

wais

ANNUAL REPORT
2016-17

WESTERN AUSTRALIAN INSTITUTE OF SPORT

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MESSAGE FROM THE PREMIER

WAIS athletes and staff pursue excellence with passion, and as a team. It was with great pride that I accepted the invitation to become the Patron of the Western Australian Institute of Sport in 2017.



This report provides a high level of detail into the valuable role that WAIS plays in supporting Western Australia's high performance sport structure. A body of work that enables our athletes to achieve at the highest levels of international sport.

I believe I speak for all West Australians when I say how very proud I was to see so many home-grown athletes wearing the green and gold of Australia at both the Olympic and Paralympic Games last year. In all, WA sent 55 athletes to Rio and they represented our State with distinction.

Sport plays a pivotal role in the life of our State. Sport is socially inclusive, enables greater community engagement and provides a positive pathway to better health.

I was pleased to see the establishment of a Southern High Performance Training Centre for swimming in 2017. This new Centre will create greater opportunities for developing and elite athletes in our city's southern corridor.

The State Government is proud to continue its support of WAIS and shares its commitment to assist Western Australian athletes as they strive towards international sporting goals.

I express my thanks to WAIS Chair Mr Peter Abery, WAIS CEO Mr Steven Lawrence and all members of the WAIS Board for their work in guiding WA's high performance strategy.

I also acknowledge the great support WAIS receives from its strategic partners, including the Department of Local Communities, Sport and Cultural Industries, Lotterywest, the Australian Sports Commission and Venues West.

As the Patron of the Western Australian Institute of Sport, I congratulate WAIS on a successful year and wish the best of luck to all athletes preparing to seek representation at the 2018 Gold Coast Commonwealth Games and other important international competitions in the year ahead.

Mark McGowan MLA | Premier of Western Australia

Sport plays a pivotal role in the life of our State. Sport is socially inclusive, enables greater community engagement and provides a positive pathway to better health.

CHAIRMAN'S REPORT



The Board focus for the past year has been primarily on supporting the transition of WAIS operations from the 2016 to the 2020 Olympic cycle and on finalising the Institute's new strategic plan and associated goals, objectives and KPIs.

The transition process has constituted two major elements, operationalisation of the 2020 sport programs agreed with the National and State Sporting Organisations and the revision of structure, policy, process and staffing to deliver improved athlete performance operational systems. The transition process was largely completed on time, however, marginally impacted by national system reviews and delayed decisions on funding. It was pleasing to note that in this transition process WAIS still maintained full operational capacity and achieved positive progress towards key goals.

The Board has released the Institute's new strategic plan which can be found at wais.org.au. This plan is the outcome of an extended and detailed review of the current and anticipated future environment that WAIS will work within to achieve its purpose. In this plan WAIS is continuing to respond to the positive evolution of National Sports as the leaders of their national high performance systems. This evolution and the varying nature of sport has been accommodated within our plan so that we may play an appropriate and valued role across a range of sports important to WA and Australia. Our plan recognises that not only are we partners to National and State Sporting Organisations but we are also part of a national system of sport institutes which includes the AIS and the individual state and territory institutes and academies. WAIS believes that continued change is both required and inevitable to this network of sport institutes if we are to be successful in our pursuit of international sporting success.

With the recent WA state election and change of government WAIS welcomed the Honourable Mick Murray as the new state minister for sport and recreation. Minister Murray has already

expressed and demonstrated his strong interest in sport and we look forward to his guidance. WAIS was very well supported by the former state government and our gratitude is extended to Ms Mia Davies and her staff for their support of WAIS during her term as minister.

The change in government also saw the previous State Premier Colin Barnett retire from his role as the WAIS Patron. Colin's passion and understanding of the value of sport was mirrored by his willingness to support many sports related projects including the WAIS High Performance Service Centre. WAIS will continue to benefit for some time from the outcomes of Colin's patronage and our sincere gratitude is extended to him.

We are delighted that the new WA Premier Mark McGowan has accepted the position of the WAIS Patron continuing a tradition since WAIS's inception in 1984.

The new government's decision to reduce the number of state departments has seen Ron Alexander move on from his role as Director General of the former Department of Sport and Recreation. Ron has been one of WAIS's strongest advocates and supporters throughout his near 20-year tenure and it is appropriate that his contributions are acknowledged as he moves on to new opportunities. We of course look forward to continuing a positive and productive relationship with the Sport and Recreation Division within the Department of Local Government, Sport and Cultural Industries. WAIS continues to rely heavily on the sport facilities provided by VenuesWest. The Board has noted the positive relationship that exists between the two entities that benefits both in achieving their respective objectives.

It is a great privilege to Chair a Board with an excellent blend of skills, and a passion and understanding of high performance sports that allows the Board to expertly perform its responsibilities. I would like to sincerely thank all our Board members for their continued voluntary contributions to WAIS.

The decision by the Minister of Sport and Recreation, Mr Murray, to reappoint Ms Maryanne Wilson and Mr Todd Pearson for further terms is recognition of the excellent contributions they have made to WAIS during their initial terms on the board.

Finally I would like to pay tribute to our long standing CEO Steve Lawrence who continues to perform his role with a high level of motivation and commitment to the values and goals of WAIS, and also to our management, coaches and staff who have worked tirelessly to advance the performance of WAIS and our athletes.

Peter Abery | WAIS Chairman

CEO'S REPORT

The 2016 Rio Olympics and Paralympics will be remembered by Australians for many reasons but most of all for the performances of our athletes. From a WA perspective the highlights were medal winners across four Olympic and two Paralympic sports.

Russell Boaden and Colin Harrison were gold medallists in Paralympic sailing while Olympic cyclist Sam Welsford, Olympic swimmer Tamsin Cook, Paralympic swimmer Maddison Scott and athlete Maddison de Rozario secured silver medals in contributing to a team performance. Maddison de Rozario also secured an individual silver medal to add to her collection. WA Olympic archer, Taylor Worth and diver, Maddison Keeney along with Paralympic athlete Ella Pardy earned bronze medals in team performances while Paralympic athlete Chad Perris secured an individual bronze. These medal winning performances were complemented by displays of sportsmanship and personal endeavour by all WA representatives that ensured pride and joy were the overwhelming emotions of all who supported them.

The detail of athlete performances against our KPIs at the Olympic, Paralympic and World Championships during the reporting period are presented within the Key Performance Indicator section (pages 86-92) of this report. Further athlete performance outcomes are provided at a sport by sport level within the Athlete Scorecard presented on page 15.

The WA team representation results for Olympic and Paralympic Games were within our acceptable performance range and in line with our 2012 sport investment decisions forecast for 2016. The WA contribution to Australian medal performances were not within the acceptable range set for either the Olympics or Paralympics. The reasons for these disappointing results are various, ranging from traumatic athlete injuries, under performance of Australia's team sports in which WA athletes are significant contributors by

number and individual athlete capability to deliver their potential at this highest level of competition.

During the reporting period the Olympic and Paralympic Games were the major competition targets but three Olympic and three Paralympic sports also held World Championships. This small number of World Championships is an important factor influencing the significant variance between our athlete representation and medal winning performance results. Athlete representation was well under target at these World Championships but our contribution to Australian gold and podium performances at the same events significantly exceeded our targets (pages 90-91). Special mention needs to be made of cyclists Cameron Myer and Sam Welsford who between them accounted for 38% of all Australian gold medal performances at the 2017 World Track Cycling championships and 18% of all Australian podium performances at these championships which saw Australia ranked as the number one nation. Cameron's return to track cycling is a fillip for Australian cycling given not only his class (9 times World Champion and counting) but also his leadership qualities which have been demonstrated by his significant influence on many WA cyclists, including Sam Welsford and our current cohort of junior cyclists.

In setting our performance targets for the new Olympic cycle WAIS reaffirmed that the prime determinant of our goal potential is the availability of athletic talent. Second to this are the quality of our coaches, staff, facilities and systems to assist the realisation of athlete performance potential.

The evolving national sport systems means that our role in athlete development and competition preparation can vary significantly between sports based on their individual national high performance plans. WAIS has forecast that this dynamic will continue and should be supported and therefore has been a key factor in setting the WAIS Strategic Plan and Goals for the 2020 Olympic cycle. WAIS has redefined its operational performance KPIs to ensure we can better assess our contribution to each sport's individual athlete pathway. WAIS has also created KPIs to monitor the effectiveness of each sports pathway to supporting our organisational goals. Further detail on our strategic and operational goals and KPIs can be found within this report on page (6-7).

The WA percentage of national population has increased to a level where it was appropriate that targets for our national team representation and national team podium contribution were reset from 10% to 11%. The WAIS forecast of capability to meet Institute athlete performance goals and our athlete performance operational targets for the remainder of the Olympiad is more positive than at this point in the previous Olympic cycle. However, challenges remain to meet our new representation target at the 2018 Commonwealth Games and Paralympic World Championships in 2017 and 2019, where the competition event lists do not favour WA's sporting strengths. The improved forecast is reflective of strategic decisions and actions made to improve the availability of athletic talent and the resources required to support its development.

WAIS will continue to utilise its strategic management framework to monitor the status of Key Result Areas (KRA) and respond to the strategic challenges identified. With refined KRAs and new KRA goals set as part of the 2017-21 strategic plan we have made an assessment of our current status against these goals as at 1 July 2017 (see graphic below).

This assessment has identified the need for various essential changes and improvements to be made to ensure we have the capability to meet our requirement for sustained performance capability. Key to delivery of projects required to achieve our goals has been the decision to employ a project manager.

This new staff resource will allow business improvement projects to be developed and implemented without impacting day to day operational capability. Further detail of each KRA is provided below.

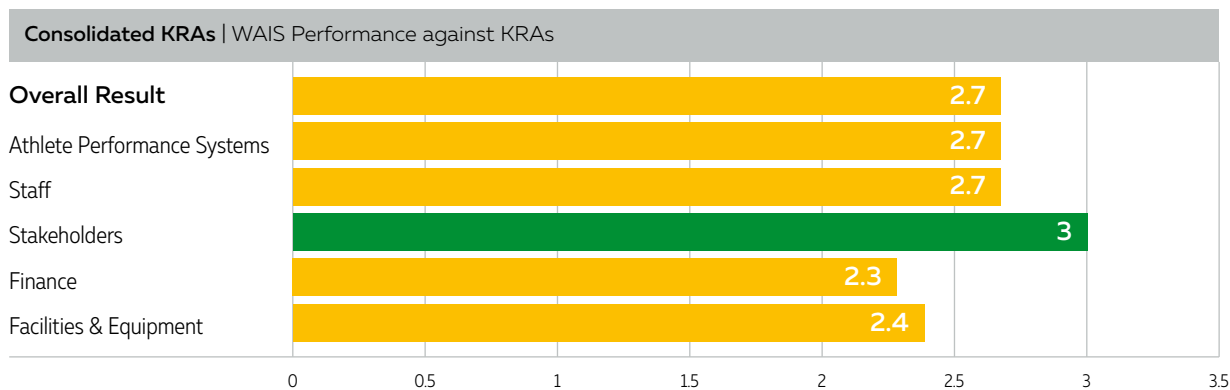
KRA: Athlete Performance Systems

The focus of this area remains the selection and confirmation of talent and the planning and delivery of an integrated training and service delivery program for each of our athletes. Required changes in this KRA have included reassignment of sports to different Performance Enhancement Teams (PET), and development of more relevant operational KPIs for each PET. The WAIS athlete performance planning and monitoring systems were also reviewed and revised to capitalise on learnings of the past four years.

Staff reallocations to meet PET athlete coaching and Performance Service requirements were also completed. In determining athlete Performance Service requirements WAIS fulfilled its commitment to utilise the National Institute Network (NIN) newly agreed *Nationally Coordinated Planning for Sport Servicing Resource Allocation Principles*. These principles had been defined and agreed with National Sporting Organisations and will help ensure improved alignment and consistency of NIN member performance services to athletes and sport.

The challenges in this KRA are to develop systems that meet our strategy for athlete performance development but also to integrate into national system requirements. Due to national system delays we have yet to be able to reach our objective but are confident that national progress being made will allow our objective to be achieved by the beginning of 2018.

The WA High Performance Research Centre (HPSRC) formed in collaboration with the University of WA has made significant progress. In its first full year of operation research collaborations have been formed with several WA Universities, the AIS, other Australian Universities and Universities in North America and Europe. Importantly all projects are directly linked to performance questions raised by coaching staff. The HPSRC is expected to reach full operational capacity before the end of the current calendar year.



KRA: Staff

The transition from one Olympiad to the next is the most difficult time for our coaches and staff. The extended uncertainty of employment due to national system delays in investment decisions has challenged our staff's ability to remain focussed on our core purpose. It is therefore pleasing to note that our metrics of staff engagement indicate WAIS retains a highly committed workforce.

The project to upgrade our staff performance management system, now more appropriately named "WAIS Staff Performance Excellence", has progressed well with the development of the framework and content. The Performance Excellence approach is focussed on supporting staff to achieve role outcomes in a manner aligned with our organisational (team) culture. The approach also provides greater emphasis on identifying and supporting staff to develop their professional competencies. The implementation of a software system that meets our requirements to effectively and efficiently manage the Performance Excellence approach is the main objective to be achieved during the coming year.

KRA: Stakeholders

The 2017 WAIS stakeholder survey results indicate we continue to have strong support from all our key stakeholder groups. The survey has also provided us feedback which will be used to refine some minor aspects of our operations. Strong stakeholder engagement was also evidenced during the reporting period by month on month growth in our social media traffic and a significant spike in website traffic associated with the Olympic and Paralympic Games.

To ensure WAIS remains an athlete focussed organisation we have also instigated a regular online communication tool with the athletes.

The transition of the Women's Gymnastics program to the management of GA has been successfully completed. The GA employed coaches and administrators remain housed within the WAIS HPSC and WAIS Performance Services continue to support the program. During the year a decision was also made to support the Netball WA and Netball Australia request to transfer management of the WAIS role in the WA high performance pathway to Netball WA. WAIS will continue to provide performance services to the new program managed and operated by Netball WA under a formal partnership agreement. The basis for this decision is recognition of the continuing professionalization and increased capacity of netball within WA. This change also provided the opportunity for us to negotiate a commitment with Basketball Australia to implement a WAIS managed Wheelchair Basketball program. This is a significant program for WAIS being our first Paralympic sport program.

Formal partnerships with NSOs have yet to be completed due to national system investment decision delays. However, the positive relationships with our sporting partners has ensured that no negative impact has been experienced by our athletes in the quality of their daily training environment.

Based on a proposal from the ASC, the state and federal ministers for sport and recreation have supported a review of the NIN structure and governance to identify opportunities for improving the contribution of Institute member resources to Australian high performance outcomes. WAIS has welcomed and actively contributed to the review and has high expectations for the opportunities it may provide.

WAIS retains strong and positive relationships with our sister state agencies in the Division of Sport and Recreation and VenuesWest. Our continuing grateful appreciation of their leadership and operational teams who provide invaluable support to WAIS across our own operations is extended.

KRA: Finance

WAIS was unable to achieve its 2016-17 objective of upgrading our current financial management system to a modern fit-for-purpose system due to staffing and resourcing constraints. The requirement for materially improved financial systems remain and will be a goal for achievement by the first quarter in 2018. The new project management position will also be critical to achieving this goal.

KRA: Facilities and Equipment

The HPSC continues to be extremely well received by coaching staff and athletes. However, unremedied defects to a few areas of the building are yet to be rectified to ensure its full operational capability can be utilised.

The sport specific infrastructure we access through Venues West continues to meet our needs with facility repairs or upgrading being dealt with in a proactive manner to ensure the required standards are met. In particular it was pleasing that a multi-million dollar upgrade to the ageing WA Speedome has been commissioned to ensure our highly successful cycling program has access to a safe and competition standard conforming velodrome.

It is a great honour to work with a highly committed and expert staff in supporting the ambitions of WA's sporting talent. My personal thanks to all staff and especially the senior management team for their support and to the Board for their guidance.



Steven Lawrence | WAIS Executive Director

WAIS PURPOSE & VISION

PURPOSE

To enable Western Australian athletes to achieve international sporting success.

VISION

Sporting Champions: Western Australian athletes achieve international success and are admired for their character.

GUIDING PRINCIPLES

WAIS will pursue its Purpose and develop strategy guided by the following principles.

- 1. International Focus**
WAIS will prioritise resource allocation to support athlete performance at the international level.
- 2. Partner to Value Add**
WAIS will invest in and partner National Sports Organisations (NSOs) that provide high calibre national leadership; it will allocate its resources to enhance the support provided by them to WA athletes.
- 3. Western Australian Significance**
WAIS will give priority to sports important to the Western Australian community.
- 4. Community Values**
High performance athletes are role models for the community and their behaviour should reflect an understanding of this responsibility.
- 5. Athlete wellbeing and safety**
WAIS will make decisions and take actions that are at all times considerate of athlete mental and physical wellbeing and safety.
- 6. Government Policy Alignment**
WAIS will align with Western Australian Government policy and be responsive to Federal Government sports policy.

WAIS GOALS & STRATEGIES

ATHLETE PERFORMANCE GOALS

WAIS Purpose Goals measure the achievement of organisational purpose and vision.

PURPOSE GOALS

The Western Australian contribution to Australia's international success is equal to or greater than its proportion of the national population.

The Western Australian contribution to significant Australian teams is equal to or greater than its proportion of the national population.

WAIS scholarship national team representatives are admired for their character and values.

KPI

Percentage of Australian athlete podium performances from WA athletes and supported by WAIS.

Percentage of national team representatives from WA and supported by WAIS.

Percentage of WAIS scholarship national team representatives reflecting the personal values of a champion.

OUR STRATEGY

WAIS Operations for this plan will be structured to deliver the following key strategies.

ATHLETE FOCUSED

Provide specialist high performance knowledge and resources to enhance the performance capability of identified athletes.

SPORT PARTNERSHIPS

Support and add value to sport pathways which have the capability of producing sustainable results.

The implementation of these strategies means that WAIS achieves its purpose either directly through internal operations and/or by contributing athletes to National Sport Programs preparing athletes for Australian Teams. The success of each strategy will be monitored by the following operational and WAIS Graduate goals.



Sharon Jarvis

WAIS BOARD

Peter Abery FAICD (Chair)

Joined WAIS Board: 30/06/2012

Peter is a business and strategy consultant, a professional director and an accredited mediator. He is also an executive business coach and provides advice to boards. He has held numerous Managing Director and CEO positions in a variety of industries, both locally and internationally, has chaired both listed and unlisted companies and currently serves as a non executive director on three not for profit boards. He is also a senior educational facilitator for the Australian Institute of Company Directors of which he is a Fellow. He has a strong interest in sport and sporting organisations, and has consulted to the WA Government and the West Australian Football Commission.



Steven Lawrence (CEO)

Joined WAIS Board: 09/09/2001

Steven Lawrence is the Executive Director and Chief Executive Officer of WAIS, having held this position since September 2001. Steve has a MEd in Exercise Physiology from the University of WA and worked closely for 16 years with the Australian national hockey programs as well as numerous WAIS Sport programs and athletes. He was awarded the Sport Australia medal in 2000 and has also served as chair of the National Elite Sports Council and as a board member of the International Association of Sport Performance Centres. His passion for excellence and belief in the value of high performance sport remains the driving force in his work.



Matthew Beevers

Joined WAIS Board: 01/07/2015

Matthew is a chartered accountant and partner in KPMG. Matthew specialises in the provision of audit, assurance and advisory services to public, private, government and not for profit clients. Matthew held a hockey scholarship with the AIS from 1990-1993 and represented Australia in the 1993 Hockey Junior World Cup. He continues to enjoy participating in sport and is passionate about assisting athletes to achieve their high performance aspirations.



Graham Brimage

Joined WAIS Board: 31/10/2014

Graham is currently the Executive Director, Sport & Recreation Division within the Department of Local Government, Sport &



Cultural Industries. He has extensive strategic planning, policy development and evaluation experience in the sport and recreation industry at Federal, State and local government levels. Graham has generated strategic engagement and shared policy agendas for sport with many mainstream portfolios, including education, environment, transport, water, local government, justice, Aboriginal Affairs, health, communities and tourism. As a volunteer Graham is heavily involved in delivery of the high profile Drug Aware Margaret River Pro.

Rachel Harris

Joined WAIS Board: 30/06/2009

Rachel works as a Sport and Exercise Medicine Doctor at Canberra Orthopaedics and Sports Medicine, is the team Doctor for the Australian Water Polo Team and Paralympic Swimming Team, and was last year the Doctor for the inaugural Women's AFL Fremantle Dockers. She is an Olympian from the Sydney 2000 Olympics, where she placed 12th in both the 800m freestyle and the 400m IM. Rachel is a gold medallist from the 800m freestyle at the 1998 Kuala Lumpur Commonwealth Games and a silver medallist in the 800m freestyle at the 1999 World Short Course Championships in Hong Kong. Rachel is also on the UWA Sports Advisory Board and the Registrar Representative on the Australasian College of Sport and Exercise Physicians Board.



The Very Reverend Richard Pengelley

Joined WAIS Board: 13/12/2010

Richard is the Anglican Dean of Perth and an Adjunct Lecturer in the School of Sport Science, Exercise and Health at UWA. A dual water polo Olympian, Richard has been a WAIS athlete and coach and has served on the board several times. He is particularly interested in athlete support and holistic development and good ethical practices within the organisation.



Clover Maitland OAM

Joined WAIS Board: 30/06/2013

Clover is a Research Fellow with the Health Promotion Evaluation Unit within the School of Human Sciences (Exercise and Sport Science) at the University of Western Australia. Prior to this she was a Senior Manager at the Heart Foundation responsible for a range of health promotion programs to increase participation in physical activity and improve the health of Western Australians. Clover was a Hockeyroo from



1993-2000 and is a dual Olympic Gold Medallist. She enjoys being part of environments such as WAIS where innovation and excellence are valued, and still loves coaching and playing team sports.

