



wais

ANNUAL REPORT 2021

WESTERN AUSTRALIAN INSTITUTE of SPORT

Forewords	Message from the Premier	1
	Chair's Report	2
	Chief Executive Officer's Report	4
Goals & Strategy	Purpose & Vision	6
	2021 In Review	7
	Olympic Results	8
	Paralympic Results	9
Organisation	WAIS Board	10
	WAIS Structure	12
	WAIS Annual Awards	14
	Hall of Champions	16
	WAIS In The Community	18
Performance Enhancement	Podium	20
	National	22
	Pathways	24
Performance Systems	Performance Systems and Analytics	26
Research	High Performance Sport Research Centre	28
Corporate Services	Corporate Services	30
	Corporate Communications	32
	Partners	33
Financial	Financial Statements	34



MESSAGE FROM THE PREMIER

It is a privilege to continue as Patron of the Western Australian Institute of Sport, the peak high-performance and athlete development sporting organisation in WA.



Long before representing Australia at the highest level, the journey of WAIS athletes begins at local clubs. This is why the State Government is proud to provide support to grassroots sport and ensure every West Australian has the opportunity to reach their potential.

2021 was another difficult year with the COVID-19 pandemic continuing to impact our lives. It was particularly pleasing to see international sport resume and the Tokyo Olympic and Paralympic Games go ahead a year later than planned.

WA athletes represented their state and country in record numbers, and I congratulate them all for their performances. Their perseverance to overcome the challenges COVID-19 posed has - like the stories of many Western Australians during these tough times - been inspiring.

For the first time the WA Government provided a \$4000 grant directly to all selected WA athletes, with the grant helping athletes in their final preparation for the Games.

I express my thanks to WAIS for the role it plays in guiding WA's high performance sport strategy and acknowledge the important support WAIS receives from its strategic partners, including the Department of Local Government, Sport and Cultural Industries, Lotterywest, VenuesWest, and the Australian Institute of Sport.

On behalf of all West Australians, good luck to all WA athletes working to represent their country at the 2022 Commonwealth Games, world championships and other international competitions.

Hon Mark McGowan MLA | Premier of Western Australia

CHAIR'S REPORT

The Closing Ceremonies of the 2020 (in 2021) Tokyo Olympic and Paralympic Games saw the curtain fall on extraordinary events.



The Olympic and Paralympic Games in the best of times pose a massive logistical challenge, but so much more so when the event is to be mounted within the context of a global pandemic. It was extraordinary that the Games were held and even more extraordinary that they went off with such minimal disruption. It was extraordinary that they were played out in front of empty stands but the absence of spectators did little to diminish the spectacle. These were Games without the high octane excitement of packed and cheering crowds but instead what we saw was a display of pure sport and wonderful sporting spirit. For Australia, this was an extraordinarily successful campaign; our gold medal tally of 17 equalled our best ever haul in Athens in 2004.

In the midst of the challenges, losses and hardships experienced by so many in the past two years the performance of our athletes shone a light through the gloom of the pandemic. The Olympic and Paralympic Games not surprisingly bring focus to results with personal best performances and medals being appropriately celebrated. Australia's embrace of our Olympic and Paralympic athletes was not all about the medals they won but about their stories and characters. It was about the way that the athletes had carried themselves and their enthusiasm and gratitude for the opportunity to participate and compete.

We know that our Olympic and Paralympic athletes made Australians feel good about being Australian. And we know that our athletes make great role models who through their stories of striving, achievement and perseverance provide inspiration and instruction. The performance of WAIS graduate holder Peter Bol exemplifies the way sport can enliven a nation, in this instance bringing into focus the wonderfully diverse human stories that make up our multicultural society.

There may never have been a more challenging lead into the quadrennial Games and the WAIS Board is immensely proud of our staff and athletes who found ways to navigate through the minefield of challenges posed by the pandemic. In my

report last year I paid tribute to the "flexibility and creativity shown by WAIS staff in responding to these extraordinary circumstances." I'd like to add to that an acknowledgment of the diligence and outstanding work ethic of the WAIS staff who across the last two years have gone above and beyond the call of duty to maintain such a positive training environment. The outcomes achieved are testament to these efforts.

Western Australia had a record 54 athletes selected for the Tokyo Olympics of whom 49 were WAIS scholarship holders or graduates. These athletes won 14 medals with gold medals to Matt Wearn, Annabelle McIntyre and Brianna Throssell. Annabelle was the first West Australian to win a rowing gold medal and Matt was the first West Australian to win an individual gold medal in sailing

At the Paralympics WA had an equal record 24 team members of who 23 were on WAIS scholarships. This group brought home seven medals with gold to Ben Popham and Madison de Rozario. Of particular note was that six of the 12 women's basketball team the Gliders came from the WAIS program.

The off-again on-again Olympics and Paralympics posed both mental and physical challenges for those seeking Australian team selection. But spare a thought for the WAIS athletes at different stages in their development and at earlier stages in their pathway who have been starved of competition over the past 18 months with Australia and the world locked down. Athletes generally train to compete and to be able to maintain high standards of training and professionalism while starved of the rewards of competition takes extraordinary dedication and discipline. Hopefully as Australia and the world open up, the competitions, tournaments or championships will again offer the opportunities to be tested against the best in the world.

The WAIS Board of Directors believe we are on the cusp of an exciting decade in Australian sport. The announcement of Brisbane as host of the 2032 Olympic Games sent a wave of excitement through the hallways of elite sport and opens wonderful opportunities for Australia as a nation and more specifically our elite athletes. To compete at an Olympic Games is exciting; to do so at a home Olympics even more so. While the immediate focus of the Board remains on providing high level support for our athletes preparing for the 2024 Paris Games, we have broadened our vision to ensure that we capitalise on the opportunities presented by a home Olympics.

We are committed to exploring avenues that would allow us to extend the influence of WAIS to ensure that we provide the opportunity for talented athletes across the state to maximise their potential. To this end we wish to ensure that athletes based in regional areas are afforded the support needed to develop and excel. We are also keen to explore the possibility to extend our support and expertise to some of the newer Olympic Sports such as skateboarding and surfing;

these sports have high participation rates and are welcome additions to the more traditional Olympic sports.

We are particularly pleased that we continue to build our commitment to Paralympic sports. Tokyo saw the biggest WA representation on an away Paralympic team which was in large part a reflection of the success of our wheelchair basketball program. The development of the paracanoe program is an excellent example of the productive interaction of sport science and medicine, engineering and technology and coaching within WAIS.

On a less positive note, WAIS was a party to an AHRC review of Gymnastics in Australia after a number former gymnasts in WA and across Australia made complaints about their experiences while involved in the sport. The report of the review was disturbing: it appears that across the sport of gymnastics there had been a failure to establish and maintain safe age-appropriate training programs. Participation in sport ought to be a positive and healthy experience that enhances physical and psychological wellbeing. The report's findings make it clear that this has not always been the case. This should not have been so. WAIS joined with the AIS and other state institutes in issuing an apology to any person who experienced distress or injury associated with their participation in the WAIS gymnastics program. WAIS has also asked Sport Integrity Australia to conduct an independent review of complaints lodged by a group of Gymnasts who trained in the WAIS program.

WAIS is part of the complex network of elite sport in Australia. Therefore, can I take the opportunity to thank some of our important partners. The investment of the WA Government is critical to the success of WAIS and provides our talented athletes the opportunity to pursue their dreams. We have enjoyed positive and productive relationships with Ministers of Sport Murray, Buti and most recently Minister Templeman. Can I pay particular thanks to Minister Mick Murray who retired in March 2021 and wish him all the best for his retirement.

Our colleagues at the Department of Local Government, Sport and Cultural Industries (DLGSC) have always recognised the important role that elite sport plays within the broader sporting environment and that elite sport can complement rather than compete with community participation in sport. To the NSOs with whom we collaborate, we look forward to continuing to put in place our pieces of the elite sport jigsaw.

Finally, can I pay tribute to WAIS CEO Steve Lawrence, his senior management team and all WAIS staff. Your herculean efforts have ensured that WAIS and WA played a significant part in the success in Tokyo. And to my Board colleagues, thank you for your invaluable contribution to helping steer the ship through a year of challenge.



Neil McLean | WAIS Chair



Peter Bol

CEO'S REPORT

The Tokyo 2020 Olympic and Paralympic Games were without doubt events that made 2021 a year to remember, for all the right reasons.



The ability of sport to inspire and generate pride not just in athletic performance but also in the resilience of the human spirit was omnipresent on and off the fields of play at the Tokyo Games. The Australian Teams were made up of remarkable individuals who all Australians can be proud of and the WAIS contribution to the journey of many of those individuals is a specific source of pride for all who are associated with the Institute.

Sport Australia's community perception annual survey confirmed this view with over 86% of Western Australians reporting that they saw our Olympians and Paralympians as making them feel proud and 81% being inspired by them.

WAIS supported athletes numbered 49 at the Olympic Games and 23 at the Paralympic Games. This level of representation is equal to our best contribution to an Olympic and Paralympic Team and exceeded our targets. WAIS supported 91% of what was WA's highest ever number of Olympic representatives and all but one of the equal biggest WA Paralympic contingent to a Games. WAIS supported athletes reached the podium 13 times at the Olympic Games and eight times at the Paralympic Games. Included in these podiums were gold medal performances by laser sailor, Matt Wearn, stroke of the rowing women's four, Annabelle McIntyre, 100m Freestyle S8 swimmer, Ben Popham, relay swimmer Brianna Throssell and WAIS graduate Paralympic athlete, now an NSWIS scholarship holder, Madison de Rozario. A full break down of all WAIS athlete performances at the Games can be found on page 8-9 of this report with further detailed provided in the various sport program reports. Reporting against our organisational goals can be found on pages 72-76.

The fantastic success of both Australian Teams at the Tokyo Games is a recognition of the Australian passion for sport. Their success under the cloud of the COVID-19 pandemic is a tribute to the capability of the Australian Olympic Committee and Paralympics Australia in creating and implementing highly complex logistical programs, and retaining a culture focussed on providing athletes the opportunity to deliver their best performance.

The challenges faced by WA athletes and their support staff in preparing for team selection and Games competition during 2021 were not unique to WAIS but did require some unique WAIS solutions given WA's remoteness and border restrictions. Numerous athletes and staff undertook extended stays on the Eastern seaboard to ensure that they were able to access required competitions and to continue to train without the interruption of home quarantine following WA border crossing. However, for some athletes this was not possible and therefore multiple periods of training while in home quarantine were required. The support of the WA Government and VenuesWest allowed WAIS to reduce the impact of home quarantine through training bubbles created for our Olympic and Paralympic athletes. WAIS logistics and operations staff were also crucial to ensuring modified travel and training arrangements provided the best possible opportunity, under the circumstances, for the athletes to gain selection or finalise their preparations for the Games.

The announcement of Brisbane as the host for the 2032 Olympic and Paralympic Games was fantastic news for Australian sport. The opportunity provided by a ten-year runway to a home Olympics is one which Australia has already broadly embraced. Following the Tokyo Games the WAIS Board, supported by management, and with significant input from internal and external stakeholders undertook an extensive planning exercise to craft a bold and ambitious plan focussed on maximising the opportunity Brisbane 2032 provides. The strategy will be released in 2022 with the goal to ensure that WA continues to have a significant presence in the national system as the anticipated growth in Olympic and Paralympic sport occurs in the lead up to Brisbane 2032.

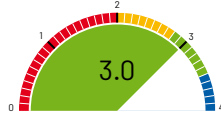
WAIS made a courageous decision in 2020 to also commence operational transition arrangements in 2021 to Paris 2024 cycle programs. This transition, as reported last year, required significant changes to be made in our staffing structure to ensure they aligned to our agreed role in each of our sport program partnerships. The workforce change was an ongoing focus throughout 2021 with excellent progress made and we are now in a strong position to continue to build even more effective athlete performance teams.

In my last report I stated the goal of supporting final preparations for the Tokyo 2020 focussed athletes and at the same time transition our sport programs and staffing to their 2024 cycle operational status was "an exciting challenge that will require the full attention and focus of all staff to ensure we are successful in achieving both goals.". To have successfully achieved these objectives is a credit to the whole WAIS team.

An overview of achievements and status of our strategic plan Key Result Areas (KRAs) are highlighted below with further detail provided in various department reports within this annual report.

KRA: Athlete Performance Systems Performance Enhancement:

The primary goal for 2021 was to support our Tokyo 2020 focussed athletes and restructure our performance service teams in alignment with our 2024 sport program requirements. Both outcomes were successfully achieved. The delayed review of our Athlete Performance Planning and Monitoring system was also completed and will be released in February 2022. Further detail of the operational outcomes of our Performance Enhancement Teams can be found on pages 20-25.



Performance Systems and Analytics:

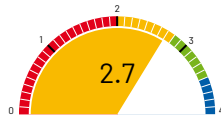
The Analytics Team has continued to grow as we retain our commitment to improving the use of data to inform our decision making. The team has achieved numerous projects aligned to building the foundational structure of our data strategy and additionally commenced development of various data related tools. The project to develop a software tool to support our Athlete Performance Planning and Monitoring has reached the user testing phase and will be deployed in stages commencing in the first quarter of 2022. Numerous operational system improvements have also provided a more efficient platform for our Performance Enhancement Teams to work on. Further reporting on our systems and analytics work can be found on pages 26-27.

Performance Research:

The WA High Performance Sport Research Centre (HPSRC) continues to successfully deliver against its stated goals. The collaboration between WAIS and the University of Western Australia (UWA) has expanded to not only support research but has also seen other student industry experiences provided. Most notably was a project run in collaboration between the UWA student group Coders for Causes and the WAIS Pole Vault Program that generated software tools, which significantly improve the gathering and presentation of performance data. The HPSRC is proud to partner UWA, Curtin, Edith Cowan and Murdoch Universities in providing industry based PhDs and acknowledge the great support these institutions provide WAIS and elite athlete students. Further detail of HPSRC operations can be found on pages 28-29.

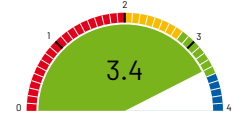
KRA: Staff

WAIS, through its workforce restructure, continues to have a highly skilled and engaged staff. However, it was difficult to farewell some staff who have provided, over many years, great service to WAIS and our partners but did not see their future within our new structure. Our HR capability was severely stretched during the workforce change process but delivered the required outcome. We were unsuccessful in delivering a project to improve the WAIS Staff Performance Excellence Framework. This was a disappointing result and one that we have reflected on and will learn from as supporting our staff to reach their potential is core to us being able to provide the support required by our athletes.



KRA: Stakeholders

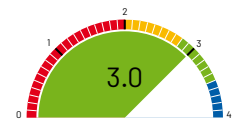
WAIS continues to retain strong key stakeholder support as indicated by our 2021 stakeholder survey results. The feedback provided through the survey has also provided us areas for further improvement to ensure we remain a partner committed organisation.



The targets set for broadcast and social media exposure were all met or exceeded during a challenging year. However, our goal of increasing broader community awareness and support of WAIS was not achieved. This outcome is being addressed through our community engagement strategy. Key to this strategy is its alignment to our partner oriented approach and we are very pleased to be recognised through the AOC Olympics Unleashed program. The program is a partnership between the AOC, and the WA Government through the Department of Education and the Department of Local Government Sport and Cultural Industries (DLGSC). The recognition of WAIS within this program acknowledges the significant ongoing investment by the WA Government in WAIS and its support of Olympic and Paralympic sport. Further detail on our corporate communications function can be found on page 32.

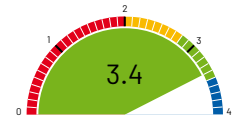
KRA: Finance

The WA Government remains the principal funder of WAIS. We are grateful of the additional financial support provided by the Government in 2021 to offset travel and competition costs associated with managing COVID-19 impacts. WAIS continues to work with DLGSC and the State Government to confirm funding for the remainder of the 2024 Olympic cycle with the aim to continue our current level of operations. During 2022 we will also seek State Government support for the growth in operations required to meet our 2032 aspirations.



KRA: Facilities and Equipment

The major facilities and equipment challenge in 2021 was to maintain an operating environment that complied with the WA State of Emergency Directions and continued to allow our 2020 Tokyo Olympic and Paralympic aspirants the required training and support. This challenge was met, as was needed, through a highly cooperative effort by WAIS staff, VenuesWest staff and the WA Police.



The journey to Brisbane 2032 starts with the 2022 Birmingham Commonwealth Games and I look forward to starting that journey in collaboration with the Board and staff of WAIS and our many industry partners.

Steven Lawrence | Chief Executive Officer

WAIS Purpose & Vision

Purpose

To enable Western Australian athletes to achieve international sporting success.

Vision

Sporting Champions:
Western Australian athletes creating community pride and inspiring the next generation.

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.

ATHLETES

Athletes on scholarship in 2021

249
TOTAL

126 MALE

123 FEMALE

83% ABLE

17% PARA

SPORTS

10
SPORT
PROGRAMS

SUPPORT ATHLETES ACROSS **32** SPORTS

19 OLYMPIC

6 OLYMPIC &
PARALYMPIC

7 PARALYMPIC

FACILITY

38,144
TRAINING SESSIONS

56,591
TRAINING HOURS

183 EXTERNAL BOOKINGS

12,335 TRAINING HOURS BY
EXTERNAL USERS

30 TOURS TO SCHOOLS/
COMMUNITY GROUPS

Facility use was impacted by COVID-19.

