

waia



ANNUAL REPORT 2024

WESTERN AUSTRALIAN INSTITUTE of SPORT

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The Western Australian Institute of Sport respectfully acknowledges Aboriginal people as the Traditional Custodians of the lands on which we deliver our programs to the communities throughout Western Australia. We acknowledge their enduring connection to the lands, waterways and communities and pay our respects to Elders past, present and emerging.



MESSAGE FROM THE PREMIER



As the Patron of the Western Australian Institute of Sport (WAIS), I am proud of my Government's commitment to nurturing local sporting talent and creating pathways for Western Australian athletes to reach their full potential and compete at the highest level.

This year has been an extraordinary one for WA athletes, whose remarkable performances at the Paris Olympics and Paralympics showcased the exceptional talent within our State's high-performance sport system.

They demonstrated incredible strength and resilience on the world stage.

Fifty-three Western Australians competed in the Olympics, and 20 represented us in the Paralympics.

This was our State's most successful ever showing at an Olympic Games, with our athletes bringing home an incredible 28 medals. This result is testament not only to the dedication of individual athletes, but the work undertaken by WAIS coaches and staff to support them.

Their achievements inspire us all and reinforce the transformative power of sport in uniting communities as we cheer them on.

My Government showed its support to the Olympic and Paralympic movement with a \$1.3 million investment, which included \$750,000 for the Australian Olympic and Paralympic Team Appeal, \$333,000 to assist WAIS in the support of athletes to qualify for Paris, and a \$5,000 direct payment to all WA athletes selected in either the Olympic or Paralympic team.

In August, we announced a \$20.8 million funding boost over four years to build on the success of our Paris 2024 campaign.

This investment, which is in addition to WAIS's ongoing funding, supports its operations and athlete development as we look toward the 2028 Olympic and Paralympic Games in Los Angeles and 2032 Games in Brisbane.

This funding underscores our dedication to supporting WA athletes in achieving their sporting dreams while upholding our values of inclusion and diversity.

On behalf of all Western Australians, I extend my congratulations to every athlete who represented Australia at the 2024 Paris Games.

I would also like to acknowledge the invaluable contributions of WAIS's partners - the Department of Local Government, Sport and Cultural Industries, Lotterywest, VenuesWest and the Australian Institute of Sport.

We look forward with anticipation as our new generation of elite athletes set their sights on the Commonwealth Games in Glasgow 2026, the 2028 Olympic and Paralympic Games in Los Angeles, and beyond.

Hon Roger Cook MLA | Premier of Western Australia



Hon Roger Cook MLA and Paralympian Rhiannon Clarke

CHAIR'S REPORT

The past 12 months for WAIS have been defined by significant achievements, forward-thinking and necessary change, and a relentless commitment to the restoration of WAIS as a leader in high-performance sport, but more importantly a leader in how we do well to win.



Notable highlights include the selection of 73 WA athletes to the Olympic and Paralympic teams for Paris, who collectively brought home 28 medals; securing \$20.8 million in additional funding over four years from the Western Australian Government; and becoming the first National Institute Network organisation to adopt the Sport Integrity Australia (SIA) National Integrity Framework.

With the Paris Olympic and Paralympic Games, it has been an exciting year at WAIS and for the community, serving as a powerful reminder of our purpose. From Nina Kennedy becoming the first Australian woman to win Olympic gold in a field event, to Iona Anderson and Josh Yong's medalling debuts, and the Cycling Team Pursuit's incredible world record featuring three WAIS graduates, these moments showcased the strength and talent of WAIS athletes, coaches, and programs.

Our WA para-athletes inspired in Paris, with Madi de Rozario winning silver in the Women's T54 marathon and bronze in the

Women's 5000m, and Alex Saffy earning bronze in the Men's 100m butterfly. We remain committed to advancing WA para-athletes in high-performance sport and advocating for increased funding and support for the para-sport system in Western Australia in the lead up to Brisbane 2032.

During an Olympic/Paralympic year, it is understandable to be excited about those six weeks, but we also celebrated many other achievements and milestones across the year including World Championship medals, Junior World Championship representation, athletes graduating to national teams and state records.

This year we have deepened our investment in our people - athletes and staff. Guided by the recommendations from the Athlete Safeguarding Governance and Culture Review, we have implemented strategies to enhance athlete wellbeing, strengthen leadership connections, and foster an improved safe, collaborative, and high-performing environment.

Central to this approach is our #WinWell philosophy, which balances ambitious performance goals with a culture of care, integrity, respect, and fair play. This philosophy is already shaping how we operate and reflects our commitment to sustainable success. And there is more to do. As we applaud the outstanding performances and the hard-earned victories, it is essential to reflect on the values that underpin our success.

Winning is important, but how we win defines us. It is not just about crossing the finish line first or scoring the most points; it is about doing so with integrity, respect, and balance. Integrity is the cornerstone of true sportsmanship. It means competing fairly, respecting the rules, and honouring our opponents. It is about being honest in our efforts and transparent in our actions. Integrity ensures that our victories are not just celebrated but respected and admired. Balance is equally crucial.

It reminds us that while winning is a goal, it should not come at the expense of our well-being, our relationships, or our values. Balance means maintaining a healthy perspective, where the pursuit of excellence is harmonised with personal growth, mental health, and ethical conduct.

Winning at all costs can lead to short-term success but often at a long-term price. It can erode trust, damage reputations, and undermine the very spirit of competition. On the other hand, winning with integrity builds lasting legacies, fosters respect, and inspires future generations.

Coaches and support staff play a pivotal role in our journey. They are the mentors, the strategists, and the backbone of our teams. Their guidance, expertise, and unwavering support enable our athletes to reach their full potential. They work tirelessly behind the scenes, often outside of the spotlight, ensuring that every athlete is prepared, motivated, and ready to perform at their best. We intend to equip them with even better skills to win well.

The Board thanks all WAIS staff and acknowledges the challenges of 2024 being the end of the Games cycle. The Board wants to reinforce that we have backed management to get the best possible structure in the quickest time possible to ensure certainty and continuity.

While high-performance sport is our core focus, we have also made progress on several operational priorities which strengthen WAIS's foundation for the future. We were delighted to see Matt Fulton transition from acting CEO to the permanent role, a testament to his leadership and commitment to the future of WAIS.

The additional funding secured enables WAIS to increase the number of athletes we support in preparing for Brisbane 2032, grow our administration team and ensure our physical offices are fit for purpose.

I would like to extend the Board's gratitude to the CEO and the entire WAIS team for their unwavering commitment to our athletes and the organisation. Their passion and professionalism are instrumental in driving the success of WAIS and sport in Western Australia.

I wish to acknowledge our valued partners—Department of Local Government, Sport and Cultural Industries (DLGSC), Lotterywest, and VenuesWest—for their continued collaboration and support. I also extend WAIS's gratitude to the Hon. Minister David Templeman MLA and his staff for their dedication to Western Australian sport. David has been unwavering in his support and advocacy for WAIS and will be sorely missed as he retires from politics.

Finally, I would like to thank my fellow Board Members for their time, expertise, and commitment. Their contributions have been pivotal in guiding WAIS through this challenging and transformative year. Many have put in hours way beyond the expected norm. We have experienced a lot of negative publicity over the past year as we have had to deal with longstanding and difficult issues. When new leadership takes over an organisation this is not unusual, but we do look forward to better times.

As we look ahead to 2025, the road to LA 2028 and onto Brisbane 2032, the potential for WAIS continues to grow. All of us at WAIS will strive for excellence, compete fiercely, but always remembering that how we win matters. WAIS will produce champions not just in our sports but in our character. We will win well, with integrity and balance.

Dr Neale Fong | WAIS Chair

CEO'S REPORT

Over what has been a challenging yet transformative 12 months for WAIS, I am incredibly proud to be part of this organisation and to have witnessed our staff and athletes rise to the occasion.