Neil McLean (Deputy Chair as of 1/07/2016)

Joined WAIS Board: 30/06/2013

Neil is a clinical psychologist and lecturer in psychology at the University of Western Australia. He has held academic and clinical positions in Australia, Canada, Scotland and England and is currently Deputy Chairman of the UWA Human Research Ethics Committee. He has acted as a consultant psychologist to a range of companies, government departments, elite athletes and sporting teams such as the Eagles, Dockers, Wildcats, Force and the Kookaburras. He was a member of the Australian team at the Barcelona, Atlanta, Athens, Beijing and London Olympic Games and the Melbourne and Delhi Commonwealth Games.



Todd Pearson OAM

Joined WAIS Board: 30/06/2015

Todd Pearson is the current Managing Director of Statewide Oil Distributors who are the strategic distributors of ExxonMobil lubricants to Western Australia and South Australia.



Todd has a Commerce Degree from Curtin University and is a Graduate of the Australian Institute of Company Directors program. He is a dual Olympic swimming gold medallist from the Sydney 2000 Games and is a past WAIS scholarship holder. He has maintained a strong interest in sport and particularly enjoys watching young elite athletes reach their full potential.

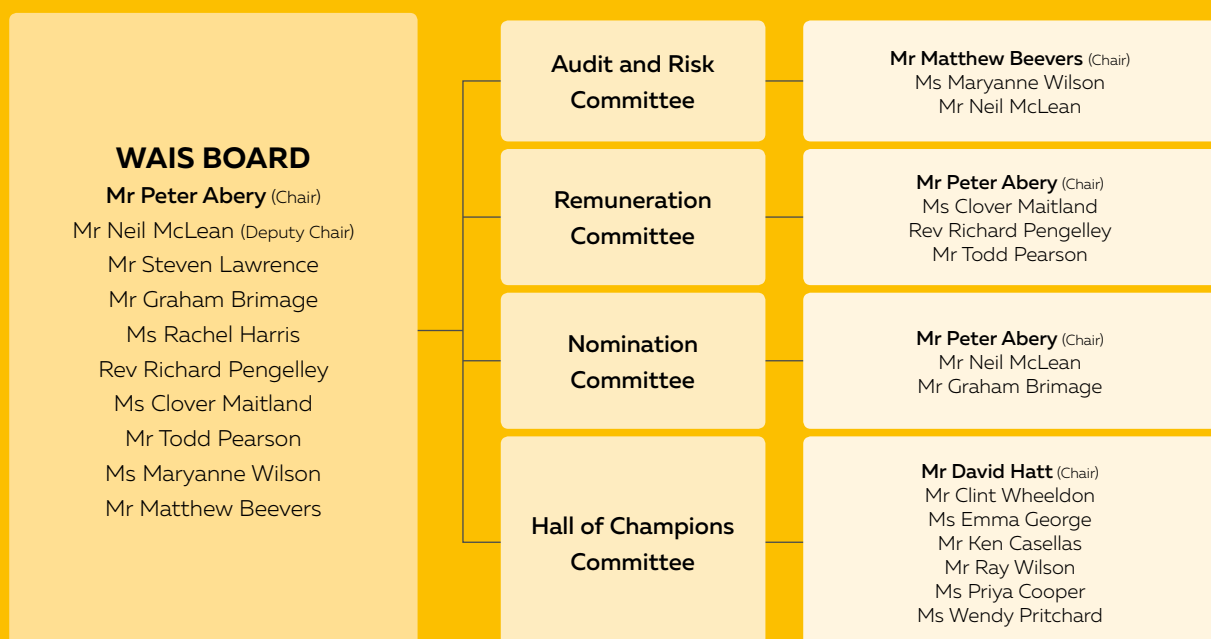
Maryanne Wilson

Joined WAIS Board: 30/06/2015

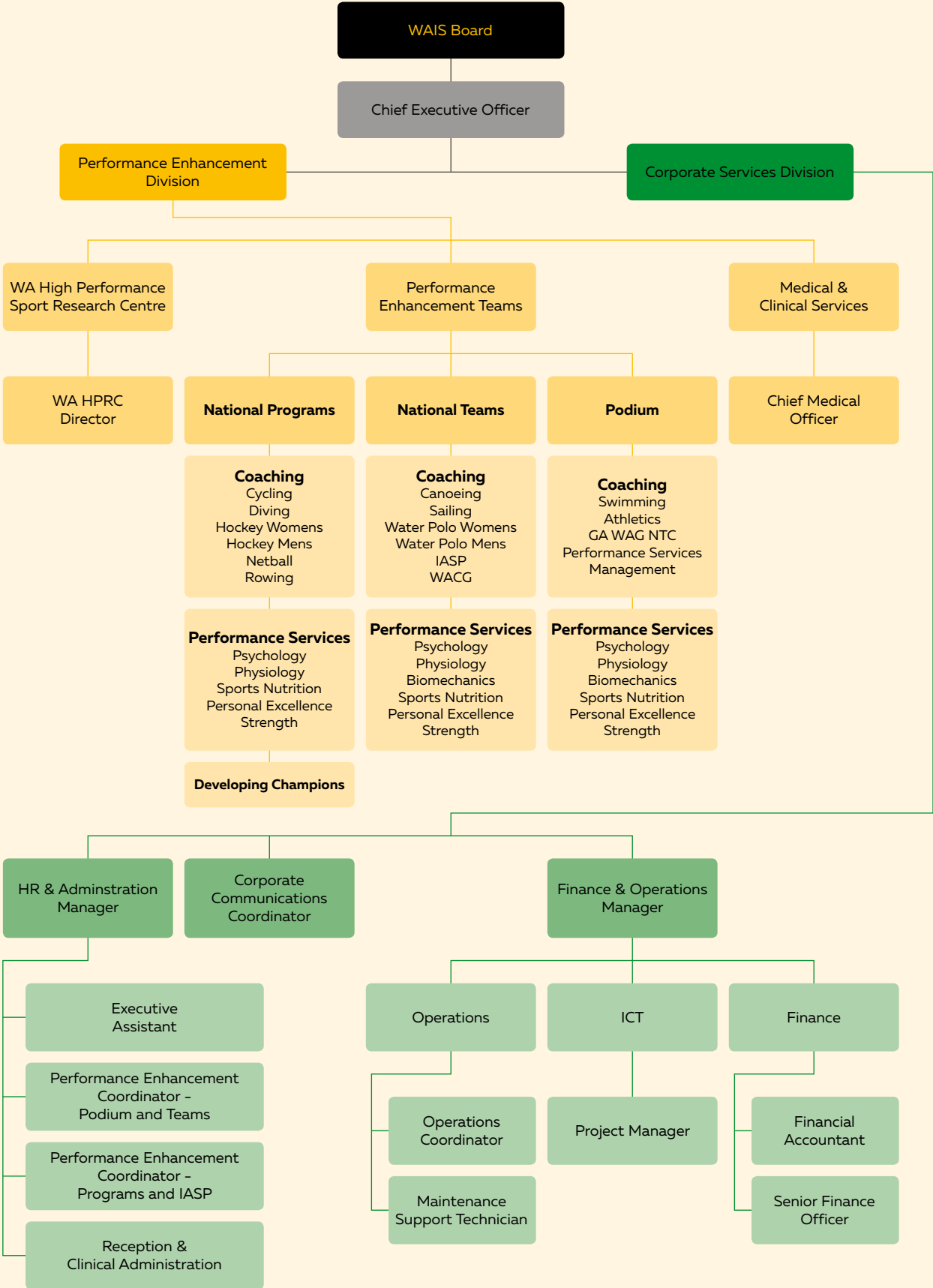
Maryanne is the inaugural Finance Manager for VenuesLive Management Services (WA) the operator of the new Perth Stadium. She was previously the Financial Controller at Clontarf Foundation, a Western Australian-based national organisation which exists to improve the education, self-esteem, life skills and employment prospects of young aboriginal men, using sport as the vehicle. Prior to this she was the Chief Financial Officer of Western Australian Rugby Union Inc. which included responsibility for finance and governance across the organisation from community rugby through to the Western Force Super Rugby team. She holds a Bachelor of Commerce from Curtin University, is a CPA and a Graduate of the Australian Institute of Company Directors. She is also a member of WA Women for Sport.



WAIS BOARD STRUCTURE



WAIS STRUCTURE



HALL OF CHAMPIONS

The Western Australian Hall of Champions perpetuates the achievements of Western Australia's best athletes. Entrance to the Hall signifies that the athlete has achieved at the highest level of their sport in a manner befitting a champion.

Tully Bevilaqua

In 2016, Western Australian basketball icon Tully Bevilaqua earned entry into the WA Hall of Champions, where she was joined by WA's drought-breaking state cricket team from 1967-68.

TULLY BEVILAQUA

From the outdoor courts in the WA Wheatbelt town of Merredin, Tully Bevilaqua (Crook) took her game to the very pinnacle of her sport.

A key member of Australia's Women's Basketball team over many years, Bevilaqua was part of the Opals team that won Australia's first senior Basketball title - the gold medal at the 2006 World Championships.

She also was part of the Opals side that won a silver medal at the 2008 Beijing Olympics and the gold medal at the 2006 Melbourne Commonwealth Games. Bevilaqua made her last appearance for the Opals when she was 38.

After an impressive career in the WNBL, Bevilaqua was at first regarded as too short and not athletic enough to play in the WNBA, and her initial stint in the United States saw her cut after just 12 games.

But the perseverance, determination and toughness, gained from battling her brothers in backyard football matches as a young girl saw her earn a second chance three years later.

She made the most of the opportunity.

During 14 years in the WNBA, she went on to win the 2004 Championship with Seattle Storm. She played in 449 games notching more than 1,900 points.

Bevilaqua was known for her ability to execute steals and she is one of the rare WNBA players to record 800 career assists and 500 career steals. She is a six time member of the WNBA All-Defensive team.

Bevilaqua also took out the prestigious Kim Perrot Sportsmanship award in 2007, an annual WNBA award given to the player who most exemplifies the ideals of sportsmanship on the court.

WA STATE CRICKET TEAM 1967-68

Western Australia staged a remarkable comeback to defy the odds and win the Sheffield Shield cricket competition in the 1967-68 season.

The side, led by Tony Lock, appeared to be in a hopeless position after it was soundly beaten by South Australia in Adelaide in the first of four away matches in February 1968.

But then WA rebounded to score brilliant victories over Queensland in Brisbane, New South Wales in Sydney and Victoria in Melbourne in successive weeks to snatch the prestigious trophy from the titleholders Victoria.

What made this outstanding performance all the more meritorious was the fact that WA lost the toss in all three matches and had to overcome the disadvantage of being sent in to bat in each match.

WA recovered from a dismal 3-8 to score 353 against NSW at the SCC, thanks to centuries from vice-captain John Inverarity and Jock Irvine, before Graham McKenzie and Laurie Mayne

routed the home side for 121. NSW, forced to follow-on, were bundled out for 131, giving WA victory by an innings and 101 runs.

A week later at the Gabba, WA stumbled to 6-71 before Ross Edwards (57) and Ian Brayshaw (43) helped the side to reach 195. Mayne and Lock were the destroyers when Queensland replied with 175, after losing their final six wickets for 13 runs.

Lock declared WA's second innings at 9-269 and then he took five wickets as Queensland collapsed for 145, leaving WA victorious by 144 runs.

After Victorian captain Bill Lawry won the toss and sent WA in to bat, the visitors scored 405, with a defiant Inverarity compiling 173 in 407 minutes and Ron Bowe 86.

Mayne (five wickets) and Lock (four) combined to dismiss Victoria for 196. Forced to follow-on, Victoria managed 227, with Lawry the mainstay with 103 and McKenzie and Lock the wreckers. WA then scored 20 without loss to romp to a ten-wicket victory which gave the State its first Shield win when competing on a full-time basis.

HERB ELLIOTT MEDAL

The Herb Elliott Medal, struck in honour of the champion middle distance runner, is presented to the Western Australian athlete whose efforts are recognised as most inspirational over the voting period.

In 2016, the honour of Herb Elliott Medallist was shared by Fremantle Dockers footballer Nathan Fyfe and amateur golfer Curtis Luck.

Nathan Fyfe

In 2015, Nathan Fyfe was the league's most exciting and dominant footballer - becoming the first Fremantle Docker to win the Brownlow Medal as the club topped the league, claiming the minor Premiership for the first time in its history.

Fyfe polled 31 votes, including an incredible sequence of 29 votes between rounds 2 and 14, as he stamped himself as one of the great players of modern AFL.

Curtis Luck

20 year-old Western Australian amateur golfer Curtis Luck joined elite company last August when he won the US Amateur Championship at Oakland Hills in Michigan.

Luck became just the third Australian to lift the coveted Havemeyer trophy and earns entry for the 2017 US Masters, US Open and British Open after he recorded a dominant six and four win over American Brad Dalke, with father Stuart Luck, proudly caddying his son to victory.

WA State Cricket Team 1967-68



ATHLETE OF THE YEAR

20 year-old cyclist Sam Welsford became the youngest winner of the WAIS Athlete of the Year Award since Lauren Mitchell scooped the prize back in 2011.



WAIS Athlete of the Year Sam Welsford

Welsford received the honour ahead of a stellar class of Olympic and Paralympic talent and became the very first former WAIS Junior Athlete of the Year winner (2014) to graduate through to win the senior title.

His efforts in winning a maiden track world championship title in the men's team pursuit in London, coupled with an Olympic silver medal on debut in the same event in Rio, marked him as a popular winner.

He received the prize from 2016 Hall of Champions inductee Tully Bevilaqua and was announced winner ahead of fellow award finalists; Colin Harrison and Russell Boaden (Sailing), who won gold in the three person sonar class at the 2016 Paralympic Games, swimmer Tamsin Cook - who at 17 years of age - won Olympic silver in the women's 4x200m freestyle relay and Madison de Rozario who in late 2015 won a maiden IPC Athletics World Championship - in the T53 800m before winning dual silver at the Rio Paralympic Games.

Cook's impressive campaign saw her retain her title as the WAIS Junior Athlete of the Year, claiming the trophy ahead of Youth World Champion sailors; Annabelle Davies and Hayley Clark (29er) and Zoe Thomson (laser radial) with cycling talent Jade Haines completing the list of nominees.

Michael Palfery - who heads up the Challenge Podium Performance Centre at HBF Stadium and trains Cook, was

named WAIS Coach of the Year, joining his young star in scooping the award for the second consecutive year.

Palfery accepted the award ahead of an outstanding list of nominees that included; Cycling coach Clay Worthington, Netball lead Michelle Wilkins and Gymnastics coaches Joshua Fabian and Regan Molyneaux.

Men's Water Polo coach Paul Oberman took to stage to accept the WAIS Program of the Year Award with Oberman and his program staff assisting three athletes onto the Australian Olympic Team as well as national club champions at both senior and junior level. WAIS Netball, Cycling and the Challenge Podium Performance Centre (Swimming) all joined Men's Water Polo on the shortlist for the award.

Paralympian Brant Garvey collected the Personal Excellence Award for his efforts in setting up and flourishing his own personal branding business, titled noXcuses. The triathlete was awarded the honour ahead of; Jaime Roberts (Canoeing), Georgia Wilson (Hockey), Glencora McGhie (Water Polo), Aaron Younger (Water Polo) and Tamsin Cook (Swimming).

WAIS Athlete of the Year - Sam Welsford (Cycling)

WAIS Junior Athlete of the Year - Tamsin Cook (Swimming)

WAIS Coach of the Year - Michael Palfery (Swimming)

WAIS Program of the Year - Men's Water Polo

WAIS Personal Excellence Award - Brant Garvey (Para-Triathlon)

Michael Palfery



Paul Oberman



Sam Welsford and Tully Bevilaqua



Tamsin Cook



ATHLETE PERFORMANCE SCORECARD

	National Representation			Podium Performances		Gold Medalists		
	WAIS Competitors	WA Other	WAIS Target	WAIS Competitors	WA Other	WAIS Competitors	WA Other	
SPORT PROGRAMS	Athletics	1	2	2	0	0	0	0
	Canoeing - Sprint	3	0	4	1	0	0	0
	Cycling - Track	0	0	N/A	0	0	0	0
	Diving	0	0	N/A	0	0	0	0
	Gymnastics - Women	0	0	2	0	0	0	0
	Hockey - Men	0	0	N/A	0	0	0	0
	Hockey - Women	0	0	N/A	0	0	0	0
	Netball	0	0	N/A	0	0	0	0
	Rowing	1	0	4	0	0	0	0
	Sailing	1	0	2	0	0	0	0
	Swimming	2	0	2	1	0	0	0
	Water Polo - Men	3	1	3	0	0	0	0
	Water Polo - Women	3	0	4	0	0	0	0
	TOTAL	14	3	15	2	0	0	0
	Percent of Team	5.9%	1.3%		2.6%	0.0%	0.0%	0.0%
WA Combined % of team	71%			2.6%		0.0%		
IASP - OLYMPIC	Archery	1	1	1	0	1	0	0
	Athletics	0	0	1	0	0	0	0
	Badminton	0	0	0	0	0	0	0
	Basketball	0	1	2	0	0	0	0
	Boxing	0	0	1	0	0	0	0
	Canoeing - Slalom	0	0	0	0	0	0	0
	Cycling - Track	2	0	2	0	0	0	0
	Cycling - BMX	1	0	1	0	0	0	0
	Cycling - Mountain Bike	0	0	0	0	0	0	0
	Cycling - Road	0	0	0	0	0	0	0
	Diving	0	1	0	0	1	0	0
	Football Women	1	1	1	0	0	0	0
	Golf	0	1	0	0	0	0	0
	Gymnastics Men	0	0	0	0	0	0	0
	Gymnastics Rhythmic	0	0	0	0	0	0	0
	Gymnastics Trampoline	0	0	0	0	0	0	0
	Hockey - Men	2	0	2	0	0	0	0
	Hockey - Women	1	0	2	0	0	0	0
	Judo	0	0	0	0	0	0	0
	Rowing	2	0	1	0	0	0	0
	Shooting - Shotgun	0	0	0	0	0	0	0
	Synchronised Swimming	4	0	4	0	0	0	0
	Swimming	1	0	3	0	0	0	0
	Triathlon	1	0	1	0	0	0	0
	Volleyball	0	0	1	0	0	0	0
	Volleyball - Beach	0	0	1	0	0	0	0
	Weightlifting	0	0	0	0	0	0	0
TOTAL	16	5	24	0	2	0	0	
Percent of Team	7.9%	2.5%		0.0%	2.6%	0.0%	0.0%	
WA Combined % of team	10.4%			2.6%		0.0%		
TOTAL OLYMPIC SPORTS	71%	19%		2.6%	2.6%	0.0%	0.0%	
WA Combined % of team	9.0%			5.2%		0.0%		
IASP - PARALYMPIC	Para Athletics	3	1	3	3	0	0	0
	Boccia	0	0	0	0	0	0	0
	Para Canoe	0	0	0	0	0	0	0
	Para Cycling - Road	0	0	0	0	0	0	0
	Para Cycling - Track	0	0	0	0	0	0	0
	Para Equestrian	1	0	1	0	0	0	0
	Para Rowing	2	0	2	0	0	0	0
	Para Sailing	2	0	2	2	0	2	0
	Para Shooting	1	0	1	0	0	0	0
	Para Swimming	1	2	2	0	1	0	0
	Para Triathlon	2	0	2	0	0	0	0
	Wheelchair Basketball	3		3	0	0	0	0
	TOTAL PARALYMPIC SPORTS	15	3	16	5	1	2	0
	Percent of Team	8.4%	1.7%		6.2%	0.6%	9.1%	0.0%
	WA Combined % of team	10.1%			6.8%		9.1%	
TOTAL - ALL SPORTS	45	11		7	3	2	0	
Percent of Team	7.5%	1.8%		4.4%	1.9%	4.4%	0.0%	
WA Combined % of team	9.3%			6.3%		4.4%		

PERFORMANCE ENHANCEMENT TEAM PODIUM

Podium Staff

Alex Parnov	Pole Vault - Head Coach
Amanda Schonfeld	Personal Excellence Advisor
Andrew Lyttle	Biomechanist
Bud McAllister	Swimming - Head Coach
Clare Wood	Sports Dietitian
Garth Kates	Swimming - Assistant Coach (Commenced 01/07/2016)
Gilman Barnitt	Strength and Conditioning Coach
Grant Ward	Field Athletics - Head Coach
Matthew Burgin	Psychologist
Matthew Helm	Diving - Head Coach
Michael Broadbridge	Performance Team Director
Michael Palfery	Swimming - Head Coach
Paul Burgess	Pole Vault - Coach
Sacha Fulton	Physiology
Will Scott	Swimming - Head Coach (Commenced 01/05/2017)
Carmel Goodman	Chief Medical Officer
Alexey Korovin	Gymnastics - Coach (Exited 31/12/2016)
Alicia Hayes	Gymnastics - Coach (Exited 31/12/2016)
Anastasia Umeh	Gymnastics - Coach (Exited 31/12/2016)
Josh Fabian	Gymnastics - Coach (Exited 31/12/2016)
Martine George	Gymnastics - Head Coach (Exited 31/12/2016)
Michelle McMurdo	Program Coordinator - Gymnastics and Swimming (Exited 15/03/2017)
Nokolai Lapchine	Gymnastics - Coach (Exited 31/12/2016)
Regan Molyneaux	Gymnastics - Coach (Exited 31/12/2016)
Tatiana Lapchina	Gymnastics - Coach (Exited 31/12/2016)

Brianna Throssell

PODIUM REPORT

The Podium Team has gained momentum during the 2016/17 year. The emergence and performance of young swimmer Tamsin Cook at the Rio Olympics was certainly a highlight. To anchor the 4x200m relay team in the final and win a silver medal was a fantastic result. Other highlights of the Swimming Program were the fightback from serious injury by Blair Evans to make her second Olympic team and IASP swimmer Brianna Throssell's impressive finals performance at Rio.