EDUCATION

94% SCHOLARSHIP
ATHLETES
STUDYING OR
WORKING

13 STUDENT
PLACEMENTS

19 RESEARCH PAPERS
PUBLISHED BY
PHD STUDENTS



49 WAIS Athletes

54 WA Athletes

11.1% of Australian Olympic Team

19 Sports

33 Female

21 Male

14 WA Medals

3

3

8

TOKYO OLYMPIC GAMES

ATHLETE	SPORT	RESULT
Zoe Arancini	Water Polo	5th: Women's Team
Peter Bol	Athletics	4th: Men's 800m
Hannah Burkhill	Artistic Swimming	9th: Women's Team
Jack Cleary	Rowing	BRONZE: Men's Quadruple Sculls
Laura Coles	Shooting	25th: Women's Skeet
Tamsin Cook	Swimming	BRONZE: Women's 4x200m Freestyle Relay 9th: Women's 400m Freestyle
Bronwyn Cox	Rowing	5th: Women's Eight
Monique de Vries	Sailing	16th: Women's 470
Luke Durbridge	Cycling - Road	72nd: Men's Road Race
Katie Ebzery	Basketball	8th: Women's Team
Andrew Ford	Water Polo	9th: Men's Team
George Ford	Water Polo	9th: Men's Team
Chelsea Forkin	Softball	5th: Women's Team
Leigh Godfrey	Softball	5th: Women's Team
Hannah Green*	Golf	5th: Women's Stroke Play
Jaz Hedgeland	Triathlon	9th: Women's Team DNF: Women's Individual
Nikita Hains	Diving	21st: Women's 10m Platform
Joshua Hicks	Rowing	10th: Men's Coxless Pair
Alessandra Ho	Artistic Swimming	9th: Women's Team
Zac Incerti	Swimming	BRONZE: Men's 4x100m Freestyle Relay BRONZE: Men's 4x200m Freestyle Relay
Alice Inglely	Archery	Round of 64: Women's Individual
Nia Jerwood	Sailing	16th: Women's 470
Nina Kennedy	Athletics	22nd: Women's Pole Vault
Sam Kerr	Football	4th: Women's Team
Minjee Lee	Golf	29th: Women's Stroke Play
Kurtis Marschall	Athletics	14th: Men's Pole Vault
Ashley Maynard-Brewer*	Football	12th: Men's Team
Annabelle McIntyre	Rowing	GOLD: Women's Coxless Four 7th: Women's Coxless Pair
Trent Mitton	Hockey	SILVER: Men's Team
Giorgia Patten	Rowing	5th: Women's Eight
Caitlin Parker	Boxing	9th: Women's Middleweight
Liz Parnov	Athletics	24th: Women's Pole Vault
Leah Parry	Softball	5th: Women's Team
Tim Putt	Water Polo	9th: Men's Team
Duop Reath*	Basketball	BRONZE: Men's Team
Lauren Reynolds	Cycling - BMX	5th: Women's Supercross
Shannon Reynolds	Canoe - Sprint	7th: Women's K4 500m
Matt Richardson	Cycling - Track	4th: Men's Team Sprint 13th: Men's Keirin 22nd: Men's Sprint
Jaime Roberts	Canoe - Sprint	7th: Women's K4 500m 13th: Women's K2 500m
Emily Rogers	Artistic Swimming	9th: Women's Team 20th Women's Duet
Storm Sanders*	Tennis	9th: Women's Singles
Karri Somerville	Hockey	5th: Women's Team
Amie Thompson	Artistic Swimming	9th: Women's Team 20th Women's Duet
Brianna Throssell	Swimming	GOLD: Women's 4x100m Medley Relay BRONZE: Women's 4x200m Freestyle Relay BRONZE: Mixed 4x100m Medley Relay 8th: Women's 200m Butterfly 12th Women's 100m Butterfly
Declan Tingay	Athletics	17th: Men's 10km Walk
Matt Wearn	Sailing	GOLD: Men's Laser
Sam Welsford	Cycling - Track	BRONZE: Men's Team Pursuit 11th: Men's Omnium
Tom Wickham	Hockey	SILVER: Men's Team
Lydia Williams*	Football	4th: Women's Team
Georgia Wilson	Hockey	5th: Women's Team
Alex Winwood	Boxing	17th: Men's Flyweight
Taylor Worth	Archery	9th: Men's Individual 11th: Men's Team
Aaron Younger	Water Polo	9th: Men's Team
Aran Zalewski	Hockey	SILVER: Men's Team

* Not a WAIS scholarship holder or graduate

TOKYO PARALYMPIC GAMES

ATHLETE	SPORT	RESULT
Natalie Alexander	Wheelchair Basketball	9th: Women's Team
Jannik Blair	Wheelchair Basketball	5th: Men's Team
David Bryant	Paratriathlon	7th: Men's PTS5
Rhiannon Clarke	Athletics	5th: Women's 100m T38 7th: Women's 400m T38
Shelley Cronau	Wheelchair Basketball	9th: Women's Team
Madison de Rozario	Athletics	GOLD: Women's 800m T53 GOLD: Women's Marathon T54 BRONZE: Women's 1500m T54 5th: Women's 5000m T54
Zoe Dix	Boccia	Pool Stage: Mixed Individual BC3
Caitlin Dransfield	Badminton	Group Stage: Women's Singles SL4
Sarah Edmiston	Athletics	BRONZE: Women's Discus F64
Mary Friday	Wheelchair Basketball	9th: Women's Team
Jake Howe	Wheelchair Rugby	4th: Men's Team
Sharon Jarvis	Equestrian	10th: Individual Test 13th: Team Event
Robyn Lambird	Athletics	BRONZE: Women's 100m T34
Grant Manzoney*	Badminton	Group Stage: Men's Singles WH2
Amber Merritt	Wheelchair Basketball	9th: Women's Team
Shaun Norris	Wheelchair Basketball	5th: Men's Team
Taishar Ovens	Wheelchair Basketball	9th: Women's Team
Ella Pardy	Athletics	7th: Women's 100m T38
Chad Perris	Athletics	5th: Men's 100m T13
Wayne Phipps	Judo	Pool Stage: Men's 66kg
Ben Popham	Swimming	GOLD: Men's 100m Freestyle S8 GOLD: Men's 4x100m Freestyle Relay 34 points SILVER: Men's 4x100m Medley Relay 34 points
Kim Robbins	Wheelchair Basketball	5th: Men's Team
Sarah Vinci	Wheelchair Basketball	9th: Women's Team
Anton Zappelli	Shooting	11th: Mixed 50m Air Rifle Prone SH1 15th: Mixed 10m Air Rifle Prone SH1

* Not a WAIS scholarship holder or graduate

WAIS Athletes **23**

WA Athletes **24**

of Australian Olympic Team **13.4%**

Sports **10**

Female **14**

Male **10**

WA Medals **8**



WAIS BOARD



Neil McLean

Chair as of 1/07/2019
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 Chairman of the UWA Human Research Ethics Committee and A/Chairman of the NT/SA/WA Regional board of the Psychology Board of Australia. 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, Western 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.



Matthew BeEVERS

Deputy Chair as of 1/07/2019
Joined WAIS Board: 01/07/2015

Matthew is a chartered accountant and partner in RSM Australia. 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.



Fiona Lander

RemCo Chair: 11 April 2019
Joined WAIS Board: 01/05/2018

Fiona has a unique combination of government, non-government and commercial experience as an Executive and Non-Executive Director. She holds an Executive Master of Public Administration and brings strategy, governance, human resources, information technology, communications and stakeholder engagement expertise to the Board. Fiona is a Senior Executive and Consultant and has held numerous government positions including with the Departments of Health, Child Protection and Communities and with private companies Adcorp Australia, Deloitte Touche Tohmatsu and Perth Airport Pty Ltd. She is currently Vice-President of Meerilinga Young Children's Foundation and held previous directorships with Fremantle Ports, South Metropolitan TAFE, Youth Focus, the Women's Advisory Council and Healthway.



Fiona Pixley

Joined WAIS Board: 01/05/2018

Fiona is an Associate Professor in Cancer Biology in the Faculty of Health and Medical Sciences at the University of Western Australia. She is medically trained but now runs a research laboratory investigating immune mechanisms that promote breast cancer metastasis. Fiona played for the Australian women's B water polo team in 1981 before heading to Oxford as a Rhodes Scholar in 1982. She captained the England women's water polo team in 1984 then coached the Great Britain women's team at the inaugural women's World Championships in Madrid in 1986. She continues to play and coach water polo and participates in the World Masters Games every two years with the five-time world champion team, the Pink Pointers. Fiona is a strong supporter of equal and fair access for all athletes with the determination to perform their chosen sport to the highest level.



Linda Hamersley

Joined WAIS Board: 01/07/2019

Linda is a Graduate of the Australian Institute of Company Directors and is an experienced sporting association manager, currently employed by the West Australian Football Commission in the role of Executive Manager - Commercial Operations. Linda has been employed in a management capacity or consulted to State, National and International Sporting Associations in Australia, Belgium and New Zealand. Those sports include motor sport, hockey, athletics, rugby union and Australian rules football. She was involved in the areas of ethics, integrity and anti-match-fixing with both the IAAF and the New Zealand Olympic Committee, where she was also responsible for athlete selection to Commonwealth and Olympic Games.



Josie Janz-Dawson

Joined WAIS Board: 24/06/2019

Josie is the General Manager - Education Programs at the Wirrpanda Foundation, where she leads the implementation of programs that empower and enable Aboriginal and Torres Strait Islands youths to lead positive and healthy lifestyles. Josie represented West Coast Fever in the ANZ Championship as an elite netball player from 2008 to 2016, before joining Severn Stars and Team Bath in the UK Netball Super League. Josie formerly held netball scholarships at the AIS and WAIS and represented Australia at the U/21 level. As a proud Torres Strait Islands woman who grew up in Derby, West-Kimberley, Josie is passionate about providing aspiring athletes across Western Australia with pathways and support to fully realise their sporting potential.



Leigh Robinson

Joined WAIS Board: 08/05/2020

Leigh is an architect and was a founding Principal of TRCB Architects, a Perth architectural studio, specializing in projects in the education, commercial and retail sectors. He is Deputy Chair of the Architects Board of Western Australia, having served on the Board since 2013, and is a Fellow of the Australian Institute of Architects. Leigh has previously held executive positions on the Association of Consulting Architects, Scotch College Council and the Uniting Church Property Committee. He is a Life Member of the University of WA Cricket Club. Leigh retains a strong interest in sport and in the pathways available for all aspiring elite athletes to achieve success in their chosen fields.



Amanda Cox

Joined WAIS Board: 01/09/2021

Amanda is a Fellow of both Chartered Accountants Australia New Zealand and the Governance Institute of Australia. She is an experienced sports executive bringing finance, people & culture, strategy, risk management and governance experience to the Board. Amanda is currently employed as the Chief Financial & People Officer at Racing and Wagering Western Australia and was previously an Executive at the West Coast Eagles Football Club. Amanda is a Non-Executive Director with Edge Employment Solutions, RPH Medical Research Foundation and on numerous community committees. Previous roles include Chair and Regional Councillor for the WA Chartered Accountants Regional Council and member of the Curtin Business School Accounting Advisory Board.



Maryellen Hipworth

Joined WAIS Board: 01/09/2021

Maryellen is a Member of the State Administrative Tribunal, having previously served as an Assistant State Solicitor at the State Solicitor's Office of Western Australia. She has had significant experience in a range of high priority matters for the State including commercial transactions, State procurement activities, health, litigation, confidentiality and freedom of information. On secondment from the State Solicitor's Office, Maryellen practised as a General Counsel in tertiary health care settings, where she provided legal advice on issues including legislative interpretation, employment and industrial law, contracting and procurement, and various aspects of health law that affect both adult and paediatric patients. Prior to commencing a career in the law in 2006, Maryellen practised as a registered nurse in Western Australia for several years. In her practice of the law, Maryellen has applied this unique and specialised knowledge and is passionate about safety and quality in health care and the responsible management of State resources. Maryellen has an interest in the safe development of young people and the support of people to reach their fullest potential.

Kim Ellwood

Leave of Absence

Retired in 2021

Maryanne Wilson

Joined WAIS Board: 30/06/2015

Retired: 30/06/2021

WAIS BOARD STRUCTURE

WAIS BOARD

Mr Neil McLean (Chair)
 Mr Matthew Beevers (Deputy Chair)
 Ms Fiona Lander
 Dr Fiona Pixley
 Ms Linda Hamersley
 Ms Josie Janz-Dawson
 Ms Kim Ellwood
 Mr Leigh Robinson
 Ms Amanda Cox
 Ms Maryellen Hipworth

Audit and Risk Committee

Mr Matthew Beevers (Chair)
 Dr Fiona Pixley
 Ms Amanda Cox

Remuneration Committee

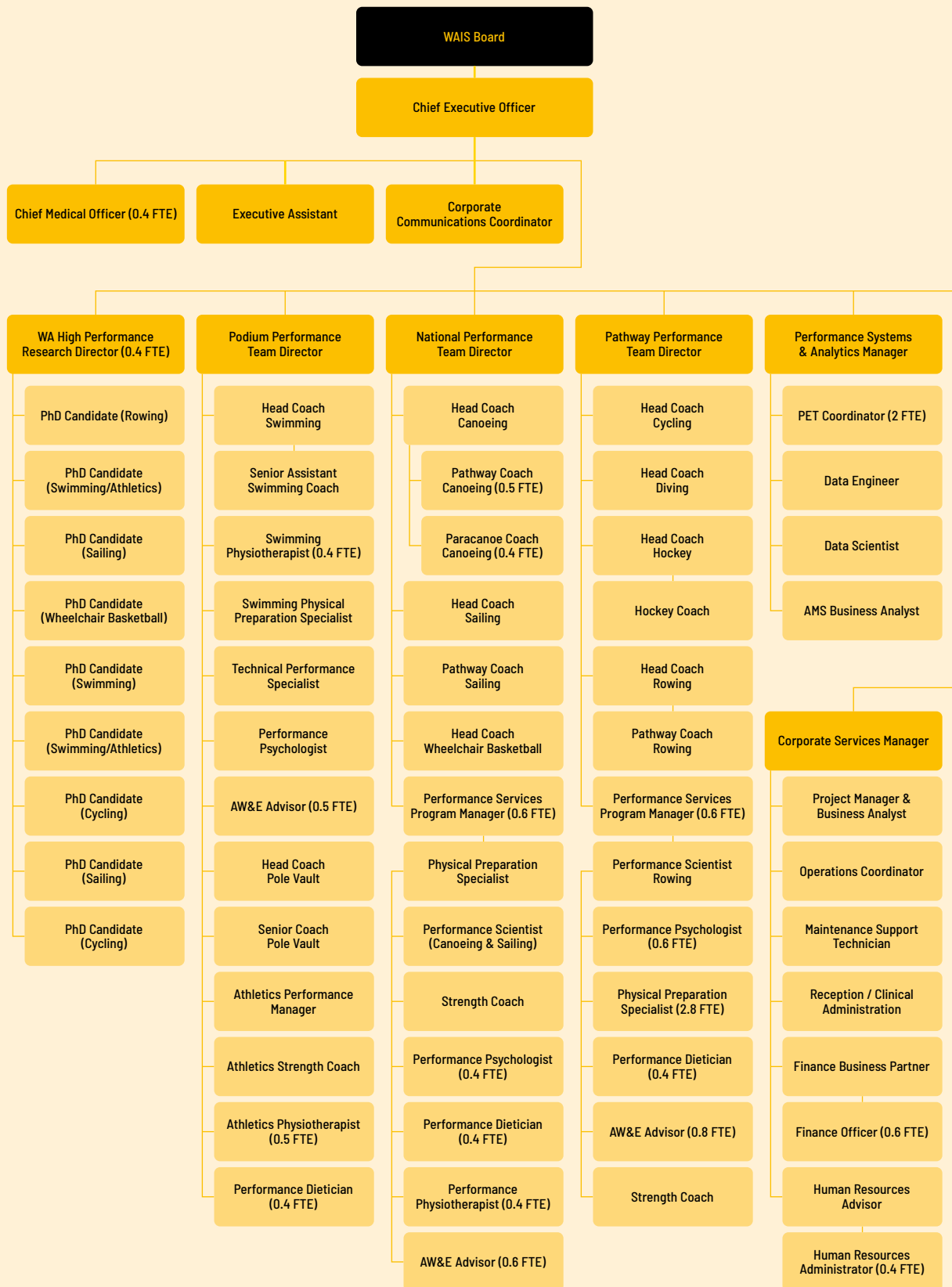
Ms Fiona Lander (Chair)
 Ms Linda Hamersley
 Ms Josie Janz-Dawson

Nomination Committee

Mr Neil McLean (Chair)
 Ms Kim Ellwood
 Mr Leigh Robinson

Amber Merritt

WAIS ORGANISATIONAL STRUCTURE





Matt Wearn

WAIS ANNUAL AWARDS OF EXCELLENCE

After becoming the first Western Australian to win individual Olympic gold in sailing, Matt Wearn was named WAIS Athlete of the Year for a second time after an outstanding Olympic campaign.



Matt Wearn received the honour from the Honourable Dr. Tony Buti MLA ahead of a well credentialed list of finalists including fellow Olympic gold medallists Annabelle McIntyre (rowing) and Brianna Throssell (swimming) and Paralympic gold medallist Ben Popham (swimming).

The Tokyo 2020 Olympic Games will be one to remember for Matt Wearn as his individual gold added to the rich WA history with the fourth since 2000. His dominance of the event was evident as he outsailed the 35 boat fleet including three world champions and four Olympic medallists to secure gold before the medal race.

In winning the WAIS Athlete of the Year award, Matt became the seventh athlete to receive the honour a second time.

The field for Athlete of the Year was again highly credentialed and also included Tamsin Cook (swimming), Aran Zalewski, Trent Mitton and Tom Wickham (hockey), Jack Cleary (rowing), Sarah Edmiston (athletics), Sam Welsford (cycling) and Robyn Lambird (athletics).

Belinda Stowell was named Coach of the Year for the second time after supporting three athletes to selection on the Australian Olympic Team, the largest WA representation in history and a quarter of the Olympic Sailing Team. Belinda, the 2000 Olympic 470 gold medallist played an integral role preparing Nia Jerwood and Monique de Vries for the Tokyo Games.

WAIS sailors also excelled at youth level with Zac Littlewood winning the under 21 Laser World title. For this Belinda Stowell won back-to-back WAIS Coach of the Year awards.

The WAIS Canoeing Program led by Head Coach Ramon Andersson went from strength to strength over 2021 and took out the Program of the Year award. Jaime Roberts and Shannon Reynolds represented Australia at the Tokyo Olympic Games and Lachlan Armstrong earned national team selection.

The development of the Paracanoe program is another highlight with three athletes now nationally categorised. Strong growth in talent identification including working with surf lifesaving clubs, prepares the sport for continued success.

A decision was made not to award the Young Athlete of the Year Award in 2021 due to limited international competition and Australia not sending teams to age group World Championships.



WAIS Athlete of the Year - Matt Wearn (Sailing)

WAIS Annual Awards of Excellence Winners



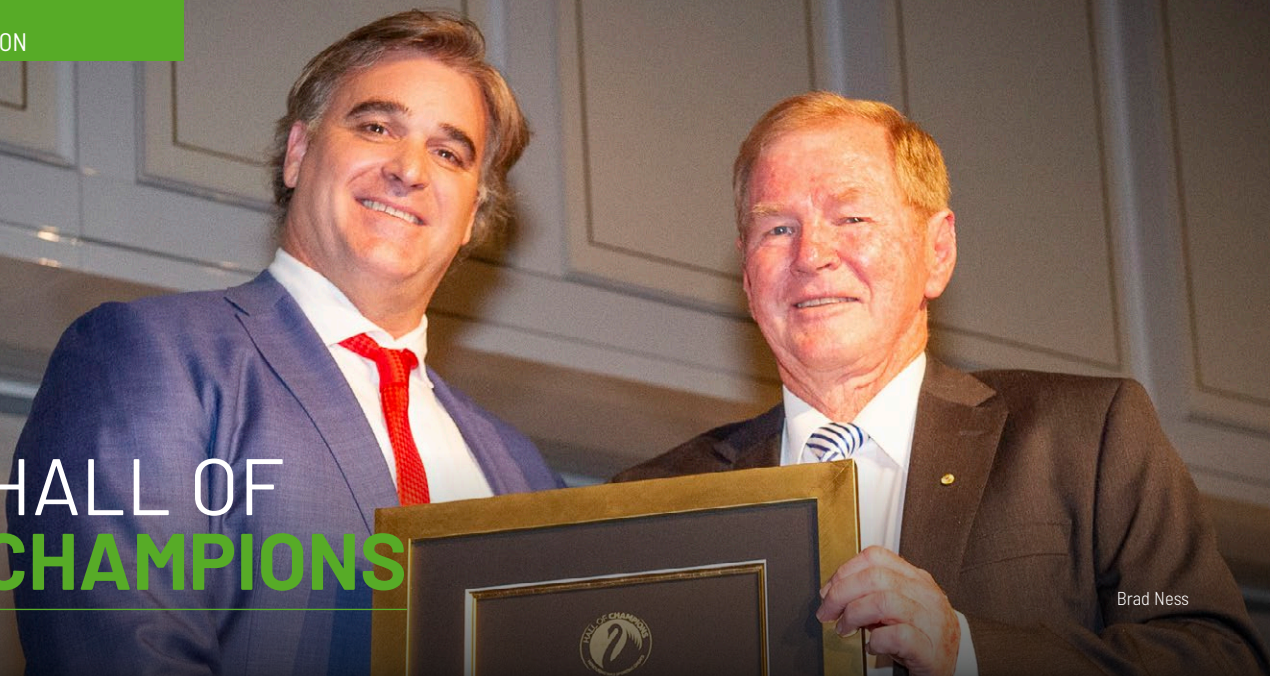
WAIS Coach of the Year - Belinda Stowell (Sailing) (right)



WAIS Program of the Year - Canoeing



HALL OF CHAMPIONS



Brad Ness

The Western Australian Hall of Champions honours Western Australia's sporting greats. Since 1985, 137 individual members have been inducted, four champion teams and 11 members have been elevated to legend status.