With a strong focus on restoring organisational stability after a period of significant change, this year reaffirmed why WAIS is Western Australia's leader in high-performance sport. Despite the challenges, WAIS achieved its best-ever Olympic results, a testament to the professionalism, resilience, and dedication of our staff and athletes.

With the external focus clearly being on the Paris Games, internally, a key priority was ensuring the financial sustainability of WAIS. Whilst we have reported a \$5.204 million deficit in the financial statements for the period, this was driven by a year of strong financial management, and additional support from the WA State Government. This focus resulted in WAIS finally being able to realign the receipt of grant funding to the year it is intended for, meaning funding for 2025 will be received in 2025, rather than the year prior as has been the case in previous years, which would have continued artificially inflating the financial position. This has resulted in a deficit in the accounts for 2024, however, it represents WAIS being in a far stronger financial position than in previous years.

The Athlete Safeguarding Governance and Culture Review conducted by KPMG provided WAIS with a unique opportunity to reflect, strengthen, and position ourselves for the future.

While the review was a confronting process, it has given us clear direction and the confidence to build on our achievements and further enhance the environment we provide for our athletes and staff.

In 2024, athlete wellbeing has been, and will remain, a cornerstone of our operations. Capably led by our Integrity and Safeguarding Manager, Emma Taylor, the implementation of enhanced integrity and safeguarding measures has been a significant step forward in ensuring the safety and wellbeing of everyone involved with WAIS. Our adoption of the National Integrity Framework, alongside our commitment to the #WinWell pledge, reflects our dedication to fostering a culture of respect, accountability, and high performance.

As we celebrate the incredible achievements of our athletes this year – 28 Olympic and Paralympic collective medals, national team representation, world champions, world records, and other outstanding milestones – I also want to acknowledge the extraordinary efforts of our staff. Their patience, adaptability, and commitment throughout this period of transformation have been invaluable. I am deeply grateful to every staff member for riding the wave of change and contributing to the journey toward building a stronger, more resilient, and improved WAIS.

Our Performance Enhancement Teams – Podium, National, and Pathway – led by the skilled guidance of Senior Leadership Team members Kim Elwood, Neill Potts, and Sheila Galloway, have achieved remarkable success on the world stage this year.

Success at WAIS, however, is defined by more than just medals. Our programs continue to excel in talent pathways and development, national representation, and Junior World Championship achievements. I extend my congratulations to the Performance Team Directors, coaches, and support staff for their dedication, care, and professionalism in preparing our athletes for opportunities on both national and international stages.

Our successes would not be possible without the unwavering support of the WA Government. I would like to sincerely thank Hon. Minister Templeman MLA and his team, along with the Department of Local Government, Sport and Cultural Industries (DLGSC) for their continued partnership. The announcement of additional funding for WAIS, offers the certainty needed to invest in athlete development and wellbeing as we approach the 2025-2028 Olympic and Paralympic cycle. This support also enables us to expand our operational capabilities, ensuring we are well-positioned to deliver on our strategic plan. We look forward to continuing this strong partnership at the end of Minister Templeman's tenure and working closely with the State Government to enhance investment in high-performance programs and, in particular, para-athlete pathways.

Our Operations team has undergone significant restructuring this year to ensure it is equipped with the roles and capabilities needed to deliver on WAIS's strategic plan and support our future growth. As part of this transition, Melanie Cooper has moved from her role as General Manager, Corporate Services into the newly created position of Operations Director, where she will oversee the expanded scope of operational integrity across the organisation. In addition, we have strengthened the team with key hires in Finance, Governance, Risk and Compliance, and Marketing and Communications. These changes are critical to enhancing our operational resilience and enabling us to continue delivering world-class support to our athletes, staff, and stakeholders.

The WA High Performance Sport Research Centre (HPSRC), a flagship partnership between WAIS and the University of Western Australia (UWA), has delivered an outstanding year of innovation and impact. The Centre, which plays a critical role in providing evidence-based performance solutions for WAIS programs, has continued to excel in both research output and program support. Seven direct research papers, and a

further 17 affiliated papers were published, stemming from the Centre's studies, where WAIS supported 12 PhD scholars and three additional student scholars (Honours, MSc, and Intern). I am immensely proud of the incredible work being led by Professor Peter Peeling and the dedicated team at the HPSRC, setting the benchmark for excellence in high performance sport research.

Looking ahead to the LA 2028 Games, we have been actively engaging with National and State Sporting Organisations to align on shared goals and priorities. These collaborations are pivotal in shaping the structure, capacity, and capability of WAIS for the next four years and beyond. By working together with these partners, alongside VenuesWest and DLGSC, we remain committed to driving excellence in high performance sport. I extend my thanks to VenuesWest Chair Mary Anne Stephens, and CEO David Etherton for sharing our mission to deliver exceptional outcomes not only for our athletes but also for the broader sporting community in WA.

WAIS continues to play a vital role in Western Australia's sporting ecosystem, delivering world-class coaching, facilities, and support services. We deeply value the strong partnerships we share with sporting communities, associations and programs across our state and look forward to continuing this collaboration in 2025 and beyond.

I have thoroughly enjoyed my first year as WAIS CEO and extend my thanks to Chair Dr Neale Fong and the Board for their guidance, support, and confidence in my leadership as we steer WAIS toward a bright and successful future.

Matt Fulton | Chief Executive Officer



OUR PURPOSE

To enable Western Australian athletes to achieve international sporting success

OUR VISION

Western Australian sporting champions creating community pride, and inspiring the next generation

OUR GUIDING PRINCIPLES

Our strategy is bound by three guiding principles. These principles set a framework of guidance for our decision making in alignment with our purpose and vision. To enable Western Australian athletes to achieve international sporting success, WAIS will make decisions that enable our service teams to prepare athletes to **perform on the world stage**. Despite our performance focus, we will ensure that our **athlete's health, wellbeing and safety** are at the forefront of our approach. Finally, we value our relationships with our key partners; therefore, we will make decisions that **foster strong partnerships** to enhance the high performance sport system, whilst always maintaining the best interests of the athlete.



World Stage

WAIS will focus on preparing athletes for the world stage



Athlete Care

Above all, WAIS will act in the best interests of athlete health, wellbeing, and safety



Partnerships

WAIS will partner to enhance the high performance sport system for Western Australia