I'm sure all swimmers would acknowledge the magnificent support provided by the Podium team coaches and service providers. In Tamsin's case, a true multi-disciplinary approach resulted in near perfect preparation. Significant technical work on start and turns was successfully undertaken by Biomechanist Andrew Lyttle. The shaving of valuable fractions of a second at each turn no doubt contributed to her success. Jenny Marsh (Personal Excellence Advisor) coordinated Tamsin's schooling requirements, including a significantly modified timetable to enable Tamsin to maximise her daily training requirements. Performance Psychologist Matt Burgin worked closely with Tamsin throughout the build up to Rio which held her in great

stead for the enormous responsibility of anchoring the relay. Team Physiologist Sacha Fulton monitored Tamsin's workload to determine the optimal physical conditioning required to perform at her best.

In Blair's case, a modified training program overseen by Head Coach Bud McAllister, combined with first class clinical services support from physiotherapist Brett Slocombe and Dr Peter Steele, enabled her to complete enough training at the required intensity to make the team.

At the same time as Tamsin, Blair and Brianna were competing in Rio, a group of emerging swimming stars were developing their skills in the Challenge and Northern Suburbs High Performance Training Centres. Zac Incerti, George Harley and Alex Milligan subsequently competed successfully in the 2017 Australian National Championships, resulting in Zac's first National Team selection. George and Alex battled out the 200m Breaststroke event at the Nationals to record very encouraging results.

Holy Barratt (formerly Rockingham Swim Club and now Southern High Performance Training Centre) also became the oldest National team debutant after a



Clare Gibson



Holly Barratt

series of impressive results at the Nationals. The three program coaches (Michael Palfery, Bud McAllister and Will Scott), should be congratulated for their results during 2016/17.

The establishment of the third High Performance Training Centre in the Southern Suburbs, as part of the state-wide high performance swimming strategy, in May 2017, completed a very successful year for swimming in Western Australia. It is anticipated that National team and Podium representation by Western Australian swimmers at benchmark events will continue to improve as this strategy is implemented. It should also be acknowledged that the partnership with Swimming Australia (SAL) and Swimming Western Australia (SWA) has continued to strengthen during 2016/17. The appointment of Leigh Nugent as the State Head Coach and Vanessa Paun as the State High Performance Coordinator by SAL and SWA further demonstrates the growth of high performance swimming in Western Australia.

The Athletics Throws Program has unfortunately been decimated by injury during 2016/17. Key athlete Kim Mickle suffered a serious shoulder injury while competing in Rio. Emerging athletes have had very interrupted training regimes due to a variety of injuries. Work by the clinical services staff and Podium team service providers continues to be undertaken to determine the factors contributing to injury and how the program can adjust to reduce likelihood of injury in the future.

The Pole Vault program has made some significant changes to address a plateau in development of some of the athletes. These changes resulted in early success with Nina Kennedy achieving a World Championship qualifying height early in the 2017 domestic season. Emerging star Sacha Zhoya also performed extremely well in the domestic season, including a World U/16 record performance. Liz Parnov completed a successful comeback from injury and achieved a personal best height during the season. Strength and Conditioning coach Gil Barnitt combined with physiotherapist Chris Perkin to design an effective rehabilitation program for Liz that has seen her completely recover from her serious leg injury.

In addition to the Athletics Program scholarship athletes, a number of up and coming Individual Athlete Support Program scholarship athletics stars have emerged during 2016/17. Middle distance runner Matt Ramsden burst to prominence during the Nitro Athletics series while Brianna Behan narrowly missed automatic qualifying for the 2017 World Championships. Para athlete Sarah Edmiston returned a series of impressive results in the discus and is a podium quality athlete. Athletics Australia (AA) and Athletics Western Australia (AWA) are valued partners with WAIS, providing resources to assist delivery of the very best quality coaching, performance services and administration support for all scholarship athletes.

The Australian Women's Gymnastics team failed to qualify for Rio. This meant that only one athlete was selected to compete. Unfortunately for WAIS athletes Lauren Mitchell and Emily Little they failed to secure this place. Towards the end of 2016 Lauren Mitchell announced her retirement from gymnastics. I would like to take this opportunity to thank her for her contribution to sport, gymnastics and WAIS during her wonderful career.

During 2016 the difficult decision to close the WAIS Gymnastics program was made. Whilst this decision created anxiety for everyone associated with the program, the athletes, coaches and staff should be very proud of the manner in which they continued to perform their duties during this difficult period. WAIS continues to provide World Class performance servicing to the new Gymnastics Australia Perth National Centre of Excellence for Women's Gymnastics and the coaching and administration staff remain located at the WAIS High Performance Service Centre.

The Diving Program transitioned into the National Programs team, aligning with the organisational re-structure, at the beginning of 2017.

Looking forward to 2017/18 I am excited by the potential that exists within the Podium team. In the highly competitive world of international sport the challenge for the Podium team now is to convert the undoubted potential into World Class podium performance.

Michael Broadbridge

Performance Team Director - Podium



Sasha Zhoya

PERFORMANCE ENHANCEMENT TEAM NATIONAL TEAMS

National Teams Staff

Adrian Schonfeld	Psychologist
Belinda Stowell	Sailing - Head Coach
Emily Eaton	Sports Dietitian
Georgina Kovacs	Women's Water Polo - Head Coach
Jason Ager	Strength Coach (Commenced 01/01/2017)
Jenny Marsh	Personal Excellence Advisor
Paul Goods	Physiologist
Paul Oberman	Men's Water Polo - Head Coach
Ramon Andersson	Canoe/Kayak - Head Coach
Teagan Colgan	Performance Team Director
Carmel Goodman	Chief Medical Officer
Andrew Jackson	Cycling - Senior Coach (Exited 30/04/2017)
Greg Morgan	Strength and Conditioning Coach (Exited 24/02/2017)

Stephen Bird

NATIONAL TEAMS REPORT

The transition to the National Teams Performance Enhancement Team (PET) commenced in January and was seamlessly completed in to June 2017. A principal contributor to a smooth changeover were the efforts of administration staff Chrissie Banwell and Kate Hedges. Their change in role from Administrator to Performance Enhancement Coordinator has enabled stronger administrative support for the Performance Enhancement Division. Chrissie continues to play a vital role in the daily operations for the National Teams PET.

The Sport Program partnerships with the National and State Sporting Organisations is the basis of all WAIS sport programs. The working relationships that our National Teams PET enjoys with our State Sporting Organisation and National Associations is founded on honest, positive and frequent communication. This requires a concerted effort from all parties and I would like to thank all of the National Teams Sport Program partners for their support of their WAIS program.

The quality of the National Team coaching staff has been acknowledged with the opportunity for coaches to assist their National Sporting Organisations with international coaching duties.

The constant passion and precision shown by National Teams coaches and Performance Service Staff in the Daily Training Environment (DTE), be it rain, hail or shine is to be commended. In 2016, the Strength department said good bye to Greg Morgan after

serving 14 long years and we thank Greg for his contribution. The National Teams PET in turn, welcomed experienced WAIS intern Adam Wolski into the Strength position for the next cycle.

The WAIS Sailing program supported Carrie Smith onto the Rio Olympic team with WAIS 2017 World number one ranked Laser sailor Matthew Wearn, narrowly missing selection. The Sailing Program was significantly enhanced in February 2017 by the appointment of Western Australian based and WAIS contracted coach, Denis Jones to the role of National 49er coach. This opportunity is already positively impacting the WAIS DTE through an increased flow of technical and tactical intelligence from the National Senior level.

Canoeing Program athlete Steve Bird secured his second Olympic Team berth along with IASP Canoeists Daniel Bowker and Ferenc Szekszardi. The WAIS program experienced a number of senior National Team retirements in Alana Nicholls, Jesse Phillips and Brodie Holmes following the 2016 season.

The Men's Water Polo Head Coach, Paul Oberman continued his commitment to the role of Senior National Team Assistant Head Coach in the lead up to the Rio Olympics. This commitment required Paul to be absent from the program for a total of seven months during the year. During Paul's absence the WAIS program was in the expert and reliable hands of former Hungarian coach András Jó Kovács. Women's Water Polo coach Georgina Kovacs continued to successfully lead her program. Under her guidance, the Strength and Physiology Performance

Matt Wearn



Gemma Beadsworth

staff developed an innovative approach to improve testing protocols. The long term goal is to have these new tests adopted as the national standard.

The men's and women's teams at the Rio Olympics both included three WAIS athletes, making up 23% of the team total and meeting the program's overall performance targets.

The Individual Athlete Scholarship Program (IASP) talent contributed significantly towards the Rio Olympic successes. IASP athletes, who are not directly supported through a specific WAIS sport program, as part of the Performance Enhancement Division transition, are now all grouped under the management of the National Teams PET. This change should only increase our ability to support the highly talented athletes within this Program.

In November 2016 the IASP - WA Connect Grant was rolled out. This Grant provides WA athletes who are required to move interstate or internationally for their sport, with financial support to return home on an annual basis. This reshaped form of support received overwhelmingly positive feedback from the IASP athlete group.

The IASP Wheelchair Basketball athletes continued to grow in number in 2016/17, which speaks to the quality and depth of the pathway for this sport in Western Australia. The women's Wheelchair Basketball team, comprising of three WAIS athletes, suffered an unexpected and disappointing non-selection to the Rio Paralympics with a poor result at the qualification tournament. The men's team, including four WAIS athletes, did not meet the Rio Paralympic podium expectation they had set for themselves.

The National Teams PET is being supported by the High Performance Sport Research Centre with the commencement of PhD student Cruz Hogan. Cruz will complete his PhD in energy delivery, utilisation and training focused on kayak athletes. Cruz will assist the Physiology team with DTE servicing and is being co-supervised by WAIS Physiologist Martyn Binnie and WAIS Biomechanist Mat Doyle.

The National Teams PET can be justifiably proud of its efforts in 2016/17.

Teagan Colgan

Performance Team Director - National Teams



Australian synchronised swimming team



Carrie Smith and Jaime Ryan

PERFORMANCE ENHANCEMENT TEAM NATIONAL PROGRAMS

National Programs Staff

- | | |
|------------------|--|
| Chris O'Reilly | Men's Hockey - Head Coach |
| Clay Worthington | Cycling - Head Coach |
| Garry Moss | Personal Excellence Advisor |
| Geish Hori | Strength and Conditioning Coach |
| Jaime Hewlett | Rowing - Coach (Commenced 23/01/2017) |
| Jeremy Davy | Women's Hockey - Head Coach |
| Joanne Richards | Performance Team Director
(Commenced 02/02/2017) |
| Maia Simmonds | Developing Champions -
Administration Assistant
(Commenced 01/09/2016) |
| Martyn Binnie | Physiologist |
| Matthew Doyle | Biomechanist |
| Rhett Ayliffe | Rowing - Head Coach |
| Terreen Stenvers | Sports Dietitian |
| Carmel Goodman | Chief Medical Officer |
| Deanna Smith | Personal Excellence Advisor
(Exited 19/01/2017) |
| Michelle Wilkins | Netball - Head Coach (Exited
30/06/2017) |
| Shayne Hanks | Psychologist (Exited 01/09/2016) |

Amy Cure and Melissa Hoskins

NATIONAL PROGRAMS REPORT

Employment of new Performance Enhancement Team (PET) Director, Joanne Richards, enabled the Performance Enhancement Division (PED) restructure to begin in earnest in February 2017 with full implementation occurring mid-year. Refocused administrative support has been provided to the National Programs PET by Kate Hedges during the year. Sports within the National Programs PET include cycling, diving, hockey, netball and rowing. The National Programs PET provide identified emerging and developing athletes sport pathway support with the aim, if successful, of progressing as a graduate of WAIS to a National Training Centre or a Professional Sport Team.

WAIS graduate, Sam Welsford, winning a silver medal in the 2016 Rio Olympic Games and achieving the WAIS athlete of the Year award 2016 was the highlight of the year for the National Programs PET. His outstanding performances continued at the 2017 World Cycling Championships winning gold with fellow WAIS graduate Cameron Myer, who came away with three medals.

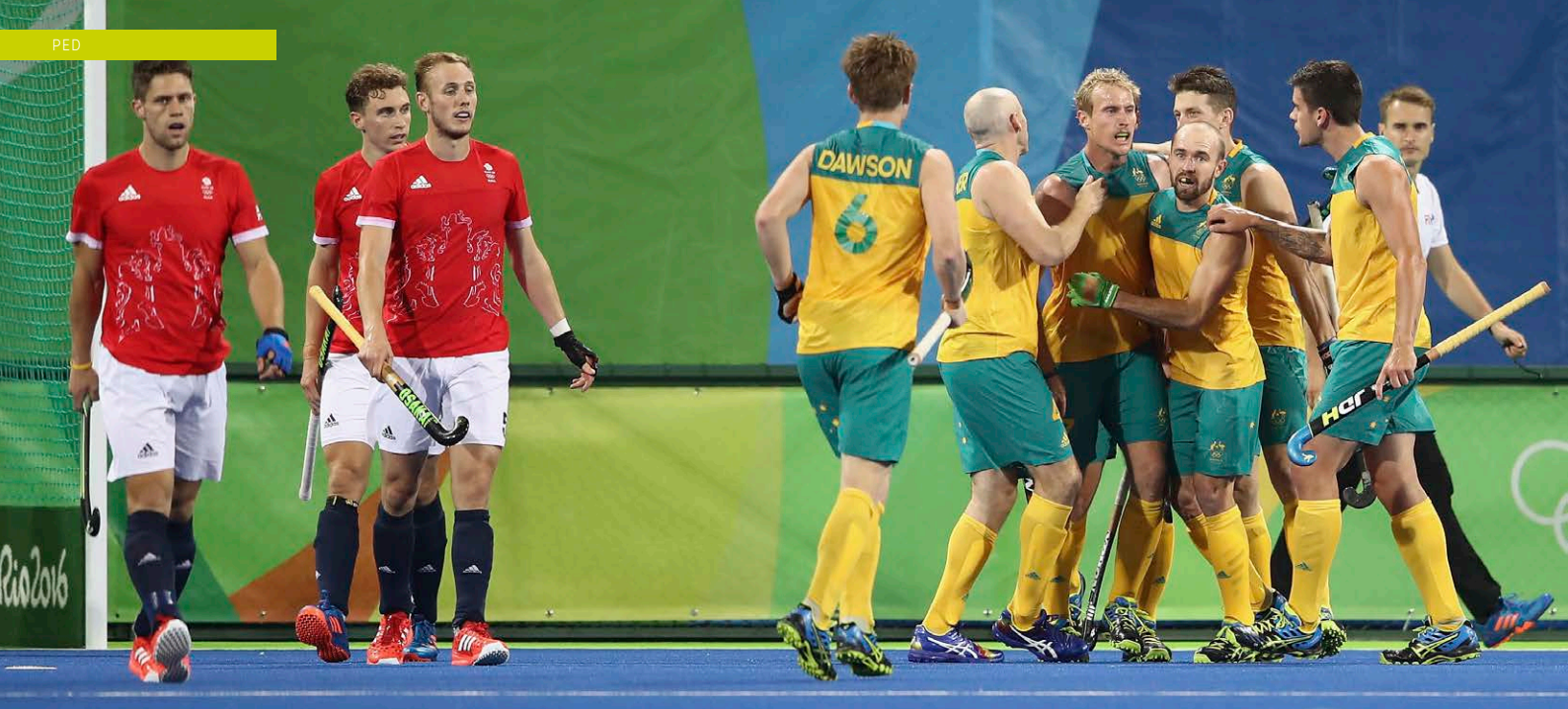
The WAIS Cycling Program, with the support from CycleSport WA and Cycling Australia, launched a new initiative of embedded physiotherapy support into the training environment engaging leading Sports Specialist Physiotherapist Leon Vogels. Service

provision has been of an excellent standard with a variety of innovative training practices supported particularly in the areas of strength with provider Geish Hori/Michael Hayes and physiology led by Martyn Binnie. Coach Clay Worthington continues to lead the program instilling a positive team culture into the group. The SpeedDome was renovated this year with new roofing and track, enabling the venue to maintain an international standard. Confirmed in June was the Junior World Track Team consisting of WAIS athletes Kye Bonser, Jade Haines, Tyler Lindorff and Matt Richardson, with WAIS making up 25% of the team.

WAIS graduate diver Maddison Keeney has had a superb year capitalising on her 2016 Olympic bronze medal by placing at several World series diving events in the first half of 2017. WAIS program athletes Nikita Hains and Tamara Irvine, accompanied by WAIS coach Mathew Helm, gained valuable International experience this year, competing at both the Junior World Championships and at a Junior Invitational in Germany. The WAIS Diving Program has a strong relationship with both Diving WA and Diving Australia, along with significant investment by Venues West allowing refurbishments to both the diving



Rhys Grant



tower and the diving dry land area. This has enabled the venue to maintain its suitability as a high performance training venue. With the assistance of WAIS Biomechanist Andrew Lyttle, a video replay screen has been installed at the pool and investigations into entry techniques has begun.

WAIS athlete Tom Wickham, along with WAIS graduate Tristan Clemons were named in the Hockey Australia High Performance Program, with WAIS graduates now composing 18% of the Kookaburras squad. WAIS athlete Georgia Wilson has joined WAIS graduate Kathryn Slattery in the women's squad. Physiologist Paul Goods commenced a unique hockey athlete monitoring program and Strength coach Geish Hori has devised a specific speed development program for the WAIS women's squad. Two WAIS athletes (Aleisha Power and Georgia Wilson) were selected on the Junior National World Cup team. WAIS coach Jeremy Davey was the assistant National coach for this tournament. Late in 2016, six WAIS graduates (Tyler Lovell, Trent Mitton, Aran Zaleski, Tristan Clemons, Chris Bausor and Tom Wickham) played with the Kookaburras in tournaments. WAIS men's coach, Chris O'Reilly has provided strong leadership to ensure continued improvements in his young squad.

WAIS has entered into a shared service provision with Hockey Australia in the area of Strength coaching; a great example of positive collaboration between a National Sporting Organisation and State Institute. The HA/WAIS/HWA relationship has been refreshed and all parties look forward to an aligned strategy resulting in a more effective athlete developmental pathway.

After 16 years at WAIS, netball coach Michelle Wilkins retired. In the words of Steve Lawrence – WAIS CEO, "Michelle has been a great contributor to WAIS, Netball and her profession and a truly valued colleague over many years for many reasons but perhaps core to her success is her willingness to learn and embrace change. These attributes will serve Michelle well as she

moves to the next phase of her very successful career." Michelle as the coach of the Western Sting was victorious in winning the Australian Netball League title, the first time for a Western Australian team. It was a double celebration with WAIS athlete Sophie Garbin setting a record 594 goals for the season and picking up the league's MVP award. Gaining Diamonds selection in the year were WAIS graduates Caitlin Bassett, Courtney Bruce and Nat Medhurst. Service provision in the area of psychology was boosted with psychologist Jodii Maguire joining the netball service team. Confirmation that from July 1 2017, the WAIS Netball program will be managed by Netball WA, supported by Netball Australia and with service provision and athlete support provided by WAIS.

September saw WAIS Head Rowing coach Rhett Ayliffe return to the WA environment following extensive National commitments culminating with the Rio Olympics. WAIS rowers James Kerr and Mitchell Boros competed at the 2016 World Championships. In January 2017, a second WAIS coach in Jamie Hewlett began with a specific purpose to improve the WA talent pipeline. The WAIS Rowing Program has been restructured to engage WA clubs and improve capacity and capability to deliver young athletes capable of transitioning into the national training centres, a joint initiative between Rowing WA, Rowing Australia and WAIS. WAIS athlete James Kerr relocated to the National Rowing Centre in Canberra in preparation for the Rowing World Cups. WAIS athletes Bronwyn Cox, Annabelle McIntyre and Sam Marsh were named on the Australian Team to compete at the U/23 World Rowing Championships to be held in Bulgaria in July 2017.

I would like to thank the all of the service professionals in the National Programs PET for their continued support of the athletes and dedication to the pursuit of excellence.

