaders	0
2024 leadership training spend on CALD women	0
Leadership positions	9

Table: Language Services

Improving outcomes for female leadership	
Client demographics	DO NOT COLLECT
Expenditure	nil
In-house staff; Bilingual staff	11
In-house staff; community language assistance scheme recipients	0
Service provided	0

Services for Humanitarian Entrants

Nil actions to date.

Diversity and Inclusion Strategy

NSWIS has continued to push forward with rolling out the Institute's Diversity and Inclusion strategy with areas of growth seen in the cultural diversity, increase in staff who have a disability and a greater gender balance.

In addition to this there has been a strong focus in Indigenous cultural awareness, International Women's Day, the LGBTIQ+ community, mental health awareness and Harmony Week where staff's cultural backgrounds were recognised through a 'Taste of Harmony'.

Whilst we continue to build our community and support our diverse and inclusive sport sector, we look to further educate staff on topics of -how to lead and contribute to a safe and inclusive environment, respect and value the athlete's voice and address bias and stamping out racism in sport.

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: Executive remuneration bands

PSSE Band	2023/24			2024/25		
	Men	Women	Total	Men	Women	Total
Band 1	2	1	3	3	1	4
Band 2	1	0	1	1	0	1

The percentage of employee payments that relates to senior executives was 8.7% in 2024-25 (7.3% in 2023-24).

Appendix 11: Consumer Response

NSWIS received 1 complaint regarding services which was investigated and not substantiated in 2024-25. The Institute undertook mid-year and annual reviews of each sport program and services provided to athletes.



Appendix 12: 2024 / 25 Budget

	Current Year 2024/25B	Prior Year 2023/24B
Income	\$Million	\$Million
Grants		
State government -total appropriations	22.08	18.99
National & state sporting organisations	3.16	3.02
Sub-total	25.23	22.01
Sponsorship		
Cash	0.13	0.08
In-kind / contra	1.05	1.07
Sub-total	1.18	1.16
Other		
Sundry	1.18	0.74
Sub-total	0.74	0.74
Total revenue	23.90	23.90
Expenditure		
Staff costs	13.97	14.41
Operating costs	11.69	8.77
Total expenditure	25.66	23.19
Operating surplus / Deficit	1.66	0.72
Depreciation & Amortisation	2.34	2.26
Net Surplus/ Deficit	(0.68)	(1.54)

* Budget information from Adaptive

Appendix 13: Public Access to Government Information

NSWIS did not receive any requests in 2024-25 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.

Sustainability initiatives in the last 12 months include the installation of LED lighting and energy efficient refrigerators at NSWIS HQ as well as Narrabeen and Jindabyne Hubs aimed at reducing energy usage across the facilities.

The NSWIS facility has a Nabers energy rating of 4.5 for both power and water. The facility also uses grey water (re-cycled water supplied by the Sydney Olympic Park Authority) for the flushing of toilets. Collected rainwater is also used for the irrigation of the plants and garden.

Appendix 15: Privacy & Personnel Information Policy

In 2024-25, there were no applications for review and no changes to the legislation.

Appendix 16: Overseas Travel

The table below represents travel undertaken by athletes, coaches, and staff during 2024-25 (to the nearest dollar amount).

	Air Fares	Accom	Other	Total
	6056500	6056000	6056600	
General	21,405	2,074	359	23,838
Archery			918	918
Athletics	45,872	109,661	787	156,320
Beach Sprint Rowing		3,866		3,866
Cycling			52	52
Diving			1,905	1,905
Hockey - Women's		546		546
Skate		1,683	1,667	3,350
Swimming	24,119	18,220	421	42,760
Triathlon		3,028		3,028
Winter Sports	16,764	223,426	70,798	310,988
Total	108,160	362,504	76,907	547,571

Appendix 17: Service Providers, Contractors & Consultants

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

- > Legal services
- > Information technology, finance
- > High performance services including sport psychology, medical and physiotherapy
- > Property consulting services

These external providers offered specialist services that supplement the services provided by NSWIS staff and coaches.

In 2024-25, there was one individual consultancy engagements of greater than \$50,000, with Property and Development NSW engaged to provide property consulting services. All providers were engaged for services to supplement existing NSWIS activities. The total cost of these engagements for 2024-25 was \$0.89m (2023-24 \$0.66m).

Appendix 18: Guarantee of Services

The Institute's main clients are high performance athletes and coaches. NSWIS aims through its internationally acclaimed programs and services to be a leader in high performance sport. NSWIS is committed to delivering high performance services throughout NSW to all NSWIS scholarship holders.

NSWIS seeks to improve the performance through a commitment to excellence across all areas of our operations. It is our aim to provide our athletes with cost effective and priority access to daily training facilities together with expert coaches, state of the art equipment and specialist services (sport science, sport medicine, sport psychology, wellbeing, sport intelligence, and career and education) to enhance athlete and program performance.

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

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

Appendix 19: Risk Management & 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.

Appendix 19: Risk Management & Insurance (cont'd)

Risk and Compliance

NSWIS have embedded 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, Miscellaneous and public liability, the major insurance risks of the NSW Institute of Sport.

During the reporting period we submitted three motor vehicle and two property damage insurance claims.