Madison de Rozario

2024 IN REVIEW

ATHLETES

Athletes on scholarship in 2024



SPORTS



SUPPORT ATHLETES ACROSS 28 SPORTS



PARIS
2024

63 WAIS Athletes

73 WA Athletes

11% of Australian Olympic Team

13% of Australian Paralympic Team

30 Female

43 Male

28 WA Medals



* Not a WAIS scholarship holder or graduate

OLYMPIC ATHLETES

ATHLETE	SPORT	RESULT
Alanah Yukich	Athletics	Women's 400m Hurdles 20th
Amy Atwell	Women's Basketball	BRONZE: Women's Basketball
Annabelle McIntyre	Rowing	BRONZE: Rowing Women's Pair
Anneli Maley	3x3 Womens Basketball	5th
Aran Zalewski	Hockey	Men's Hockey 6th
Ben O'Connor	Cycling - Road	Men's Road Race 51st
Brianna Throssell	Swimming	GOLD: 4x200m Women's Freestyle Relay
Bronwyn Cox	Rowing	Women's Eight 4th
Caitlin Parker	Boxing	BRONZE: Boxing Women's 75kg
Charlie Senior	Boxing	BRONZE: Boxing Men's 57kg
Conor Leahy	Cycling - Track	GOLD: Men's Team Pursuit - Cycling
Conor Nicholas	Sailing	Mixed Dinghy 9th
Declan Tingay	Athletics	Men's 20km Race Walk 11th Mixed Race Walk Team 22nd
Gen Longman	Water Polo	SILVER: Women's Water Polo
Giorgia Patten	Rowing	Women's Eight 4th
Iona Anderson	Swimming	SILVER: 4x100m Women's Medley Relay BRONZE: 4x100m Mixed Medley Relay Women's 100m Backstroke 5th
Jacqui Swick	Rowing	Women's Eight 4th
Jake Harvie	Hockey	Men's Hockey 6th
John Hedges	Water Polo	Men's Water Polo 8th
Josh Hicks	Rowing	Men's Eight 6th
Joshua Yong	Swimming	BRONZE: 4x100m Mixed Medley Relay Men's 200m Breaststroke 8th Men's 100m Breaststroke 12th Men's 4x100m Medley Relay 6th
Karri Somerville	Hockey	Women's Hockey 5th
Kurtis Marschall	Athletics	Men's Pole Vault 6th
Kyle Lee	Swimming	Men's 10km 13th
Lauren Reynolds	Cycling - BMX	Women's Race 10th
Luke Pavillard	Water Polo	Men's Water Polo 8th
Maddi Keeney	Diving	SILVER: Women's 3m Springboard Diving Women's Synchronised 3m Springboard 5th
Matthew Richardson	Cycling - Track	SILVER: Men's Track Sprint - Cycling SILVER: Men's Keirin - Cycling BRONZE: Men's Team Sprint - Cycling
Matthew Wearn	Sailing	GOLD: Men's Sailing Dinghy
Minjee Lee	Golf	Women's Individual Stroke Play 22nd
Peter Bol	Athletics	800m 36th
Nia Jerwood	Sailing	Mixed Dinghy 9th
Nina Kennedy	Athletics	GOLD: Women's Pole Vault
Oliver Bleddyn	Cycling - Track	GOLD: Men's Team Pursuit - Cycling

OLYMPIC ATHLETES (CONTINUED)

ATHLETE	SPORT	RESULT
Penny Squibb	Hockey	Women's Hockey 5th
Sam Welsford	Cycling - Track	GOLD: Men's Team Pursuit - Cycling
Sami Whitcomb	Women's Basketball	BRONZE: Women's Basketball
Tom Wickham	Hockey	Men's Hockey 6th
Yale Steinepreis	Canoe - Sprint	Women's Kayak Four 500m 8th
Yusuf Chothia	Boxing	Last 16
Zac Incerti	Swimming	BRONZE: 4x200m Men's Freestyle Relay
Zoe Arancini	Water Polo	SILVER: Women's Water Polo
Zoe Thomson	Sailing	Women's Dinghy 20th
Min Woo Lee*	Golf	Men's Individual Stroke Play 22nd
Hannah Green*	Golf	Women's Individual Stroke Play 4th
Matt Ebdn*	Tennis	GOLD: Men's Doubles Tennis
John Peers*	Tennis	GOLD: Men's Doubles Tennis
Will Matthew*	Equestrian	Dressage Mixed Individual 35th Dressage Mixed Team 10th
Duop Reath*	Men's Basketball	Men's Basketball 6th
Jack Robinson*	Surfing	SILVER: Men's Surfing
Raphaelle Gauthier*	Artistic Swimming	Women's Team 9th
Putu Anastasia Kusmawan*	Artistic Swimming	Women's Team 9th
Margo Joseph-Kuo*	Artistic Swimming	Women's Team 9th

PARALYMPIC ATHLETES

Alex Saffy	Swimming	BRONZE: Men's 100m Butterfly S10
Anton Zappelli	Shooting	Mixed 50m SH1 Rifle 18th
Ben Wright	Powerlifting	Up to 88kg 7th
Chad Perris	Athletics	100m T13 4th
David Bryant	Triathlon	PTS5 8th
Ella Pardy	Athletics	100m T38 12th
Frank Pinder	Mens Wheelchair Basketball	5th
Jackson Hamilton	Athletics	Javelin F13 6th
Jake Howe	Wheelchair Rugby	BRONZE: Wheelchair Rugby
Kane Perris	Cycling - Track	Men's B 1000m Time Trial 4th
Luke Zaccaria	Cycling - Track	Men's B 1000m Time Trial 4th
Madison de Rozario	Athletics	SILVER : Women's T54 Marathon BRONZE : Women's 5000m T54
Phil Evans	Mens Wheelchair Basketball	5th
Rhiannon Clarke	Athletics	100m T38 4th 400m T38 5th
Sally Pilbeam	Triathlon	PTS4 7th
Samuel Harding	Triathlon	PTVI 5th
Sarah Edmiston	Athletics	Discuss F64 7th
Shaun Norris	Mens Wheelchair Basketball	5th
Tom McHugh	Mens Wheelchair Basketball	5th
Jannik Blair	Mens Wheelchair Basketball	5th

WAIS BOARD

Dr Neale Fong

Chair as of 11/09/2023
Joined WAIS Board: 11/09/2023

Dr Fong has 40 years' experience in medical, health care and aged care, and sports leadership roles. He is currently the Chief Executive Officer of Bethesda Hospital, Chair of the WA Country Health Service Board, Chair of the Wyllie Group, President of the Australasian College of Health Service Management, a Non-Executive Director of Little Green Pharma, Intelicare and the Digital Health CRC.

He was formerly CEO of the Curtin Health Innovation Research Institute, Project Director for the establishment of the Curtin University Medical School, the Director General of the WA Department of Health, CEO of Sir Charles Gairdner and Royal Perth Hospitals, CEO of St John of God Hospital Subiaco and Chairman for nine years of the WA Football Commission.

Dr Fong currently consults widely through Australis Health Advisory to a number of key health clients in Australia. His strengths lay in governance, leading large executive teams, implementation of reform, change management, developing strategy and leading turnarounds.

He holds Bachelor Degrees in Medicine and Surgery, a Masters in Theological Studies and a Masters in Business Administration. He is a registered medical practitioner, founder of Youth Vision WA and was West Coast Eagles football club chaplain for 22 years.



Gary Dreibergs

Joined WAIS Board: 11/09/2023

Mr Dreibergs is a former Deputy Police Commissioner of the Western Australia Police Force. At a national level he was a member of the Board of Studies at the Australian Institute of Police Management, the Australian New Zealand Counter Terrorism Committee, and the Australian New Zealand Police Advisory Agency. Mr Dreibergs was the Police Operational Commander for the COVID response, during which he was a member of the Premier's Emergency Management Team, and periodically performed the roles of the State Emergency Coordinator and Vaccine Commander.

Mr Dreibergs is currently the Chair of the Gaming and Wagering Commission, and a Board Member of Venues West and the WA Police & Community Youth Centres (PCYC).

Mr Dreibergs holds a Master of Business Administration and was conferred as an Adjunct Associate Professor at the University of Western Australia in 2011. He actively supports sport in Western Australia and is a Patron and Life Member of the WA Police Sports Federation. Mr Dreibergs was awarded the Australian Police Medal (APM) in 2010.



Darren Foster GAICD

Joined WAIS Board: 04/09/2023

Mr Foster is a public policy, governance and strategy expert with a global consulting firm, following a successful career in Commonwealth, State and local government leadership roles.

Darren is a former Director General of the Department of the Premier and Cabinet, best known for driving reforms across the public sector, including in digital service delivery, the justice system, Aboriginal policy and the regulatory system.

He is a part time member of the Mental Health Tribunal and Chair of the Heritage Council of Western Australia.

He has served on the Committee for the Economic Development of Australia (CEDA) State Advisory Council, the Infrastructure Western Australia Board, the Westport Taskforce, and was a member of the WA Government's market led proposals steering committee. He is also a former member of the State's Overseas Relations Committee and the Curtin University Governing Council.