Joanne Richards

Performance Team Director - National Programs



Aran Zalewski

BEST PRACTICE THROUGH INNOVATION



Projects delivering new and best practice through innovation over the 2016/17 year have included highlights such as:

- Use of force plate analysis for sailing athletes to gain feedback on strength development in hiking technique. Use of video/photo feedback has evidenced on water improvement in technique and boat speed in hiking conditions.
- Integration of resting metabolic rate (RMR) testing across cycling, rowing and kayak athletes has returned vital information on athlete health and well-being in relation to dietary and training interventions.
- A greater focus on the collection of heart rate variability (HRV) data across rowing and kayak has provided objective assessment on athlete fatigue/freshness helping coaches and support staff to better monitor training loads.
- Kayak and cycling athletes have utilised blood flow restriction (BFR) techniques to augment training adaptations in the gym and in the field to assess and influence periodised strength and performance planning.
- Assessment of oxygen consumption and energy cost for kayak athletes is being analysed through the introduction of portable metabolic technology that takes the science lab to the athlete – in their training environment – rather than athlete to the science lab. Additionally, instrumented power paddles are being trialled to assist in gathering better information surrounding variable environmental conditions that can alter kayak performance such as wind conditions and water currents.
- Implementation of Velocity Based Training practices in strength and conditioning has led to the development of “power “profiles” on each subject in the kayak program. The ability to prescribe loads that best replicate the power/speed demands on a sprint kayaker has led to optimisation of adaptive training planning. Averaged squad improvements in the eight week period leading into world championships returned performance improvement across seventh strength disciplines.
- A digital teaching tool focused on water polo skill development was collaborated on with external partners in the Water Polo iBook project. The initiative provides an interactive learning tool, covering fundamental movement patterns with simplified teaching materials to boost the development pathway in the sport.
- Combining speed and in-water vertical jump testing is allowing WAIS physiology to assess reaction time of goal keepers. Subjects move from a central goal position to a corner of the goal based on reaction to an external stimuli which is assessed through video and motion capture to assist in tracking speed of reaction and movement time. By combining findings with vertical jump testing, an overall picture is emerging on response to external stimuli.
- Combining GPS data with duration session RPE for hockey athletes is helping program staff better monitor and manage the physical preparation of athletes in transition between regular training phase and competition periods.
- Upgrades in mental health screening has enabled Psychology staff to better monitor and respond to athlete mental health concerns. The addition of an athlete questionnaire has led to collection of information previous not available, which has led to a boost in direct implementation of strategies to assist and support.
- WAIS Sports Nutrition are applying industry lead research findings to improve education protocols surrounding athlete understanding of supplement use.
- A multidisciplinary training load monitoring system and improved data collation has helped evidence and promote best practice in training load management.
- Intermittent Hypoxic Exposure training driven through WAIS physiology helped gain body composition, strength and fitness improvements for WA's elite Synchronised Swimmers preparing for the 2016 Rio Olympic Games.
- Improved visibility and accountability in the allocation of resources during budget processes and subsequent reporting has enabled management and the WAIS Board to make clear and informed decisions.

HIGH PERFORMANCE SPORT RESEARCH CENTRE

Gemma Beadsworth



HIGH PERFORMANCE SPORT RESEARCH CENTRE REPORT

The High Performance Sport Research Centre is a collaborative partnership between WAIS and the University of Western Australia (UWA). The centre aims to provide WAIS sport programs with evidence-based, innovative solutions to performance-driven questions via uncompromised high quality research. The key intent of the Centre is to produce practical and applied research outcomes, which can subsequently be translated into the daily training environment of WAIS sport programs in order to optimise current practice and athlete success.

Coming to the end of its second year in operation, the High Performance Sport Research Centre has had a productive 12 months, with numerous successes in student research scholarship, funding and research publications.

Student Research Scholarship

In 2017, we have had eight research scholars working within the Centre, including four resident PhD students, one external PhD student, and three honours candidates. The work this group has been conducting includes:

- **Maddison Jones** (UWA/WAIS PhD Scholar):
The impact of electronic device use on sleep and performance in athletes. Maddison is in the final few months of her PhD and has done some great work in the sleep sciences domain. Maddison recently presented the findings of her work at 2 conferences in the USA. Her research has had direct contact with sports such as Netball, Water Polo and Triathlon.
- **Rachel McCormick** (UWA/WAIS PhD Scholar):
Contemporary strategies for iron supplementation in athlete populations. Rachel is in her 2nd year of a 3.5 year program, and is currently conducting a study where she tracks iron absorption from the food athletes eat via isotopic iron tracers. Rachel's work will have far reaching benefits across many WAIS athletes from various sport programs.

- **Cruz Hogan** (UWA/WAIS PhD Scholar):
Energetics and training in sprint kayaking. Cruz is a fresh face to the research team, commencing his 3.5 year research program in March of this year. Cruz is about to commence data collection for his first study, where he will be investigating the benefits of using power paddles in the WAIS kayak squad.
- **Chelsie Winchcombe** (UWA Honours Scholar):
Development and validation of an on-water kayak step-test. Chelsie is just about to complete her 1 year honours project. Her work provides insight into alternative testing methods that might be used by the WAIS kayak squad.
- **Allister Gomes** (UWA Honours Scholar):
Body composition assessment in athletes: comparison of a novel ultrasound technique to traditional skinfold measures and criterion DXA measure. Allister is also about to complete his 1 year honours project. His work has provided WAIS physiology staff some new insights into body composition assessment in various WAIS athlete populations.
- **Liam Tapsell** (UWA Honours Scholar):
Reliability and validity of a field hockey specific dribbling speed test. Liam is close to completing his 1 year honours project. This work has provided the WAIS hockey program with some novel ways to assess athlete speed, coordination and skill in a single test.

External Projects with the Australian Institute of Sport

- **Alannah McKay** (AIS/UWA/WAIS PhD Scholar):
The effect of carbohydrate manipulation on iron metabolism and immunology in athletes. Alannah is another new recruit to the research team, commencing her 3.5 year research program in March of this year. Alannah has been involved in some 'camp-based' research projects at the AIS, and will spend significant time at WAIS analysing her data over the next 2 years. Alannah's work to date has been conducted in the National Athletics and Triathlon programs.

- Henry Brown** (AIS/UWA/WAIS PhD Scholar): Ischemic pre-conditioning for training and competition in sprint kayak. Henry is in the second year of his 3.5 year program. Henry is looking at pre-race strategies to enhance athlete performance in sprint kayak. Henry is based with Canoeing Australia on the Gold Coast, but spends a few months a year with us in the WAIS building.

In addition to the variety of research work being conducted by the group mentioned above, we were also successful in creating a new research position in collaboration with Edith Cowan University, where an industry-based student scholarship has been provided to conduct work exclusively with the WAIS cycling program.

Of note, a significant amount of work has been put into the research projects and mentorship of these students by many of the WAIS service staff - a great effort by these guys, indeed!

Research Funding

Over the past 12 months, in association with our AIS and overseas partners (including the University of California Los Angeles; Nijmegen University, the Netherlands; and the Swiss Federal Institute of Technology, Switzerland), the research centre has been involved in the successful attainment of \$141,328 of research funding across 3 projects. One of these projects will be completed here at WAIS by UWA/WAIS PhD scholar Rachel McCormick, in collaboration with Greg Cox (AIS Nutrition) and the Swiss Federal Institute of Technology.

- Project Title:** Iron Consumption: Timing is everything - but when is best?
 The remaining two projects are large camp-based studies that will be led by the AIS nutrition team (Louise Burke and

Greg Cox) in Canberra. Our role in these two projects will be to investigate the influence of dietary manipulation on iron metabolism and immunological markers. This work will be completed by UWA/AIS/WAIS PhD scholar, Alannah McKay.

- Project 1 Title:** Effect of acute and chronic manipulation of carbohydrate availability on health parameters in elite race walkers.
- Project 2 Title:** Effect of periodising carbohydrate availability on performance, iron and bone health in elite triathletes.

Research Centre Contributions to the Scientific Community

Over the course of 2017, the research centre has contributed 15 communications in the form of peer-reviewed journal articles to the wider scientific community. On each of these communications, WAIS has been listed as the affiliate-institution for one or more of the authors. Pleasingly, this is a three-fold increase in the publication rate of work representing WAIS since the commencement of the research centre.

Moving Forward

With some great successes over 2017, the High Performance Sport Research Centre hopes to grow further in the next 12 months. We have some exciting thoughts about training load monitoring projects beginning to bubble, and our current scholars will be producing a lot of outputs that we hope to implement into practice throughout the year. We look forward to telling you all about it in the next report - but if you can't wait, feel free to visit the WAIS Research page on the WAIS website for updates.

Peter Peeling

WAIS High Performance Sport Research Centre Director



Stephen Bird



Taylor Worth

FINANCE & OPERATIONS

Finance & Operations Staff

- | | |
|--------------------|--|
| Damien Fitzpatrick | Finance and Operations Manager |
| Darren Key | Maintenance Support Technician |
| Harry McNally | Maintenance Support Technician |
| Michael Hodder | Operations Coordinator |
| Michael Lee | Financial Accountant
(Commenced 23/01/2017) |
| Vicki Hamlin | Finance Officer |
| Melissa Kroeger | Financial Accountant (Exited 03/01/2017) |

Alice Ingley

FINANCE & OPERATIONS REPORT

Overview

2016/17 saw the transition to a new Olympic cycle with strong involvement from the Finance and Operations team, providing high level advice and support to the performance enhancement division during the period to enable a smooth transition. There was a strong emphasis on efficiency during the year while still providing high quality facilities and services to the Institute.

Finance

2016/17 saw a heavy focus on finding and implementing cost savings and reductions as the institute transitioned to a new Olympic cycle. Finance staff were highly involved in the provision of advice and support during this transition phase. The budget process also had a heavy focus on this transition, and was designed to set the Institute on a sustainable path for this cycle. WAIS has continued to work closely with the Department of Local Government, Sport and Cultural Industries to ensure the financial resources are available for the Institute to meet its goals.

Financial processes and controls continue to be refined and improved, to ensure sound financial governance within the Institute. A budget has been approved to implement a new financial management system and planning work previously performed is being built upon to develop a detailed implementation plan to have the new system operational during the first half of this financial year. The main outcomes to be addressed by the new system will be improved financial governance and reporting gained from a modern system, and the elimination of several manual processes.

Facilities and Equipment

WAIS worked closely with VenuesWest during 2016/17 to ensure its athletes had access to high quality training facilities. These facilities continue to improve, with a major refurbishment of the Speed Dome commencing during the year, due for completion in 2017, other facilities also received benefits from capital investment over the year.

The investment in the WAIS High Performance Service Centre continues to provide athletes and staff with a world class facility in which to train and work. Most key pieces of sporting infrastructure within the new facility have now been commissioned and are operational and available for athlete use. It is expected that all areas will be fully operational by the end of the calendar year. The HPSC has provided for more than 34,000 athlete training sessions, and over 50,000 hours of actual training during the last financial year, feedback from users continues to be overwhelmingly positive.

Unauthorised use of credit cards

Officers of the Institute hold corporate credit cards where their functions warrant usage of this facility. Despite each cardholder being reminded of their obligations annually under the Institutes credit card policy, four employees mistakenly utilised the corporate credit card for personal purposes. The matters were not referred for disciplinary action as the Chief Financial Officer noted prompt settlement of the personal use amount, and, that the nature of the expenditure was immaterial and characteristic of an honest mistake.

	2017	2016
Aggregate amount of personal use expenditure for the reporting period	\$272	\$351
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	\$272	\$351
Aggregate amount of personal use expenditure settled after the due date (within 5 working days)	-	-
Aggregate amount of personal use expenditure outstanding at balance date	-	-

Damien Fitzpatrick

Finance and Operations Manager

HUMAN RESOURCES & ADMINISTRATION

HR & Administration Staff

- Chrissie Banwell** Performance Enhancement Coordinator – Podium and National Teams
- Hannah Watson** Receptionist and Clinical Administrator (Commenced 19/04/2017)
- Kate Hedges** Performance Enhancement Coordinator - National Programs
- Laura Reid** Executive Assistant
- Sharon Foster** Human Resources and Administration Manager
- Ellie Fazio** Performance Enhancement Teams Administrator (Exited 21/04/2017)

Glencora McGhie

HUMAN RESOURCES & ADMINISTRATION REPORT

KRA: Staff

2016/17 was a year heavy in staff movement, with an organisational restructure resulting in changes to staffing organisation wide. In particular, within the Human Resources & Administration department, it was identified that additional coordination services were required to support the Performance Enhancement Division, resulting in the introduction of two Performance Enhancement Team Coordinator positions at WAIS. These positions are more directly embedded in the daily operations of the Performance Enhancement Teams than the current administrator roles. The introduction of these positions has enabled stronger connection between the Corporate Services Division, and enhanced support to Performance Enhancement Division.

Following an internal recruitment process, internal employees, Kate Hedges and Chrissie Banwell, both of whom performed administration roles, were appointed into these positions. Subsequently, this resulted in the cessation of two internal administration positions; the position of Performance Enhancement Team Administrator, performed by Eleonora Fazio, and Programs Coordinator - Swimming & Gymnastics, performed by Michelle McMurdo, in April this year.

Recruitment took place for a Receptionist & Clinical Administrator, following the acceptance of incumbent employee, Kate Hedges, of a Performance Enhancement Team Coordinator position. Hannah Watson was appointed into this role, commencing in April 2017, completing the restructure of the administration team.

The Administration team showed a significant demonstration of loyalty to the organisation and their own team, both by seeking opportunity to progress within WAIS, and in the support they showed to each other during this period of transition.

Across other departments, in July 2016, Garth Kates accepted a part-time position as Assistant Coach for the Swimming Program.

Maia Simmonds was appointed as Administration Assistant to support the Developing Champions program on a part-time basis in September 2016.

The position of psychologist for Performance Enhancement Team - Invasion was made redundant. Shayne Hanks exited this role in September 2016.

During 2016, the difficult decision to close the gymnastics program was made. As a result of this, we farewelled the following staff:

- Martine George
- Nikolai Lapchine
- Tatiana Lapchina
- Regan Molyneaux
- Joshua Fabian
- Dhana Antulov
- Alexey Korovin
- Anastasia Umeh
- Alicia Hayes

Financial Accountant, Melissa Kroeger ended her employment upon expiration of her employment contract in January 2017, and Michael Lee was appointed in this role, commencing in the same month.

Also in January 2017, Jason Ager commenced in a part-time Strength Coach role for the Water Polo program and Jamie Hewlett accepted the position of Rowing Coach, to support the Head Coach of this program.

Deanna Smith resigned from her role of Personal Excellence Advisor for the Invasion team also within this month. Recruitment did not commence for a new Advisor until the organisational restructure was completed in June 2017.

In February 2017, Greg Morgan, Strength Coach - Racing Sports resigned from his role after 14 years at WAIS. Recruitment for this position commenced in June 2017 following confirmation of the organisational restructure.

Joanne Richards commenced in the role of Performance Team Director in February 2017 completing the management structure within the Performance Enhancement Division.

Andrew Jackson, Cycling Coach vacated his role upon expiration of his contract in April 2017.

Will Scott was appointed as Head Coach for the Swimming Southern High Performance Training Centre, commencing in May 2017.

After 16 years at WAIS, Michelle Wilkins retired from her post as Netball coach, with Netball WA assuming management of the WA netball development pathway.

At 30 June 2016, WAIS employed a total of 40 full-time staff and eight part-time staff.

The performance excellence approach places an emphasis on the achievement of performance outcomes, with a focus on:

- Having clear roles and responsibilities
- Accountability for contributions and results
- Personal and professional skills development
- Goal/target setting
- Career planning
- Demonstrating the interest to be part of the team and business

In consultation with Braxton Group, WAIS commenced the development of the Staff Performance Excellence Framework, a project designed to upgrade and develop a robust performance and development management direction, for staff within WAIS.

Within this initiative, a framework of staff competencies was developed to enable us to identify what we believe to be the minimum high performance competencies for people and excellence. The assessment of competencies enables the identification, evaluation and development of behaviours in individual employees. There are four categories of competencies which are built on a foundation of the organisation's values:

- Leadership
- Management
- Self-Management
- Functional/Technical

Also within the Staff Performance Excellence Framework initiative, new WAIS values were developed. The value system, "How things are done at WAIS" is a centrality concept that brings our organisation together and forms the basis for the behaviour and interaction with all stakeholders. Values provide a guide for the

selection and evaluation of actions, policies, people and events. In that way, values serve an important function of quantifying the standards shared by members of our organisation. WAIS has developed the following consolidated values:

- Passion
- Quality
- Integrity
- Accountability
- Team Work

Values can be summarised as representing what is important to our organisation.

The implementation of a software system to manage this new performance excellence approach is an objective for achievement in the coming year.

Alongside the emphasis on results, competencies, and values, the importance of staff engagement continues to remain a focus at WAIS. The year saw the metrics of our staff engagement results show that despite a year of change within the organisation, we retain a highly engaged workforce.

KRA: Athlete Performance Systems

Work continued over the year to transition the WAIS athlete management to AMS. The implementation of AMS will assist in alignment of athlete data management nationally.

Also within the year, the process of athlete scholarship onboarding became a fully online process through our scholarship management tool, Peformax. This has greatly assisted with the efficiency within the department across this area.

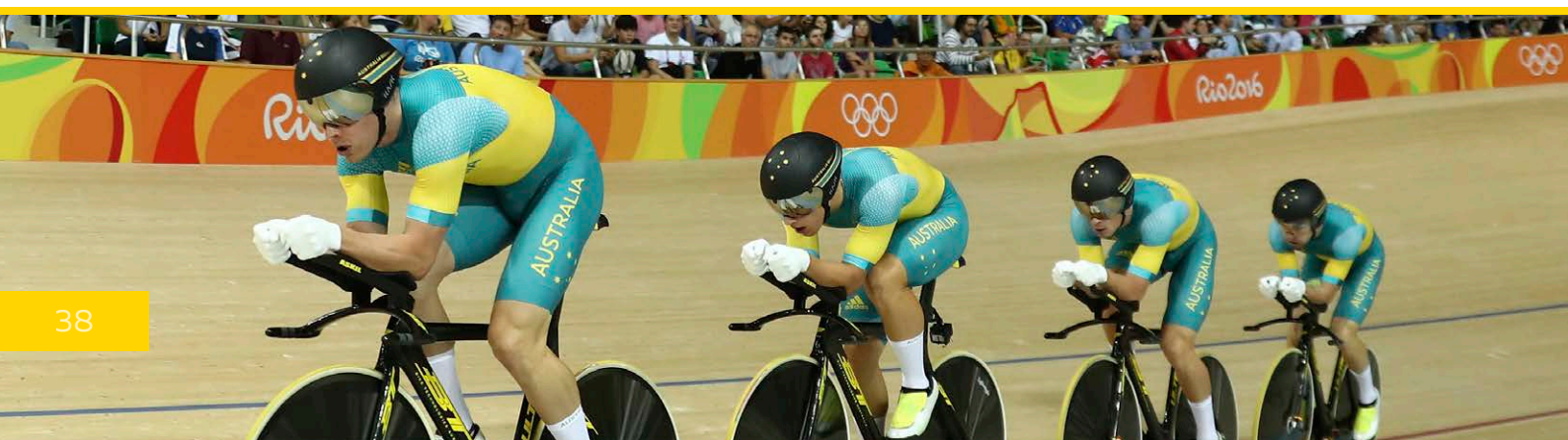
KRA: Stakeholders

The results from the 2017 WAIS stakeholder survey results show that our relationships with our key stakeholder groups remain strong, with feedback from the survey allowing us to continually improve our operations.

After a year of significant change, I would like to thank the Administration Team, of which the above could not have been achieved without their ongoing support to both myself, the Chief Executive Officer, and the Performance Enhancement Teams. I look forward to seeing where 2017/18 takes us.

Sharon Foster

Human Resources & Administration Manager





Madison de Rozario and Angela Ballard

CORPORATE COMMUNICATIONS



Ryan Bailie

CORPORATE COMMUNICATIONS REPORT

Overview

The 2016/17 reporting period saw the WAIS Corporate Communications Department provide effective and professional communications coordination aimed at maximising the interest in WA's local athletes preparing for the 2016 Rio Olympic and Paralympic Games, as well as promoting the role of the WA Institute of Sport and its staff in supporting the athletes with this goal.

Corporate Communications undertook a detailed review of its operations during the reporting period, with the final recommendations providing opportunities to improve communication efficiencies within the department and throughout the organisation.

Strategic communication support was provided at Executive level over the course of 2016/17 year, most significantly relating to communication matters involving the closure of the WAIS Gymnastics Program and the change of pathway management in talent development in the sport of Netball.

Corporate Communications project managed production of the WAIS Annual Report and played a central role in the event management of the WAIS Annual Dinner which focused on a Celebrating Champions theme in 2016.

Staff

The department was led by its sole full-time staff member Mr Chris Abbott - who holds the role of WAIS Corporate Communications Coordinator at WAIS. Part-time assistance to the Corporate Communications department, was provided by Communications Officer Ms Annika Lee-Jones.

Media and Communications

Rio2016

A thorough media and communications strategy was implemented by WAIS Corporate Communications in the lead up and during the Rio Olympic and Paralympic Games to ensure that the peak period of interest in WAIS and its operations was effectively managed.

A media document was created in advance of team selections - outlining all prospective WA Olympians/Paralympians which included details about the athletes, their sport, as well as media notes and best availability to ensure relevant information was supplied to key local media contacts.

A significant volume of media engagements were created, largely driven by athlete profile pieces focusing on human interest areas. Regular feature articles were attracted in The West Australian and Sunday Times, television coverage was evidenced across all mainstream networks and athlete interview series were supported through radio on 6PR, SportFM and ABC 720.

WAIS Corporate Communications delivered press releases on behalf of WAIS and the WAOC as each officially selected WA athlete was announced by the Australian Olympic Committee or Australian Paralympic Committee.

This was followed by media conferences for sports or athletes with higher profiles, whilst the Australian Paralympic Committee announced the selected members of its men's wheelchair basketball team at the WAIS High Performance Service Centre in Mt Claremont.

In the lead up to the Olympic and Paralympic Games, WAIS launched a Rio 2016 website homepage that featured profiles on all WA athletes, feature article previews on all sports that included WA competitors and displayed a Western Australian specific medal tally.

On each competition day of the Olympic Games, a newsletter service was sent to subscribers providing results and reports on all WA athletes in action. This included a next day event schedule for WA athletes - listed in WA local time.

Lauren Mitchell Retirement

WAIS hosted a press conference in September 2016 as champion gymnast Lauren Mitchell announced her retirement from elite sport.

Mitchell made her announcement in front of family, friends, coaches, athletes and staff with a large media turnout covering the story.

WAIS Corporate Communications Review

A review into WAIS Corporate Communications was undertaken in the second half of the financial year with a view to improving the effectiveness and efficiency of the department's role in relation to achieving goals against its KRA in supporting organisational culture and values and assisting positive engagement with partners and stakeholders.