Audit and Risk Committee

NSWIS currently has an Audit and Risk Committee and an internal audit function. During 2024/25, 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:

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: 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	0
Number of PIDs finalised by the authority	N/A
Whether the authority has a PID policy in place	Yes
What action the head of the authority has taken to ensure that his or her staff awareness responsibilities under section 6E(1)(b) of the Act have been met.	The NSWIS CEO has ensured that: > 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 reviewed and updated the existing Purchasing Card Policy and Guidelines in 2023/24. This policy, agreed to by all NSWIS purchase card holders, outlines the requirements for issue, usage, and administration of NSWIS provided purchase cards. The Chief Executive Officer certifies that purchasing card use at NSWIS is in accordance with relevant Premier's Memoranda and Treasurer's Guidelines.

Appendix 22: Payment of Accounts

The 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. NSWIS currently has a shared services agreement with the Department of Planning and Environment who maintain responsibility for making payment of accounts.

Table: 2024/25 Quarterly Payment of Accounts

Ageing of Accounts Payable	Quarter ending Sept 24 \$	Quarter ending Dec 24 \$	Quarter ending Mar 25 \$	Quarter ending Jun 25 \$
Current not past due	56,448	904	4,003	42,481
Current between 30-60 days	85,114	407	13,171	170,717
Current between 60-90 days	12,705	-	-	60,611
More than 90 days	5,000	5,000	-	13,363
Total	159,267	6,312	17,174	287,172

Payment performance		Quarter ending Sept 24	Quarter ending Dec 24	Quarter ending Mar 25	Quarter ending Jun 25
Accounts paid on time	Value (\$)	1,711,501	1,079,076	1,353,595	1,523,512
	Number	344	303	335	568
Total accounts paid	Value (\$)	1,745,828	1,310,232	1,417,901	1,731,431
	Number	378	359	360	641
% of accounts paid on time	Value	98%	82%	95%	88%
	Number	91%	84%	93%	89%

Appendix 23: Attestation Statements

Internal Audit & Risk Management

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Internal Audit and Risk Management Attestation Statement for the 2024-25 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 compliant with the seven (7) core requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

Core Requirements	Compliant, non-compliant or in transition
Risk Management Framework	
1.1 The Accountable Authority shall accept ultimately responsibility and accountability for risk management in the agency.	Compliant
1.2 The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.	Compliant
Internal Audit Function	
2.1 The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.	Compliant
2.2 The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for the Professional Practice of Internal Auditing.	Compliant
2.3 The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	Compliant
Audit and Risk Committee	
3.1 The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.	Compliant
3.2 The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.	Compliant

Membership

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

- Chair: Mr B Lancken (NSWIS Board Member) (Term 1 December 2017 - present)
- Member: Mr G Flowers (NSWIS Board Chair) (Term 1 August 2015 - present)
- Member: Ms M King (NSWIS Board Member) (Term 1 December 2023 - present)

Kevin Thompson
CEO, NSW Institute of Sport
29th September 2025

Aaron Counter
A/Director, Corporate & Communications
29th September 2025

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Appendix 23: Attestation Statements (cont'd)

Cyber Security

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Cyber Security Attestation for Financial Year 2024/2025

Assurance Assessment Against Mandatory Requirements

We hereby attest that an assurance assessment has been conducted against all Mandatory Requirements in the NSW Cyber Security Policy for the financial year 2024/2025. The assessment covered the following areas:

- Compliance with established cyber security policies and procedures.
- Implementation of required security controls.
- Effectiveness of the security measures in place.

Attestation on Cyber Security

Assessment of Cyber Security Risks

We affirm that the agency has conducted a comprehensive assessment of its cyber security risks. This assessment included:

- Identification of potential threats and vulnerabilities.
- Evaluation of the potential impact of these threats.
- Determination of the likelihood of these threats materialising.

Cyber Security Risks with High or Extreme Residual Rating

We confirm that we currently have no cyber security risks identified with a residual rating of high or extreme.

Residual Risks Exceeding Agency's Risk Appetite

We confirm that the agency has identified no cyber security residual risks that exceed the agency's risk appetite.

Reporting Compliance

We attest that the agency has adequately reported its cyber security assessment in compliance with the policy. The reporting includes:

- Documentation of identified risks and vulnerabilities.
- Description of implemented controls and their effectiveness.
- Summary of any incidents and responses.

Governance Forums

We confirm that cyber security is appropriately addressed at agency governance forums. Cyber security discussions include:

- Regular updates on the status of cyber security measures.
- Review of risk assessment findings.
- Decisions on improvements and resource allocation for cyber security.

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Appendix 23: Attestation Statements (cont'd)

Cyber Security

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Continuous Improvement in Cyber Security Governance and Resilience

The agency is committed to continuously improving the management of cyber security governance and resilience. Ongoing efforts include:

- Regular training and awareness programs for staff.
- Periodic review and updating of security policies and procedures.
- Investment in advanced security technologies and tools.
- Engagement with external experts for independent assessments.

This attestation has been reviewed and approved by the agency's CEO.

Name: Kevin Thompson

Title: CEO, NSWIS

Signature:



Date: 03/10/2025

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Appendix 24: Access

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Appendix 25: Annual Report Publication Details

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Appendix 26: Production Costs

The 2024/25 Annual Report was designed by NSWIS.

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PERFORMANCE PARTNERS



STRATEGIC PARTNERS



NSWIS ENDORSED TRAINING CENTRE STATUS



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



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