In 2018, he became the first Western Australian to receive the prestigious Sir James Wolfensohn Scholarship to study at the Kennedy School of Government at Harvard University. He has studied at the Australia and New Zealand School of Government and the Institut Européen d'Administration des Affaires (INSEAD) and is a Graduate of the Australian Institute of Company Directors. He holds academic qualifications from Curtin University and Edith Cowan University.



Kaylene Gulich PSM

Joined WAIS Board: 26/09/2023

Ms Gulich has extensive experience in public policy, knowledge of financial markets and expertise in the Western Australian economy. Kaylene is the CEO of Western Australian Treasury Corporation (WATC), the central borrowing authority of the State of Western Australia managing over AUS\$50 billion in financial assets and liabilities for the State. Kaylene has previously held senior roles within the Department of Treasury.

As well as being a member of CPA Australia and the Australian Institute of Company Directors, Kaylene is a Director on Venues West's Board, the Treasurer of IPAA WA and a Director with the Australian Financial Markets Association.



Jennifer McGrath

Joined WAIS Board: 01/11/2022

Ms McGrath was appointed Deputy Director General of Department of Local Government, Sport and Cultural Industries in October 2022.

Ms McGrath's previous experience and background from across various portfolios makes her a good fit to take on the enormous challenges and opportunities that are present at DLGSC. Ms McGrath's role at DLGSC is enabling her to continue to forge better alignment across government for community services.

Most recently, Ms McGrath was the Commissioner of the Mental Health Commission from June 2019 – October 2022.

Prior to that, Ms McGrath held the position of Deputy Director General, Education Business Services at the Department of Education and has worked in the Western Australian public sector for 19 years, holding senior executive positions in the Departments of the Premier and Cabinet and Finance, as well as the former Department of Child Protection.



Fabian Ross

Joined WAIS Board: 04/09/2023

Mr Ross has over 20 years' experience within the Financial Services sector, holding high profile Executive positions, including Chief Executive Officer at WA Super along with numerous other senior positions across BT Financial Group, HBOS Australia, GESB and the Commonwealth Bank.

In February 2021, he was appointed as the Chief Executive Officer at Hockey WA and has been able to combine his passion for the sport, along with his extensive business acumen, to drive the strategic direction of hockey in WA and assist in retaining the hockey high performance program through his strong relationships with State Government.

In addition to these executive roles, he sits on a number of diversified board positions including Chair of MG Kailis Holdings, Daltech and Profusion Planning.

He has been recognised in the Business News Power 500 List of prominent business leaders in WA, in 2022, 2023 and 2024 (three years).



Peta Slocombe

Joined WAIS Board: 26/09/2023

Ms Slocombe is a Psychologist and CEO of Performance Story - focused on maximising individual and organisational performance. She has consulted, practised, coached, and published internationally, with previous roles including Global Snr Vice President, Managing Director and Executive Manager roles in North American and ASX listed companies across resources, health, clinical, tertiary, health tech and elite sports contexts to name a few.

Peta is a thought leader in mental health, leadership, culture, and team performance and is passionate about the role of technology and data driven outcomes. She was also Founder of the World's Largest Mental Health Check-in, Co-Creator of the One Million Lives project, and part of a global team submitting the first ever biometric assessment for mental health to the FDA in the US.

Peta has competed at a national level across two sports and has three daughters involved in elite sport.



Colleen Egan

Joined WAIS Board: 04/12/2023

Ms Egan is a former newspaper journalist and author, best known for her role in the case of Andrew Mallard, a Perth man jailed for almost 12 years for a murder he did not commit. Colleen won numerous national awards for her eight-year campaign to have Mr Mallard's conviction overturned and the murder reinvestigated, leading to his exoneration.

In 2017, Colleen left journalism to become the chief of staff to Attorney General John Quigley MLA, assisting him to drive the McGowan Government's legislative agenda which included law reforms for victims of historical child sexual abuse, domestic violence and high-risk violent offenders. She gained valuable experience during six years in executive government, including during the unprecedented COVID pandemic. In addition to her board role, Colleen is working on projects, including at Curtin Law School.



Elise Rechichi OLY OAM

Joined WAIS Board: 04/12/2023

Ms Rechichi is currently the Head of Performance Strategy at Paralympics Australia, is a member of the Australian Institute of Company Directors and holds a Bachelor of Science from the University of New England. She is a former WAIS scholarship holder (2003-2013), dual Olympian, and was Olympic Champion in Sailing in Beijing 2008. With expertise across both Olympic and Paralympic contexts, Elise has held senior leadership roles within National Sporting Organisations and Games Partners and has served on various high-performance system advisory groups, where her insights, attention to detail and



guidance have been invaluable. Elise's keen ability to navigate complex inputs, identify patterns, and seize opportunities for improvement have yielded outstanding performance outcomes in critical system focused initiatives.

Retired in 2024

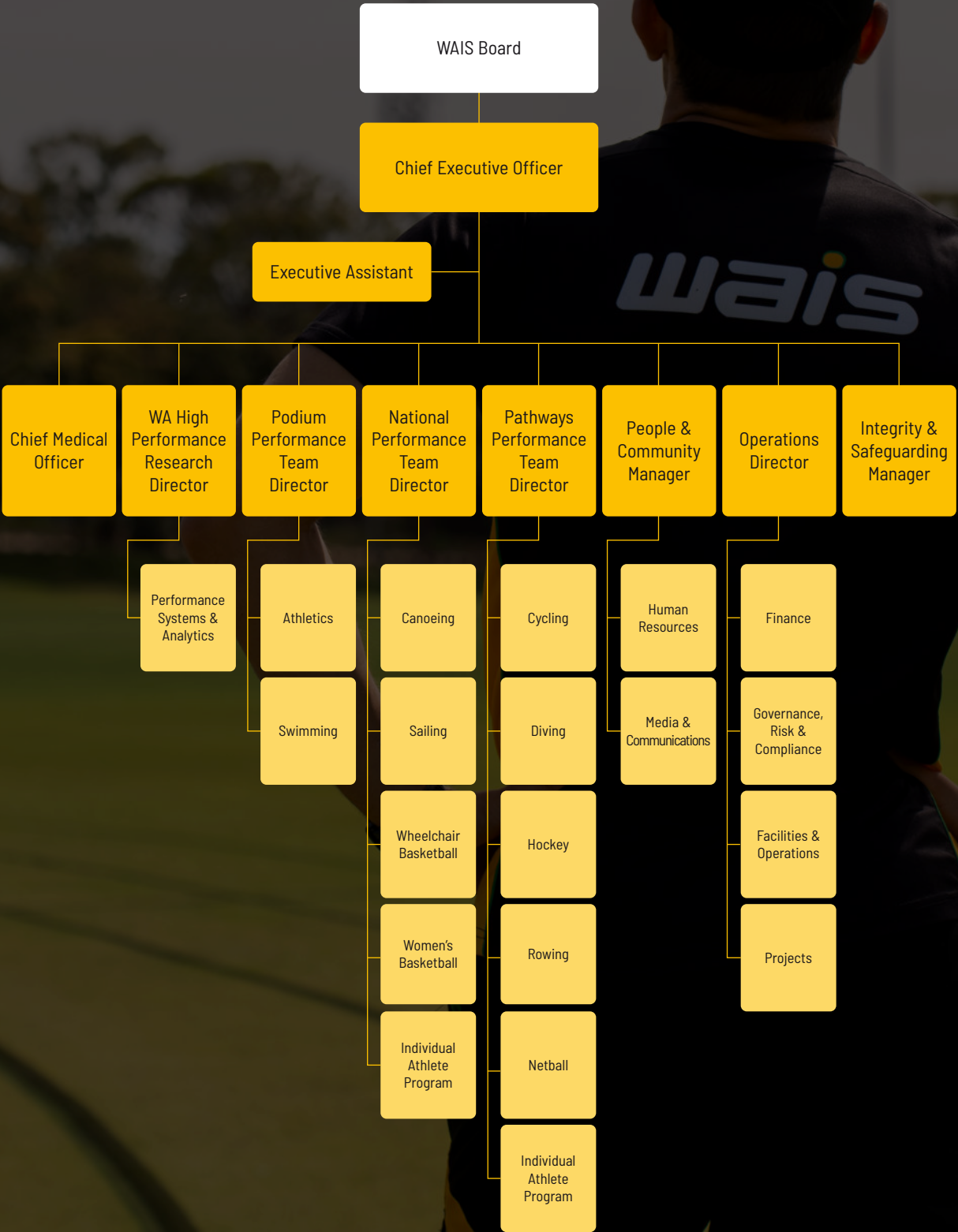
Professor Cheryl Kickett – Tucker AM

Joined: 04/12/2023

Retired: 30/06/2024



WAIS ORGANISATIONAL STRUCTURE





World Record holders Conor Leahy & Sam Welsford crowned joint 2024 WAIS Athlete of the Year.