The report's key recommendation was to downsize the organisation's key stakeholder function based on the project's cost in relation to its impact. The WAIS Annual Dinner will be replaced with a WAIS Awards function, whilst the WA Hall of Champions will be supported as a standalone function, significantly reducing the overall expenditure of the Corporate Communications department. Other recommendations included enhancement of the strategic scope of the Annual Report and driving internal communications initiatives for WAIS staff and athletes.

Communication Tools

The WAIS website (www.wais.org.au) attracted 131,260 page views from 32,783 users over the reporting period. This represented a 14% increase in page views from the previous year and 13.5% increase in users.

The WAIS Newsletter service benefitted from a minor re-structure in May 2017. The template was updated to include thumbnail links, moving away from the scroll through alphabetical model. The name of the mailout also changed from WAIS News, to the WAIS News Roundup. Early indicators are evidencing a 2% increase in email opens and a 3% increase in link click throughs.

The WAIS Annual Report is project managed by WAIS Corporate Communications and includes detailed financial statements as well as an overarching review of the financial year operations in each of the organisation's key departments and service areas. The report is tabled in state parliament and is intended to be a fair and accurate reflection of the institute's operations over each financial year.

Social Media

The Western Australian Institute of Sport embraces social media as a way of communicating directly with interested stakeholders and is active across; Twitter, Facebook and Instagram platforms. Social media also allows WAIS to positively engage with State and National Sporting Organisations, whilst the platforms also help WAIS drive traffic through to its primary communication source, that being the WAIS website.

- Instagram is the WA Institute of Sport's most popular service, with the account growing to more than 3,800 followers at the end of the financial year. This was an organic growth of over 17.5% for the year.

- The WA Institute of Sport's Twitter account passed 2,600 followers. This represented a total growth of 22%, whilst the service attracted a total impression reach of 784.6K over the reporting period.
- The WAIS fanpage on Facebook has passed 2,500 likes which is an increase of 13.3% for the year.

Across its total social media following, the WA Institute of Sport experienced a 17.6% increase in growth for the financial year.

Partnerships

Principal Partner

The Government of Western Australia continues to provide important support to WAIS in allowing the Institute to achieve its purpose of enabling Western Australian athletes to achieve international sporting success. The WA Government's continued support of high performance sport in WA is gratefully acknowledged.

Strategic Partners

The Department of Local Government, Sport and Cultural Services provides WAIS a strategic alliance in supporting athlete sporting pathways in Western Australia.

VenuesWest assists WAIS through the provision of venues and facilities for our athletes and sport programs.

The National Elite Sports Council (NESC) provides national support and alliance in the WA Institute of Sport's operational purpose to drive WA's high performance daily training environment.

Corporate

WAIS Annual Dinner

Event management of the WAIS Annual Dinner was coordinated through WAIS Corporate Communications, with the 2016 function highlighted by the welcome home of WA's Olympic and Paralympic athletes and the induction of Tully Bevilacqua and the 1967-68 state cricket team into the Western Australian Hall of Champions. The function was held at HBF Stadium, with over 530 guests attending the gala evening.

Carbine Club

WAIS continues to enjoy a strong and purposeful relationship with the Carbine Club of Western Australia, which provides scholarships to WAIS athletes, assisting recipients with financial support that helps cover costs associated with junior international competition. WAIS in turn, provides support to Carbine Club events, with athletes made available as guest speakers for fundraising functions.

Chris Abbott

Corporate Communications Coordinator

SPONSORS

PRINCIPAL
PARTNERSTRATEGIC
PARTNERS

NIN

(National Institute Network)

VENUES WEST

Department of
Local Government, Sport
and Cultural IndustriesCORPORATE
SPONSORSCarbine Club
(International Scholarship Fund)PROGRAM
SPONSORSSUPPLIER/
PROVIDER

(IT Services)



(Clothing Supplier)

TRAINING
CENTRE
STATUSAustralian Government
Australian Sports Commission
ENDORSED NATIONAL TRAINING CENTRE

AUSTRALIA

RECOGNISED
OLYMPIC
TRAINING CENTREAUSTRALIAN
PARALYMPIC
COMMITTEE

Erin Cleaver, Isis Holt and Ella Pardy

FINANCIAL



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2017/18 ESTIMATES

STATEMENT OF COMPREHENSIVE INCOME

	Estimate (\$) 2017-18
Income from State Government	
State grants	(7,845,733)
Services received free of charge	(699,329)
Total income from State Government	(8,545,062)
Income from other sources	
Commonwealth grants and contributions	-
Interest revenue	(77,000)
Contribution from sporting bodies	(1,219,800)
Other revenue	(17,250)
Gain on disposal of non-current assets	-
Total income from other sources	(1,314,050)
Total Income	(9,859,112)
COST OF SERVICES	
Corporate Services	
Employee benefits - management and operations	1,786,569
Employee benefits - coaching	2,056,045
Employee benefits - performance services	1,490,278
Coaching - non staff	200,047
Performance services - non staff	239,686
Travel	847,629
Training venue hire / rent	127,151
Equipment	680,346
Clothing	161,505
Other athlete expenses	74,293
Accommodation	1,192,891
Contracts	612,236
Insurance	137,731
Other expenses	629,138
Total cost of services	10,235,545
(SURPLUS) / DEFICIT FOR THE PERIOD	376,433

2017/18 ESTIMATES

STATEMENT OF FINANCIAL POSITION

	Estimate (\$) 2017-18
ASSETS	
Current Assets	
Cash and cash equivalents	1,380,333
Receivables	250,000
Other current assets	150,000
Inventories	5,987
Total Current Assets	1,786,320
Non-Current Assets	
Property, plant and equipment	1,163,541
Total Non-Current Assets	1,163,541
Total Assets	2,949,860
LIABILITIES	
Current Liabilities	
Payables	100,000
Provisions	350,000
Other current liabilities	16,748
Total Current Liabilities	466,748
Non-Current Liabilities	
Provisions	132,735
Total Non-Current Liabilities	132,735
Total Liabilities	599,483
NET ASSETS	2,350,377
Equity	
Accumulated surplus	376,433
Retained earnings	1,973,944
TOTAL EQUITY	2,350,377

2017/18 ESTIMATES STATEMENT OF CASH FLOWS

	Estimate (\$) 2017-18
Forecast opening cash balance	1,599,000
Cash flows from State Government	
State grants	7,845,733
Net cash provided by State Government	7,845,733
Utilised as follows:	
Cash flows from operating activities	
Payments	
Employee benefits	(5,211,220)
Coaching - non staff	(200,047)
Performance services - non staff	(239,686)
Travel	(847,629)
Training Venue Hire / Rent	(127,151)
Equipment	(376,852)
Clothing	(161,505)
Other athlete expenses	(74,293)
Accommodation	(493,562)
Contracts	(612,236)
Insurance	(137,731)
Other expenses	(629,138)
	(9,111,050)
Receipts	
Commonwealth grants and contributions	0
Interest received	77,000
Receipts from sporting bodies	1,219,800
Other receipts	17,250
	1,314,050
Net cash used in operating activities	(7,797,000)
Cash flows from investing activities	
Payments	
Purchase of non-current physical assets	(267,400)
Receipts	
Proceeds from the sale of non-current physical assets	0
Net cash used in investing activities	(267,400)
Net increase in cash and cash equivalents	(218,667)
Cash and cash equivalents at the end of the period	1,380,333

INDEPENDENT AUDITOR'S REPORT



Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

WESTERN AUSTRALIAN INSTITUTE OF SPORT

Report on the Financial Statements

Opinion

I have audited the financial statements of the Western Australian Institute of Sport which comprise the Statement of Financial Position as at 30 June 2017, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Western Australian Institute of Sport for the year ended 30 June 2017 and the financial position at the end of that period. They are in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for Opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Institute in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibility of the Board for the Financial Statements

The Board is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions, and for such internal control as the Board determines is necessary to enable the preparation of 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 agency's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Institute.

Auditor's Responsibility for the Audit of the Financial Statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

INDEPENDENT AUDITOR'S REPORT

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the agency's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the agency's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on Controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Western Australian Institute of Sport. The controls exercised by the Institute are those policies and procedures established by the Board to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions (the overall control objectives).

My opinion has been formed on the basis of the matters outlined in this report.

In my opinion, in all material respects, the controls exercised by the Western Australian Institute of Sport are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2017.

The Board's Responsibilities

The Board is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, the Treasurer's Instructions and other relevant written law.

Auditor General's Responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and the controls, necessary to achieve the overall control objectives, were implemented as designed.

An assurance engagement to report on the design and implementation of controls involves performing procedures to obtain evidence about the suitability of the design of controls to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including the assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

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

Limitations of Controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and implemented as designed, once the controls are in operation, the overall control objectives may not be achieved so that fraud, error, or noncompliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the Key Performance Indicators**Opinion**

I have undertaken a reasonable assurance engagement on the key performance indicators of the Western Australian Institute of Sport for the year ended 30 June 2017. The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Western Australian Institute of Sport are relevant and appropriate to assist users to assess the Institute's performance and fairly represent indicated performance for the year ended 30 June 2017.

The Board's Responsibility for the Key Performance Indicators

The Board is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal control as the Board determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Board is responsible for identifying key performance indicators that are relevant and appropriate having regard to their purpose in accordance with Treasurer's Instruction 904 *Key Performance Indicators*.

Auditor General's Responsibility

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the agency's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

INDEPENDENT AUDITOR'S REPORT

I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

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

My Independence and Quality Control Relating to the Reports on Controls and Key Performance Indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements*, the Office of the Auditor General maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Matters Relating to the Electronic Publication of the Audited Financial Statements and Key Performance Indicators

This auditor's report relates to the financial statements and key performance indicators of the Western Australian Institute of Sport for the year ended 30 June 2017 included on the Institute's website. The Institute's management is responsible for the integrity of the Institute's website. This audit does not provide assurance on the integrity of the Institute's website. The auditor's report refers only to the financial statements and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.



SANDRA LABUSCHAGNE
ACTING DEPUTY AUDITOR GENERAL
Delegate of the Auditor General for Western Australia
Perth, Western Australia
5 September 2017

WESTERN AUSTRALIAN INSTITUTE OF SPORT (INC) ANNUAL FINANCIAL STATEMENTS

Year Ended 30 June 2017

CERTIFICATION OF FINANCIAL STATEMENTS

The accompanying financial statements of the Western Australian Institute of Sport have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2017 and the financial position as at 30 June 2017.

At the date of signing we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.


Dated this 4th of September 2017



Mr Neil McLean
Acting Chairman
Western Australian Institute of Sport



Mr Steven Lawrence
Chief Executive Officer
Western Australian Institute of Sport



Mr Damien Fitzpatrick
Chief Financial Officer
Western Australian Institute of Sport



FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME

	Notes	2017 \$	2016 \$
COST OF SERVICES			
Expenses			
Employee benefits expense	6	5,014,029	5,739,140
Supplies and services	8	3,245,917	3,209,099
Depreciation and amortisation expense	9	292,750	291,430
Accommodation expenses	10	1,711,207	1,687,532
Other expenses	11	1,264,956	1,358,309
Total cost of services		11,528,859	12,285,510
Income			
Revenue			
Interest revenue	13	82,781	89,477
Contribution from sporting bodies	14	1,317,282	1,665,808
Other revenue	15	78,511	37,889
Gain on disposal of non-current assets	16	31,672	20,316
Total Revenue		1,510,246	1,813,490
Total income other than income from State Government		1,510,246	1,813,490
NET COST OF SERVICES		10,018,613	10,472,020
INCOME FROM STATE GOVERNMENT			
State grants	17	8,106,100	7,076,112
Services received free of charge	17	2,311,430	1,868,766
Total income from State Government		10,417,530	8,944,878
SURPLUS / (DEFICIT) FOR THE PERIOD		398,917	(1,527,142)
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD		398,917	(1,527,142)

For the year ended 30 June 2017.

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

	Notes	2017 \$	2016 \$
ASSETS			
Current Assets			
Cash and cash equivalents	18	1,442,206	1,011,065
Receivables	20	157,468	65,434
Other current assets	21	189,155	422,732
Inventories	19	78,288	4,242
Total Current Assets		1,867,117	1,503,473
Non-Current Assets			
Property, plant and equipment	22	1,145,420	1,261,831
Total Non-Current Assets		1,145,420	1,261,831
Total Assets		3,012,537	2,765,304
LIABILITIES			
Current Liabilities			
Payables	24	405,562	475,218
Provisions	25	805,101	958,858
Other current liabilities	26	76,562	50,860
Total Current Liabilities		1,287,225	1,484,936
Non-Current Liabilities			
Provisions	25	177,831	131,804
Total Non-Current Liabilities		177,831	131,804
Total Liabilities		1,465,056	1,616,740
NET ASSETS		1,547,481	1,148,564
Equity			
Accumulated surplus	27	1,547,481	1,148,564
TOTAL EQUITY		1,547,481	1,148,564

For the year ended 30 June 2017.

The Statement of Financial Position should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN EQUITY

	Notes	Accumulated surplus \$	Total equity \$
Balance at 1 July 2015	27	2,675,706	2,675,706
Total comprehensive income / (loss) for the year		(1,527,142)	(1,527,142)
Balance at 30 June 2016		1,148,564	1,148,564
Balance at 1 July 2016		1,148,564	1,148,564
Total comprehensive income for the year		398,917	398,917
Balance at 30 June 2017		1,547,481	1,547,481

For the year ended 30 June 2017.

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS

	Notes	2017 \$	2016 \$
CASH FLOWS FROM STATE GOVERNMENT			
State grants		8,106,100	7,076,112
Net cash provided by State Government		8,106,100	7,076,112
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(5,122,555)	(5,890,891)
Supplies and services		(2,611,051)	(3,138,194)
Accommodation		(174,398)	(178,094)
GST payments on purchases		(209,518)	(358,177)
Other payments		(1,068,760)	(1,359,440)
GST payments to the ATO		(783,983)	(600,237)
		(9,970,265)	(11,525,033)
Receipts			
Interest received		76,171	94,698
GST receipts on sales		930,151	910,196
Other receipts		1,433,651	1,764,452
		2,439,973	2,769,346
Net cash used in operating activities	28	(7,530,292)	(8,755,687)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current physical assets		(174,257)	(462,120)
Receipts			
Proceeds from the sale of non-current physical assets		29,590	68,909
Net cash used in investing activities		(144,667)	(393,211)
Net increase in cash and cash equivalents		431,141	(2,072,786)
Cash and cash equivalents at the beginning of the financial year		1,011,065	3,083,851
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR	18	1,442,206	1,011,065

For the year ended 30 June 2017.

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

1. Australian Accounting Standards

General

The Western Australian Institute of Sport ('the Institute's') financial statements for the year ended 30 June 2017 have been prepared in accordance with Australian Accounting Standards. The term 'Australian Accounting Standards' includes Standards and Interpretations issued by the Australian Accounting Standard Board (AASB).

The Institute has adopted any applicable new and revised Australian Accounting Standards from their operative dates.

Early adoption of standards

The Institute cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 Application of Australian Accounting Standards and Other Pronouncements. There has been no early adoption of Australian Accounting Standards that have been issued or amended (but not operative) by the Institute for the annual reporting period ended 30 June 2017.

2. Summary of significant accounting policies

a. General Statement

The Institute is a not-for-profit reporting entity that prepares general purpose financial statements in accordance with Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB as applied by the Treasurer's instructions. Several of these are modified by the Treasurer's Instructions to vary application, disclosure, format and wording.

The *Financial Management Act 2006* and the Treasurer's Instructions impose legislative provisions that govern the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB.

Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

b. Basis of Preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest dollar (\$).

Note 3 'Judgements made by management in applying accounting policies' discloses judgements that have been made in the process of applying the Institute's accounting policies resulting in the most significant effect on amounts recognised in the financial statements.

Note 4 'Key sources of estimation uncertainty' discloses key assumptions made concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

c. Reporting Entity

The reporting entity comprises the Western Australian Institute of Sport ('the Institute').

d. Income

Revenue recognition

Revenue is recognised and measured at the fair value of consideration received or receivable. Revenue is recognised for the major business activities as follows:

NOTES TO THE FINANCIAL STATEMENTS

Sale of goods

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership transfer to the purchaser and can be measured reliably.

Provision of services

Revenue is recognised by reference to the stage of completion of the transaction.

Interest

Revenue is recognised as the interest accrues.

Grants, donations, gifts and other non-reciprocal contributions

Revenue is recognised at fair value when the Institute obtains control over the assets comprising the contributions, usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Gains

Realised or unrealised gains are usually recognised on a net basis. These include gains arising on the disposal of non-current assets.

e. Property, Plant and Equipment*Capitalisation/expensing of assets*

Items of property, plant and equipment costing \$5,000 or more with an estimated useful life of 2 years or greater are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total).

Initial recognition and measurement

Property, plant and equipment are initially recognised at cost.

For items of property, plant and equipment acquired at no cost or for nominal cost, the cost is the fair value at the date of acquisition.

Depreciation

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits.

Leased improvements are depreciated over the shorter of the asset's useful life and the lease term.

Depreciation is calculated using the straight line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

Plant, equipment and vehicles	3-15 years
Office equipment	3-10 years
Leased improvements	20-40 years

f. Impairment of Assets

Property, plant and equipment are tested for any indication of impairment at the end of each reporting period. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised. Where an asset measured at cost is written down to recoverable amount, an impairment loss is recognised in profit or loss. As the Institute is a not-for-profit entity, unless a specialised asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

NOTES TO THE FINANCIAL STATEMENTS

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at the end of each reporting period.

There were no indicators of impairment at 30 June 2017.

g. Leases

The Institute holds operating leases for the office building and for two multifunctional office printers. Lease payments are expensed on a straight line basis over the lease term as this represents the pattern of benefits derived from the leased property and equipment.

h. Financial Instruments

In addition to cash, the Institute has two categories of financial instrument:

Receivables; and

Financial liabilities measured at amortised cost.

Financial instruments have been disaggregated into the following classes:

Financial Assets

Cash and cash equivalents

Receivables

Financial Liabilities

Payables

Initial recognition and measurement of financial instruments is at fair value which normally equates to the transaction cost or the face value. Subsequent measurement is at amortised cost using the effective interest method.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is not material.

i. Cash and Cash Equivalents

For the purpose of the Statement of Cash Flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

j. Accrued salaries

Accrued salaries (see note 26 'Other current liabilities') represent the amount due to staff but unpaid at the end of the financial year. Accrued salaries are settled within a fortnight of the financial year end. The Institute considers the carrying amount of accrued salaries to be equivalent to its fair value.

k. Inventories

Inventories are measured at the lower of cost and net realisable value. Costs are assigned by the method most appropriate for each particular class of inventory, with the majority being measured on a first in first out basis.

Inventories not held for resale are measured at cost unless they are no longer required, in which case they are measured at net realisable value.

NOTES TO THE FINANCIAL STATEMENTS

l. Receivables

Receivables are recognised at original invoice amount less an allowance for any uncollectible amounts (i.e. impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off against the allowance account. The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the Institute will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days. Refer to note 33 'Financial Instruments' and note 20 'Receivables'.

m. Payables

Payables are recognised at the amounts payable when the Institute becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value, as settlement is generally within 30 days. Refer to note 33 'Financial Instruments' and note 24 'Payables'.

n. Provisions

Provisions are liabilities of uncertain timing or amount and are recognised where there is a present legal or constructive obligation as a result of a past event and when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at the end of each reporting period. Refer to note 25 'Provisions'.

i. Provisions - Employee Benefits

All annual leave and long service leave provisions are in respect of employees' services up to the end of the reporting period.

Annual Leave

Annual leave that is not expected to be settled wholly within 12 months after the end of the reporting period and is therefore considered to be 'other long-term employee benefits'. The annual leave liability is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

The provision for annual leave is classified as a current liability as the Institute does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

Long Service Leave

Long service leave is not expected to be settled wholly within 12 months after the end of the reporting period and is therefore recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

Unconditional long service leave provisions are classified as current liabilities as the Institute does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period. Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Institute has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

NOTES TO THE FINANCIAL STATEMENTS

Superannuation

Superannuation contributions are made to GESB or other fund providers on behalf of employees of the Institute in compliance with the Commonwealth Government's Superannuation Guarantee (Administration) Act 1992. Contributions to these accumulation schemes extinguishes liability for superannuation charges in respect of employees who are not members of the Pension Scheme or GSS.

The Institute has no liabilities under the Pension Scheme or the GSS.

Refer also to note 6(b) 'Superannuation expense'.

ii. *Provisions - Other**Employment on-costs*

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred.

Employment on-costs are included as part of 'Other expenses' and are not included as part of the Institute's 'Employee benefits expense'. The related liability is included in 'Employment on-costs provision'. Refer to note 11 'Other expenses' and note 25 'Provisions'.

o. **Superannuation expense**

Superannuation expense is recognised in the profit or loss of the Statement of Comprehensive Income and comprises employer contributions paid to employees superannuation funds.

p. **Assets and Services Received Free of Charge or for Nominal Cost**

Assets or services received free of charge or for nominal cost that the Institute would otherwise purchase if not donated, are recognised as income at the fair value of the assets or services where they can be reliably measured. A corresponding expense is recognised for services received. Receipts of assets are recognised in the Statement of Financial Position.

Assets or services received from other State Government agencies are separately disclosed under Income from State Government in the Statement of Comprehensive Income. Refer to note 17 'Income from State Government'.

q. **Comparative Figures**

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.

3. Judgements made by management in applying accounting policies

The preparation of financial statements requires management to make judgements about the application of accounting policies that have a significant effect on the amounts recognised in the financial statements. The Institute evaluates these judgements regularly.