Two new members were inducted into the Hall and two existing members were elevated to Legends at the 2021 dinner. Paralympic great Brad Ness and Australia's first gymnastics World Champion joined the illustrious group. Graham Moss, who was the first Western Australian to win the Brownlow medal and Tom Hoad, who as a player and coach attended eight Olympic Games, became the 10th and 11th Legends of the Hall.

Brad Ness

Born in the country town of Wagin in November 1974, Brad Ness is an undisputed champion of Australian wheelchair basketball. He has been a five time Paralympian where he is recognised as among the greatest players in his sport.

Brad made his Paralympic debut at the Sydney 2000 Games where his team reached the quarterfinals.

In Athens in 2004 he won silver and clinched the gold medal in Beijing in 2008. 2012 saw another silver medal in London. Two world titles in 2010 and 2014 saw Brad Ness carry our nation's flag at the Opening Ceremony of the Rio Paralympic Games in 2016.

Lauren Mitchell

Born in Perth, in July 1991, Lauren Mitchell is Australia's greatest gymnast and the only Australian woman to have won a world championship gold medal. After becoming eligible for senior competition in 2007, she claimed gold in the balance beam just one year later in the World Cup Final in Madrid.

2009 saw two silver medals on the floor and balance beam at the World Championships in London. In what was only a prelude as a year later she created history winning gold on the floor in Rotterdam.

Mitchell represented Australia at the Beijing and London Olympic Games as well as two Commonwealth Games where she claimed seven medals including a dominant four gold in Delhi.

In what is a fiercely competitive and demanding sport, Lauren's achievements place her in the top echelon of Western Australian champions.

Tom Hoad

Born in Perth in March 1940, Tom Hoad is a unique figure in Western Australian sport.

Tom Hoad represented Australia in water polo in four Olympic Games between 1960 and 1972. He then coached Australia in the next four Olympics between 1976 and 1988.

There is no greater name in water polo and aquatic





Lauren Mitchell

sports than Tom Hoad, who reached the pinnacle of recognition by being inducted into the International Swimming Hall of Fame in 2011.

Two of his crowning achievements were the winning of the World Swimming Championships for Perth in 1991 and 1998. This would not have happened without Tom's peerless reputation within the aquatic sporting world.

Tom is a revered person in Western Australia, respected and loved for his devotion to sport in general and water polo in particular.

Graham Moss

Graham Moss was born in Subiaco on May 14, 1950 and educated at Hollywood High School. He is the first Western Australian footballer to win the Brownlow medal.

Moss spent four years at Essendon Football Club from 1973-76 where he was acknowledged as the best ruckman in Australia. During those four years he finished second in the Brownlow in 1973 and third in 1975 before his win in 1976.

He returned to Claremont as Captain - Coach in 1977 and won his clubs fairest and best for the next four years. In 1977 and 1978 he was runner up in the Sandover Medal. In 1977 Moss won the Simpson Medal for his magnificent performance for WA against Victoria.

Moss was a scrupulously fair player with wonderful rucking skills complemented by great stamina and high marking capacity.

He is a member of the AFL and WAFL Hall of Fame and played 371 matches of senior football. 254 for Claremont, 89 for Essendon, 23 for WA and 5 for Victoria.

Graham Moss is a true legend of Australian football.



Herb Elliott Medal



Peter Bol



Kiara Bowers

2021 was a remarkable year for WA sport with an incredible 12 athletes shortlisted for the Herb Elliott Medal, recognising the most inspirational performance. The 2021 medal was shared between Tokyo Olympian Peter Bol and AFLW Best and Fairest winner Kiara Bowers.

On August 4, 2021, Peter Bol ran in to the hearts and minds of all Australians as he took on the world in the men's 800m final at the Tokyo Olympic Games. Two days earlier in the semifinal, he lowered his own Australian Record from the heat to become the first Australian in over 50 years to earn a spot in the final. With more than three million Australians glued to their television sets and as the bell sounded, Bol lead the field and said to the world catch me if you can. A late surge edged out Bol to fourth, and while denied a medal he won a legion of new fans.

Kiara Bowers was voted the best player in the AFLW as a consistent star in the Fremantle midfield with outstanding statistics in midfield clearances and tackles in the 2021 season. She was awarded her third consecutive All-Australian selection and was voted by AFLW coaches the Champion Player of the Year. She was judged as the best on ground medallist in all three derbies against the West Coast Eagles.



Olympics Unleashed school visit

The vision of WAIS is Western Australian athletes creating community pride and inspiring the next generation. Giving back to the community is a high priority at WAIS and a value that is supported by scholarship holders.

2021 was the first year of the WAIS Community Engagement Strategy, with the purpose to increase awareness of the WAIS brand by showcasing the high-performance values of WAIS and its athletes to the WA community. Following brand and market research conducted by the PSA team, four focus areas were identified.

- WAIS recognised as a national leader in the delivery of high-performance sport sciences.
- WAIS identified as a provider of world class coaching.
- WAIS considered a protector of athlete health and wellbeing.
- WAIS scholars demonstrate champion behaviours.

The objectives for 2021 were.

- Increase the number of people interacting with WAIS social media content by 10%
- Deliver at least eight engagements per sport program that share high performance knowledge and inspirational stories, with a 90% satisfaction rating.
- Develop educational experiences that attract over 30 clubs and schools to WAIS annually.

The digital objective was exceeded, and most sport programs met or exceeded their targeted engagements. The ongoing COVID-19 pandemic and two new staff starting in March

meant the roll out of the strategy faced some obstacles. While not all targets were met in the first year the learnings from the roll out will be implemented in 2022.

Olympics Unleashed

Olympics Unleashed sees Olympians and aspiring Olympians go into schools to inspire and motivate students to be their personal best and deliver interactive and engaging sessions presented by athletes on how they set goals, overcome challenges, and demonstrate resilience throughout their athletic journey.

The program is a partnership between the Australian Olympic Committee and the Western Australian Government, through the Department of Education and Department of Local Government, Sport and Cultural Industries. WAIS secured co-branding and the participation of emerging and developing WAIS athletes in the program.

In 2021 the pilot program visited 60 schools across North and South Metropolitan Perth as well as the Goldfields, Kimberley, Midwest, Pilbara, Southwest and Wheatbelt.

"I am very grateful to have been selected as an aspiring Olympian to be involved in the pilot of Olympics Unleashed in Western Australia. As soon as I heard about the program, I knew it was something I wanted to be involved with. I am



Olympic Engagement



Olympics Unleashed



School Tours

studying teaching and it has been great for my own personal development.

“Going into schools, particularly in regional areas has been a memorable experience and I have personally seen the benefit of the program to students. Talking to the students about my journey and teaching them about resilience and goal setting has been very rewarding. I am there to inspire them, though I have been inspired by them as well.”

Luci Marsh (Water Polo)

Olympic and Paralympic Engagements

During the Tokyo Olympic and Paralympic Games, WAIS engaged with our sport and organisation partners to enhance our relationship during the pinnacle of the sporting calendar. 34 members of WAIS staff ran and supported 20 events across the Games with over 1200 people attending. The events ranged from nutrition workshops for pathway pole vault athletes, school tours in conjunction with VenuesWest, youth sailing coaching workshops, state athlete and coach workshops in hockey, competition reviews and coach Q&As across pole vault, water polo and diving.

WAIS Tours And Presentations

Over 700 students from 34 school or community groups visited WAIS over the course of 2021. The tours are run by WAIS athletes who share their own sporting journey and messages on resilience and the services and support they receive at WAIS. Many groups incorporate presentations and workshops on S&C, physiology testing, nutrition, biomechanics, career and education, psychology and anti-doping.

“I have led a number of tours during the year to classes of different ages, as well as during the Olympics. Sharing my experiences and explaining the facilities and opportunities we have at WAIS is something that I take great enjoyment from.

“At the conclusion of a tour students are invited to try out a number of activities including challenging themselves against their classmates on the reaction board or try out Wheelchair Basketball. Watching and supporting the students with this is always an exciting conclusion to the tour.”

Gen Hart (Rowing)

Neill Potts and Ross Willox | WAIS Community Engagement





PERFORMANCE ENHANCEMENT TEAM PODIUM

Ben Popham

The role of the Podium Performance Enhancement Team (PET) is to develop athletes across all categorisation levels in athletics and swimming, ultimately resulting in podium performances at significant events.

The Podium Team felt the ongoing disruptions to training and competition caused by COVID-19 in 2021. Both swimming and athletics athletes, PET staff and coaches spent extended periods of time interstate avoiding lockdowns and state border closures. The swimming program relocated to Queensland for four months to ensure their preparation for Olympic Trials was largely uninterrupted. Athletics also faced disruptions with athletes and coaches spending time in Sydney ahead of the National Championships and Queensland for Olympic preparation.

Athletics

The 2021 athletics season began with Nina Kennedy jumping six Olympic qualifiers in a row before setting an Australian Record of 4.82m. Four WAIS scholarship holders Nina Kennedy, Kurtis Marschall and Liz Parnov (Pole Vault) and Declan Tingay (20km race walk) earned Olympic selection and were joined on the team by graduate Peter Bol (800m); a significant improvement from one athlete on the team at Rio 2016. Selected to support the team were Pole Vault Head Coach, Paul Burgess, and Physiotherapist Ben Raysmith. Matt Ramsden just missed selection due to the depth in his event, having achieved an auto-qualifier in the 1500m. Declan Tingay produced a personal best and Peter Bol finished fourth in the final having twice broken the Australian Record. Following the Olympics Kurtis Marschall continued his season in Europe and set a new personal best of 5.82m.

Taylah Cruttenden set the fastest U20 100m time in more than a decade by an Australian and was named Captain of the Australian U20 Team, that included fellow WAIS athletes Mia Gordon and Olivia Gross. Unfortunately, they were unable to attend the U20 World Championships due to COVID-19.

Scholarship holders Rhiannon Clarke, Sarah Edmiston, Robyn Lambird and Ella Pardy earned Paralympic selection along with graduates Chad Perris and Madison de Rozario who is now supported by NSWIS. Athletics Performance Manager, Grant Ward, was also selected as National Throws Coach on the Paralympic Team. At the Games, Madison de Rozario had an outstanding campaign winning gold in the T53 800m and T54 marathon and bronze in the T54 1500m, while Sarah Edmiston (F64 discus) and Robyn Lambird (T34 100m) won bronze medals.

The Athletics team completed several technology projects in 2021. These included a study looking at the influence of competition derived biomechanical data on performance in elite-level pole vault, a collaborative project with Athletics Australia. Another project examined the implementation and assessment of pole vault bar clearance tools to optimise decision making and performance during competition. Further extending the project, a second collaboration occurred with the UWA Guild Venture Coders for Causes, a group of computer science and engineering students, to improve or redevelop our prototype tool to provide a more

user-friendly solution for the pole vault coaches. The final project completed was a pole vault 'pose estimation' study collaborating with the AIS employed artificial intelligence team based out of Latrobe University in Melbourne. All projects contribute to the reputation of the WAIS Pole Vault Program as a provider of world-class servicing and training for international standard athletes.

Swimming

Scholarship holders Brianna Throssell and Tamsin Cook were selected to a second Australian Olympic Team, with Zac Incerti earning a debut selection. Swimming Head Coach Mick Palfery was appointed to the coaching team. Although the Western Australian contribution to the team was smaller than hoped, the three athletes earned a total of six medals. Brianna Throssell won a trio of relay medals including gold in the 4x100m medley relay and bronze in the 4x200m freestyle, alongside Tamsin Cook and 4x100m mixed medley relays. Zac Incerti was a key member of the Australian team in the 4x100m and 4x200m freestyle relays, where the team won bronze medals.

Ben Popham was selected for the Tokyo Paralympics and had an outstanding Games, winning two gold medals in the S8 100m freestyle and 4x100m freestyle 34 points relay and silver in the 4x100m medley 34 points relay.

In November, Head Coach, Mick Palfery resigned to take up an opportunity in Queensland. Following an international recruitment process, which attracted highly qualified candidates from several national programs, multiple Olympic and world championship medal winning coach Ben Higson was appointed.

Looking Ahead

WAIS has a unique opportunity to become a global leader in pole vault research and technical analysis, which will allow a significant shift in our translation of data acquisition and analysis towards impactful application. To do this, WAIS is investigating the use of a Vicon Vantage 3D motion analysis system. This system will enable WAIS to optimally deliver projects and provide a gold standard platform to launch future 3D motion analysis testing in the daily training environment and WA High Performance Sport Research Centre. This new system will transcend our reputation as Australia's premier pole vault facility, allowing us to offer athlete analysis within our world-class facility that exceeds our competitor's abilities. Further, this project will enhance our capacity to utilise data for informed decision making to augment the chances of athlete success.

After confirming a new three-year agreement with Swimming Australia, the WAIS Swimming program begins a new phase, as a renamed Swimming Australia High Performance Hub. It will work in strong collaboration with the newly appointed WAIS Head Coach Ben Higson and the WA State Technical Director.

Joanne Richards | Performance Team Director

ATHLETE TALENT PIPELINE STATUS



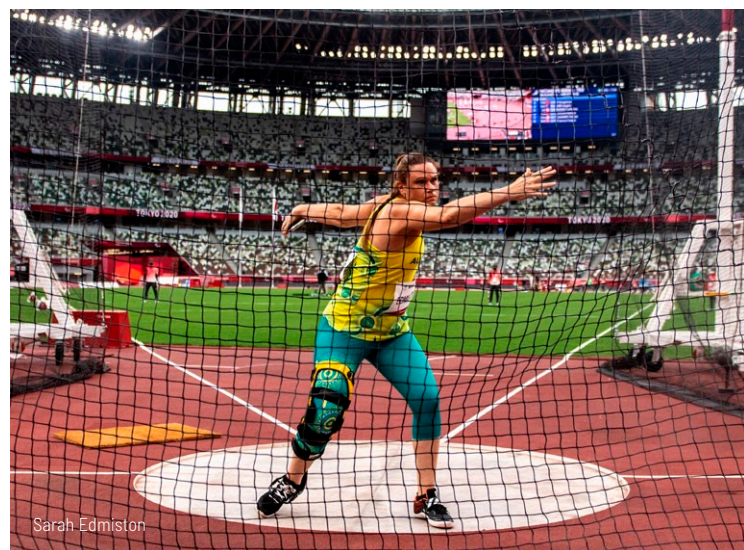
The trend of declining results in the Athlete Talent Pipeline over the past three years can largely be attributed to limited competition, training, and assessment opportunities due to the ongoing COVID-19 pandemic.

ATHLETE PERFORMANCE KPI'S

OLYMPIC				
	Podium Performances		National Representation	
	ACTUAL	TARGET	ACTUAL	TARGET
Athletics	0	1	4	6
Swimming	6	3	3	4
TOTAL	6	4	7	10

PARALYMPIC				
	Podium Performances		National Representation	
	ACTUAL	TARGET	ACTUAL	TARGET
Athletics	2	2	4	5
Swimming	3	1	1	1
TOTAL	5	6	5	6

KPI numbers represent Olympic and Paralympic events and do not include graduates.



Sarah Edmiston



PERFORMANCE ENHANCEMENT TEAM NATIONAL

Shaun Norris

The role of the National Performance Enhancement Team (PET) is to develop athletes with the aim of selection to Senior National Teams and to assist in the preparation for international competition.

Canoe

Two scholarship holders were selected to the Australian Team for the Tokyo Olympic Games. Shannon Reynolds and Jaime Roberts were part of the women's K4 team who finished seventh in the Olympic final. Jaime also competed in the women's K2.

At the Paralympic Selection Trials in March, Kathleen O'Kelly-Kennedy nearly caused a major upset and selection to the team, forcing 2016 Paralympic medallist into the final race in the best of three to secure selection. While narrowly missing selection it reinforced her fast development in the sport, and she was offered an opportunity to join the National Centre of Excellence (NCE) in early 2022.

Yale Steinepreis and Lachlan Armstrong both spent time at the NCE in the second half of 2021 and earned selection for the NCE on a fulltime basis, and will graduate to the centre in January 2022. Lachlan had earned selection to the Senior World Championship team, however the team was unable to travel due to COVID-19 travel restrictions.

The Canoeing program was named Program of the Year at the 2021 WAIS Annual Awards of Excellence. WAIS Canoeing Head Coach Ramon Andersson was inducted into Paddle Australia's Hall of Fame, acknowledging his achievements as both an athlete and coach and his outstanding contribution to the sport.

Sailing

Matt Wearn became the first Western Australian to win individual sailing gold when he claimed gold in the Laser at the Tokyo Games in what was the pinnacle achievement in 2021 for the WAIS Sailing Program. Matt's performance was outstanding, when despite a difficult first two races, he had secured gold before the medal race.

Nia Jerwood and Monique De Vries also represented Australia in Tokyo and finished 16th in the women's 470 class at their first Games. Their place on the team made it the sixth consecutive Olympics where WAIS has had athletes representing Australia in the women's 470 boat.

Laser, Laser Radial and 470 Mixed squad members spent much of 2021 supporting the Tokyo Olympic athletes in their preparations with Australian Sailing. The consistency of training and preparation led to strong results in the latter half of 2021.

Zac Littlewood won the Under 21 Laser World title, and went on to finish fifth at the Laser World Championships in Barcelona, and eighth at the European Championships.

The achievements of the Sailing Program under Head Coach Belinda Stowell were recognised with Belinda being named Coach of the Year for the second time. Sailing was also a finalist for Program of the Year and Matt Wearn was named WAIS Athlete of the Year.

Wheelchair Basketball

2021 was a record year for the WAIS Wheelchair Basketball Program with nine athletes selected for the Tokyo Paralympics. Amber Merritt, Taishar Ovens, Natalie Alexander, Sarah Vinci, Mary Friday and Shelley Cronau were named the women's team and Shaun Norris, Jannik Blair and Kim Robbins in the men's, a fantastic achievement for a program that did not exist ahead of the 2016 Games. Shaun captained the Rollers at his fifth Games and Amber formed part of the leadership group for the Gliders.

Frank Pinder, Thomas McHugh, and Ben Moncrieff all played for the Under 23 Spinners Team in the National Wheelchair Basketball League and are on track to be selected for the IWBF Under 23 World Cup which was postponed to May 2022. All scholarship holders attended a senior national camp during the year. Phil Evans has returned to the University of Arizona to compete in Division 1 of the NCAA, Jannik has joined reigning European Club Champions Lahn Dill in Germany, while Kim is also playing in the German first division.

Performance Services Program

Water Polo

Five WAIS athletes were selected to represent Australia at the Tokyo Olympics; Zoe Arancini for the Stingrays and Tim Putt, George Ford, Andrew Ford and Captain Aaron Younger for the Sharks. Although the teams had a challenging lead into Tokyo, with lack of quality international competition due to COVID-19, they came away from the event with some strong results. The women's team finished fifth, with Arancini asserting herself as one of Australia's best players. The men placed ninth, including some strong results in the pool games including a notable win over world number three, Croatia.

Most international and domestic competitions, including the Australian Water Polo League were unable to go ahead due to the COVID-19, meaning many WA based athletes missed out on important competition opportunities. In 2022 water polo athletes will move into the Individual Athlete Program.