Cycling and swimming were in the spotlight at the 2024 WAIS Awards of Excellence, with athletes and coaches from these programs taking top honors across the four prestigious award categories. The event celebrated a groundbreaking year for Western Australian sport, showcasing finalists who included world champions, world record holders, and Olympic gold medallists – the pinnacle of high-performance achievement.

Olympic gold medalists Conor Leahy and Sam Welsford were jointly named WAIS Athlete of the Year. The duo, key members of Australia's gold medal-winning pursuit team at the Paris Olympic Games, shattered the world record in the team pursuit with an extraordinary time of 3 minutes and 40.730 seconds in their heat.

Leahy and Welsford also earned silver at the UCI Track Nations Cup in Adelaide earlier this year. Conor celebrated a stellar season, becoming a three-time national champion and securing his fifth Australian title in the individual pursuit while proudly representing WA. For Welsford, this marks his second WAIS Athlete of the Year title, having previously won in 2016. His perseverance across three Olympic cycles—winning silver, bronze, and now gold—exemplifies his dedication to the sport. Balancing his track commitments with a professional road cycling career, Welsford claimed stage victories this year at the Santos Tour Down Under and the Tour of Hungary with the Bora-Hansgrohe team.

Joining Leahy and Welsford as finalists were other Olympic gold medallists, including Nina Kennedy, who made history by winning gold in the pole vault with a jump of 4.90m, becoming the first Australian woman to claim Olympic gold in a field event. Also nominated was sailor Matt Wearn, who successfully defended his Tokyo 2020 gold medal with another victory in Paris, reaffirming his reputation as a leader within WAIS and the Australian Sailing Team.

Young Athlete of the Year was awarded to Iona Anderson for her remarkable year in swimming. Anderson's 2024 journey

included making the Australian Olympic Team, where she placed 5th in the 100m backstroke final, won silver in the 4x100m medley relay, and bronze in the mixed medley relay. Her achievements at the World Championships included gold in the 4x100m medley relay and silver in both the 100m and 50m backstroke events. Anderson also broke a national age record previously held by Kaylee McKeown, becoming the fourth-fastest Australian in the 100m backstroke of all time. Other finalists in this category included stars from rowing: Jacqui Swick, Gen Hart and Rebecca Pretorius, Ben Scott and Alex Baroni.

In the Coach of the Year category, nominees Shane McDonald (Women's Basketball), Shane Perkins (Cycling), Ben Higson (Swimming), and James Fitzpatrick (Athletics) were recognised for their invaluable contributions. Ben Higson ultimately claimed the award for his outstanding work with WAIS swimmers and exemplary leadership.

Cycling was named Program of the Year, edging out Swimming and Women's Basketball. The program exceeded performance targets, with athletes Kane Perris and Luke Zaccaria earning selection to the 2024 Para Cycling World Championships and setting new national records. Their success continued at the Paris Paralympic Games, where they placed 4th and again lowered the national record.

Para-canoe athlete Mark Daniels was awarded the Wally Foreman Scholarship, which will provide vital financial support to help him continue his inspiring journey in high-performance sport.

Congratulations to all finalists and winners! WAIS is proud to be part of your extraordinary achievements in 2024 and looks forward to supporting your ongoing success.

Joint Athletes of the Year: Conor Leahy & Sam Welsford

Young Athlete of the Year: Iona Anderson

Coach of the Year: Ben Higson

Program of the Year: Cycling



Ben Higson and Iona Anderson



WAIS Chair Dr Neale Fong and the Hon. David Templeman MLA



Conor Leahy



Program of the Year - Cycling



PERFORMANCE ENHANCEMENT TEAM PODIUM



Nina Kennedy

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

2024 saw the sports of athletics and swimming hold World Championships before embarking on the pinnacle event of the Olympic and Paralympic Games in Paris, France.

Throughout the year, many WAIS athletes in athletics and swimming have exemplified the WAIS vision by actively engaging with young athletes at come-and-try days, offering advice and contributing to various athlete committees. Notably, Nina Kennedy participated in the AIS Female Performance and Health Initiative and the Commonwealth Games Australia Athlete Advisory Group. Their dedication beyond their sporting commitments ensures the next generation of athletes continues to grow and thrive.

Athletics

What a year in Athletics with 11 WAIS athletes and WAIS Graduates making team selection for the 2024 Olympic and Paralympic Games. These selections were headlined by a gold medal in Pole Vault by Nina Kennedy with a height of 4.90m, becoming the first Australian woman to win gold in a field event at the Olympics. She also triumphed at the Diamond League Final in Brussels with a jump of 4.88m, the second highest Best Mark of the Event for the year.

Paris also saw Kurtis Marschall make the final and place sixth in Pole Vault after suffering a serious injury at Nationals earlier in the year. WAIS Scholarship athletes Rhiannon Clarke (100m and 400m), Ella Pardy (100m), Jackson Hamilton

(Javelin) and Sarah Edmiston (Discus) also all competed in the Paralympics. Rhiannon Clarke finished fourth (12.72) in the 100m and fifth (1:00.81) in 400m T38 events – with both races setting Australian Records.

WAIS Graduates Alanah Yukich (400m hurdles), Nagmeldin (Peter) Bol (800m), Declan Tingay (20km Walk and Mixed Walk Relay) all competed at the Olympics and Chad Perris (100m T13), Madison de Rozario (1500m, 500m and Marathon T54) at the Paralympics. Madison won a silver and bronze medal and was also the Opening Ceremony flag bearer which demonstrates her impact as an athlete across five Paralympic Games.

Also in 2024, six WAIS athletes – Robert Marchesi-Scott (Shot Put), Alexandra Griffin (Walks), Amelia Rowe (400m), Jack Whiteside (Decathlon), Ky Hehir (3000m), and Olivia Dodds (4x100m Relay) competed at the Under 20 World Championships in Peru, showcasing the depth of talent across a variety of disciplines in WA.

Swimming

The Swimming program produced some exceptional results across the whole year under the leadership of Ben Higson, Will Scott and Generation 2032 coach, Brooke Kemp. This included the Swimming Australia Hub swimmers Iona Anderson and Josh Yong and Kyle Lee (Open Water coached by Ian Mills) make their Olympic debut.

In the lead up to Paris, Iona Anderson won gold in the 4x100 Medley Relay and silver in both the 100m and 50m Backstroke at the World Championships in Doha. Then at the Paris Olympics, she was a finalist in the 100m Backstroke with a 5th placing and won a silver medal in the 4x100 Medley Relay, and bronze in the 4x100 Mixed Medley Relay. Iona also broke the National Age Record in the 100m Backstroke and is now the fourth fastest Australian of all time in this event.

Josh Yong also excelled by gaining selection for the Olympics and secured a bronze medal in the 4 x100 Mixed Medley Relay. He also made a final in the individual 200m Breaststroke where he placed 8th.