Operating lease commitments

The Institute has a lease for a building for office accommodation. It has been determined that the lessor retains substantially all the risks and rewards incidental to ownership. Accordingly, this lease has been classified as an operating lease.

4. Key sources of estimation uncertainty

The Institute makes key estimations and assumptions concerning the future. These estimates and assumptions are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Long Service Leave

Several estimations and assumptions used in calculating the Institute's long service leave provision include expected future salary rates, salary inflation, discount rates, employee retention rates and expected future payments. Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision.

NOTES TO THE FINANCIAL STATEMENTS

5. Disclosure of changes in accounting policy and estimates*Initial application of an Australian Accounting Standard*

The Institute has applied the following Australian Accounting Standards effective for annual reporting periods beginning on or after 1 July 2016 that impacted on the Institute.

AASB 1057	<i>Application of Australian Accounting Standards</i>	This Standard lists the application paragraphs for each other Standard (and Interpretation), grouped where they are the same. There is no financial impact.
AASB 2014-4	<i>Amendments to Australian Accounting Standards - Clarification of Acceptable Methods of Depreciation and Amortisation [AASB 116 & 138]</i>	The adoption of this Standard has no financial impact for the Authority as depreciation and amortisation is not determined by reference to revenue generation, but by reference to consumption of future economic benefits.
AASB 2014-9	<i>Amendments to Australian Accounting Standards - Equity Method in Separate Financial Statements [AASB 1, 127 & 128]</i>	This Standard amends AASB 127, and consequentially amends AASB 1 and AASB 128, to allow entities to use the equity method of accounting for investments in subsidiaries, joint ventures and associates in their separate financial statements. As the Authority has no joint ventures and associates, the application of the Standard has no financial impact.
AASB 2015-1	<i>Amendments to Australian Accounting Standards - Annual Improvements to Australian Accounting Standards 2012 2014 Cycle [AASB 1, 2, 3, 5, 7, 11, 110, 119, 121, 133, 134, 137 & 140]</i>	These amendments arise from the issuance of International Financial Reporting Standard Annual Improvements to IFRSs 2012 2014 Cycle in September 2014, and editorial corrections. The Authority has determined that the application of the Standard has no financial impact.
AASB 2015-2	<i>Amendments to Australian Accounting Standards - Disclosure Initiative: Amendments to AASB 101 [AASB 7, 101, 134 & 1049]</i>	This Standard amends AASB 101 to provide clarification regarding the disclosure requirements in AASB 101. Specifically, the Standard proposes narrow-focus amendments to address some of the concerns expressed about existing presentation and disclosure requirements and to ensure entities are able to use judgement when applying a Standard in determining what information to disclose in their financial statements. There is no financial impact.
AASB 2015-6	<i>Amendments to Australian Accounting Standards - Extending Related Party Disclosures to Not-for-Profit Public Sector Entities [AASB 10, 124 & 1049]</i>	The amendments extend the scope of AASB 124 to include application by not-for-profit public sector entities. Implementation guidance is included to assist application of the Standard by not-for-profit public sector entities. There is no financial impact.

Future impact of Australian Accounting Standards not yet operative

The Institute cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 *Application of Australian Accounting Standards and Other Pronouncements* or by an exemption from TI 1101. Consequently, the Institute has not applied early any of the following Australian Accounting Standards that have been issued that may impact the Institute. Where applicable, the Institute plans to apply these Australian Accounting Standards from their application date.

NOTES TO THE FINANCIAL STATEMENTS

Operative for
reporting periods
beginning on/after

AASB 9	<i>Financial Instruments</i>	1 Jan 2018
	<p>This Standard supersedes AASB 139 <i>Financial Instruments: Recognition and Measurement</i>, introducing a number of changes to accounting treatments.</p> <p>The mandatory application date of this Standard is currently 1 January 2018 after being amended by AASB 2012-6, AASB 2013-9, and AASB 2014-1 <i>Amendments to Australian Accounting Standards</i>.</p> <p>The Institute has not yet determined the application or the potential impact of the Standard.</p>	
AASB 15	<i>Revenue from Contracts with Customers</i>	1 Jan 2019
	<p>This Standard establishes the principles that the Institute shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from a contract with a customer. The Institute has not yet determined the application or the potential impact of the Standard.</p>	
AASB 16	<i>Leases</i>	1 Jan 2019
	<p>This Standard introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. The Institute has not yet determined the application or the potential impact of the Standard.</p>	
AASB 1058	<i>Income of Not-for-Profit Entities</i>	1 Jan 2019
	<p>This Standard clarifies and simplifies the income recognition requirements that apply to not for profit (NFP) entities, more closely reflecting the economic reality of NFP entity transactions that are not contracts with customers. Timing of income recognition is dependent on whether such a transaction gives rise to a liability, or a performance obligation (a promise to transfer a good or service), or, an obligation to acquire an asset. The Authority has not yet determined the application or the potential impact of the Standard.</p>	
AASB 2010-7	<i>Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Int 2, 5, 10, 12, 19 & 127]</i>	1 Jan 2018
	<p>This Standard makes consequential amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 9 in December 2010.</p> <p>The mandatory application date of this Standard has been amended by AASB 2012-6 and AASB 2014-1 to 1 January 2018. The Institute has not yet determined the application or the potential impact of the Standard.</p>	

NOTES TO THE FINANCIAL STATEMENTS

AASB 2014-1	<i>Amendments to Australian Accounting Standards</i>	1 Jan 2018
	Part E of this Standard makes amendments to AASB 9 and consequential amendments to other Standards. It has not yet been assessed by the Institute to determine the application or potential impact of the Standard.	
AASB 2014-5	<i>Amendments to Australian Accounting Standards arising from AASB 15</i>	1 Jan 2018
	This Standard gives effect to the consequential amendments to Australian Accounting Standards (including Interpretations) arising from the issuance of AASB 15. The Institute has not yet determined the application or the potential impact of the Standard.	
AASB 2014-7	<i>Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)</i>	1 Jan 2018
	This Standard gives effect to the consequential amendments to Australian Accounting Standards (including Interpretations) arising from the issuance of AASB 9 (December 2014). The Institute has not yet determined the application or the potential impact of the Standard.	
AASB 2015-8	<i>Amendments to Australian Accounting Standards – Effective Date of AASB 15</i>	1 Jan 2019
	This Standard amends the mandatory effective date (application date) of AASB 15 Revenue from Contracts with Customers so that AASB 15 is required to be applied for annual reporting periods beginning on or after 1 January 2018 instead of 1 January 2017. The Institute has not yet determined the application or the potential impact of AASB 15.	
AASB 2016-2	<i>Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107</i>	1 Jan 2017
	This Standard amends AASB 107 Statement of Cash Flows (August 2015) to require disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes. There is no financial impact.	
AASB 2016-4	<i>Amendments to Australian Accounting Standards – Recoverable Amount of Non-Cash-Generating Specialised Assets of Not-for-Profit Entities</i>	1 Jan 2017
	This Standard clarifies that the recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 Fair Value Measurement. The Authority has not yet determined the application or the potential impact.	

NOTES TO THE FINANCIAL STATEMENTS

AASB 2016-7	<i>Amendments to Australian Accounting Standards - Deferral of AASB 15 for Not for Profit Entities</i>	1 Jan 2017
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This Standard amends the mandatory effective date (application date) of AASB 15 and defers the consequential amendments that were originally set out in AASB 2014 5 Amendments to Australian Accounting Standards arising from AASB 15 for not for profit entities to annual reporting periods beginning on or after 1 January 2019, instead of 1 January 2018. There is no financial impact.

AASB 2016-8	<i>Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not for Profit Entities</i>	1 Jan 2019
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This Standard inserts Australian requirements and authoritative implementation guidance for not for profit entities into AASB 9 and AASB 15. This guidance assists not-for-profit entities in applying those Standards to particular transactions and other events. There is no financial impact.

	2017 \$	2016 \$
6. Employee benefits expense		
Wages and salaries (a)	4,320,207	4,796,836
Annual leave	291,507	365,810
Long service leave	(27,094)	103,020
Superannuation (b)	429,409	473,474
	5,014,029	5,739,140
(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component.		
(b) External Superannuation institutions administer the superannuation schemes.		
Employment on-costs expenses, such as workers' compensation insurance, are included at note 11 'Other expenses'.		
Employment on-costs liability is included at note 25 'Provisions'.		
7. Compensation of Key Management Personnel		
The Institute has determined that key management personnel include Ministers, board members, and, senior officers of the Institute. However, the Institute is not obligated to compensate Ministers and therefore disclosures in relation to Ministers' compensation may be found in the <i>Annual Report on State Finances</i> :		
<u>Compensation of Members of the Institute including the Executive Director</u>		
The number of members of the Institute, whose total of fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:		
Remuneration Band (\$)		
0 - 10,000	10	10
230,001 - 240,000	-	1
240,001 - 250,000	1	-

NOTES TO THE FINANCIAL STATEMENTS

	2017 \$	2016 \$
Short term benefits	243,929	242,367
Post-employment benefits	-	-
Other long term benefits	4,841	4,810
Termination benefits	-	-
Total remuneration of members of the accountable authority	248,770	247,177
Total remuneration includes the superannuation expense incurred by the Institute.		
<u>Compensation of other key management personnel</u>		
The number of senior officers, other than senior officers reported as members of the accountable authority, whose total fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year fall within the following bands are:		
Remuneration Band (\$)		
20,001 - 30,000	-	-
50,001 - 60,000	1	1
90,001 - 100,000	-	1
100,001 - 110,000	-	-
110,001 - 120,000	-	1
120,001 - 130,000	1	1
130,001 - 140,000	2	-
140,001 - 150,000	-	-
150,001 - 160,000	-	1
160,001 - 170,000	1	1
Short term benefits	608,014	649,755
Post-employment benefits	-	-
Other long term benefits	13,482	10,484
Termination benefits	-	45,309
Total remuneration of other key management personnel	621,496	705,548
The total remuneration includes the superannuation expense incurred by the Institute.		
Termination benefits incurred by the Institute amounted to \$0, (2016 \$45,309).		
8. Supplies and services		
Travel	653,905	887,302
Consultants and contractors	620,007	572,944
Communication	43,758	51,220
Venue hire, sports related repairs and maintenance (a)	1,517,044	1,191,185
Events	94,632	93,573
Training and development	76,714	93,386
Other	239,857	319,489
	3,245,917	3,209,099
(a) Venue hire is inclusive of Services Received Free of Charge amounting to \$774,621 for 2016/17 and \$349,987 for 2015/16.		

NOTES TO THE FINANCIAL STATEMENTS

	2017 \$	2016 \$
9. Depreciation and amortisation expense		
Leasehold improvements	6,349	8
Plant, equipment and vehicles	277,255	282,846
Office equipment	9,146	8,576
	292,750	291,430
10. Accommodation expense		
Lease rentals (a)	1,711,207	1,687,532
	1,711,207	1,687,532
(a) Lease rentals is inclusive of Services Received Free of Charge amounting to \$1,536,809 for 2016/17 and \$1,518,779 for 2015/16.		
11. Other expenses		
Equipment repairs & maintenance	61,337	101,948
General administration expenses	21,115	35,105
Sport programs	659,246	700,326
Scholarships	6,829	41,698
Sport science	122,866	77,330
Marketing & promotion	53,225	45,757
Employment on-costs (a)	340,338	356,145
	1,264,956	1,358,309
(a) Includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liability is included at note 25 'Provisions'. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.		
12. Related party transactions		
The Institute is a wholly owned and controlled entity of the State of Western Australia. In conducting its activities, the Institute is required to pay various taxes and levies based on the standard terms and conditions that apply to all tax and levy payers to the State and entities related to State.		
Related parties of the Institute include:		
<ul style="list-style-type: none"> ■ all Ministers and their close family members, and their controlled or jointly controlled entities; ■ all Members of the Institute, and their close family members, and their controlled or jointly controlled entities; ■ all senior officers and their close family members, and their controlled or jointly controlled entities; ■ other departments and public sector entities, including related bodies included in the whole of government consolidated financial statements; 		

NOTES TO THE FINANCIAL STATEMENTS

	2017 \$	2016 \$
Significant transactions with government related entities		
Significant transactions include:		
<ul style="list-style-type: none"> ■ Income from State Government, including State Grants and Services Received Free of Charge (Note 17 'Income from State Government'); ■ Accommodation expenses (Note 10 'Accommodation expense'); ■ Venue hire, sports related repairs and maintenance (Note 8 'Supplies and services'); ■ Commitments to Venues West (Note 29 'Commitments'); ■ Remuneration for services by the Office of the Auditor General (Note 34 'Remuneration of the auditor'). 		
Material transactions with related parties		
The Authority had no material related party transactions with Ministers/senior officers or their close family members or their controlled (or jointly controlled) entities for disclosure.		
13. Interest revenue		
Interest received from deposits	82,781	89,477
	82,781	89,477
14. Contributions from sporting bodies		
Contributions from sporting bodies	1,317,282	1,665,808
15. Other revenue		
Sponsorship	25,892	15,000
Other	52,619	22,889
	78,511	37,889
16. Net gain / (loss) on disposal of non-current assets		
<u>Costs of Disposal of Non-Current Assets</u>		
Plant, equipment and vehicles	646	48,593
<u>Proceeds from Disposal of Non-Current Assets</u>		
Plant, equipment and vehicles	32,318	68,909
	31,672	20,316
17. Income from State Government		
Sports Lotteries Funding grant	5,160,010	5,378,390
Consolidated Funding grant	2,946,090	1,697,722
	8,106,100	7,076,112

NOTES TO THE FINANCIAL STATEMENTS

	2017 \$	2016 \$
Services received free of charge from other State Government Agencies (a) Determined on the basis of the following estimates provided by agencies:		
VenuesWest - Accommodation	1,536,809	1,518,779
VenuesWest - Venue hire	774,621	349,987
	2,311,430	1,868,766
	10,417,530	8,944,878
18. Cash and cash equivalents		
Deposits	709,160	-
Cash at Bank	732,346	1,010,365
Cash on hand	700	700
	1,442,206	1,011,065
19. Inventories		
Current		
Inventories held:		
- Finished goods		
At cost or net realisable value	78,288	4,242
Total Current	78,288	4,242
20. Receivables		
Current		
Receivables	157,468	65,434
Allowance for impairment of receivables (1)	-	-
Total Current	157,468	65,434
Reconciliation of changes in the allowance for impairment of receivables:		
Balance at start of period	-	1,391
Doubtful debts expense	-	-
Amounts recovered during the period	-	(1,391)
	-	-
21. Other assets		
Current	12,471	-
Prepayments	170,074	422,732
Accrued income	6,610	-
Total Current	189,155	422,732

NOTES TO THE FINANCIAL STATEMENTS

	2017 \$	2016 \$
22. Property, plant and equipment		
Leasehold Improvements		
At cost	64,707	21,000
Accumulated Depreciation	(12,357)	(6,008)
	52,350	14,992
Plant, equipment and vehicles		
At cost	2,923,524	2,809,039
Accumulated Depreciation	(1,886,613)	(1,624,484)
	1,036,911	1,184,555
Office Equipment		
At cost	84,779	78,758
Accumulated Depreciation	(30,620)	(21,474)
	54,159	57,284
Capital Work In Progress	2,000	5,000
	1,145,420	1,261,831

Reconciliations of the carrying amounts of property, plant and equipment at the beginning and end of the reporting period are set out in the table below.

	Leasehold Improvements	Plant, equipment and vehicles	Office equipment	Capital WIP	Total
	\$	\$	\$	\$	\$
2017					
Carrying amount at start of year	14,992	1,184,555	57,284	5,000	1,261,831
Additions	43,707	130,257	6,021	49,690	229,675
Disposals	-	(646)	-	(52,690)	(53,336)
Depreciation	(6,349)	(277,255)	(9,146)		(292,750)
Carrying amount at end of year	52,350	1,036,911	54,159	2,000	1,145,420
2016					
Carrying amount at start of year	-	1,043,849	36,547	-	1,080,396
Additions	15,000	472,148	29,313	5,000	521,461
Disposals	-	(48,596)	-	-	(48,596)
Depreciation	(8)	(282,846)	(8,576)	-	(291,430)
Carrying amount at end of year	14,992	1,184,555	57,284	5,000	1,261,831

NOTES TO THE FINANCIAL STATEMENTS

	2017 \$	2016 \$
23. Impairment of assets		
There were no indications of impairment to property, plant and equipment at 30 June 2017.		
The Institute held no goodwill or intangible assets with an indefinite useful life during the reporting period. At the end of the reporting period there were no intangible assets not yet available for use.		
All surplus assets at 30 June 2017 have either been classified as assets held for sale or written-off.		
24. Payables		
Current		
Trade Payables	276,953	258,933
Other Payables	128,609	216,285
	405,562	475,218
25. Provisions		
Current		
Employee benefits provision		
Annual leave (a)	317,104	374,178
Long service leave (b)	444,253	523,967
	761,357	898,145
Other provisions		
Employment on-costs (c)	43,744	60,713
	43,744	60,713
	805,101	958,858
Non-current		
Employee benefits provision		
Long service leave (b)	163,628	123,323
Other provisions		
Employment on-costs (c)	14,203	8,481
	177,831	131,804
	982,932	1,090,662
(a) Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after the reporting period. Assessments indicate that actual settlement of the liabilities will occur as follows:		
Within 12 months of reporting date	268,779	315,372
More than 12 months after reporting date	48,324	58,806
	317,103	374,178

NOTES TO THE FINANCIAL STATEMENTS

	2017 \$	2016 \$
(b) Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after the reporting period. Assessments indicate that actual settlement of the liabilities will occur as follows:		
Within 12 months of reporting date	118,048	131,566
More than 12 months after reporting date	489,832	515,724
	607,880	647,290
(c) The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments. The associated expense, apart from the unwinding of the discount (finance cost), is disclosed in note 11 'Other expenses'.		
Movements in Other Provisions		
Movements in each class of provisions during the financial year, other than employee benefits, are set out below.		
<u>Employment on-cost provision</u>		
Carrying amount at start of period	69,194	63,395
Movements during period	(11,247)	5,799
Carrying amount at end of period	57,947	69,194
26. Other current liabilities		
Accrued salaries	-	5,749
Accrued expenses	76,562	45,111
Total	76,562	50,860
27. Equity		
Balance at start of year	1,148,564	2,675,706
Result for the period	398,917	(1,527,142)
Balance at end of year	1,547,481	1,148,564
28. Notes to the Statement of Cash Flows		
<u>Reconciliation of Cash</u>		
Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:		
Cash and cash equivalents	1,442,206	1,011,065
	1,442,206	1,011,065
Reconciliation of net cost of services to net cash flows provided by/ (used in) operating activities		

NOTES TO THE FINANCIAL STATEMENTS

	2017 \$	2016 \$
Net cost of services	(10,018,613)	(10,472,020)
<u>Non-cash items:</u>		
Depreciation and amortisation expense	292,750	291,430
Resources received free of charge	2,311,430	1,868,766
Net gain on sale of property, plant and equipment	(31,672)	(20,316)
<u>(Increase)/decrease in assets:</u>		
Current receivables (a)	(92,033)	59,365
Current inventories	(74,047)	356
Other current assets	233,577	(292,898)
<u>Increase/(decrease) in liabilities:</u>		
Current payables (a)	(69,656)	(92,774)
Current provisions	(153,757)	78,804
Other current liabilities	25,701	(205,137)
Non-current provisions	46,027	25,405
Net GST payments (b)	(63,350)	(44,888)
Changes in GST receivables/payables	63,351	48,220
Net cash (used in) operating activities	(7,530,292)	(8,755,687)
(a) Note that the Australian Taxation Office (ATO) receivable/payable in respect of GST and the receivable/payable in respect of the sale/purchase of non-current assets are not included in these items as they do not form part of the reconciling items.		
(b) This is the net GST paid/received, i.e. cash transactions.		
29. Commitments		
Non-cancellable operating lease commitments		
Within 1 year	196,794	191,160
Later than 1 year and not later than 5 years	393,644	823,734
Later than 5 years	-	-
	590,438	1,014,894
The Institute has entered into a property lease, for the WAIS High Performance Service Centre, which is a non-cancellable lease with four terms of five years each, with rent payable monthly in advance. Contingent rent provisions within the lease agreement require that the minimum lease payments shall be increased by CPI annually (rent increase is 3% annual for the first term, and then the higher of 3% or CPI thereafter) and by a current market rent valuation in the final year of each term.		

NOTES TO THE FINANCIAL STATEMENTS

	2017 \$	2016 \$
Other Expense Commitments		
Commitments in relation to leases contracted for at the reporting date but not recognised in the financial statements are payable as follows:		
Within 1 year	155,910	154,225
Later than 1 year and not later than 5 years	164,969	264,169
Later than 5 years	-	-
	320,879	418,394
Representing:		
Cancellable operating leases	320,879	418,394
	320,879	418,394

30. Events occurring after the end of the reporting period

There are no significant events after the end of the reporting period.

31. Contingent liabilities and contingent assets*Contingent liabilities*

In addition to the liabilities included in the financial statements, there are no more contingent liabilities.

Contingent assets

In addition to the assets included in the financial statements, there are no more contingent assets.

32. Explanatory statement

All variances between the actual results for 2017 and Estimates are shown below. Narratives are provided for selected major variances, which are greater than 5% and \$188,561 for the Statement of Comprehensive Income and Statement of Cash Flows, and 5% and \$47,302 for the Statement of Financial Position.