Individual Athlete Program (IAP)

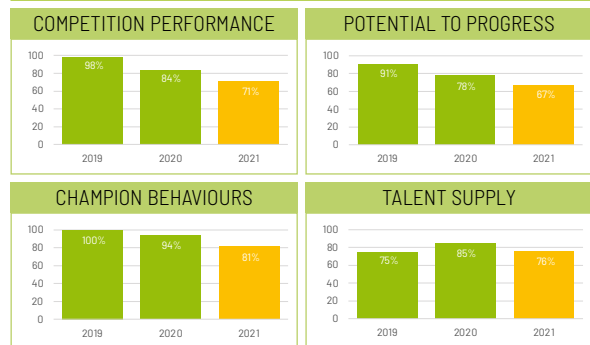
Three athletes from the IAP program were selected to the Australian Olympic Team for Tokyo with Katie Ebzery in basketball and Leigh Godfrey and Leah Parry in softball. A further three athletes were selected for the Tokyo Paralympic Games, with Jake Howe competing in wheelchair rugby, Zoe Dix in boccia and Caitlin Dransfield in para badminton.

Looking Ahead

2021 was a challenging year for all athletes and the results achieved are a credit to all the athletes, coaches and staff that have worked tirelessly in the face of the challenges posed by the COVID-19 pandemic. 2022 should see opportunities for both national and international competition return. In 2022 Neill Potts will move in to the National Performance Team Director role from Pathways, after Karl Cooke made the decision to return to his native UK for family reasons.

Karl Cooke | Performance Team Director

ATHLETE TALENT PIPELINE STATUS



The trend of declining results in the Athlete Talent Pipeline over the past three years can largely be attributed to limited competition, training, and assessment opportunities due to the ongoing COVID-19 pandemic.

ATHLETE PERFORMANCE KPI'S

OLYMPIC		
	National Representation	
	ACTUAL	TARGET
Canoeing	2	2
Sailing	3	3
Water Polo	4	4
IAP	6	6
TOTAL	16	16
PARALYMPIC		
Wheelchair Basketball	7	5
IAP	7	6
TOTAL	16	13

KPI numbers represent Olympic and Paralympic events and do not include graduates.



Shannon Reynolds and Jaime Roberts



PERFORMANCE ENHANCEMENT TEAM PATHWAYS

Annabelle McIntyre

The role of the Pathway Performance Enhancement Team (PET) is to progress athletes into a National Training Centre (NTC) or professional sports team.

Athletes graduate from the Pathways program to the NTC by achieving selection criteria set by the relevant National Sporting Organisation. Only hockey has an NTC in WA, so graduating athletes typically move interstate to continue their sporting journey. Life skills are as important as sport skills, developing self-reliant individuals who will adapt and succeed in both their new training environment and life beyond sport.

The connection with WAIS does not end upon graduating, with WAIS support available as they transition to the NTC. A WA Connect Grant is also available, providing financial support for the athlete to remain connected with friends, family, and their sporting community in WA while residing at their NTC.

There were no graduation opportunities across the pathway sports of hockey, cycling, rowing, and diving in 2021 due to the Olympic Games and COVID-19 lockdowns and restrictions.

Cycling

The WAIS cycling program has been placed on hold. With limited racing and a lack of community interest in the track, our track cyclists relocated to South Australia in search of a competitive training environment to support their progress. Former WAIS scholarship holder, Oliver Bleddyn, has since been accepted as a SASI athlete as the next progression in his athletic journey. Road cyclist, John Carter remains categorised cycling athlete at WAIS on an individual athlete scholarship.

Graduates

Sam Welsford powered Australia to bronze in a hotly contested men's team pursuit at the Tokyo Games beating New Zealand in a close final. Lauren Reynolds became the first Australian

to compete at three Olympic Games in BMX, making the finals. Fellow graduates, Matt Richardson (track) and Luke Durbridge (road) also competed at the Tokyo Games. Multiple world champion, Cameron Meyer was selected for his second Games, though withdrew due to personal reasons.

Diving

Due to COVID-19 travel restrictions and lockdowns, no junior benchmark competitions were able to be held. Divers in the program remained in Perth for the year under Head Coach Tommy Michael. VenuesWest commenced work on a new dryland facility at HBF Stadium in December, when the facility opens in mid-2022 our divers will have access to an international standard facility.

Graduates

Nikita Hains was a surprise selection to the Australian Olympic Team for the Tokyo Games, having won silver at the Selection Trials to earn her Olympic debut. Unfortunately, 2016 Olympic bronze medallist Maddison Keeney, one of Australia's medal hopes, missed Olympic selection through injury.

Hockey

No national competitions or selection events were held in 2021 due to COVID-19, meaning athletes in the WAIS program were unable to graduate to the Hockeyroos or Kookaburras.

Graduates

Six Western Australia Hockey players were selected for the Olympic Team. Aran Zalewski captained the Kookaburras, including fellow graduates Trent Mitton and Tom Wickham to a silver medal, with a penalty shootout needed to decide the

final against Belgium. Karri Somerville and Georgia Wilson competed with the Hockeyroos. Penny Squibb was also selected, though a late injury forced her to withdraw just days before departure to the Games.

Rowing

WAIS Head Coach, Rhett Ayliffe was seconded to Rowing Australia for the Olympic Games where he coached the men's eight. Rhett was subsequently appointed Head Coach of the Men's National Training Centre in November. Jamie Hewlett was promoted to Head Coach following an independent interview process.

Graduates

Five rowers, Annabelle McIntyre, Jack Cleary, Josh Hicks, Bronwyn Cox and Georgia Patten represented Australia in Tokyo. Annabelle McIntyre competed in both the women's pair and coxless four, winning gold in the latter with an Olympic best time. Jack Cleary claimed bronze in the men's quadruple sculls.

Performance Services Program

Netball

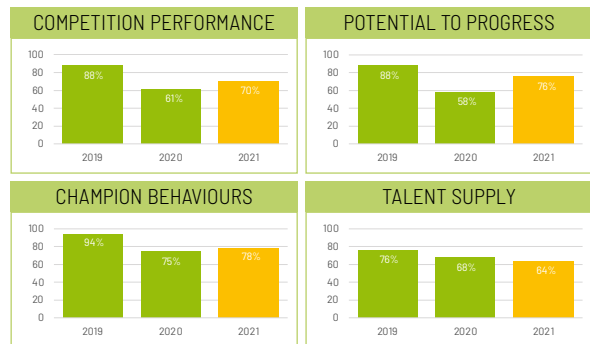
Four WAIS athletes featured for the Diamonds in 2021 with Caitlin Bassett, Courtney Bruce, Sophie Garbin and Jess Anstiss part of the Constellation Cup squad. This was the highest WA representation in a single Diamonds squad.

IAP

Nine athletes from the Pathway IAP cohort competed at the Tokyo Olympic Games. Amie Thompson and Emily Rogers (Artistic Swimming) and Alice Ingley were selected for their second team, while Caitlin Parker and Alex Winwood (Boxing), Laura Coles (Shooting), Jaz Hedgeland (Triathlon) and Alessandra Ho and Hannah Burkhill (Artistic Swimming) and made their debuts.

Anton Zappelli (Shooting), David Bryant (Triathlon) and Wayne Phipps (Judo) competed at the Paralympic Games.

ATHLETE TALENT PIPELINE STATUS



The trend of declining results in the Athlete Talent Pipeline over the past three years can largely be attributed to limited competition, training, and assessment opportunities due to the ongoing COVID-19 pandemic.

ATHLETE PERFORMANCE KPI'S

2021 SCHOLARSHIP GRADUATIONS

	ACTUAL	TARGET
Graduations	0	1

Looking Ahead

2022 will see Sheila Galloway move into the Pathway Performance Team Director role. She joins WAIS from NSWIS, where she worked as Manager Performance Support and brings experience from Canada and New Zealand to the team.

Five athletes have been targeted for Graduation in 2022 with two from hockey and rowing and one from netball.

Neill Potts | Performance Team Director



Aran Zalewski



PERFORMANCE SYSTEMS & ANALYTICS

Nikita Hains

The Performance Systems and Analytics (PSA) team was formed in 2020 with two divisions Performance Systems and Data Analytics.

In 2021 these two functions came together to collectively implement our strategy (Figure 1). In mapping the journey to achieve the vision of optimising decision making, we developed an operational plan with three focus areas; managed data, data discovery tools, and systems and reporting (see Table 1).

OPTIMISE DECISION MAKING	
Strong decision architecture (business-information-data)	Advancing sports intelligence and analytics
Collaboration and alignment with national network	WAIS culture that values the role of data in decision-making now and in the future
Data management	Tools and technology

Figure 1: Performance Systems and Analytics Team Strategy

PSA met or exceeded our targets in each area of our operational plan. This included delivery of almost 40 projects, the most impactful being in our Sport Data Discovery sphere. We have connected data internal and external to WAIS in meaningful ways to assist coach decisions. Coaches can compare and contrast our athletes in training with

competition data across the country and the world (see Case Study 1). Our colleagues tell us they have better access to data than they have ever had before.

WAIS is athlete focused and through consultation we are ensuring our systems meet their needs. This year we conducted athlete workshops with over 50 athletes regarding scholarship administration pain points, training data entry and communication preferences. The output of these workshops influenced the redesign of the Athlete Management System (see Case Study 2). In addition, athletes told us that they often recorded data that they never saw again. With this feedback, we have worked with performance services staff to ensure that data collected is visualised for athletes. We will continue this practice in 2022.

Collaboration, both internally and externally, is critical to WAIS coaches, athletes, service staff and leaders meaningfully applying the data we surface in their decision making. We have made significant connections over the past 12 months with fellow institutes, the AIS and NSOs. We have partnered with Basketball Australia to connect to Wheelchair Basketball Federations globally and have streamlined game data from across the world. These data will be used to set goals and benchmarks for our local athletes.

Operational Plan	Managed Data	Sport Data Discovery	Systems and Reporting
Target	Ten data sources managed and maintained.	Three or more discovery/visualisation tools developed.	A minimum of three WAIS processes improved.
Delivery	Over 30 data sources were moved to AMS or the Data Warehouse.	We built two data discovery tools; Swimming (see Case Study 1) and Pole Vault. The Wheelchair Basketball and the Individual Athlete Performance Plan discovery tool will launch in early 2022.	We revised six major practices in the reporting and administrative space. This includes improved athlete administrative journey (see Case Study 2) and the automation of target reporting to stakeholders.

Table 1: Performance Systems and Analytics Team Operational Plan, Targets and Achievements

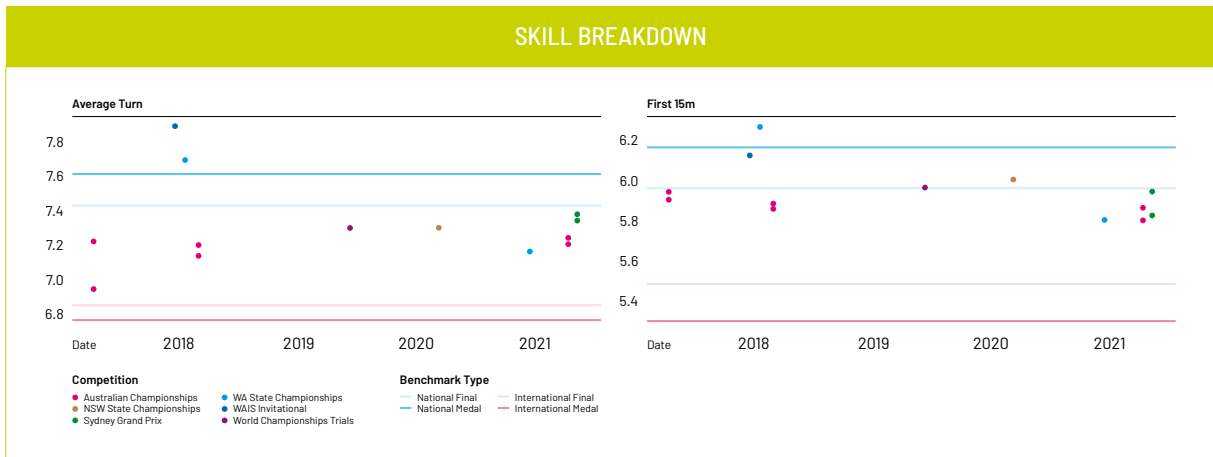


Figure 2: Swimming Athlete Skill Breakdown – WAIS vs. Competition

Case Study 1: The swimming performance data discovery tool

In 2021 PSA built a data discovery tool with the Swimming Performance Enhancement Team. Through more than 15 workshops over four months, key attributes leading to assessing athlete progression were identified, this included data entry for key pool-based test sets. In addition, with the assistance of Swimming Australia, PSA was able to access performance analysis data for 1000's of swimming races domestically and internationally. For example, skill data from national and international finals indicated that medal winners by far had the best turn and start skills. Coaches and performance staff have used this to support training and racing strategies. (see Figure 2)

Case Study 2: Improving the athlete administrative journey

Athlete scholarships require administration time and effort, and while important, we focused on making this as effective and efficient as possible in 2021. Athletes told us that didn't always know if they were compliant or how to plan ahead if they were travelling for competition. Working with Fusion Sports, we developed a mobile-accessible hub that lists their status on each of the requirements and when they next need to act. We have pulled together over six different processes into a single view, that is specific to the athlete and accessible anywhere they have their mobile. In addition, by setting up this system we have automated alerts to athletes, which has removed the need for manual reminders. This is helping our athletes and saving our people time to work more closely with athletes.

2022 Operational Plan

We expect to continue to implement the strategy and extend the operational plan to new sports in 2022, specifically sailing, hockey and canoeing. In reflecting on our successes this year, we have also identified there is more we can do to work with our colleagues to ensure they can use data accessible to them across the spectrum of decisions. In addition, to deliver increasing value we have proposed to conduct a minimum of three advanced analytics 'deep dive'.

WAIS can be proud of the collective work done by the PSA team, coaches, service providers and athletes to advance our data founded decision making, we are well on the way to optimising decision making at WAIS.

Program	Project Plan
Sailing	Data discovery and IAPP implementation
Hockey	Data discovery and IAPP implementation
Canoeing	Data discovery and IAPP implementation
WCBB	IAPP implementation
Diving	IAPP implementation
Rowing	IAPP implementation
Swimming	IAPP implementation
Pole Vault	IAPP implementation
Analytics Deep Dives	3 projects

Pene Newitt | Performance Systems and Analytics Manager



Amie Thompson and Emily Rogers




HIGH PERFORMANCE SPORT RESEARCH CENTRE

Bronte Macaulay

The WA High Performance Sport Research Centre (HPSRC) is a collaborative principal 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. The key intent of the HPSRC is to produce practical and applied research outcomes, which can subsequently be translated into the daily training environment of WAIS sport programs to optimise current practice and athlete success.

2021 Activity

2021 saw a significant year of activity for the HPSRC, which included the completion of numerous projects, the

development of new partnerships, and the recruitment of new students. This year saw our fourth PhD completion since the inception of the research centre in 2016, with Dr Cruz Hogan submitting and defending his doctoral thesis titled "Quantifying On-Water Intensity in Flat-Water Sprint Kayaking: Exploring the Efficacy of Novel Paddle Technology for Training Monitoring and Prescription." The work completed by Cruz during his PhD was supervised by WAIS Performance Scientist Martyn Binnie, and has been well adopted by the

CURRENT HPSRC PHD SCHOLARS

Student	Project Theme	Research Theme
Myles Dennis	Combined heat and hypoxia for athlete adaptation	Enriching our understanding of athlete development and adaptation
Sophie Watts	Training progression and development in junior rowing athletes	Augmenting the daily training environment
Chelsie Winchcombe	Towards an understanding of the physical demands of Laser class sailing	Enhancing athlete performance in competition
Shannon Connolly	Understanding the rate of force development and neuromuscular fatigue in sprint cycling	Enhancing athlete performance in competition
Bronwen Charlesson	Exploring the athletes gut biome: Influence of training and impacts on illness	Generating new knowledge in performance health
Liz Murdoch	Optimising elite athlete psychological resilience	Enhancing athlete performance in competition
Matt Howlett	Personalised bicycle saddles: An anatomical and performance approach	Leveraging sports data, technology and engineering
Eoghan Trihy	Maximising the use of the dynamic wave in swimming: Applications of Computational Fluid Dynamics	Leveraging sports data, technology and engineering
Leanne Snyder	Understanding the movement demands of wheelchair basketball	Enhancing athlete performance in competition / Augmenting the daily training environment

kayak program, with the paddle technology tested in this PhD now regularly used by WAIS athletes.

Our community of researchers has expanded over the 2021 period, with nine PhD scholars now conducting research in WAIS programs. Collectively, these students provided ~\$230,000 of research scholarship funding from their respective universities across the year. See table for a summary of our team and their work.

In addition to our PhD cohort, we had two honours projects completed in the WAIS pole vault program, led by WAIS Technical Performance Specialist Aaron Balloch. These two projects helped to develop a new camera system for jump analysis and bar clearance detection. Furthermore, we also developed a new relationship with the UWA coding club, Coders for Causes, who along with Aaron Balloch, have been developing an app to aid staff in pole vault performance analysis. This new relationship has been a welcome addition to the program, and will continue to blossom in 2022.

Finally, the year was successful in terms of research outputs, with numerous members of our team (Cruz, Myles, Chelsie, Liz, Alannah McKay and Rachel McCormick) producing a total of nine direct research papers from their studies, and a further 10 affiliated papers, which have been peer-reviewed and published in reputable journals. These outputs are a great form of science communication, assisting in the WAIS contribution of knowledge creation that is shared with the wider sports science community.

2022 Focus

As we move into 2022, we look forward to welcoming two new PhD scholars, Daniel Astridge from Scotland, and James Baker from the US. Daniel will be working with Martyn Binnie and Cruz Hogan to optimise training adaptation and athlete

2021 REVIEW HIGHLIGHTS

Representation on the NIN Research Committee	
1	PhD Graduate
2	Honours Graduates
19	peer-reviewed research papers (including 9 direct from WAIS projects)
9	PhD students embedded into WAIS Sports programs
\$230,000	of research scholarship funding
>3,500 hours	of direct program support via work integrated learning

development in Olympic racing sports, whereas James will look to continue the excellent work undertaken in the pole vault program with Aaron Balloch. Furthermore, we will also welcome two new honours students, who will both be working with the rowing program to explore novel physiological measures that can provide greater depth of understanding of athletes from routine laboratory testing. Finally, we will look to further develop our relationships with the UWA coding club and with the new UWA Institute of Data, which we envisage will lead to the prospect of further student placements within the WAIS team.

Peter Peeling | High Performance Sport Research Centre Director
Professor School of Human Sciences UWA



CORPORATE SERVICES

Leah Parry

The WAIS Corporate Services team continues to work tirelessly behind the scenes to ensure our athletes and staff have the best possible facilities and systems in place to enable them to perform at their peak and consistently achieve their goals.

Finance

During 2021 the Finance Team embedded its new Microsoft Dynamics 365 Business Central financial management system delivered in late 2020. The year saw the team prepare and collate data to support both the next WAIS strategic plan and a new funding bid to government for funding beyond 2022.

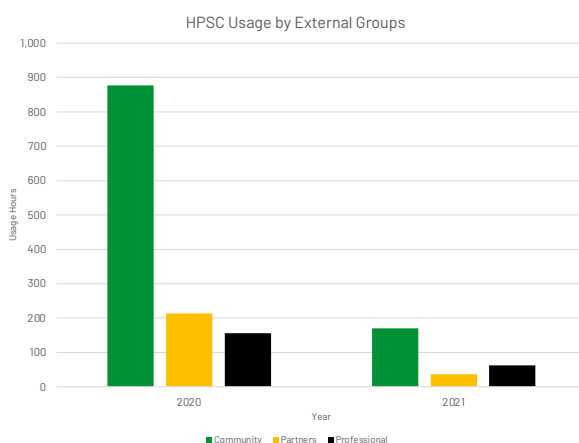
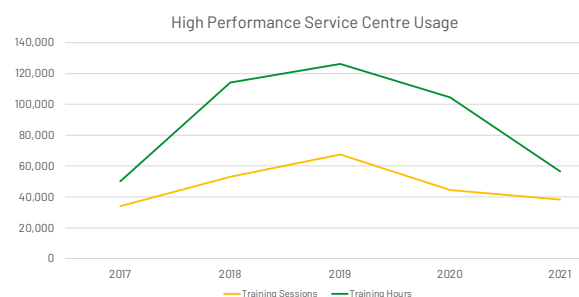
ICT

2021 saw the decommissioning of the last of WAIS legacy servers. All WAIS systems and servers are now cloud-based, providing WAIS with lower cost highly scalable solutions. A fully cloud environment also enables greater flexibility for the WAIS workforce, they can now access all of WAIS' systems securely from anywhere in the world with the same speed and reliability they can expect when working in the office.