Kyle Lee had an excellent year which included being the anchor leg in the 1500m mixed relay team which won gold in a thrilling photo finish that was decided by a fingertip at the Open Water World Championships. Kyle then went onto Paris and placed 13th in a competitive field battling the strong currents in the Sienne River in the 10km Open Water event.

2024 saw WAIS graduate athletes compete at the World Championships, Olympics and the Paralympics. Brianna Throssell attended the 2024 World Aquatic Championships in Doha where she won one gold medal, three silver and two bronze medals. She then went onto the Olympics and won a gold in the 4 x 200m freestyle relay. Zac Incerti also attended the Olympics and won a bronze in the 4 x 200m freestyle. Alex Saffy, originally from Bunbury, was selected to attend the Paralympics and won a bronze medal in S10 100m Butterfly.

2025 Focus

Swimming Head Coach Ben Higson will conclude his tenure at WAIS at the end of 2024 as he returns to Scotland to join the University of Stirling swimming program. We extend our thanks to Ben for his exceptional leadership in fostering a cohesive team of athletes and staff. His efforts have laid a strong foundation for the program and the next Head Coach to guide the group through the upcoming cycle.

WAIS will continue to lead the way in Pole Vault technical analysis and data collection as the home of the National Program. Efforts to strengthen talent pathways in both swimming and athletics will remain a priority, particularly as athletes set their sights on the 2028 Olympic and Paralympic Games in Los Angeles.

Looking ahead to 2025, WAIS athletes will shift their focus to the World Championships, with Swimming scheduled for July in Singapore and Athletics in Japan in September.

Kim Ellwood | Performance Team Director



Jack Whiteside



PERFORMANCE ENHANCEMENT TEAM NATIONAL

Matt Wearn

The National Performance Enhancement Team (PET) is dedicated to developing athletes for selection to Senior National Teams and to assist in their preparation for international competition.

The National PET supports sport programs in canoeing, sailing, wheelchair basketball and women's basketball. Additionally, the team administers an Individual Athlete Program (IAP), which provides support to Nationally Categorised athletes from sports where direct Sport Program investment is not feasible.

Canoeing

The Canoe Program achieved its target of three National representations at World Championship events, and one representative at the Paris Olympic Games. Scholarship athletes Amy Ralph, Mark Daniels, and Kathleen O'Kelly Kennedy represented Australia at the Paracanoe World Championships. Program Graduate Yale Steinepreis represented Australia at the Olympic Games in the Women's Kayak Four 500m, finishing 8th.

Up-and-coming athletes Belle McBennett (Junior) and Luke Egger (U23) competed at their respective age grade World Championships. Belle reached the semi-finals of the K1 200m event before being forced to withdraw. Making his first appearance at a World Championship event, Luke finished 10th in the K1 500m event.

Sailing

The Sailing Program exceeded its target of nine World Championships and one Olympic Games representative. All nine World Championships targeted athletes competed across ICLA-6, ICLA-7, 470, and IQ Foil classes. Four athletes (Matt Wearn, Nia Jerwood, Conor Nicholas, and Zoe Thomson) competed at the Paris Olympic Games across ICLA-6, ICLA-7, and 470 classes.

Tokyo 2020 ILCA 7 Olympic Champion and 2023 World Champion, Matt Wearn, won gold at both the World Championships and Paris Olympic Games this year. Matt became the first ILCA 7 sailor to win back-to-back Olympic Gold medals, cementing his legacy as one of the greatest sailors in the sport's history.

In 2023 the Sailing Program structure changed, with senior athletes receiving greater performance support from Australian Sailing while they campaigned internationally. This enabled State Institutes to increase focus on athletes preparing to make senior teams in the 2028 Cycle. The results achieved confirm the success of this approach.

Wheelchair Basketball

Five athletes (two Scholars and three Graduates) were selected to represent Australia at the Paris Paralympic Games. No athletes had been targeted for Paralympic Games representation due to the challenging qualification route faced by both teams at the time of targeting.

The Gliders (Women's team) fell short of qualification in the IWBF Repechage Tournament in Osaka, Japan. The program now supports Basketball Australia's quest to regain previous success. The Rollers (Men's team) secured qualification under WAIS Head Coach, Brad Ness OAM, going unbeaten at the Asia Oceania Zone Championship in Thailand. The Paralympic Games team was also supported by WAIS staff members Ryan Campbell (Physiotherapist) and Luke Mitchell (Assistant Coach). The team finished 5th at the Games and now turn their focus to achieving podium finishes at future Paralympic Games.

Women's Basketball

Three athletes (two Scholars and one Graduate) represented Australia at the Paris Olympic Games, exceeding the two targeted. Anneli Maley competed for the Gangurru (Women's 3x3 team) in their inaugural Olympic Games appearance. Sami Whitcomb (Graduate) and Amy Atwell had a strong showing for the Opals (Women's 5x5 team), securing the bronze medal.

2024 also saw athletes Graduate the program. Grace Foster earned an NCAA scholarship and Monique Williams was selected to the National Centre of Excellence in Canberra. Lauren Scherf and Darcee Garbin both graduated the program having cemented their professional basketball careers in Europe.

Individual Athlete Program (IAP)

Seven program athletes (three Scholars and four Graduates) represented Australia at senior World Championships in water polo and badminton. Seven program athletes (two Scholars and five Graduates) represented Australia at the Paris Olympic (five athletes) and Paralympic (two athletes) Games in water polo, golf, wheelchair rugby and para powerlifting. While the program achieved its target of seven World Championship representatives, it fell one short of the eight targeted for Olympic/Paralympic Games representation.

At the Paris Games, the 'Aussie Stingers' led by WAIS Graduate, Zoe Arancini, exceeded expectations, winning Olympic silver following a series of tight games.

2025 will see a restructuring of the program with streamlined management and increased performance support available to enhance the impact to athletes.

2025 Focus

As we enter a new cycle, our focus is on building toward the Brisbane 2032 Olympic and Paralympic Games. To maximise our impact, a new structure that groups similar sports together will be implemented to maximise skillsets and enhance the impact on athletes. This approach exemplifies our commitment to the national high performance strategy and a Win Well philosophy, as we aim for continued success in Los Angeles and other key events along the way.

Neill Potts | Performance Team Director



Tom McHugh

PERFORMANCE ENHANCEMENT TEAM PATHWAY

Luke Zaccaria and Kane Perris

The role of the Pathway Performance Enhancement Team is to develop athletes with the aim of graduation into a National Training Centre (NTC), a Professional Sports Team and/or selection to Senior National Teams.

Across the pathway sports of cycling, diving, hockey, Individual Athlete Program (IAP), netball and rowing, there were six graduates in 2024.

Cycling

The Cycling Program achieved its Olympic representation (six graduates) and medallist targets (three) while exceeding its Paralympic representation target. Luke Zaccaria and Kane Perris made their senior international debut at the Para Track World Championships then placed fourth at the Paralympic Games in national record-setting performance under the guidance of Shane Perkins who was appointed Competition Lead Coach by AusCycling. Two scholarship holders competed at World Cup events achieving podium finishes (Jordan Callum) and Top 6 (Sally Carter) results. At the U23 World Championships, BMX Racing athlete Jordan Callum was in strong form until a crash in semi-finals. At the U19 World Championships, Track Endurance athlete Sam Washington produced three Top 8 results with the support from Rohan Wight as Head Coach.

Graduates

Six graduate athletes competed at the Olympic Games. Sam Welsford, Conor Leahy and Oliver Bledodyn claimed gold in the Team Pursuit, setting a new world record. Matt Richardson won two silver medals (Sprint, Keirin) and a bronze medal (Team Sprint). Lauren Reynolds (BMX Racing) placed 10th at her fourth Olympic Games, while Ben O'Connor made his Olympic debut in the men's road race and went on to win silver at the World Championships.