NOTES TO THE FINANCIAL STATEMENTS

	Variance Note	Actual 2017 \$	Actual 2016 \$	Variance between actual results for 2017 and 2016 \$
Statement of Comprehensive Income				
Expenses				
Employee benefits expense	a	5,014,029	5,739,140	(725,111)
Supplies and services		3,245,917	3,209,099	36,819
Depreciation and amortisation expense		292,750	291,430	1,320
Accommodation expense		1,711,207	1,687,532	23,675
Other expenses		1,264,956	1,358,309	(93,353)
Total Cost of Services		11,528,859	12,285,510	(756,649)
Income				
Revenue				
Interest revenue		82,781	89,477	(6,696)
Contribution from sporting bodies	b	1,317,282	1,665,808	(348,526)
Other revenue		78,511	37,889	40,622
Gain/(loss) on disposal of non-current assets		31,672	20,316	11,356
Total income other than income from State Government		1,510,246	1,813,490	(303,244)
NET COST OF SERVICES		10,018,613	10,472,020	(453,405)
INCOME FROM STATE GOVERNMENT				
State Grants	c	8,106,100	7,076,112	1,029,988
Services received free of charge	d	2,311,430	1,868,766	442,664
Total Income from State Government		10,417,530	8,944,878	1,472,652
SURPLUS / (DEFICIT) FOR THE PERIOD		398,917	(1,527,142)	1,926,059
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD		398,917	(1,527,142)	1,926,059

Major Actual (2017) and Comparative (2016) Variance Narratives

- Employee benefits expense decreased by \$725,111 (14%) due to decreases in FTE, due to a reduction in sport programs and an associated decrease in support staff.
- Income from sporting bodies decreased by \$348,526 (26%) due to a reduction in sports programs and corresponding reduction in income from affected sporting organisations, and other reductions due to decreased funding being received by national sports organisations.
- Income from State Government increased by \$1,029,988 (13%) due mainly to a one off increase to the state grant received in 2016-17 for the current olympic cycle.
- Services received free of charge increased by \$442,664 (19%). The offsetting, non-cash increase of \$442,664 in both revenue and expenditure relating to services received free of charge, arises primarily as a consequence of clarification of the discount in venue hire fees provided by VenuesWest (90% used in 2017 and 80% used in 2016), as well as approximately 12% greater use of their facilities by our Athletes.

NOTES TO THE FINANCIAL STATEMENTS

	Variance Note	Actual 2017 \$	Estimate 2017 \$	Variance between actual results for Estimate & Actuals \$
Statement of Comprehensive Income				
Expenses				
Employee benefits expense		5,014,029	4,799,641	214,388
Supplies and services	a	3,245,917	2,508,996	736,921
Depreciation and amortisation expense		292,750	302,069	(9,319)
Accommodation expense	b	1,711,207	172,848	1,538,359
Other expenses		1,264,956	1,644,488	(379,532)
Total Cost of Services		11,528,859	9,428,042	2,100,817
Income				
Revenue				
Interest revenue		82,781	77,001	5,780
Contribution from sporting bodies		1,317,282	1,358,398	(41,116)
Other revenue		78,511	23,750	54,761
Gain/(loss) on disposal of non-current assets		31,672	19,575	12,097
Total income other than income from State Government		1,510,246	1,478,724	31,522
NET COST OF SERVICES		10,018,613	7,949,318	2,069,295
INCOME FROM STATE GOVERNMENT				
State Grants	c	8,106,100	7,533,396	572,704
Services received free of charge	d	2,311,430	-	2,311,430
Total Income from State Government		10,417,530	7,533,396	2,884,134
SURPLUS / (DEFICIT) FOR THE PERIOD		398,917	(415,922)	814,839
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD		398,917	(415,922)	814,839

Major Actual (2017) and Estimates (2017) Variance Narratives

- Supplies and services were \$736,921 (23%) higher than Estimates primarily as the 2017 actual venue hire expense includes the value of services provided free of charge through the discounting of the lease agreement with Venue's West, which is not included in Estimates.
- Accommodation was \$1,538,359 (90%) higher than Estimates as the 2017 actual rent expense includes the value of services provided free of charge through the discounting of the lease agreement with Venue's West, which is not included in Estimates.
- Income from State Government was \$572,704 (7%) higher due mainly to a one off increase to the state grant received in 2016-17 for the current olympic cycle that wasn't included in Estimates.
- Services received free of charge as above noted in (a) and (b) were not included in Estimates.

NOTES TO THE FINANCIAL STATEMENTS

	Variance Note	Actual 2017 \$	Actual 2016 \$	Variance between actual results for 2017 and 2016 \$
Statement of Financial Position				
ASSETS				
Current Assets				
Cash and cash equivalents	a	1,442,206	1,011,065	431,141
Receivables	b	157,468	65,434	92,034
Other current assets	c	189,155	422,732	(233,577)
Inventories	d	78,288	4,242	74,046
Total Current Assets		1,867,117	1,503,473	363,644
Non-Current Assets				
Property, plant and equipment	e	1,145,420	1,261,831	(116,412)
Total Non-Current Assets		1,145,420	1,261,831	(116,412)
Total Assets		3,012,537	2,765,304	247,232
LIABILITIES				
Current Liabilities				
Payables	f	405,562	475,218	(69,656)
Provisions	g	805,101	958,858	(153,757)
Other current liabilities		76,562	50,860	25,702
Total Current Liabilities		1,287,225	1,484,936	(197,711)
Non-Current Liabilities				
Provisions		177,831	131,804	46,027
Total Non-Current Liabilities		177,831	131,804	46,027
Total Liabilities		1,465,056	1,616,740	(151,684)
NET ASSETS		1,547,481	1,148,564	398,917
Equity				
Accumulated surplus		1,547,481	1,148,564	398,917
TOTAL EQUITY		1,547,481	1,148,564	398,917

Major Actual (2017) and Comparative (2016) Variance Narratives

- Cash balance at year-end increased by \$431,141 (30%) mainly due to a one off additional grant received for the current olympic cycle.
- Receivables were \$92,034 higher (58%) higher than 2016 mainly due to a higher GST receivable position than 2016 year.
- Other Current Assets were \$233,577 (123%) lower mainly due to fewer prepaid assets being held on the balance sheet than in the 2016 year.
- Inventories were \$74,046 (95%) higher due to restocking of WAIS clothing and sports garments in the close to year end.
- Property, plant and equipment was \$116,412 (10%) lower mainly due to ongoing depreciation of assets.
- Payables were \$69,656 (17%) lower mainly due to a lower GST payable position than the 2016 year.
- Provisions were \$153,757 (19%) lower due to decreases employment liabilities related FTE levels, which dropped due to a reduction in sport programs and an associated decrease in support staff.

NOTES TO THE FINANCIAL STATEMENTS

	Variance Note	Actual 2017 \$	Estimate 2017 \$	Variance between actual results for Estimate & Actuals \$
Statement of Financial Position				
ASSETS				
Current Assets				
Cash and cash equivalents	a	1,442,206	682,299	759,907
Receivables	b	157,468	73,000	84,468
Other current assets	c	189,155	300,151	(110,996)
Inventories	d	78,288	4,500	73,788
Total Current Assets		1,867,117	1,059,950	807,167
Non-Current Assets				
Property, plant and equipment	e	1,145,420	1,305,126	(159,706)
Total Non-Current Assets		1,145,420	1,305,126	(159,706)
Total Assets		3,012,537	2,365,076	647,461
LIABILITIES				
Current Liabilities				
Payables		405,562	430,879	(25,317)
Provisions	f	805,101	969,063	(163,962)
Other current liabilities		76,562	90,000	(13,438)
Total Current Liabilities		1,287,225	1,489,942	(202,717)
Non-Current Liabilities				
Provisions		177,831	142,491	35,340
Total Non-Current Liabilities		177,831	142,491	35,340
Total Liabilities		1,465,056	1,632,433	(167,377)
NET ASSETS		1,547,481	732,643	814,838
Equity				
Accumulated surplus		1,547,481	732,643	814,838
TOTAL EQUITY		1,547,481	732,643	814,838

Major Actual (2017) and Estimates (2017) Variance Narratives

- Cash balance at year-end increased by \$759,907 (53%) mainly due to a one off additional grant received for the current olympic cycle.
- Receivables were \$84,468 (54%) higher than Estimates due to a higher GST receivable position than what was estimated.
- Other current assets were \$110,996 (59%) lower than Estimates mainly due to lower prepayments than estimated.
- Inventories were \$73,788 (94%) higher due to restocking of WAIS clothing and sports garments that were not included in the Estimates.
- Property, plant and equipment were \$159,706 (14%) lower than Estimates mainly due fewer asset acquisitions than estimated.
- Provisions were \$163,692 (20%) lower than Estimates mainly due to higher long service leave payouts occurring during the year than estimated.

NOTES TO THE FINANCIAL STATEMENTS

	Variance Note	Actual 2017 \$	Actual 2016 \$	Variance between actual results for 2017 and 2016 \$
Statement of Cash Flows				
CASH FLOWS FROM STATE GOVERNMENT				
State grants	a	8,106,100	7,076,112	1,029,988
Net cash provided by State Government		8,106,100	7,076,112	1,029,988
Utilised as follows:				
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee benefits	b	(5,122,555)	(5,890,891)	768,336
Supplies and services	c	(2,611,051)	(3,138,194)	527,143
Accommodation		(174,398)	(178,094)	3,696
GST payments on purchases		(209,518)	(358,177)	148,659
Other payments	d	(1,068,760)	(1,359,440)	290,680
GST payments to the ATO		(783,983)	(600,237)	(183,746)
		(9,970,265)	(11,525,033)	1,554,768
Receipts				
Interest received		76,171	94,698	(18,527)
GST receipts on sales		930,151	910,196	19,955
Other receipts	e	1,433,651	1,764,452	(330,801)
		2,439,973	2,769,346	(329,373)
Net cash used in operating activities		(7,530,292)	(8,755,687)	1,225,395
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments				
Purchase of non-current physical assets	f	(174,257)	(462,120)	287,863
Receipts				
Proceeds from the sale of non-current physical assets		29,590	68,909	(39,319)
Net cash used in investing activities		(144,667)	(393,211)	248,544
Net increase in cash and cash equivalents		431,141	(2,072,786)	2,503,927
Cash and cash equivalents at the beginning of the financial year		1,011,065	3,083,851	(2,072,786)
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR		1,442,206	1,011,065	431,141

Major Actual (2017) and Comparative (2016) Variance Narratives

- Income from State Government increased by \$1,029,988 (13%) due mainly to a one off increase to the state grant received in 2016-17 for the current olympic cycle.
- Employee benefits expense decreased by \$768,336 (15%) due to decreases in FTE, due to a reduction in sport programs and an associated decrease in support staff.
- Supplies and services were \$527,143 (20%) lower mainly due to reduced spend on travel and non-capital equipment.
- Other payments were \$290,680 (27%) lower mainly due to timing of cash payments for clothing and reduced workers compensation insurance (resulting from reduced FTE).
- Other receipts were \$330,801 (23%) lower due to lower funding received from national and state sporting organisations.
- Purchases of non-current physical assets were \$287,863 (165%) lower due to reduced spend on asset acquisitions.

NOTES TO THE FINANCIAL STATEMENTS

	Variance Note	Actual 2017 \$	Estimate 2017 \$	Variance between actual results for Estimate & Actuals \$
Statement of Cash Flows				
CASH FLOWS FROM STATE GOVERNMENT				
State grants	a	8,106,100	7,533,396	572,704
Net cash provided by State Government		8,106,100	7,533,396	572,704
Utilised as follows:				
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee benefits	b	(5,122,555)	(4,601,789)	(520,766)
Supplies and services		(2,611,051)	(2,529,710)	(81,341)
Accommodation		(174,398)	(172,848)	(1,550)
GST payments on purchases		(209,518)	(203,347)	(6,171)
Other payments	c	(1,068,760)	(1,654,686)	585,926
GST payments to the ATO		(783,983)	(716,375)	(67,608)
		(9,970,265)	(9,878,755)	(91,510)
Receipts				
Interest received		76,171	77,001	(830)
GST receipts on sales		930,151	890,798	39,353
Other receipts		1,433,651	1,374,582	59,069
		2,439,973	2,342,381	97,592
Net cash used in operating activities		(7,530,292)	(7,536,374)	6,082
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments				
Purchase of non-current physical assets	d	(174,257)	(385,363)	211,106
Receipts				
Proceeds from the sale of non-current physical assets		29,590	59,575	(29,985)
Net cash used in investing activities		(144,667)	(325,788)	181,121
Net increase in cash and cash equivalents		431,141	(328,766)	759,907
Cash and cash equivalents at the beginning of the financial year		1,011,065	1,011,065	-
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR		1,442,206	682,299	759,907

Major Actual (2017) and Estimates (2017) Variance Narratives

- State Grants from Government increased by \$572,704 (7%) due mainly to a one off increase to the state grant received in 2016-17 for the current olympic cycle.
- Employee benefits expense increased by \$520,766 (10%) due termination payments not included in estimates and timing of staff reduction.
- Other payments were \$585,926 (55%) lower mainly due to lower payments associated with Scholarship and Sport Program expenses.
- Purchases of non-current physical assets were \$211,106 (121%) lower due to reduced spend on asset acquisitions.

NOTES TO THE FINANCIAL STATEMENTS

33. Financial instruments**(a) Financial risk management objectives and policies**

Financial instruments held by the Institute are cash and cash equivalents, Treasurer's advances and receivables and payables. The Institute has limited exposure to financial risks. The Institute's overall risk management program focuses on managing the risks identified below.

Credit risk

Credit risk arises when there is the possibility of the Institute's receivables defaulting on their contractual obligations resulting in financial loss to the Institute.

The maximum exposure to credit risk at end of the reporting period in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any allowance for impairment, as shown in the table below.

The Institute trades only with recognised, creditworthy third parties. The Institute has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Institute's exposure to bad debts is minimal. At the end of the reporting period there were no significant concentrations of credit risk.

The Institute only holds funds with major Australian financial institutions and when investing splits funds across at least two institutions when invested funds exceed \$500,000.

Liquidity risk

Liquidity risk arises when the Institute is unable to meet its financial obligations as they fall due.

The Institute is exposed to liquidity risk through its trading in the normal course of business.

The Institute has appropriate procedures to manage cash flows by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

Market risk

Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Institute's income or the value of its holdings of financial instruments. The Institute does not trade in foreign currency and is not materially exposed to other price risks (for example, equity securities or commodity prices changes). The Institute does not hold any long-term debt obligations, thus the Institute does not have exposure to market risk for changes in interest rates.

(b) Categories of Financial Instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of each reporting period are:

	2017 \$	2016 \$
Financial Assets		
Cash and cash equivalents	1,442,206	1,011,065
Loans and receivables (a)	59,205	65,434
Financial Liabilities		
Financial liabilities measured at amortised cost	449,917	421,880
(a) The amount of receivables excludes GST recoverable from the ATO (statutory receivable).		

NOTES TO THE FINANCIAL STATEMENTS

(c) Financial Instrument Disclosures

Credit risk

The following table disclose the Institute's maximum exposure to credit risk and the ageing analysis of financial assets. The Institute's maximum exposure to credit risk at the end of the reporting period is the carrying amount of financial assets as shown below. The table discloses the ageing of financial assets that are past due but not impaired and impaired financial assets. The table is based on information provided to senior management of the Institute.

The Institute does not hold any collateral as security or other credit enhancement relating to the financial assets it holds.

	Carrying Amount \$	Not past due and not impaired \$	Past due but not impaired				Impaired financial assets \$
			Up to 1 month \$	1-3 months \$	3 months to 1 year \$	1-5 years \$	
2017							
Cash and cash equivalents	1,442,206	1,442,206	-	-	-	-	-
Receivables (a)	59,205	21,530	27,500	-	10,175	-	-
	1,501,411	1,463,736	27,500	-	10,175	-	-
2016							
Cash and cash equivalents	1,011,065	1,011,065	-	-	-	-	-
Receivables (a)	65,434	23,317	32,624	9,493	-	-	-
	1,076,499	1,034,382	32,624	9,493	-	-	-

(a) The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).

Liquidity risk and interest rate exposure

The following table details the Institute's interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities. The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amounts of each item.

NOTES TO THE FINANCIAL STATEMENTS

Interest rate exposure and maturity analysis of financial assets and financial liabilities

	Weighted Average Effective Interest Rate %	Carrying Amount \$	Interest rate exposure			Nominal Amount \$	Maturity dates								
			Fixed interest rate \$	Variable interest rate \$	Non-interest bearing \$		Up to 1 month \$	1-3 months \$	3 months to 1 year \$	1-5 years \$	More than 5 years \$				
2017															
<u>Financial Assets</u>															
Cash and cash equivalents	171%	1,442,206	709,160	732,346	700	1,442,206	936,326	505,880	-	-	-	-	-	-	-
Receivables (a)	-	59,205	-	-	59,205	59,205	59,205	-	-	-	-	-	-	-	-
		1,501,411	709,160	732,346	59,905	1,501,411	995,531	505,880	-	-	-	-	-	-	-
<u>Financial Liabilities</u>															
Payables	-	449,917	-	-	449,917	449,917	449,917	-	-	-	-	-	-	-	-
		449,917	-	-	449,917	449,917	449,917	-	-	-	-	-	-	-	-
2016															
<u>Financial Assets</u>															
Cash and cash equivalents	-	1,011,065	-	1,010,365	700	1,011,065	1,011,065	-	-	-	-	-	-	-	-
Receivables (a)	-	65,434	-	-	65,434	65,434	65,434	-	-	-	-	-	-	-	-
		1,076,499	-	1,010,365	66,134	1,076,499	1,076,499	-	-	-	-	-	-	-	-
<u>Financial Liabilities</u>															
Payables	-	421,880	-	-	421,880	421,880	421,880	-	-	-	-	-	-	-	-
		421,880	-	-	421,880	421,880	421,880	-	-	-	-	-	-	-	-

(a) The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).

NOTES TO THE FINANCIAL STATEMENTS

	2017 \$	2016 \$
34. Remuneration of Auditor		
Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:		
Auditing the accounts, financial statements and key performance indicators	53,800	51,800
35. Schedule of income and expenses by service		
The Institute only has one service therefore a separate statement of service is not required.		
36. Supplementary financial information		
(a) Write-offs		
During the financial year, \$646 (2016: \$237) was written off the Institute's assets under the authority of:		
The accountable authority	646	237

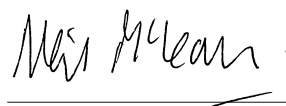
KEY PERFORMANCE INDICATORS

30 June 2017

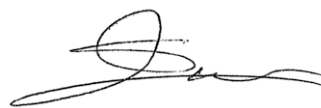
CERTIFICATION OF KEY PERFORMANCE INDICATORS

We hereby certify that the accompanying key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the performance of the Western Australian Institute of Sport, and fairly represent the performance of the Western Australian Institute of Sport for the financial year ended 30 June 2017.

Dated this 4th of September 2017



Mr Neil McLean
Acting Chairman
Western Australian Institute of Sport



Mr Steven Lawrence
Chief Executive Officer
Western Australian Institute of Sport



Government Goal	Agency Level Desired Outcomes	Key Effectiveness Indicators
Results based service delivery Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians	Maximise Western Australian representation on significant Australian Teams	Percentage of national team representatives from WA and supported by WAIS
	Maximise Western Australian Contribution to Australia's International Success as defined by Australia's Winning Edge Strategy	<ol style="list-style-type: none"> Percentage of Australian podium performances from WA and supported by WAIS Percentage of Australian gold medal athletes from WA and supported by WAIS
	WAIS National representatives reflect the personal values of a champion	Percentage of WAIS national team representatives reflecting the personal values of a champion
Service	Key Efficiency Indicator	
Providing identified athletes with a daily training environment (inclusive of coaching, facilities, equipment, specialist services and competition opportunities) appropriate to achieve their targeted performance goals in high performance sport in a cost efficient manner	The indicator used is the average cost of service provision per WAIS athlete	

Desired Outcome: Talented Western Australian Athletes to achieve excellence in elite sport with support from their home environment

The following Performance Indicators demonstrate the extent to which the Western Australian Institute of Sport's outcome has been achieved.

KEY PERFORMANCE INDICATORS

1. Effectiveness Indicators

WAIS provides opportunities for talented Western Australian Athletes to achieve excellence in elite sport with support from their home environment.

The National Institute Network has approved a national high performance athlete categorisation framework. For an athlete to be awarded a WAIS scholarship they must be nationally formally categorised against this framework.

Australia aims to be an internationally competitive sporting nation and the Australian Sports Commission has defined goals and targets to measure our international success within its 2013 strategy 'Australia's Winning Edge'. WAIS is committed to supporting Australia's international competitiveness and has aligned its goals to supporting the targets (excluding the Winter Olympic and Winter Paralympic targets) set within Australia's Winning Edge.

Four Key Performance Indicators (KPIs) are used to measure the extent to which WAIS is meeting its purpose and vision. These KPIs include three competition performance KPIs and a KPI to assess athlete personal behaviour.

The target for the three competition performance indicators is set to achieve an aim of Western Australian's contributing to Australia's international success at a level proportional to our states population as a percentage of the national. The target for each of these KPIs up to and including the 2016 Olympic and Paralympic Games was set at 10% with an acceptable range considered between 9-11%. Based on a 2016 Australian populations statistics the target for 2016/17 World Championships has been increased to 11% with an acceptable range of 10-12%.

The national system for sports are designed to suit the specific circumstances of each sport. WAIS can play one of several different roles within a sport's national system. In some sports this will require WAIS to prepare developing level athletes to ultimately move to a higher level or different training location (professional athletes or athletes based in a national program supported by another sports institute). Therefore, the influence of WAIS operations to support achievement of the current Effectiveness Indicators is also variable across sports. The trend for sports to move towards more nationally managed international competition preparation programs has escalated over the past four years and hence reduced the value of the current indicators to measure WAIS operational effectiveness. The WAIS Board in developing its 2017-21 strategic plan identified this national system change requires WAIS to revise its Effectiveness Indicators to ensure they remain relevant.