Facilities and Equipment

2021 continued to see reduced usage of the WAIS High Performance Service Centre (HPSC) due to the ongoing impact of the COVID-19 pandemic. Several WAIS squads with athletes seeking Olympic and Paralympic selection relocated to the East Coast for periods up to four months to avoid any potential issues with border restrictions. The period during and after the Tokyo Olympics and Paralympics also saw reduced usage of the HPSC as many coaches and athletes chose to use this time to take extended breaks ahead of the build towards Paris 2024.

The HPSC was also made saw significant usage by the community, primarily for school group tours, and was made available to WAIS sporting partners and Western Australian professional teams for training and recovery sessions throughout the year.



Occupational Health and Safety

	2021	2020
Lost Time Injury	-	-
Restricted Work Injury	-	-
Medical Treatment Injury	-	-
First Aid Injury	-	-

There were no reportable occupational health and safety incidents during 2021. This outcome can be attributed to WAIS's commitment to providing a safe work environment for staff and athletes. WAIS continues to monitor for all potential workplace risks in line with its risk management policies to ensure this trend continues into the future.

Unauthorised use of credit cards

Officers of the Institute hold corporate credit cards where their functions warrant the usage of this facility. All cardholders are reminded annually of their obligations under the Institutes credit card policy. However, six employees mistakenly utilised their corporate credit cards for personal purposes for a total of \$111 for the period 1 January 2021 to 31 December 2021; this is a substantial reduction on the prior period. The total figures represent 0.2% of total transactions. The matters were not referred for disciplinary action as the Chief Financial Officer noted immediate advice of the inappropriate use, prompt settlement of the personal use amount, and the expenditure's nature was immaterial and characteristic of an honest mistake.

	2021	2020
Aggregate amount of personal use expenditure for the reporting period	\$111	\$588
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	\$111	\$588
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	-	-
Aggregate amount of personal use expenditure outstanding at balance date	-	-

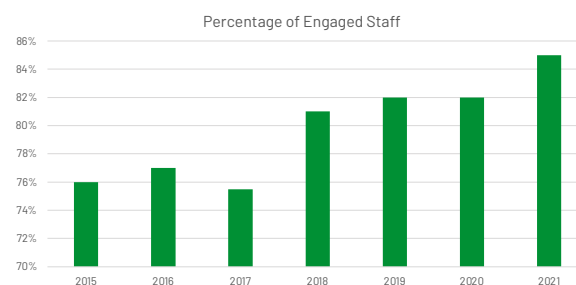
Human Resources

KRA Staff

Organisational Climate

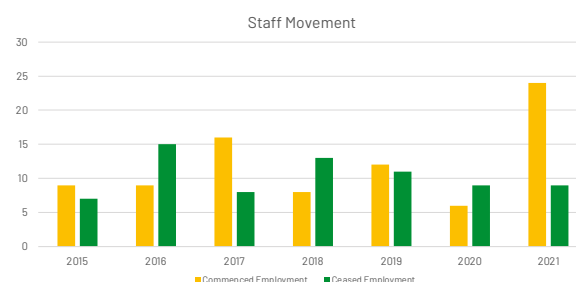
WAIS continues to foster a highly engaged workforce. The challenging work environment presented by COVID-19 and the completion of the Tokyo Olympic and Paralympic Games campaign has not negatively impacted engagement levels, with improved engagement reported following the completion of the Tokyo games. An engaged workforce is essential to enabling WAIS to achieve its organisational objectives.

Our metric to monitor engagement is through a bi-annual survey developed by the Gallop Organisation. WAIS remains proud to maintain its upward trend of engagement levels and to exceed its target of engagement rates of 80% or greater, as shown below.



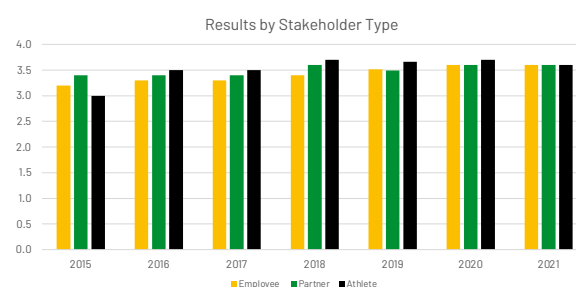
Staff Movement

2021 saw a record level of staff onboarding following an extensive workforce planning exercise conducted in late 2020. A large number of contracted services were brought in house for the first time to provide improved servicing to athletes. WAIS also farewelled a number of staff members during the year, on par with historical figures. WAIS is thankful for the commitment and passion they showed during their time at the Institute.



KRA Stakeholders

Strong relationships with all key stakeholders are pivotal to WAIS' ability to deliver on its organisational objectives. WAIS dedicates significant effort to its stakeholder relationships, which continues to deliver positive results and feedback in its annual stakeholder survey. Stakeholder engagement is measured by WAIS using a four point scale, with results since 2015 consistently rated as three or meets expectations or better. The trend over the past seven years is shown below.



Damien Fitzpatrick | Corporate Services Manager

Corporate Communications

The WAIS Corporate Communications department provides strategic communication services including organising media opportunities, management of WAIS stakeholder engagement events, managing brand and partnerships and administrating digital communications channels.

Media and Communications

Across 2021 the department organised 157 media stories, a 12% increase on 2020. Of the coverage 86 were achieved through print and digital, 41 through TV across 7, 9, 10 and the ABC, and 30 on radio. While the COVID-19 pandemic continued to impact sporting competitions and training camps, interest in WAIS and WAIS athletes remained at a very high level both for Olympians, Paralympians and developing athletes.

Highlights of the coverage including the back page of the West Australian with a feature on Nina Kennedy and the team that supported her to the Australian Record, cover of the Sunday Times Magazine and a five athlete feature on the Tokyo Olympic Games and a series of Olympic and Paralympic features before and after the Games.

Brand and Partnerships

The Government of Western Australian continues to be the principal partner and provides important support to WAIS allowing the Institute to achieve its purpose to enable Western Australian athletes to achieve international sporting success.

The ongoing support from our strategic partners was even more important in 2021 with the Department of Local Government Sport and Cultural Industries (DLGSC), providing strategic support in supporting high performance sport and athlete pathways. VenuesWest, in addition to providing world class facilities for training, worked collaboratively to reduce the impact of home quarantine and restrictions creating training bubbles allowing athletes working towards the Olympic and Paralympic to conduct training under quarantine conditions. The National Institute Network alliance continues to drive WA's high performance daily training environment.

WAIS secured branding and athlete involvement with Olympics Unleashed. The program is a partnership between the Australian Olympic Committee, DLGSC, the Department of Education and supported by WAIS and sees athletes run sessions at schools on goal setting and resilience. Further details can be found on pages 18-19.

2XU continues as the Official Apparel and Compression Partner of WAIS, with the high performance clothing appreciated by athletes and staff. Way Funky Pty Ltd, through their Funkita and Funky Trunks brands acts as the Official Swimwear Partner of WAIS. This partnership benefits athletes across swimming, water polo, diving and artistic swimming.

Stakeholder Engagement

WAIS held two separate stakeholder functions in 2021 with the Corporate Communications department providing internal project management services.

The 2021 WAIS Annual Awards of Excellence were held at Crown Towers with more than 350 athletes, staff and stakeholders attending the evening. Olympic Champion Matt Wearn was crowned WAIS Athlete of the Year, Belinda Stowell was named Coach of the Year and Canoeing took out the Program of the Year award.

The 2021 Western Australian Hall of Champions dinner was also at Crown Towers. The event was the largest in history and was attended by over 400 people. Paralympic great Brad Ness and the first Australian to win a gymnastics world title Lauren Mitchell were inducted into the Hall. Two existing members Graham Moss and Tom Hoad were elevated to Legend. 12 athletes were nominated for the Herb Elliott medal, with Peter Bol, for his 800m Australian Record and heroic run in the final and Kiara Bowers for claiming the AFLW best and fairest shared the award. Further details on the WAIS Awards and Hall of Champions can be found on pages 14-17.

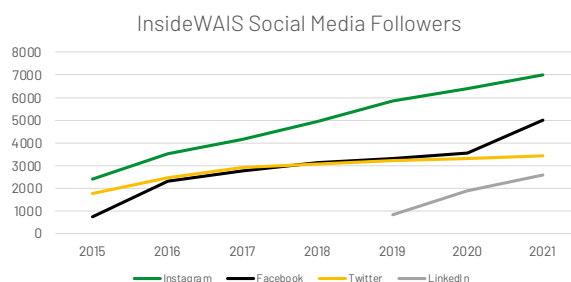
WAIS Website

The WAIS website continues to be an important resource for providing information on the Institute from news and results of athletes to information and policies to employment opportunities and more. During 2021 the website attracted 111,036 pages views from 41,583 users and 8% increase.

The department lead a project for development of a new website in the final quarter of 2021, with the new website to be launched in the first quarter of 2022.

Social Media

The WAIS social media channels; Instagram, Facebook, Twitter and LinkedIn achieved above target growth in 2021.



The use of the InsideWAIS accounts on social media allows the department to take people inside the Institute and provide a behind the scenes look of athlete training and preparation, as well as updating the public on recent results and upcoming competitions.

Across the four main platforms WAIS has 17,990 followers, a 18.49% increase on 2020. Facebook and LinkedIn were the two largest drivers of growth.

Ross Willox | Corporate Communications Coordinator

WAIS SPORT AND COMMUNITY PARTNERS

Principal Partner



Strategic Partners



Department of
**Local Government, Sport
and Cultural Industries**

VENUES WEST



THE UNIVERSITY OF
**WESTERN
AUSTRALIA**

National Institute Network

Corporate Partners



Athlete Scholarship Fund



WA Government Olympic & Paralympic
Direct Athlete Grant



International Scholarship Fund



Athlete Scholarship Fund



Official Apparel and Compression Partner



Official Swimwear Partner

Recognised Training Centres



RECOGNISED
OLYMPIC
TRAINING CENTRE



Centre for
Paralympic
Excellence

FINANCIAL CONTENTS

2022 Estimates	35
Independent Auditor's Report	38
Financial Statements	43
Certification of Financial Statements	43
Statement of Comprehensive Income	44
Statement of Financial Position	45
Statement of Changes in Equity	46
Statement of Cash Flows	47
Notes to the Financial Statements	48
Key Performance Indicators	72

The logo for Wais, featuring the word "wais" in a bold, white, lowercase sans-serif font. A small yellow and green dot is positioned above the letter 'i'. The logo is overlaid on a dark, semi-transparent rectangular area that covers the lower-left portion of the page's background image.

wais

2022 SECTION 40 ESTIMATES

STATEMENT OF COMPREHENSIVE INCOME

	Estimate (\$) 2022
INCOME FROM STATE GOVERNMENT	
State grants	(9,157,953)
Services received free of charge	(2,505,496)
Total income from State Government	(11,663,449)
INCOME FROM OTHER SOURCES	
Interest revenue	(1,880)
Contribution from sporting bodies	(1,221,709)
Other revenue	(212,153)
Gain on disposal of non-current assets	-
Total income from other sources	(1,435,742)
Total Income	(13,099,192)
COST OF SERVICES	
Employee Benefits Expense	6,312,634
Supplies and services	2,817,106
Depreciation and amortisation expense	213,048
Accommodation expense	2,235,625
Other Expenses	1,899,966
Total cost of services	13,478,379
(SURPLUS) / DEFICIT FOR THE PERIOD	379,187

2022 SECTION 40 ESTIMATES

STATEMENT OF FINANCIAL POSITION

	Estimate (\$) 2022
ASSETS	
Current Assets	
Cash and cash equivalents	9,273,245
Receivables	85,000
Other current assets	100,000
Inventories	95,000
Total Current Assets	9,553,245
Non-Current Assets	
Property, plant and equipment	1,093,084
Right of use asset	46,698
Total Non-Current Assets	1,139,782
Total Assets	10,693,026
LIABILITIES	
Current Liabilities	
Payables	1,448,223
Employee related provisions	754,520
Lease liabilities	46,698
Other current liabilities	239,294
Total Current Liabilities	2,488,735
Non-Current Liabilities	
Provisions	262,821
Total Non-Current Liabilities	262,821
Total Liabilities	2,751,556
NET ASSETS	7,941,470
Equity	
Accumulated surplus	(379,187)
Retained earnings	8,320,657
TOTAL EQUITY	7,941,470

2022 SECTION 40 ESTIMATES STATEMENT OF CASH FLOWS

	Estimate (\$) 2022
Forecast opening cash balance	9,681,671
Cash flows from State Government	
State grants	9,157,953
Net cash provided by State Government	9,157,953
Utilised as follows:	
Cash flows from operating activities	
Payments	
Employee benefits	(6,210,646)
Supplies and services	(2,397,452)
Accommodation	(507,123)
Other payments	(1,542,625)
	(10,657,846)
Receipts	
Interest received	1,880
Receipts from sporting bodies	1,221,709
Other receipts	212,153
	1,435,742
Net cash used in operating activities	(9,222,104)
Cash flows from investing activities	
Payments	
Purchase of non-current physical assets	(344,275)
Receipts	
Proceeds from the sale of non-current physical assets	-
Net cash used in investing activities	(344,275)
Net increase in cash and cash equivalents	(408,426)
Cash and cash equivalents at the end of the period	9,273,245

INDEPENDENT AUDITOR'S REPORT



Auditor General

INDEPENDENT AUDITOR'S OPINION 2021 Western Australian Institute of Sport

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of the Western Australian Institute of Sport (Institute) which comprise:

- the Statement of Financial Position as at 31 December 2021, and the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements 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 31 December 2021 and the financial position at the end of that period
- 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 & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (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.

Page 1 of 5

7th Floor Albert Facey House 469 Wellington Street Perth MAIL TO: Perth BC PO Box 8489 Perth WA 6849 TEL: 08 6557 7500

Responsibilities of the Board for the financial statements

The Board is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it 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 entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- 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 responsibilities 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. 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.

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

Report on the audit of 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 Board are those policies and procedures established 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 31 December 2021.

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 were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an 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 in operation, the overall control objectives may not be achieved so that fraud, error or non-compliance 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 audit of 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 31 December 2021. The key performance indicators are the Under Treasurer-approved key effectiveness indicators and 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 31 December 2021.

The Board's responsibilities 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 it 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 Institute 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 responsibilities

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 entity'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. 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.

Other information

The Board is responsible for the other information. The other information is the information in the entity's annual report for the year ended 31 December 2021, but not the financial statements, key performance indicators and my auditor's report.

My opinions do not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements, controls and key performance indicators of the Western Australian Institute of Sport for the year ended 31 December 2021 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, controls 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, controls or key performance indicators. If users of the financial statements, controls and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version of the financial statements, controls and key performance indicators.



Sandra Labuschagne
Deputy Auditor General
Delegate of the Auditor General for Western Australia
Perth, Western Australia
14 March 2022

WESTERN AUSTRALIAN INSTITUTE OF SPORT (INC) ANNUAL FINANCIAL STATEMENTS

For the reporting period ended 31 December 2021

CERTIFICATION OF FINANCIAL STATEMENTS

The accompanying financial statements of the Institute 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 reporting period ending on 31 December 2021 and the financial position as at 31 December 2021.

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



Mr Neil McLean
Chair
Western Australian Institute of Sport
11 March 2022



Mr Steven Lawrence
Chief Executive Officer
Western Australian Institute of Sport
11 March 2022



Mr Damien Fitzpatrick
Chief Financial Officer
Western Australian Institute of Sport
11 March 2022



FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME

	Note	12 Months 31 December 2021 \$	12 Months 31 December 2020 \$
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	5,477,198	5,072,636
Supplies and services	2.2	3,375,930	2,956,037
Depreciation and amortisation expense	4.1(a), 4.2(a), 4.3(a)	307,125	328,633
Finance costs	6.4	152	451
Accommodation expenses	2.2	1,934,427	923,974
Other expenses	2.2	1,280,015	1,270,028
Loss on disposal of non-current assets	3.4	-	18,142
Total cost of services		12,374,847	10,569,901
Income			
Interest revenue	3.3	2,063	20,034
Contribution from sporting bodies	3.2	1,336,341	1,303,326
Other revenue	3.5	182,674	350,947
Gain on disposal of non-current assets	3.4	54,086	-
Total Income		1,575,164	1,674,307
Total income other than income from State Government		1,575,164	1,674,307
NET COST OF SERVICES		10,799,683	8,895,594
INCOME FROM STATE GOVERNMENT			
State grants	3.1	8,163,902	11,889,302
Services received free of charge	3.1	2,234,074	1,399,494
Total income from State Government		10,397,976	13,288,796
SURPLUS / (DEFICIT) FOR THE PERIOD		(401,707)	4,393,202
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD		(401,707)	4,393,202

Statement of Comprehensive Income for the year ended 31 December 2021.
The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.



FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

	Note	31 December 2021 \$	31 December 2020 \$
ASSETS			
Current Assets			
Cash and cash equivalents	6.1	2,334,850	10,904,215
Receivables	5.1	7,141,939	84,767
Other current assets	5.3	186,529	116,047
Inventories	5.2	86,091	108,127
Total Current Assets		9,749,409	11,213,156
Non-Current Assets			
Property, plant and equipment	4.1	686,284	795,594
Right of Use Asset	4.2	13,006	59,547
Intangibles	4.3	4,295	30,065
Total Non-Current Assets		703,585	885,206
Total Assets		10,452,994	12,098,362
LIABILITIES			
Current Liabilities			
Payables	5.4	188,787	1,323,223
Employee Related Provisions	2.1(b)	538,036	604,055
Lease Liabilities	6.2	-	46,698
Other current liabilities	5.5	254,912	245,491
Total Current Liabilities		981,735	2,219,467
Non-Current Liabilities			
Provisions	2.1(b)	159,892	165,821
Total Non-Current Liabilities		159,892	165,821
Total Liabilities		1,141,627	2,385,288
NET ASSETS		9,311,367	9,713,074
Equity			
Accumulated surplus		9,311,367	9,713,074
TOTAL EQUITY		9,311,367	9,713,074

Statement of Financial Position as at 31 December 2021.

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



FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN EQUITY

	Note	Accumulated surplus \$	Total equity \$
Balance at 1 January 2020		5,319,873	5,319,873
Total comprehensive income for the period		4,393,201	4,393,201
Balance at 31 December 2020		9,713,074	9,713,074
Balance at 1 January 2021		9,713,074	9,713,074
Total comprehensive (loss) for the period		(401,707)	(401,707)
Balance at 31 December 2021		9,311,367	9,311,367

Statement of Changes in Equity for the year ended 31 December 2021.
The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS

	Note	12 Months 31 December 2021 \$	12 Months 31 December 2020 \$
CASH FLOWS FROM STATE GOVERNMENT			
State grants		1,294,051	11,889,302
Net cash provided by State Government		1,294,051	11,889,302
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(5,678,874)	(4,964,987)
Supplies and services		(3,000,438)	(2,386,096)
Accommodation		(234,530)	(109,328)
GST payments on purchases		(337,435)	(287,760)
Other payments		(1,506,286)	(958,624)
GST payments to the ATO		(577,656)	(409,019)
		(11,335,219)	(9,115,814)
Receipts			
Interest received		2,063	25,436
GST receipts on sales / grants		263,066	1,355,754
Other receipts		1,332,883	1,561,576
		1,598,012	2,942,766
Net cash used in operating activities		(9,737,207)	(6,173,048)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current physical assets		(133,446)	(176,603)
Receipts			
Proceeds from the sale of non-current physical assets		54,087	4,495
Net cash used in investing activities		(79,359)	(172,108)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments			
Principal elements of lease payments		(46,850)	(44,540)
Net cash used in financing activities		(46,850)	(44,540)
Net increase / (decrease) in cash and cash equivalents		(8,569,365)	5,499,606
Cash and cash equivalents at the beginning of the period		10,904,215	5,404,609
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL PERIOD		2,334,850	10,904,215

Statement of Cash Flows for the year ended 31 December 2021.