Diving

Ruby-Rose Johnstone gained international experience at the Dresden International as part of the National Junior program. WAIS divers delivered podium results at both Open and Elite Junior National Championships. As we enter the LA2028 cycle, the Diving program is undergoing a strategic review with increased focus on talent identification.

Graduates

Maddison Keeney delivered an outstanding podium performance in the 3m springboard (silver) at the 2024 Olympic Games, delivering the only diving medal of the Games, and placed fifth in the 3m synchro event. Both Maddison Keeney and Nikita Hains competed at the World Championships where Keeney earned a silver medal performance in the 3m synchro.

Hockey

Three athletes were forecast to graduate in 2024; however, Kookaburras selections will not be finalised until March 2025. Following a successful Hockey One season, eight athletes (Sarah Byrnes, Neasa Flynn, Pippa Morgan, Max Freedman, Cambell Geddes, Tom Harvie, Oliver Higgins, Christian Starkie) have been named to the National Development Squad and will feature in early season Pro League games. Five athletes gained valuable experience competing in several Aus A series against the Hockeyroos and Kookaburras as part of Olympic Games preparation, and six athletes competed in national underage international tours.

Graduates

Five graduate athletes were selected to the Olympic Games, just below the representation target. Hockeyroos Penny Squibb and Karri Sommerville finished fifth overall after a controversial review decision saw the Hockeyroos defeated in the quarterfinal. In the Kookaburras campaign, captain Aran Zalewski, Tom Wickham and Jake Harvie were instrumental in securing a sixth place result.

Rowing

The Rowing Program met graduation targets following Johnson Daubney and Alex Rossi's selection into the Rowing Australia Men's National Training Centre. Rossi gained valuable senior international experience at World Cup I and the Final Olympic Qualification Regattas, finishing in the Top 6. At the U23 World Championships, Head Coach Jamie Hewlett led the women's four, featuring scholarship athletes Gen Hart and Rebecca Pretorius, to a bronze medal performance and NCAA-based athletes Alex Baroni and Ben Scott won bronze in the men's eight.

Graduates

Five graduate athletes were selected to the Olympic Games, narrowly missing the representation target. Annabelle McIntyre delivered an inspired performance in the women's pair, securing the only rowing medal of the Games. Bronwyn Cox, Giorgia Patten and Jacqui Swick placed fourth in the women's eight, and Josh Hicks placed sixth in the men's eight.

Performance Services Program

Netball

The Netball Services Program exceeded graduation targets after Georgie Cleaver and Emma Putt earned selection as Training Partners with West Coast Fever. Scholarship holders Scarlet Jauncey and Clara Wigley, along with graduates Ruth Aryang and Georgie Cleaver, went undefeated during the national U21 Oceania tour which forms part of the 2025 World Youth Cup selection process. The Netball Services Program will conclude following the 2025 U19 Nationals with eligible athletes transitioning into the Individual Athlete Program for continued support.

Graduates competed in the Constellation Cup (Sunday Aryang, Courtney Bruce, Sophie Garbin) and England Series (Sophie Garbin, Sunday Aryang). Sophie Garbin enjoyed a standout season achieving a 95% accuracy rate across 11 international test matches earning her the International Player of the Year award and Liz Ellis Diamond award.

Individual Athlete Program (IAP)

The IAP Pathway Program exceeded its graduation targets following the selection of Bianca Chira and Amelie Carle into the Artistic Swimming Australia National Centre of Excellence. Bianca Chira was the Australian Captain at the Junior World Championships where she competed in three events.

The program exceeded its Olympic and Paralympic Games representations (5 scholarship holders, 2 graduates) and medal targets. Charlie Senior had an outstanding campaign winning bronze at his Olympic debut while graduate Caitlin Parker brought home a silver medal becoming the first female Australian boxer to podium at an Olympic Games. At the Paralympic Games, all three para-triathletes (David Bryant, Sally Pilbeam, Sam Harding) placed in the Top 8. Sally Pilbeam went onto win a bronze medal at the World Championships.

2025 Focus

This year showcased unwavering commitment, passion and perseverance in driving athlete performances to the highest levels whilst exemplifying the Win Well ethos. It takes a village to guide and support an athlete's journey to Olympic and Paralympic success, highlighting the importance of our partnerships with NSOs and SSAs. As we shift focus towards LA2028, we are poised to seize strategic opportunities that optimise athlete development and facilitate WA athlete performance outcomes. The implementation of a new WAIS structure will enhance performance support delivery, foster innovative interdisciplinary solutions and strengthen WAIS's contributions towards HP2032+ strategy outcomes.

Sheila Galloway | Performance Team Director



Rohan Wight, Caitlin Attwell and Dan Astridge

HUMAN RESOURCES

2024 has been a year of both opportunity and transformation in the People and Culture space, driven by significant shifts in structure and resources. These changes have brought about challenges while opening the door to innovation and progress.

Senior Leadership Team

WAIS appointed a new CEO in 2024, with Matt Fulton transitioning from his acting role, which he had held since October 2023.

A subsequent review of the Senior Leadership Team in 2024 resulted in a significant restructure, positioning WAIS to enter 2025 with a newly formed leadership team. With the exception of the Operations Director role (effective from September 2024), all Senior Leadership Team (SLT) roles have been newly created and will take effect from 1 January 2025. This new-look team is focused on driving the organisation's adoption of the WinWell philosophy across all levels and roles.

Operations / People and Integrity

Following our status as the first institute to adopt Sport Integrity Australia's (SIA) National Integrity Framework, we welcomed an Integrity and Safeguarding Manager on secondment from SIA in January 2024.

In June, we initiated the recruitment of a dedicated Integrity Advisor to support the Integrity and Safeguarding Manager role. Additionally, a People and Culture Advisor was brought on board to strengthen the team, with plans to recruit a People and Culture Manager in the first quarter of 2025.

In the Operations area, significant progress was made with the recruitment of five new roles - Finance Manager, Payroll Officer, Governance, Risk and Compliance Manager, Marketing and Communications Manager, and a Facilities and Operations Manager - marking important growth for the team.

Sports Programs Structure

At the end of the four-year Olympic cycle, WAIS underwent a restructure to improve the efficiency of our sports programs and performance support services. This process began with

a proposed structure and staff impact analysis, which informed the implementation plan.

A thorough consultation period followed, involving one-on-one and group sessions with affected staff to finalise the new structure for 2025. The Senior Leadership Team is proud of the open and constructive feedback provided by staff during this time, which contributed to a smoother transition.

The new structure consolidates all Performance Support Service staff under the leadership of a newly appointed Performance Support Manager. It also introduces senior and lead roles for career progression, as well as three new Sport Program Manager roles to oversee the newly aligned sports programs, ensuring better support for performance needs.

Paris Olympics

Despite the time difference, the office was buzzing with excitement as we supported our coaches, support staff and athletes at the 2024 Paris Olympics and Paralympics. The office was decked out in green and gold, with regular fixture updates, viewing parties for the opening and closing ceremonies, and fun activities like Wheelchair Basketball and a green and gold bake-off. A hub was set up for staff to work in front of 24/7 Olympic action on the projector screen.

2025 Focus

2025 combines the People and Culture and Integrity teams under the new structure, with a focus on creating a strong team dynamic and embedding the changes around employee engagement and a positive working environment.

The People and Culture team will review HR policies and introduce people-focused initiatives to enhance engagement.

Nicole Horrocks | People and Integrity Director



Penny Squibb

INTEGRITY & SAFEGUARDING

2024 marked a pivotal year for integrity and safeguarding at WAIS, with the organisation taking significant steps to enhance its commitment to creating a safe and supportive environment for all.

The year began with a major milestone: the formal adoption of the National Integrity Framework on 1 January 2024. As the first institute in Australia to implement this framework, WAIS is proud to demonstrate its unwavering dedication to fostering a culture that embodies the #WinWell philosophy.