Those Western Australian born or registered athletes who contribute to Australia's international success but are not currently on a WAIS scholarship are not included in KPI score calculation. This means that the KPI score assessing the WAIS contribution to Australia's international success in any year will potentially underestimate the true WA athlete achievements.

The primary factor required to achieve WAIS Effectiveness Indicator targets is the availability of athletic talent. As this talent is the output of WA state sporting association athlete development pathway WAIS sets KPI forecasts to assess WAIS achievement relative to potential. Therefore analysis of each indicator includes assessment against both target and forecast.

The fourth KPI assesses the personal values of WAIS national team representatives. This KPI is aligned to achieving our vision of producing champions who are not only successful on the sporting field but also reflect community values in the way they act both on and off the sporting field. Athletes are internally assessed on WAIS defined personal values as part of our routine athlete planning and monitoring process. The Institute's aim is for the behaviour of all WAIS national representatives to meet the defined expectations of a Champion. The behaviour of each athlete is assessed against the WAIS Athlete Code of Behaviour.

In 2016/17 there were three competition targets. The prime competitions were the 2016 Olympic and 2016 Paralympic Games and 2016/17 World Championships in Olympic and Paralympic sports and events.

The graphs below present the WAIS athlete contribution to each of these competition targets for each of the KPIs.

The data presented within each graph shows the WAIS overall score for each KPI and the two WAIS scholarship program categories, These categories are:

- Olympic Sport Programs - these are programs where WAIS manages and controls the training program for athletes (for reporting purposes only WAIS includes Netball within this category), and,
- the Individual Athlete Support Program (IASP) which is a services based program for athletes who train in an externally coached programs in either Olympic or Paralympic events.

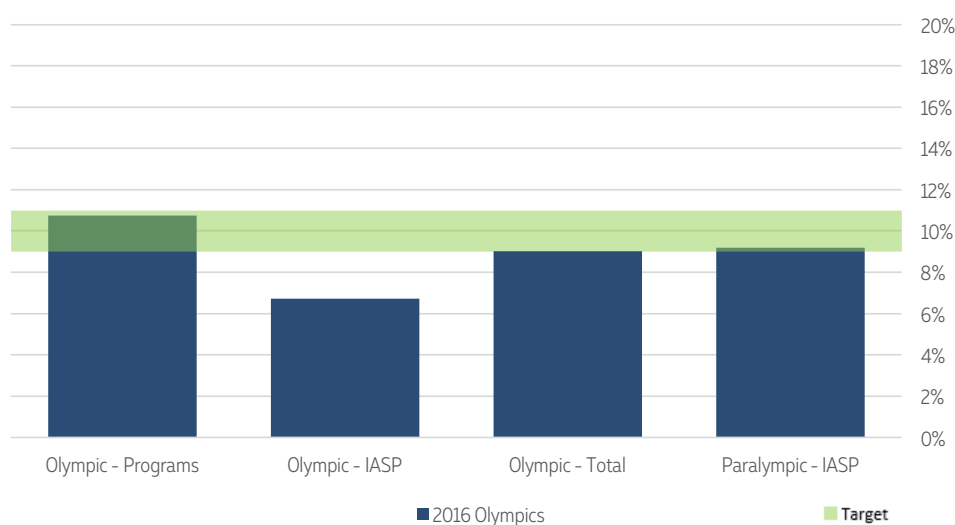
KEY PERFORMANCE INDICATORS

1.1 Percentage of National Team Representatives from WA and supported by WAIS

2016 Olympics: WAIS forecast in 2013 that its potential to reach its 10% of Olympic team representation target would be difficult to achieve due to the athlete talent pool available for the 2016 Olympic cycle. This forecast proved correct. However, the overall Olympic team representation (Olympic-Total) result of 9.0% is within the acceptable for this measure. The result reflects a change in the composition of sports on the Olympic Games event list such as Rugby 7s in which WA is not currently competitive and under representation in large sports such as Athletics and Swimming. Representation was stronger in our Olympic Programs (10.7%) compared to the Olympic IASP (6.7%). This result is consistent with our forecast and in line with our strategic intent to provide greater investment in sports with strong athlete development pathways.

2016 Paralympics: WAIS did not make a 2013 forecast for Paralympic team representation due to the underlying limited capacity of Paralympic sport high performance pathways in WA and the rapid rate that an athlete can progress to international standard in Paralympic compared to Olympic events. In 2015 WAIS forecast that a representation outcome of 9-10% was realistic. The result of 9.2% is within our acceptable performance range and in line with forecast.

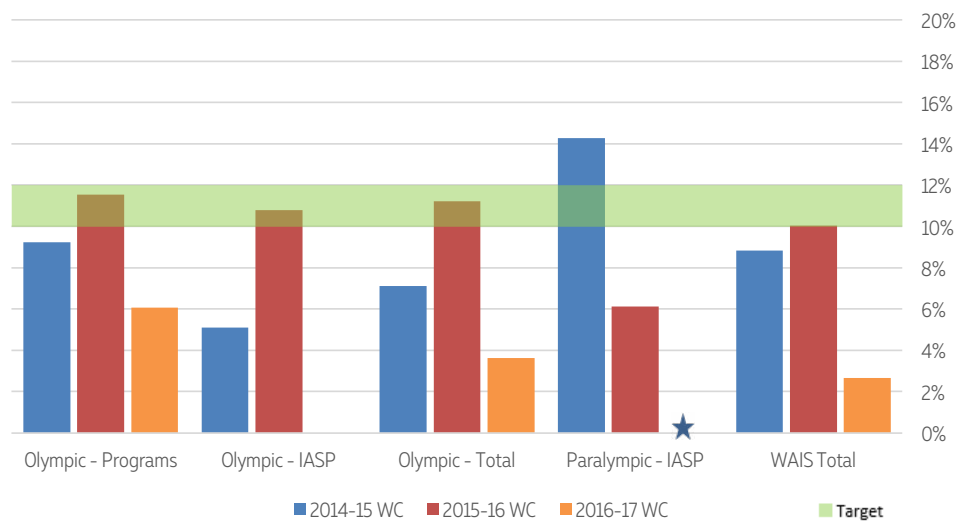
WAIS contribution to Australian Olympic and Paralympic Representation



2016/17 World Championships: There were limited World Championships (3 Olympic and 3 Paralympic sports) during the reporting period in which Olympic and Paralympic events were included. This is due to the priority placed on the Olympic and Paralympic Games in 2016. Only Cycling, Table Tennis and Taekwondo held World Championships in Olympic events during 2016/17. The WAIS overall result (WAIS Total) was 2.7% and primarily reflects the small number of World Championship events held during the year and the WA strength in these specific sports. The result is therefore not an accurate measure of WAIS performance or the strength of the broader WA high performance system athlete pathways. The Olympic Programs result of 6.1% is reflective of our representation at the only the 2017 World Track Cycling Championships. Table Tennis and Taekwondo are sports supported by the Olympic IASP, however, WAIS currently does not have any scholarship holders in these sports. In Paralympic sport WAIS has no current scholarship holders in cycling or Table Tennis and our sole scholarship holder in Para Triathlon did not compete at the World Championships due to the events close proximity to the Paralympics.

KEY PERFORMANCE INDICATORS

WAIS contribution to Australian World Championship Representation

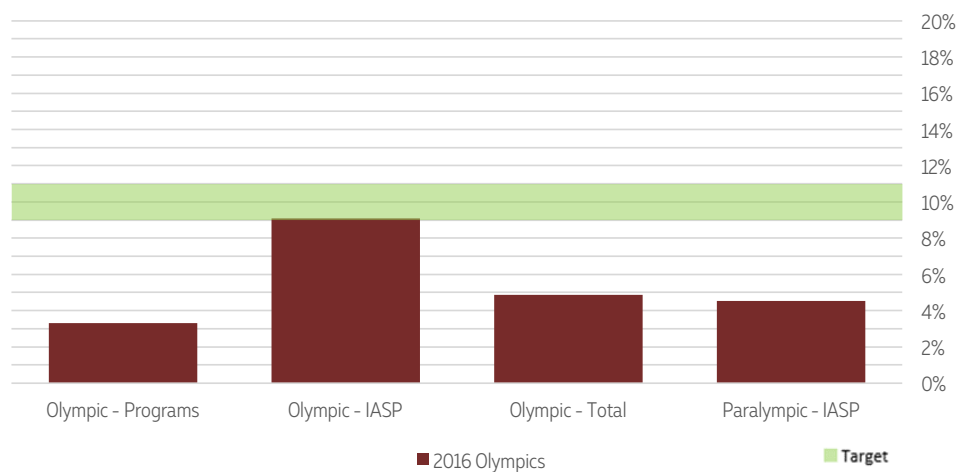


1.2 Percentage of Australian Podium Performances from WA and supported by WAIS

Podium Performances are those performances that result in either a gold, silver or bronze medal for an athlete at a targetted event.

2016 Olympics: Based on AOC and ASC projections in early 2016 for Australian podium performances at the Rio Olympics WAIS had forecast that WA athletes could contribute up to 9.5% of all Australian podium performances. This forecast was within our acceptable performance range. However, the final result was below expectations at 4.9%. The major factor influencing the lower than forecast result being the underperformance of the team sports in which WAIS had significant representation. This underperformance was compounded by traumatic injuries to several athletes in the final preparation phase for the Games. Olympic team sports considered as potential medallists at WAIS are supported in the "Olympic Programs" category and hence the lower result (3.3%) compared to the Olympic IASP (9.1%).

WAIS Contribution to Australian Olympic and Paralympic Podium Performances

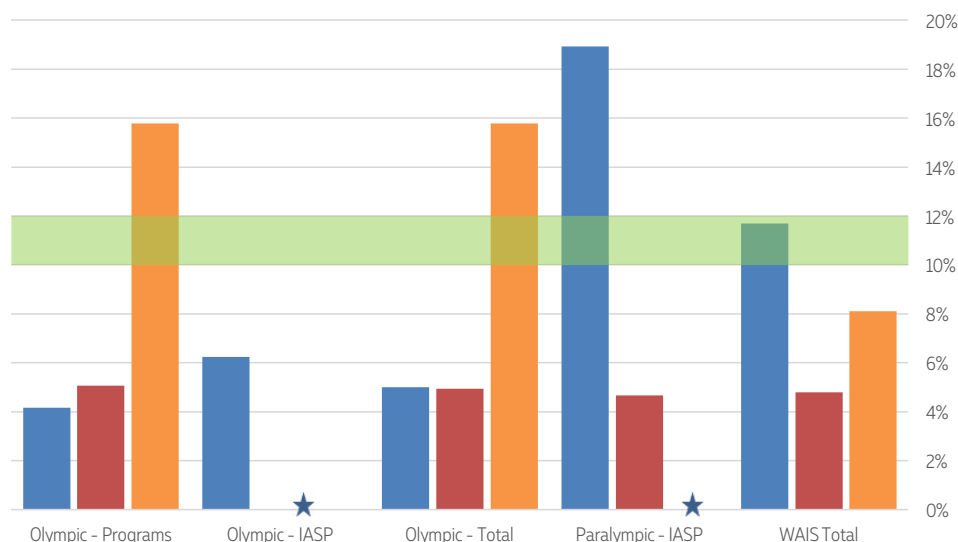


KEY PERFORMANCE INDICATORS

2016 Paralympics: Based on Australian Paralympic Committee and ASC projections in early 2016, WAIS had forecast the potential of up to 4.8% of all Australian Podium performances coming from WAIS supported athletes. The actual result was 4.5% and therefore while in line with forecast is significantly below our target.

2016/17 World Championships: In 2016/17 the WAIS overall (WAIS Total) World Championship podium performances was below the acceptable range at 8.1%. However, as stated within the World Championship representation commentary the low number of actual World Championships in an Olympic year limits the value of this measure for this report. Further evidence of this view is seen in the large range of results recorded across the three program categories (Olympic-Programs, Olympic-IASP and Paralympic-IASP). The result for the Olympic Programs was 15.8% and is also the result for the Olympic World Championship total (Olympic-Total) as no Australian medalled in a sport supported by the Olympic IASP. There were 14 Australian Podium Performances at the Paralympic World Track Cycling Championships and two in Para Table Tennis, however, WAIS has no scholarship holders in these sports.

WAIS contribution to Australian World Championship Podium Performances



Note: No Olympic IASP athletes achieved a podium performance at 2015-16 and 2016-17 World Championship events, and no Paralympic IASP athletes achieved a podium performance at a 2016-17 World Championship event.

1.3 Percentage of Australian Gold Medal Athletes from WA and supported by WAIS

2016 Olympics: Based on AOC and ASC projections in early 2016 for Australian Rio Olympic gold medal performance WAIS had forecast the potential of up to 14% of all Australian gold medal performances could come from WAIS supported athletes. However, injuries and Australian team sport underperformance resulted in no WA Olympian claiming a gold medal. WAIS had one athlete in an individual event considered capable of contending for a gold medal, but unfortunately a traumatic injury significantly reduced her ability to gain selection to the team. WAIS also had potential gold medal athletes in the men's hockey team, the Women's Water Polo team and the men's and women's cycling pursuit teams. Both the men's hockey and women's teams failed to perform to expectations at the Games, while the women's pursuit team crashed just prior to competition starting impacting their potential to contend for a medal. The men's pursuit team returned home with a silver medal following a narrow defeat.

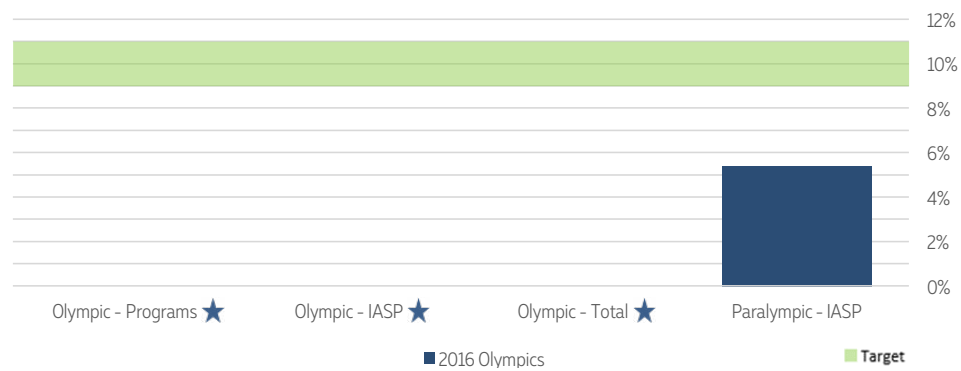
2016 Paralympics: Based on Australian Paralympic Committee and ASC projections in early 2016 WAIS had forecast the potential of up to 7% of all Australian gold medal performances coming from WAIS supported athletes with the actual result 5.4%. This result was achieved by two WAIS Paralympic sailors who received gold

KEY PERFORMANCE INDICATORS

medal results as members of the three person Sonar sailing team. WAIS also had three athletes in the men's Wheelchair basketball team that were considered to be realistic gold medal contenders, however the team were unable to achieve this outcome.

The gold medal outcomes for both the Olympics and Paralympics are a reflection of the current WA reliance on the performance of team sport athletes to return gold medal results and the disappointing Australian team sport results at these Games. While team sports will remain a strength of WA sport strategies are being implemented to increase our ability to produce medal winning athletes in individual events.

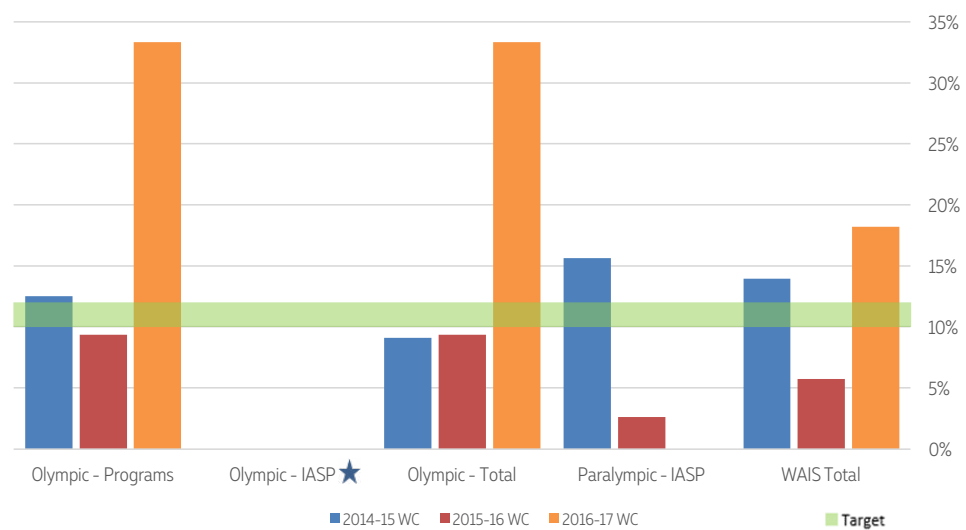
WAIS contribution to Australian Olympic and Paralympic Gold Medallists



Note: No Olympic or Olympic IASP athletes achieved a Gold medal performance at 2016 Olympic Games.

2016/17 World Championships: The overall WAIS (WAIS Total) World Champion result was 18.2%. This result was achieved through the performances of the two WA athletes on the national track cycling team (8.7% of team size) who provided 37.5% of all Australian gold medal winning performances at the 2017 World Track Cycling Championships. The results of these athletes also accounted for 33.3% of all World Championship gold medals won in Olympic Program Sports. As stated within the previous World Championship KPI commentary, the low number of actual World Championships in an Olympic year limits the value of this measure for this report. There were no Australian World Champions in sports supported through the Olympic IASP and five in the Paralympic IASP sports.

WAIS contribution to Australian World Championship Gold medallists



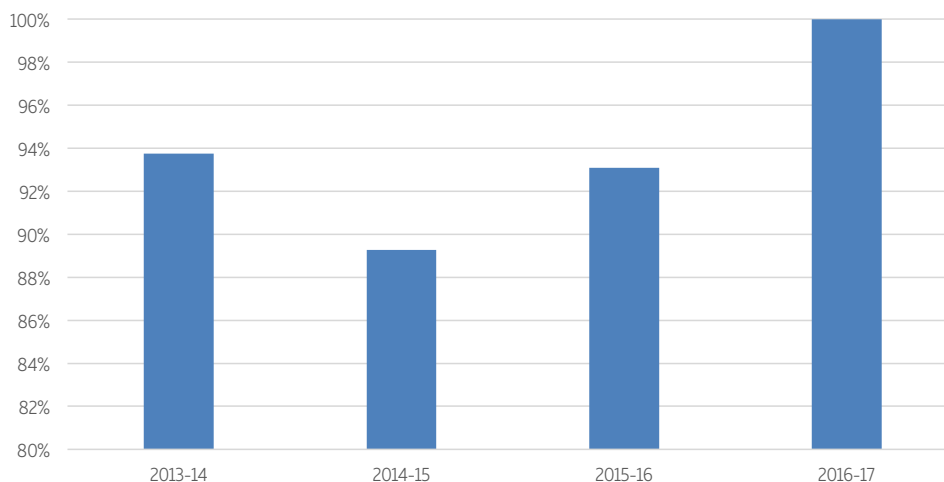
Note: No Olympic IASP athletes achieved a Gold medal performance at a world championship even over the three years being measured.

KEY PERFORMANCE INDICATORS

1.4 Percentage of WAIS national team representatives reflecting the personal values of champions

WAIS assessed all 24 national team athletes who train within the WAIS Daily Training Environment for one or more of the targetted competitions as meeting our behavioural expectations during the year. This result meets our target of 100% and continues the improvement seen over recent years in this KPI.

Percentage of WAIS Athletes Reflecting Champion Values

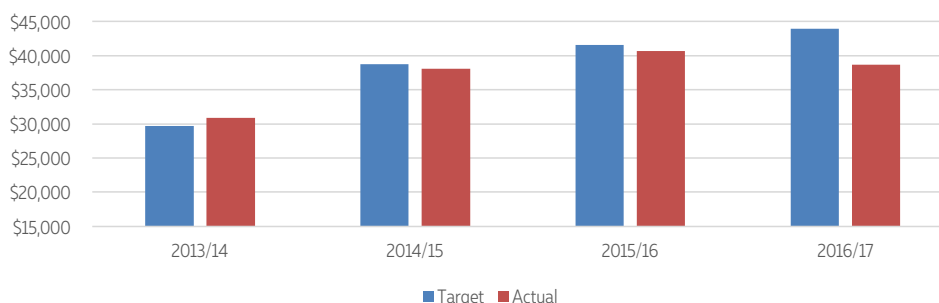


2. Efficiency Indicators

The indicator used is the average cost of providing services to athletes. It assesses the extent to which WAIS is responding to its responsibility to provide opportunities for talented Western Australian athletes through cost efficient management of support systems to meet the high performance requirements of our talented athletes. The cost per athlete is determined on the total operating expenditure of the Western Australian Institute of Sport.

The number of athletes at the Western Australian Institute of Sport comprises athletes in sport programs and those supported through the IASP. Athlete Scholarships are awarded in one of five categories based upon current and forecast competition performance. The number of athletes within a sport program remained relatively consistent, however the athletes making up those particular squads may change during the year. The actual cost per athlete for the year ending 30 June 2017 was \$38,687 which represents a 4.9% reduction from prior year and an 12.0% reduction on target. This is the result of WAIS Board strategic decisions and management efforts to reduce total expenditure while still maintaining a high level of service for athletes to ensure sustainability within the current financial environment.

WAIS Efficiency as Indicated by Financial Cost Per Athlete Supported



wais





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