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

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

1. Basis of preparation

The Western Australian Institute of Sport is a Western Australian Government entity and is controlled by the State of Western Australia, which is the ultimate parent.

The Western Australian Institute of Sport is a not-for-profit entity (as profit is not its principal objective).

A description of the nature of its operations and its principal activities have been included in the 'Goals and Strategy' which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Accountable Authority of the Institute on 11 March 2022.

Statement of compliance

These general purpose financial statements are prepared in accordance with:

1. The Financial Management Act 2006 (FMA)
2. The Treasurer's Instructions (TIs)
3. Australian Accounting Standards (AASs) – Reduced Disclosure Requirements
4. Where appropriate, those AAS paragraphs applicable for not for profit entities have been applied.

The *Financial Management Act 2006* and the Treasurer's Instructions take precedence over AASs. Several AASs are modified by TIs to vary application, disclosure format and wording. 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.

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case the different measurement basis is disclosed in the associated note. All values are rounded to the nearest dollar.

Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

Contributed equity

AASB Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to, transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 955 *Contributions by Owners made to Wholly Owned Public Sector Entities* and have been credited directly to Contributed Equity.

NOTES TO THE FINANCIAL STATEMENTS

2. Use of our funding**Expenses incurred in the delivery of services**

This section provides additional information about how the Institute's funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Institute in achieving its objectives and the relevant notes are:

	Note	2021 \$	2020 \$
Employee benefits expenses	2.1(a)	5,477,198	5,072,636
Employee related provisions	2.1(b)	697,928	769,876
Other expenditure	2.2	6,590,372	5,150,039
2.1(a) Employee benefits expenses			
Wages and salaries ^(a)		4,580,449	4,063,562
Termination Benefits ^(b)		-	155,442
Annual leave		374,822	336,349
Long service leave		44,740	89,933
Superannuation ^(c)		477,187	427,350
		5,477,198	5,072,636
(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component.			
(b) Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Institute is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.			
(c) The amount recognised in the profit or loss of the Statement of Comprehensive Income comprises employer contributions paid to superannuation funds. External Superannuation institutions administer the superannuation schemes.			
2.1(b) Employee related provisions			
CURRENT			
Employee benefits provision			
Annual leave ^(a)		220,151	229,174
Long service leave ^(b)		263,363	321,898
		483,514	551,072
Other provisions			
Employment on-costs ^(d)		54,522	52,983
		54,522	52,983
Total current employee related provisions		538,036	604,055

NOTES TO THE FINANCIAL STATEMENTS

	2021 \$	2020 \$
NON-CURRENT		
Employee benefits provision		
Long service leave ^(b)	149,814	157,688
Other provisions		
Employment on-costs ^(d)	10,078	8,133
Total non-current employee related provisions	159,892	165,821
Total employee related provisions	697,928	769,876
(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.		
(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. 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.		
(c) The annual and long service leave provision is calculated at the present value of expected future payments to be made in relation to services provided by employees upto the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match the estimated future cashflows.		
(d) Employment on-costs: 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. 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, Note 2.2 (apart from the unwinding of the discount (finance cost))' and are not included as part of the Institute's 'employee benefits expense'. The related liability is included in 'Employment on costs provision'.		
Employment on-cost provision		
Carrying amount at start of period	61,115	48,573
Movements during period	3,485	12,542
Carrying amount at end of year	64,600	61,115
Key sources of estimation uncertainty – long service leave		
Key estimates and assumptions concerning the future 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. Several estimates and assumptions are used in calculating an Institute's long service leave provision. These include:		
<ul style="list-style-type: none"> • expected future salary rates; • discount rates; • employee retention rates; and • expected future payments. 		

NOTES TO THE FINANCIAL STATEMENTS

	2021 \$	2020 \$
Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision. Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.		
2.2 Other expenditure		
Supplies and services		
Travel	725,236	313,832
Consultants and contractors	616,611	630,228
Communication	36,085	34,769
Venue hire, sports related repairs and maintenance	1,391,403	1,509,159
Events	70,412	7,571
Training and development	107,847	34,791
Other	428,336	425,687
Total supplies and services expenses	3,375,930	2,956,037
Accommodation expenses		
HPSC lease	1,934,427	923,974
Total accommodation expenses	1,934,427	923,974
Other		
Equipment repairs & maintenance	130,212	92,798
General administration expenses	13,691	7,580
Sport programs	670,887	852,928
Sport science	85,215	64,590
Marketing & promotion	36,691	27,905
Employment on-costs	343,319	224,227
Total other expenses	1,280,015	1,270,028
Total other expenditure	6,590,372	5,150,039
Supplies and services: Supplies and services are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.		
Equipment repairs & maintenance are recognised as expenses as incurred, where they relate to the replacement of a significant component of an asset. In that case, the costs are capitalised and depreciated.		
Accommodation: The HSPC lease between the Institute and VenuesWest is outside of the scope of AASB 16 as per the Government Office Accommodation exemption under Treasurer's Instruction 916 and therefore accommodation expenses are recognised as an expense in the reporting period they are incurred. They represent the fair value of the HPSC lease which includes a cash component and services free of charge provided by VenuesWest as part of their Community Service Obligation.		
Other operating expenses generally represent the day-to-day running costs incurred in normal operations.		

NOTES TO THE FINANCIAL STATEMENTS

	Note	2021 \$	2020 \$
<p>Employee on-cost includes workers' compensation insurance and other employment on-costs. The on costs liability associated with the recognition of annual and long service leave liabilities is included at Note 2.1(b) Employee related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.</p>			
<p>3. Our funding sources</p>			
<p>How we obtain our funding</p>			
<p>This section provides additional information about how the Institute obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by the Institute and the relevant notes are:</p>			
Income from State Government	3.1	10,397,976	13,288,796
Contributions from sporting bodies	3.2	1,336,341	1,303,326
Interest revenue	3.3	2,063	20,034
Net gain / (loss) on disposal of non-current assets	3.4	54,086	(18,142)
Other Revenue	3.5	182,674	350,947
3.1 Income from State Government			
Sports Lotteries Funding grant		6,952,402	9,601,200
Consolidated Funding grant		1,211,500	2,288,102
		8,163,902	11,889,302
<p>Services received free of charge from other State Government Agencies</p>			
<p>Determined on the basis of the following estimates provided by agencies:</p>			
VenuesWest – Accommodation		1,735,083	830,103
VenuesWest – Venue hire		498,991	569,391
		2,234,074	1,399,494
		10,397,976	13,288,796
<p>Grants are recognised as income when the Institute obtains control of the grant funding. The Institute is deemed to have assumed control when the grant is receivable. The grant agreements with State Government contain specified payment dates for each installment, however, do not contain performance requirements, therefore grants become receivable on the specified payment date.</p>			
<p>Services received free of charge are recognised as income (and assets or expenses) equivalent to the fair value of the assets, or the fair value of those services that can be reliably determined and which would have been purchased if not donated.</p>			

NOTES TO THE FINANCIAL STATEMENTS

	Note	2021 \$	2020 \$
3.2 Contributions from Sporting Bodies			
Contributions from sporting bodies		1,336,341	1,303,326
Contributions from sporting bodies are recognised as income when the Institute obtains control of the contribution. Agreements with sporting bodies do not contain performance obligations for contributions and therefore as per AASB 15 the Institute is deemed to have assumed control when the contribution is receivable, therefore income is recognised when invoiced, typically at the start of each quarter.			
3.3 Interest revenue			
Interest received from deposits		2,063	20,034
3.4 Net gain / (loss) on disposal of non-current assets			
Costs of Disposal of Non-Current Assets			
Plant, equipment and vehicles		-	(18,142)
Proceeds from Disposal of Non-Current Assets			
Plant, equipment and vehicles		54,086	-
Net gain / (loss)		54,086	(18,142)
Realised and unrealised gains are usually recognised on a net basis. Gains and losses on the disposal of non-current assets are presented by deducting from the proceeds on disposal the carrying amount of the asset and related selling expenses. Gains and losses are recognised in profit or loss in the statement of comprehensive income (from the proceeds of sale).			
3.5 Other Revenue			
Other		182,674	350,947
Other revenue is recognised at the transaction price when the Institute transfers control of the services to customers. Revenue is recognised for the major activities as follows: Revenue is recognised at a point-in-time for venue hire, athlete recharges, tours and gifted assets. The performance obligations for these charges are satisfied when services have been provided. These services are typically charged in arrears and therefore other revenue is recognised when the revenue is receivable.			
4. Key assets			
Assets the Institute utilises for economic benefit or service potential			
This section includes information regarding the key assets the Institute utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets:			
Property, plant and equipment	4.1	686,284	795,594
Right of Use Asset	4.2	13,006	59,547
Intangibles	4.3	4,295	30,065
Total key assets		703,585	885,206

NOTES TO THE FINANCIAL STATEMENTS

4.1 Property, plant and equipment

	HPSC Improvements	Plant, Equipment & Vehicles	Office Equipment	WIP	Total
	\$	\$	\$	\$	\$
2021					
Carrying amount at start of period	19,943	743,053	22,034	10,564	795,594
Additions	-	128,732	-	-	128,732
Disposals	-	-	-	-	-
Transfers	-	-	-	(3,229)	(3,229)
Depreciation	(11,577)	(217,093)	(6,144)	-	(234,814)
Carrying amount at end of period	8,366	654,693	15,890	7,335	686,284

Initial Recognition

Items of property, plant and equipment and infrastructure, costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no or nominal cost, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment and infrastructure 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).

The cost of HPSC improvements are capitalised and depreciated over the shorter of the remaining term of the lease or the estimated useful life of the HPSC improvement.

Subsequent Measurement

All property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

	2021 \$	2020 \$
4.1(a) Depreciation and impairment		
Charge for the period		
HPSC improvements	11,577	13,070
Plant, equipment and vehicles	217,093	247,315
Office equipment	6,144	11,237
	234,814	271,622
As at 31 December 2021, there were no indications of impairment to property, plant and equipment or infrastructure. There are no surplus assets as at 31 December 2021. Please refer to note 4.3 for guidance in relation to the impairment assessment that has been performed for intangible assets.		

Finite useful lives

All infrastructure, property, plant and equipment 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. The exceptions to this rule include assets held for sale, land and investment properties.

Depreciation is generally calculated on a straight line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below:

NOTES TO THE FINANCIAL STATEMENTS

Asset	Useful life: years
Property, Plant and equipment, intangibles and vehicles	3 to 15 years
Office equipment	3 to 10 years
HPSC Improvements	5 to 10 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments should be made where appropriate.

HPSC improvements are depreciated over the shorter of the lease term and their useful lives.

Impairment

Non-financial assets, including items of plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired. 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 its recoverable amount, an impairment loss is recognised through profit or loss.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However, this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

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 declining replacement costs.

	2021 \$	2020 \$
4.2 Right of Use Asset		
Opening balance	59,547	-
Additions	-	90,787
Depreciation	(46,541)	(31,240)
Carrying amount at end of period	13,006	59,547
Additions to right-of-use assets during the 2021 financial year were \$0 (2020: \$90,787)		
Initial recognition		
Right-of-use assets are measured at cost including the following:		
<ul style="list-style-type: none"> the amount of the initial measurement of lease liability any lease payments made at or before the commencement date less any lease incentives received any initial direct costs, and restoration costs, including dismantling and removing the underlying asset 		
The Institute has elected not to recognise right-of-use assets and lease liabilities for short term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.		
Subsequent Measurement		
The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.		

NOTES TO THE FINANCIAL STATEMENTS

	2021 \$	2020 \$
<p>Depreciation and impairment of right-of-use assets</p> <p>Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets.</p> <p>If ownership of the leased asset transfers to the Institute at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.</p> <p>Right-of-use assets are tested for impairment when an indication of impairment is identified.</p>		
<p>4.2(a) Depreciation and impairment</p> <p>Charge for the period</p> <p>Plant, equipment and vehicles</p>	46,541	31,240
<p>Total right-of-use asset depreciation</p>	46,541	31,240
<p>Lease Interest Expense</p> <p>The total cash outflow for leases in 2021 was \$46,850 (2020: \$44,540). The Institute's leasing activities and how these are accounted for: The Institute has a lease for equipment. The Institute recognises leases as right-of-use assets and associated lease liabilities in the Statement of Financial Position. The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in note 6.2.</p>	152	451
<p>4.3 Intangibles</p> <p>2021</p> <p>Carrying amount at start of period</p> <p>Additions</p> <p>Disposals</p> <p>Amortisation expense</p>	<p>Software \$</p> <p>30,065</p> <p>-</p> <p>-</p> <p>(25,770)</p>	<p>Total \$</p> <p>30,065</p> <p>-</p> <p>-</p> <p>(25,770)</p>
<p>Carrying amount at end of period</p> <p>Initial recognition</p> <p>Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets costing \$5,000 or more that comply with the recognition criteria as per AASB 138.57 (as noted below), are capitalised. Costs incurred below these thresholds are immediately expensed directly to the Statement of Comprehensive Income. Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition. An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:</p> <p>(a) the technical feasibility of completing the intangible asset so that it will be available for use or sale;</p> <p>(b) an intention to complete the intangible asset, and use or sell it;</p> <p>(c) the ability to use or sell the intangible asset;</p> <p>(d) the intangible asset will generate probable future economic benefit;</p> <p>(e) the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and</p> <p>(f) the ability to measure reliably the expenditure attributable to the intangible asset during its development.</p>	<p>4,295</p>	<p>4,295</p>

NOTES TO THE FINANCIAL STATEMENTS

	Note	2021 \$	2020 \$
Costs incurred in the research phase of a project are immediately expensed.			
Subsequent measurement			
The cost model is applied for subsequent measurement of intangible assets, requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.			
4.3(a) Amortisation and impairment			
Charge for the period			
Software		25,770	25,771
Total amortisation for the period		25,770	25,771
As at 31 December 2021 there were no indications of impairment to intangible assets.			
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.			
Amortisation of finite life intangible assets is calculated on a straight line basis at rates that allocate the asset's value over its estimated useful life. All intangible assets controlled by the Institute have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.			
The estimated useful lives for each class of intangible asset are:			
Software ^(a) 3 to 5 years			
Impairment of intangible assets			
Computer Software			
Software that is an integral part of the related hardware is recognised as part of the tangible asset. Software that is not an integral part of the related hardware is recognised as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.			
5. Other assets and liabilities			
This section sets out those assets and liabilities that arose from the Institute's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:			
Receivables	5.1	7,141,939	84,767
Inventories	5.2	86,091	108,127
Other current assets	5.3	186,529	116,047
Payables	5.4	188,787	1,323,223
Other liabilities	5.5	254,912	245,491

NOTES TO THE FINANCIAL STATEMENTS

	2021 \$	2020 \$
5.1 Receivables		
Current		
Receivables	272,088	84,767
Allowance for impairment of receivables	-	-
Grant receivable	6,869,851	-
Total Current	7,141,939	84,767
Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days. As at 31 December 2021, State Government Funding, which was contractually due to WAIS on 8th December 2021, had not been received, however on the basis of the recognition principal under AASB 1058, The Institute has recorded the Grant as Grant receivable within the Financial Statements.		
5.2 Inventories		
Current		
Inventories held:		
- Finished goods	-	-
At cost or net realisable value	86,091	108,127
Total Current	86,091	108,127
Inventories are measured at the lower of cost and net realisable value. Costs are assigned on a method most appropriate for each class.		
5.3 Other Current Assets		
Prepayments	183,258	111,036
Accrued income	3,271	5,011
Total Current	186,529	116,047
Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.		
5.4 Payables		
Current		
Trade Payables	142,421	205,816
GST Liability	32,025	683,540
Accrued Termination Payments	-	171,746
Olympic Selection Funding	(32,000)	224,000
Other Payables	46,341	38,121
	188,787	1,323,223
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.		

NOTES TO THE FINANCIAL STATEMENTS

	Note	2021 \$	2020 \$
5.5 Other current liabilities			
Accrued expenses		254,912	245,491
Total		254,912	245,491
6. Financing			
This section sets out the material balances and disclosures associated with the financing and cash flows of the Institute.			
Cash and cash equivalents	6.1	2,334,850	10,904,215
Lease Liabilities	6.2	-	46,698
Non-cancellable lease commitments	6.3	671,909	861,103
Finance cost	6.4	152	451
6.1 Cash and cash equivalents			
Cash at Bank		2,334,550	10,903,915
Cash on hand		300	300
		2,334,850	10,904,215
For the purpose of the statement of cash flows, 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.			
6.2 Lease Liabilities			
Current		-	46,698
		-	46,698
The lease liability recognised in 2020, has been fully paid within the 2021 financial year. As a result, The Institute no longer recognises the lease liability within the financial statements. However, over the remainder of the term of the lease, depreciation is calculated on the Right of Use asset as shown in note 4.2. The lease is due for renewal in May 2022.			
Initial measurement			
The Institute measures a lease liability, at the commencement date, at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Institute uses the incremental borrowing rate provided by Western Australia Treasury Corporation.			
Lease payments included by the Institute as part of the present value calculation of lease liability include:			
<ul style="list-style-type: none"> • fixed payments (including in-substance fixed payments), less any lease incentives receivable; • variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date; • amounts expected to be payable by the lessee under residual value guarantees; • the exercise price of purchase options (where these are reasonably certain to be exercised); • payments for penalties for terminating a lease, where the lease term reflects the Institute exercising an option to terminate the lease. 			

NOTES TO THE FINANCIAL STATEMENTS

	2021 \$	2020 \$
<p>The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.</p> <p>Periods covered by extension or termination options are only included in the lease term by the Institute if the lease is reasonably certain to be extended (or not terminated).</p> <p>Variable lease payments, not included in the measurement of lease liability, that are dependent on sales, are recognised by the Institute in profit or loss in the period in which the condition that triggers those payments occurs.</p> <p>This section should be read in conjunction with note 4.2 Right-of-use assets.</p> <p>Subsequent measurement</p> <p>Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.</p>		
<p>6.3 Non-cancellable arrangements - VenuesWest</p> <p>Maturity Analysis of payments to VenuesWest</p> <p>Within 1 year</p> <p>Later than 1 year and not later than 5 years</p> <p>Later than 5 years</p>	<p>194,869</p> <p>477,040</p> <p>-</p>	<p>189,193</p> <p>671,909</p> <p>-</p>
	671,909	861,103
<p>The Institute has entered into a arrangement with VenuesWest, for the use of the WAIS High Performance Service Centre. This arrangement is exempted from the requirements of AASB 16 (as outlined in T1 916) and as such, payments made by WAIS under this arrangement are expensed as incurred. The arrangement is non-cancellable with four terms of five years each, with rent payable monthly in advance. At this time no option to extend has been taken up. Contingent rent provisions within the agreement require that the minimum payments shall be increased by the higher of CPI or 3% annually (rent is increased by 3% annually for the first term) and by a current market rent valuation in the final year of each term.</p>		
<p>6.4 Finance cost</p> <p>Property plant and equipment</p>	<p>152</p>	<p>451</p>
	152	451
<p>'Finance cost' includes the interest component of lease liability repayments, and the increase in financial liabilities and non-employee provisions due to the unwinding of discounts to reflect the passage of time.</p>		

NOTES TO THE FINANCIAL STATEMENTS

	Note	2021 \$	2020 \$
7. Financial Instruments and Contingencies			
7.1 Financial Instruments			
The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the period are:			
Financial Assets			
Cash and cash equivalents		2,334,850	10,904,215
Financial assets measured at amortised cost		272,088	84,767
Grant receivable		6,869,851	-
Total Financial Assets		9,476,789	10,988,982
Financial Liabilities			
Financial Liabilities Measured at Amortised Cost		411,674	885,174
Total Financial Liabilities		411,674	885,174
The amount of financial assets (financial liabilities) at amortised cost excludes GST recoverable (payable to) from the ATO.			
7.2.1 Contingent assets			
There are no contingent assets.			
7.2.2 Contingent liabilities			
There are no contingent liabilities.			
8. Other disclosures			
This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.			
Events occurring after the end of the reporting period	8.1		
Initial application of Australian Accounting Standards	8.2		
Key management personnel	8.3		
Related party transactions	8.4		
Affiliated bodies	8.5		
Remuneration of auditors	8.6		
Equity	8.7		
Supplementary financial information	8.8		
Other Matters	8.9		
Explanatory statement	8.10		

NOTES TO THE FINANCIAL STATEMENTS

8.1 Events occurring after the end of the reporting period

The State Government Grant accrued for as per note 5.3, has been received into the bank account on the 6th January 2022.

8.2 Initial application of Australian Accounting Standard

The Institute has adopted AASB 1059 Service Concession Arrangements: Grantors from 1 January 2021.

Service concession arrangements are contracts between a grantor and an operator where an operator provides public services related to a service concession asset on behalf of a public sector grantor for a specified period of time and manages at least some of those services, as explained further below.

Initial recognition

The Institute recognises a service concession asset when it controls the asset. Where the asset is provided by the operator, or is an upgrade to or a major component replacement of an existing asset of the Institute, the asset is recognised at current replacement cost based on AASB 13 Fair Value Measurement principles. Where an asset is an existing asset of the Institute, the asset is reclassified as a service concession asset and remeasured at current replacement cost at the date of reclassification. Any difference between the previous carrying amount and current replacement cost is recognised as if it is a revaluation of the asset.

Subsequent to initial recognition

Subsequent to the initial recognition or reclassification, the service concession asset is measured at current replacement cost and accounted for in accordance with the depreciation and impairment requirements of AASB116 Property, Plant and Equipment and AASB 136 Impairment of Assets.

At the end of the arrangement

At the end of the service concession arrangement, the Institute accounts for the asset in accordance with Australian accounting standards, reclassifying the asset based on its nature and function. The asset fair value reverts from the mandated current replacement cost under AASB 1059, to the appropriate approach under AASB 13. The asset is derecognised when the Institute loses control of the asset in accordance with AASB 116.

There were no arrangements for service concessions as at 31 December 2021.

NOTES TO THE FINANCIAL STATEMENTS

	12 Months 31 December 2021 \$	12 Months 31 December 2020 \$
8.3 Key management personnel		
The Institute has determined that key management personnel include cabinet ministers, board members, and, senior officers of the Institute. No expenses are incurred to compensate Ministers and those disclosures may be found in the Annual Report on State Financials.		
Compensation of Members of the Institute		
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	9	9
	\$	\$
Short term benefits	8,000	8,000
Other long-term benefits	-	-
Total remuneration of members of the accountable authority	8,000	8,000
Total remuneration includes the superannuation expense incurred by the Institute.		
Compensation of other key management personnel		
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 (\$)		
40,001 - 50,000	-	1
50,001 - 60,000	1	-
110,001 - 120,000	1	1
130,001 - 140,000	-	-
150,001 - 160,000	3	1
160,001 - 170,000	-	1
170,001 - 180,000	1	2
250,001 - 260,000	-	1
260,001 - 270,000	1	-
	\$	\$
Short term benefits	1,064,718	1,065,849
Termination benefits	-	-
Other long term benefits	13,034	11,615
Total remuneration of other key management personnel	1,077,752	1,077,464
The total remuneration includes the superannuation expense incurred by the Institute.		

NOTES TO THE FINANCIAL STATEMENTS

	2021 \$	2020 \$
8.4 Related party transactions		
The Institute is an incorporated association and a wholly owned public sector entity that is controlled by 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 cabinet ministers 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 agencies and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly owned public sector entities); • associates and joint ventures of a wholly owned public sector entity; and 		
Material transactions with related parties:		
During the year an officer forming part of the WAIS's key management personnel was also contracted to provide medical services to support WAIS athletes, with a total value of \$85,320.		
8.5 Affiliated bodies		
The Wally Foreman Foundation is an affiliated body of the Institute that receives administration support. The Wally Foreman Foundation is not subject to operational control by the Institute.		
8.6 Remuneration of auditors		
Auditing the accounts, financial statements and key performance indicators	56,900	55,000
8.7 Equity		
Balance at start of period	9,713,074	5,319,873
Comprehensive income (loss) for the period	(401,707)	4,393,201
Balance at end of period	9,311,367	9,713,074

NOTES TO THE FINANCIAL STATEMENTS

	2021 \$	2020 \$
8.8 Supplementary financial information		
(a) Write-offs		
No write offs were made during the 12 month period to 31 December 2021 under the Institute's authority.		
Asset write-off carrying value	-	24,687
Bad debt write-off	-	299
	-	24,986
8.9 Other Matters		
In September 2020, a number of former gymnasts raised with the Institute historic allegations related to the Women's Artistic Gymnastics (WAG) Program at the Institute, which ran from 1987 to 2016. WAIS requested Sport Integrity Australia (SIA) to conduct an independent review into those allegations. The SIA's <i>Review of Historical Allegations in Relation to the Women's Artistic Gymnastics Program at the Western Australian Institute of Sport</i> has not yet been finalised.		
8.10 Explanatory statement		
All variances between the actual results for the 12 months to 31 December 2021 and the actual results for 12 months to 31 December 2020, and the 2021 estimates which were prepared for the 12 month period to 31 December 2021.		
Narratives are provided for selected major variances which are greater than 10% and greater than a dollar aggregate of 1% multiplied by Total Cost of Services for the Statement of Comprehensive Income, Statement of Cash Flows. For the Statement of Financial Position narratives are provided for selected major variances which are greater than 10% and a greater than dollar aggregate of 1% multiplied by Total Assets. This has resulted in a higher than normal number of variance explanations.		

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 12 Months to 31 December 2021 \$	Actual 12 Months to 31 December 2020 \$	Variance between actual results for 2021 and 2020 \$
Statement of Comprehensive Income				
EXPENSES				
Employee benefits expense	1	5,477,198	5,072,636	404,562
Supplies and services	2	3,375,930	2,956,037	419,893
Depreciation and amortisation expense		307,125	328,633	(21,508)
Finance Cost		152	451	(299)
Accommodation expense	3	1,934,427	923,974	1,010,453
Other expenses		1,280,015	1,270,028	9,987
Loss on disposal of non-current assets		-	18,142	(18,142)
Total Cost of Services		12,374,847	10,569,901	1,804,946
INCOME				
Revenue				
Interest revenue		2,063	20,034	(17,971)
Contribution from sporting bodies		1,336,341	1,303,326	33,015
Other revenue	4	182,674	350,947	(168,273)
Gain/(loss) on disposal of non-current assets		54,086	-	54,086
Total income other than income from State Government		1,575,164	1,674,307	(99,143)
NET COST OF SERVICES		10,799,683	8,895,594	1,904,089
INCOME FROM STATE GOVERNMENT				
State Grants	5	8,163,902	11,889,302	(3,725,400)
Services received free of charge	6	2,234,074	1,399,494	834,580
Total Income from State Government		10,397,976	13,288,796	(2,890,820)
(DEFICIT) / SURPLUS FOR THE PERIOD		(401,707)	4,393,202	(4,794,909)
TOTAL COMPREHENSIVE (LOSS) / INCOME FOR THE PERIOD		(401,707)	4,393,202	(4,794,909)

Major Actual (2021) and Comparative (2020) Variance Narratives

1. Employee benefits are up 7.39% compared to 2020 primarily due to a significant number of additional employees onboarded following the successful completion of the WAIS workforce planning review.

2. Supplies and service expenditure is up 12% compared to 2020 primarily due to increases in utility costs associated with the running of the HPSC. 2020 contained multiple lockdowns causing savings in overall utility charges.

3. Accommodation expenditure is up 109% compared to 2020 primarily due to rent relief provided by VenuesWest from March to September 2020 of approximately \$900k to offset the financial burden of COVID-19 to their tenants.

4. Other revenue is down 47.9% compared to 2020 due COVID BAS relief of \$76k provided by the ATO, and a gifted asset (CLOGS camera system) of \$100k provided to the Swimming program by the Gina Rinehart Foundation in FY20.

5. State grants are down 31.3% compared to 2020 due to a temporary operational funding adjustment of \$1.012m and timing of the remaining Operational Funding grant installments of \$1.5m.

6. Services received free of charge are up 59.6% compared to 2020 due to rent relief provided by VenuesWest from March to September 2020 of approximately \$900k to offset the financial burden of COVID-19 to their tenants.

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 2021 \$	Estimate 2021 \$	Variance between actual results for Estimate and Actuals \$
Statement of Comprehensive Income				
EXPENSES				
Employee benefits expense		5,477,198	5,551,212	(74,014)
Supplies and services	1	3,375,930	2,760,976	614,954
Depreciation and amortisation expense		307,125	256,659	50,466
Finance cost		152	-	152
Accommodation expense	2	1,934,427	2,225,087	(290,660)
Other expenses	3	1,280,015	1,933,828	(653,813)
Loss on disposal of non-current assets		-	-	-
Total Cost of Services		12,374,847	12,727,762	(352,916)
INCOME				
Revenue				
Interest revenue		2,063	37,046	(34,983)
Contribution from sporting bodies		1,336,341	1,267,431	68,910
Other revenue		182,674	141,203	41,471
Gain on disposal of non-current assets		54,086	30,000	24,086
Total income other than income from State Government		1,575,164	1,475,680	99,484
NET COST OF SERVICES		10,799,683	11,252,082	(452,399)
INCOME FROM STATE GOVERNMENT				
State Grants		8,163,902	8,013,902	150,000
Services received free of charge	4	2,234,074	2,538,944	(304,870)
Total Income from State Government		10,397,976	10,552,846	(154,870)
(DEFICIT) / SURPLUS FOR THE PERIOD		(401,707)	(699,236)	297,529
TOTAL COMPREHENSIVE (LOSS) / INCOME FOR THE PERIOD		(401,707)	(699,236)	297,529

Major Actual (2021) and Estimates (2021) Variance Narratives

- Supplies and services expenditure is up 22% compared to estimates primarily due to reclassification of estimated expenses from supplies and services to other expenditure and accommodation. Utilities charges were also greater than estimates as an allowance wasn't made to the increase in supply charges.
- Reclassification of expenditure, from supplies and service expenses to other expenses and accommodation, in comparison to estimates, to more appropriately capture the expenditure for users of WAIS financial reports, have also contributed to the increase. Accommodation expenditure is down 13% compared to estimates primarily due to reclassification of

estimated expenses from supplies and services to other expenditure and accommodation. VenuesWest facility usage has also been a factor due to sporadic COVID shutdowns throughout the year that were not included in the estimates.

Reclassification of expenditure, from supplies and service expenses to other expenses and accommodation, in comparison to estimates, to more appropriately capture the expenditure for users of WAIS financial reports, have also contributed to the decrease.

- Other expenditure is down 34% compared to estimates primarily due to reclassification of estimated expenses from supplies and services to other expenditure and accommodation.

Reclassification of expenditure, from supplies and service expenses to other expenses and accommodation, in comparison to estimates, to more appropriately capture the expenditure for users of WAIS financial reports, have also contributed to the decrease.

- Services received free of charge is down 12% compared to estimates primarily due to a reduction in hiring of Venues West facilities. This was due to the relocation of key sport programs (Swimming and Athletics) to the East Coast for extended periods in 2021 to avoid the impact of domestic travel restrictions due to COVID.

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 31 December 2021 \$	Actual 31 December 2020 \$	Variance between actual results for 2021 and 2020 \$
Statement of Financial Position				
ASSETS				
Current Assets				
Cash and cash equivalents	1	2,334,850	10,904,215	(8,569,365)
Receivables	2	7,141,939	84,767	7,057,172
Other current assets		186,529	116,047	70,482
Inventories		86,091	108,127	(22,036)
Total Current Assets		9,749,409	11,213,156	(1,463,747)
Non-Current Assets				
Property, plant and equipment	3	686,284	795,594	(109,310)
Right of Use Asset		13,006	59,547	(46,541)
Intangibles		4,295	30,065	(25,770)
Total Non-Current Assets		703,585	885,206	(181,621)
Total Assets		10,452,994	12,098,362	(1,645,368)
LIABILITIES				
Current Liabilities				
Payables	4	188,787	1,323,223	(1,134,436)
Provisions		538,036	604,055	(66,019)
Lease Liabilities		-	46,698	(46,698)
Other current liabilities		254,912	245,491	9,421
Total Current Liabilities		981,735	2,219,467	(1,237,732)
Non-Current Liabilities				
Provisions		159,892	165,821	(5,929)
Total Non-Current Liabilities		159,892	165,821	(5,929)
Total Liabilities		1,141,627	2,385,288	(1,243,661)
NET ASSETS		9,311,367	9,713,074	(401,707)
Equity				
Accumulated surplus		9,311,637	9,713,074	(401,707)
TOTAL EQUITY		9,311,367	9,713,074	(401,707)

Major Actual (2021) and Comparative (2020) Variance Narratives

1. Cash and cash equivalents are down 78.6% compared to 2020 primarily due to the timing of receipt from the State Government grant funding of \$6.9m, as well as increase in employee and performance service expenses within the 2021 period of approximately \$2m.

2. Receivables are up 220.9% compared to 2020, due to delayed funding received from Sporting Partners and also to the accrual of State Government Funding receivable contractually due on 8th December 2021. Payment was subsequently received in January 2022.

3. Property, plant and equipment is down 13.7% compared to 2020 as

reduced purchases of capital equipment were made during 2021.

4. Payables are down 85.7% compared to 2020 due to prior year containing substantial payables related to GST payable, Olympic Funding grants to be paid to scholarship holders and an abnormally high number of termination payments to be made to staff.

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 31 December 2021 \$	Estimate 31 December 2021 \$	Variance between actual results for Estimate and Actuals \$
Statement of Financial Position				
ASSETS				
Current Assets				
Cash and cash equivalents	1	2,334,850	10,655,270	(8,320,420)
Receivables	2	7,141,939	94,885	7,047,054
Other current assets		186,529	150,000	36,529
Inventories		86,091	75,000	11,091
Total Current Assets		9,749,409	10,975,155	(1,225,746)
Non-Current Assets				
Property, plant and equipment	3	686,284	888,186	(201,902)
Right of Use Assets		13,006	-	13,006
Intangibles		4,295	-	4,295
Total Non-Current Assets		703,585	888,186	(184,601)
Total Assets		10,452,994	11,863,341	(1,410,347)
LIABILITIES				
Current Liabilities				
Payables	4	188,787	904,336	(715,549)
Provisions		538,036	638,710	(100,674)
Lease Liabilities		-	-	-
Other current liabilities	5	254,912	150,000	104,912
Total Current Liabilities		981,735	1,693,046	(711,311)
Non-Current Liabilities				
Provisions		159,892	246,764	(86,872)
Total Non-Current Liabilities		159,892	246,764	(86,872)
Total Liabilities		1,141,627	1,939,810	(798,183)
NET ASSETS		9,311,367	9,923,531	(612,164)
Equity				
Accumulated surplus		9,311,367	9,923,531	(612,164)
TOTAL EQUITY		9,311,367	9,923,531	(612,164)

Major Actual (2021) and Estimates (2021) Variance Narratives

- Cash and cash equivalents are down 78.1% compared to estimates primarily due to the timing of receipt of funds from the State Government of \$6.9m in relation to 2021 funding, which was contractually due on 8th December 2021 and was not received until January 2022.
- Receivables up 186.71% compared to estimates, due to delayed funding received from Sporting Partners and also to the accrual of State

Government Funding receivable contractually due on 8th December 2021. Payment was subsequently received in January 2022.

- Property, plant and equipment is down compared to estimates due to reduced spend on capital equipment. In addition, some purchases fell below the \$5K threshold and have been captured within the income statement.
- Payables down 79.0% compared to estimates primarily due to the timing

of receipt of State Government Grant, as the associated GST payable to the ATO of \$687k, 10% of \$6.9m, cannot be recorded until the funds are received.

- Other current liabilities are up 69.9% compared to estimates due to the accrual of and unexpectedly large number of 2021 invoices received after the cut off date.

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 12 Months to 31 December 2021 \$	Actual 12 Months to 31 December 2020 \$	Variance between actual results for 2021 and 2020 \$
Statement of Cash Flows				
CASH FLOWS FROM STATE GOVERNMENT				
State grants	1	1,294,051	11,889,302	(10,595,251)
Net cash provided by State Government		1,294,051	11,889,302	(10,595,251)
Utilised as follows:				
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee benefits	2	(5,678,874)	(4,964,987)	(713,886)
Supplies and services	3	(3,000,438)	(2,386,096)	(614,342)
Accommodation	4	(234,530)	(109,328)	(125,202)
GST payments on purchases		(337,435)	(287,760)	(49,675)
Other payments	5	(1,506,286)	(958,624)	(547,662)
GST payments to the ATO	6	(577,656)	(409,019)	(168,637)
		(11,335,219)	(9,115,814)	(2,219,405)
Receipts				
Interest received		2,063	25,436	(23,373)
GST receipts on sales	7	263,066	1,355,754	(1,092,688)
Other receipts	8	1,332,883	1,561,576	(228,693)
		1,598,012	2,942,766	(1,344,754)
Net cash used in operating activities		(9,737,207)	(6,173,048)	(3,564,159)
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments				
Purchase of non-current physical assets		(133,446)	(176,603)	43,157
Receipts				
Proceeds from the sale of non-current physical assets		54,086	4,495	49,591
Net cash used in investing activities		(79,359)	(172,108)	92,749
CASH FLOWS FROM FINANCING ACTIVITIES				
Payments				
Principal elements of lease payments		(46,850)	(44,540)	(2,310)
Net cash used in financing activities		(46,850)	(44,540)	(2,310)
Net increase in cash and cash equivalents		(8,569,365)	5,499,606	(14,068,971)
Cash and cash equivalents at the beginning of the financial year		10,904,215	5,404,609	5,499,606
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR		2,334,850	10,904,215	(8,569,365)

Major Actual (2021) and Comparative (2020) Variance Narratives

- State grants are down 819% compared to 2020 primarily due to the timing of receipt of cash of approximately \$6.9m. There was also an additional Temporary Operational Funding of \$1.012m received from State Government in 2020 financial year which was not also receivable in FY 2021.
- Employee benefits are up 14% compared to 2020 primarily due to a significant number of additional employees onboarded following the successful completion of the WAIS workforce planning review. A number of employees were exited at the end of 2020 with termination payments made early 2021, adding further to the increase.
- Supplies and Services are up 25.7% compared to 2020 primarily due to savings within the 2020 financial year resulting from travel restrictions due to COVID-19, payroll tax relief and utilities from the HPSC being shut down during COVID-19 lockdowns.
- Accommodation is up 114% compared to 2020 primarily due to rent relief provided in FY 2020 by VenuesWest to tenants to offset the financial burden of COVID relief reducing the 2020 expenditure.
- Other payments increased by 57% compared to 2020 primarily due to the payment of \$256k to athletes to assist with the costs of preparing for the Tokyo Olympic and Paralympic Games as well as increases in employee oncosts (payroll tax) associated with the onboarding of additional staff in 2021.
- GST Payments to the ATO have increased compared to 2020 primarily due to the timing of the State Government grants within the prior year.
- GST Receipts on sales is down 80% compared to 2020 primarily due to the timing of receipt of State Government grants for 2021.
- Other receipts are down 15% compared to 2020 primarily due to the timing of receipt of payments from sporting bodies. Other revenue is also down significantly due to one-off contributions in 2020 of \$100k for PAYG offset from the Federal Government and rent relief provided by VenuesWest worth \$75k.

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 12 Months to 31 December 2021 \$	Estimate 12 Months to 31 December 2021 \$	Variance between actual results for Estimate and Actuals \$
Statement of Cash Flows				
CASH FLOWS FROM STATE GOVERNMENT				
State grants	1	1,294,051	8,013,902	(6,719,851)
Net cash provided by State Government		1,294,051	8,013,902	(6,719,851)
Utilised as follows:				
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee benefits		(5,678,874)	(5,459,037)	(219,836)
Supplies and services	2	(3,000,438)	(2,433,420)	(567,018)
Accommodation	3	(234,530)	(511,669)	277,139
GST payments on purchases	4	(337,435)	-	(337,435)
Other payments	5	(1,506,286)	(1,667,857)	161,571
GST payments to the ATO	4	(577,656)	-	(577,656)
		(11,335,219)	(10,071,983)	(1,263,236)
Receipts				
Interest received		2,063	37,047	(34,984)
GST receipts on sales	4	263,066	-	263,066
Other receipts		1,332,883	1,408,634	(75,751)
		1,598,012	1,445,681	152,331
Net cash used in operating activities		(9,737,207)	(8,626,302)	(1,110,905)
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments				
Purchase of non-current physical assets	6	(133,446)	(257,692)	124,246
Receipts				
Proceeds from the sale of non-current physical assets		54,086	30,000	24,086
Net cash used in investing activities		(79,359)	(227,692)	148,333
CASH FLOWS FROM FINANCING ACTIVITIES				
Payments				
Principal elements of lease payments		(46,850)	-	(46,850)
Net cash used in financing activities		(46,850)	-	(46,850)
Net increase in cash and cash equivalents		(8,569,365)	(840,092)	(7,729,273)
Cash and cash equivalents at the beginning of the financial year		10,904,215	11,495,362	(591,147)
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR		2,334,850	10,655,270	(8,320,420)

Major Actual (2021) and Estimates (2021) Variance Narratives

- State grants are down 84% compared to estimates primarily due to the timing of the receipt of cash of approximately \$6.9m. Receipt of the 2021 State Government grant was received on the 6th January 2022 and not in December 2021 as was contractually due and therefore included in the estimates.
- Supplies and services are up 23% compared to estimates due to VenuesWest facility usage decreased due to sporadic COVID shutdowns throughout the year, reducing expenditure. Reclassification of expenditure, from supplies and service expenses to other expenses and accommodation, in comparison to estimates, to more appropriately

capture the expenditure for users of WAIS financial reports, have also contributed to the increase.

- Accommodation is down 54% compared to estimates primarily due to reclassification of estimated expenses from supplies and services to other expenditure and accommodation. Reclassification of expenditure, from supplies and service expenses to other expenses and accommodation, in comparison to estimates, to more appropriately capture the expenditure for users of WAIS financial reports, have also contributed to the increase.
- During the development of estimates and the WAIS budget process, all

income and expenditure is prepared net of GST resulting in Cash flow variances compared to estimates.

- Other payments are down 11% compared to estimates due to the timing of the payments to athletes that participated in the Tokyo Olympic and Paralympic Games. Payments to athletes exceeded amounts included within the cash flow estimates.
- Purchase of assets is down by 48% compared to estimates due to some asset acquisitions being delayed until 2022. Some items that were included as capital within estimates fell below the \$5k capital asset threshold and were subsequently expensed as equipment, further contributing to the reduction.

KEY PERFORMANCE INDICATORS

CERTIFICATION OF KEY PERFORMANCE INDICATORS

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Institute's performance, and fairly represent the performance of the Institute for the financial year ending on 31 December 2021.

Dated this 11 March 2022



Mr Neil McLean

Chair

Western Australian Institute of Sport



Mr Steven Lawrence

Chief Executive Officer

Western Australian Institute of Sport



KEY PERFORMANCE INDICATORS

By providing services that enable Western Australian athletes to achieve sporting success and by producing champions that inspire and motivate our communities the WAIS purpose supports the government goal of: *Better Places - a quality environment with liveable and affordable communities and vibrant regions*. The table below defines the desired outcomes of the Institute's operations and the key indicators of achievement.

Agency level desired outcomes	Key Effectiveness Indicators
Maximise Western Australian representation on significant Australian Teams	Representation: Percentage of national team representatives from WA and supported by WAIS
Maximise Western Australian Contribution to Australia's International Success	Podiums: Percentage of Australian podium performances from WA and supported by WAIS
Western Australian community perception of the importance of Olympic, Paralympic and Commonwealth Games sport outcomes to national pride and identity is equal to or greater than the Australian community perception.	Percentage of Western Australians who believe Australian athlete performances at the Olympic, Paralympic and Commonwealth Games are important to our national identity
	Percentage of Western Australians who believe Australian athletes in Olympic, Paralympic and Commonwealth Games sports are a positive influence on the community.
Key Efficiency Indicators	
The average cost of service provision per WAIS athlete	
Corporate Service costs as a percentage of WAIS total operating costs	

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

1. Effectiveness Indicators

The WAIS purpose and vision is to enable Western Australian Athletes to achieve international sporting success and, in doing so, create community pride and inspire the next generation.

The National Institute Network maintains a national high-performance athlete categorisation framework. For an athlete to be awarded a WAIS scholarship, they must be formally categorised against this framework or meet the requirements of the WAIS international athlete category.

Australia aims to be an internationally competitive sporting nation, and the National High-Performance Sport Strategy 2024, has defined goals and targets to measure Australian international success. This strategy is endorsed by the Federal and all state governments. 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 the National High-Performance Sport Strategy 2024.

Four Key Performance Indicators (KPIs) are used to measure the extent to which WAIS is meeting its purpose and vision. These KPIs include two competition performance KPIs and two KPIs to assess community pride and inspiration associated with Australian athletes competing at major international competitions.

Athlete Performance: The goal for the two competition performance indicators is set to achieve an aim of Western Australian's contributing to Australia's international success in WAIS supported sports at a level proportional to our states population as a percentage of the national. The goal 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 2016 Australian populations statistics the goal for World Championships, Commonwealth Games and the 2020 Olympic and Paralympic Games has been increased to 11% with an acceptable range of 10-12%.

The national system for sports is designed to suit the specific circumstances of each sport and the manner in which WAIS will support a sport is also dependent upon the quality and capability of the sports pathway within Western Australia. In sports that are nationally highly prioritised and WA has a strong athlete development pathway WAIS will operate a Sport Program, subject to funding. A WAIS sport program 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). Nationally categorised athletes in sports where WAIS could not justify investment in a Sport Program are provided support through the WAIS Individual Athlete Program. Therefore, the influence of WAIS operations to support achievement of the Effectiveness Indicators is variable across sports. WAIS recognises its role in supporting athletes by defining its current relationship with each athlete using the following categories:

- *Sport Program Scholarship holder:* athlete who is currently supported by a WAIS Sport Program.
- *Individual Athlete Scholarship holder:* athlete who is currently receiving support from WAIS but trains in an externally coached program.
- *Graduate:* a scholarship holder who has been selected to a national sport operated program.

To ensure WAIS can assess our operational effectiveness WAIS athlete KPIs only assess our contribution to national team representation and performance in sports which WAIS supports nationally categorised athletes.

Those Western Australian born or registered athletes who contribute to Australia's international success but have not been supported by WAIS 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 actual WA athlete achievements in supporting national team outcomes.

The primary factor required to achieve WAIS athlete performance effectiveness indicator goals is the availability of athletic talent. As this talent is the output of WA State sporting association athlete development pathway, WAIS sets KPI targets to assess WAIS achievement relative to potential. Therefore analysis of each indicator includes assessment against both the organisational goal and a specific achievable timebound target.

Community Pride and Inspiration: The third and fourth KPIs assess the level of Western Australian community pride and inspiration associated with Australian athletes competing at major international competitions. These KPIs replace the previously reported WAIS athlete Champion Behaviours KPI and are aligned to National High Performance Sport Strategy measures of success. The Australian pride and inspiration in sport KPIs are assessed by data collected through the Australian Sports Commission Community Perceptions survey. This survey is run by an independent research firm conducting monthly polling across all Australian state and territories. The national and WA results used are the average response to specific questions on pride and inspiration over a calendar year. The WAIS goal for these KPIs is that Western Australian pride and level of inspiration from Australia's international success equals or exceeds the national average.

Outcomes

Athlete Performance: During the reporting period, 1 January 2021 – 31 December 2021, athlete performance effectiveness indicators were assessed at the Tokyo 2020 Olympic and Paralympic Games.

The WAIS athlete performance KPI results for each of these competitions during the current and last reportable period for the Olympic and Paralympic Games (2016 Rio Games) are presented in the graphs below.

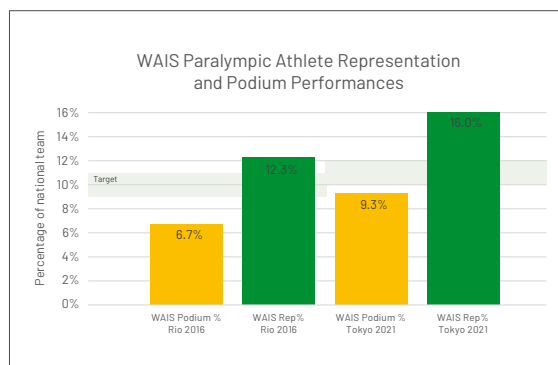
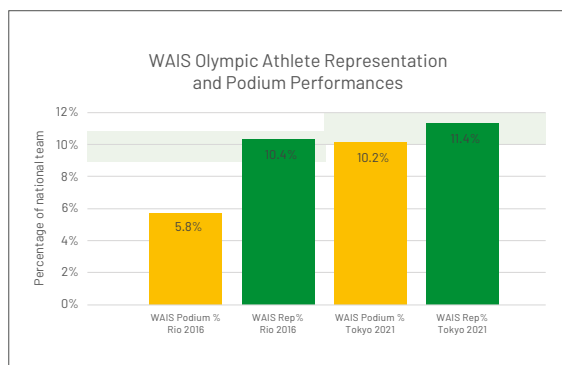
Overall WAIS met or exceeded its goals at the Tokyo 2020 Olympic and Paralympic Games. The only exception was in our contribution to Paralympic podiums where our result of 9.3% was marginally below the goal range of 10-12%.

The result for all athlete performance metrics were better than achieved in 2016 with a significant increase in WAIS contribution to Australian Olympic podium performances being especially pleasing given the Rio results did not meet our goals.

WAIS supported 91% of all Tokyo 2020 WA Olympians and 96% of WA Paralympians, results which are consistent with historical levels. WA athletes not supported by WAIS were professional athletes in basketball, golf and football.

WAIS, in December 2020, set a target of 46 Olympic representatives and achieved 49, this was the best result recorded by WAIS in its history and assisted WA contribute a total of 55 athletes to the team which was also a record. The 46 WAIS athletes represented 11.4% of the 430 athletes who represented Australia in WAIS supported sports. The 55 WA athletes represented 11.3% of the 485 members of the Australian Olympic team which is a significant increase from 9.0% in 2016.

WAIS set a target of 18 Olympic podium performances but fell short of this with 13 recorded. Unsuccessful team sport performances were the main contributor to this outcome. Australian teams generally did not perform to their potential due to the impacts of the COVID-19 pandemic restricting competition training opportunities in the lead up to the Games.

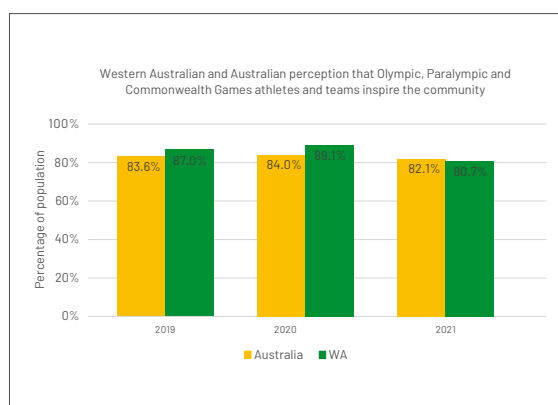
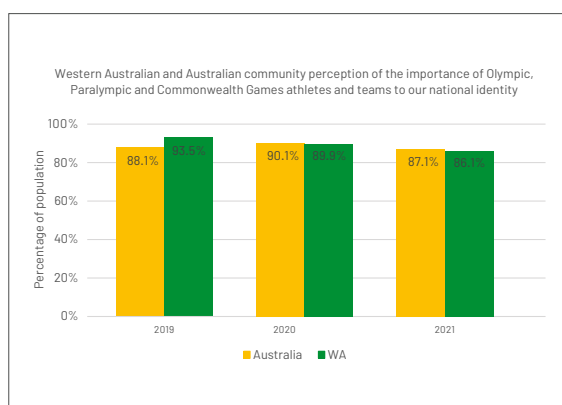


The 13 WAIS athlete podium performances represented 10.2% of the 127 podium performances by Australian Olympic athletes who competed in WAIS supported sports which is a significant increase from 5.8% in 2016. The 14 WA athlete podium performances represented 10.9% of the 129 Australian Olympic team podium performances achieved at Tokyo 2020.

WAIS, in December 2020, set a target of 21 Paralympic representatives and achieved 23 with a total of 24 WA athletes representing at the Tokyo 2020 Paralympics. Both results are to equal previous best outcomes. The 23 WAIS athletes represented 16.0% of the 144 athletes who represented Australia in WAIS supported sports. The 24 WA athletes represented 13.7% of the 175 members of the Australian Paralympic team which is the highest level of WA representation, by percentage of team, since WAIS records began.

WAIS set a target of 13 Paralympic podium performances with 8 of these achieved. As per the Olympic result, the lower than expected podium outcome was primarily due to team sport under performance, in which WAIS athletes represented. Australian Paralympic team sports, consistent with their Olympic sport colleagues, did not perform to their potential due to the impacts of the COVID-19 pandemic restricting competition training opportunities in the lead up to the Games. The 8 WAIS athlete podium performances represented 9.3% of the 86 podium performances by Australian Paralympic athletes who competed in WAIS supported sports which is a positive increase from 6.7% in 2016. The 8 WA athlete podium performances represented 7.9% of the 101 Australian Paralympic team podium performances achieved at Tokyo 2020.

Community Pride and Inspiration: The results of the community perception survey indicate that the level of WA positive sentiment towards the value of Olympic, Paralympic and Commonwealth Games athletes in contributing to community pride and inspiring the community are consistent with the Australian average. The current and prior year results for the relevant questions from the ASC community perceptions survey are shown in the two graphs below.



The National High Performance Sport Strategy objective for both of these metrics is for the level of positive sentiment to be greater than 80%. The result of the last three years, as shown below, indicate a declining WA trend while the national result appears more stable. The reasons for this decline is not fully understood. However, the impact of the COVID-19 pandemic on international sport has been significant. The Olympic and Paralympic Games, based on record viewership of these Games by Australians, are expected to be a positive influence on these metrics for the post Games assessment period.

2. Efficiency Indicators

WAIS efficiency KPI's are measured by the average expenditure per athlete and the cost of corporate services as a percentage of total expenditure. These measures together can be used to demonstrate the extent to which WAIS is responding to its responsibility to provide cost efficient management of support systems to meet the high performance requirements of our talented athletes.

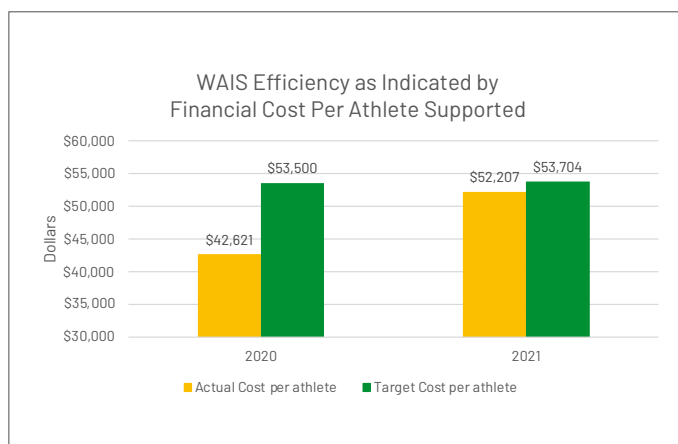
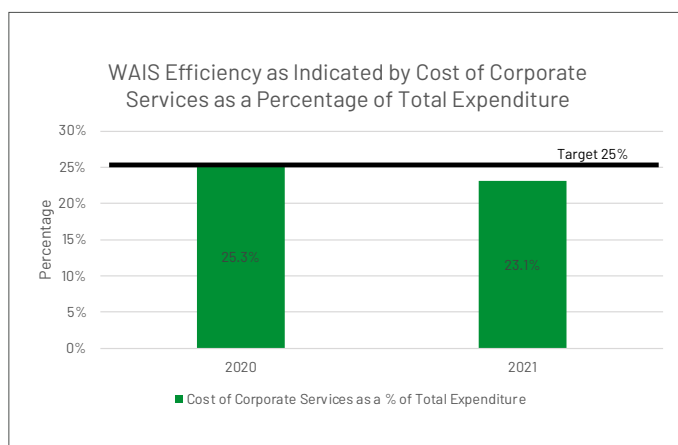
Cost per Athlete

The number of athletes at the Western Australian Institute of Sport comprises athletes in sport programs and those supported through the Individual Athlete Program. Athletes are awarded a scholarship in one of five categories based upon their current and forecast competition performance. The cost per supported athlete for the 12 months ending 31 December 2021 was \$52,207. The 2021 figure is slightly lower than the target cost of \$53,704. The 2021 figures are substantially higher than the prior year as athletes were able to resume limited domestic travel for training competitions and Olympic and Paralympic qualification. In 2020 there were extremely limited opportunities for athletes and staff to travel for training or competition due to covid travel restrictions put in place by the Australian Federal and State Governments. In 2021 WAIS funded its swimming and athletics programs to relocate their training programs including travel and accommodation for up to four months, significantly increasing costs. WAIS also funded quarantine expenses for athletes and teams returning to Western Australia from training camps and competition. Conversely, WAIS had significantly reduced operating costs due to a six month rent holiday provided by VenuesWest to reduce the impact of COVID on its tenants.

Corporate Service Cost

The cost of delivering corporate services as a percentage of total expenditure at 23.2% remains below the target of 25% set by WAIS. The target is based on the average cost of corporate services at comparable Australian state institutes of sport.

WAIS was still able to operate corporate services functions at a cost below the target set by the Board, even though the Performance Enhancement Division (PED) experienced reduced operations compared to Corporate Services throughout 2021 which negatively impacted the outcome. Reduced operations within the PED were primarily related to the ongoing impact of the COVID-19 pandemic. Corporate Services saw some cost increases, mainly accommodation, in 2021 compared to the prior year. This was due to the resumption of rental charges from VenuesWest after a six month rent holiday in 2020 and increased costs related to cleaning and ensuring WAIS could continue operations in the event of further COVID restrictions.





Wais



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