Key achievements in integrity and safeguarding during 2024 included:

- Establishing an **Integrity and Safeguarding Committee**;
- Appointing a dedicated **Integrity and Safeguarding Manager** in partnership with Sport Integrity Australia;
- Employing a dedicated **Integrity and Safeguarding Adviser**;
- Releasing a **Child Safe Commitment Statement**;
- Implementing a new **complaint management system**;
- Ensuring all staff and contractors completed Sport Integrity Australia educational courses, covering:
 - Anti-doping fundamentals
 - National Integrity Framework training;
 - Safeguarding Children and Young People induction;
 - Safeguarding Recruitment and Screening training;
 - Competition Manipulation and Sports Gambling education;

- Establishing an Athlete Advisory Committee; and
- Supporting (or supported in principle) all 30 recommendations of the WAIS Athlete Safeguarding Cultural and Governance Review.

Additionally, WAIS successfully finalised the implementation of all WAIS recommended actions from the 2022 Sport Integrity Australia review of the WAIS Women's Artistic Gymnastics Program. This process included the undertaking of a restorative justice initiative with former athletes who were part of the Women Artistic Gymnastics program.

2025 Focus

WAIS is proud of the progress made in 2024, a year that reinforced its commitment to integrity and safeguarding. As we move into 2025, we look forward to progressing our #WinWell priority – continuing to deliver a safe, supportive, and caring environment where our people thrive and achieve sporting excellence.

Emma Taylor | Integrity and Safeguarding Manager



Charlie Senior and
Caitlin Parker



CORPORATE COMMUNICATIONS

Paris 2024 Welcome home event



Trent Mitton and Jayde Taylor

The WAIS Corporate Communications team provides strategic communication services to support the organisation, including media engagement, event management, corporate communications, brand and partnership oversight, and content creation across digital platforms.

Media and Communications

2024 has been a significant year for the Communications team, highlighted by the Paris 2024 Olympic and Paralympic Games and the opportunity to work on a high-impact campaign that showcased WAIS athletes' stories and their capabilities on a global stage. Through collaboration with print, digital, radio, and TV outlets, we achieved high visibility, expanded WAIS's brand presence, while fostering local pride and engagement across Western Australia.

Brand and Partnerships

The Government of Western Australia continues to be the principal partner of WAIS, underpinning its mission to enable international sporting success for Western Australian athletes. Key strategic partnerships that remain ongoing:

- The Department of Local Government, Sport, and Cultural Industries (DLGSC) and WAIS worked collaboratively to support athlete pathways and high-performance sport
- Venues West ensured access to world-class facilities, critical for training and competition. In addition, they selected seven WAIS athletes into their Brand Ambassador program
- The National Institute Network (NIN) further strengthened WA's high-performance environment and ensured our collaboration/connection to National bodies (Australian Olympic and Paralympic organisations).

WAIS also continued its involvement in the Olympics Unleashed program, promoting goal setting and resilience in schools in partnership with the Australian Olympic Committee, DLGSC, and the Department of Education.

WAIS's partnerships with New Balance as the Official Apparel Partner and Way Funky Pty Ltd (Funkita and Funky Trunks) as the Official Swimwear Partner, have provided athletes with high-quality performance gear, benefiting programs across swimming and diving.

WAIS Website

The WAIS website remains a crucial platform, delivering athlete news, results, policies, and employment opportunities. In 2024, total page views surpassed 140,000 from over 63,000 users, a continued upward trend reflecting growing interest in WAIS activities. In 2025, the team plans to refresh the website with minor aesthetic updates and enhancements to improve the user experience.

Social Media

WAIS's social media channels - Instagram, Facebook, and LinkedIn, achieved significant milestones in 2024, boosted by the excitement surrounding the Paris Games, and our athlete postcode campaign showcasing their journey to 2024. Post impressions exceeded 1.5 million, with steady growth in followers and interactions across platforms. These achievements highlight the team's efforts in connecting with audiences and amplifying athlete stories.

Team Growth

In October 2024, Claire Halliday joined as Marketing and Communications Manager, expanding the Communications area to now include a broader marketing scope. The focus of this role will be to set the strategy and framework for all functions within the Marketing and Communications team, drive engagement across key stakeholder groups, elevate the organisation's brand presence, and deliver innovative campaigns that align with our strategic goals.

2025 Focus

In 2025, the Marketing and Communications team will launch a new strategic framework alongside fresh marketing initiatives to drive growth and engagement. The team is poised to build stronger connections and achieve greater impact across all platforms with the additional team resources and remains committed to celebrating the achievements of Western Australian athletes across all WAIS high performance sports programs.

Claire Halliday | Marketing and Communications Manager

FROM WA TO PARIS CAMPAIGN

The 'From WA (postcode) to Paris (2024)' campaign celebrated the incredible journeys of our Western Australian Olympic and Paralympic athletes, paying tribute to the places and communities that have shaped their path to greatness. Using a dynamic mix of TV, radio, billboards, social media, government relations, and editorial content, the campaign

highlighted the crucial role of WAIS in empowering athletes to achieve their dreams, while also showcasing the broader network of sporting organisations across the state. The campaign successfully elevated WAIS's profile during Paris 2024, reigniting pride in the institute among athletes, coaches, stakeholders, and the public. Through authentic stories of athletes and their support 'village,' WAIS engaged and inspired the Western Australian community, reinforcing our commitment to excellence in athlete care, governance, and collaboration. This unified approach established a strong foundation for long-term organisational growth and fostered a renewed sense of pride in WAIS's role within the sporting community.





HIGH PERFORMANCE SPORT
RESEARCH CENTRE

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.

2024 Activity

In 2024, we had several projects completed, new projects developed, and new team members joining us. This year, we were fortunate to add two new scholars to our team. Firstly, Penny Keats joined us from the Queensland University of Technology to undertake her PhD with the wheelchair

basketball program, where she hopes to effectively ‘moneyball’ (i.e., make data-driven decisions on team composition) how team composition is determined. Additionally, Alex Rossi joined us from UWA to undertake his honours degree, where he will explore the usefulness of DXA scans to depict bone mineral density of the rib, a site common for repetitive stress injury in rowers. Alex is also a WAIS scholarship athlete in the rowing program, so has a good sense of the injury issues faced by these athletes.

CURRENT HPSRC PHD SCHOLARS		
Student	Project	University
Myles Dennis	Combined heat and hypoxia for athlete adaptation	UWA
Sophie Watts	Training progression and development in junior rowing athletes	UWA
Chelsie Winchcombe	Towards an understanding of the physical demands of Laser class sailing	UWA
Bronwen Charlesson	Exploring the athletes gut biome: Influence of training and impacts on illness	ECU
Matt Howlett	Personalised bicycle saddles: An anatomical and performance approach	UWA
Eoghan Trihy	Understanding and optimising intra-cycle acceleration in sprint freestyle swimming	UWA
Leanne Snyder	Understanding the movement demands of wheelchair basketball	Murdoch
Daniel Astridge	Rowing in Los Angeles: Performance considerations for the change to 1500m at the 2028 Olympic Games	UWA
James Baker	Unlocking the vault: Kinetic and kinematic profiling of elite level pole vaulters	UWA
Bryce Lanigan	Determining the energetic demands of supramaximal efforts in elite swimming athletes	Murdoch
Caitlin Attwell	Optimising iron status in elite female athletes	UWA
Penny Keats	Characterising and quantifying player performance in wheelchair basketball	QUT
Alex Rossi	Defining the boundaries of rib bone mineral density in rowing athletes	UWA

2024 REVIEW HIGHLIGHTS

Representation on the NIN Research Committee	
12	PhD students supported by WAIS
3	student scholars (Hon, MSc, Intern) supported by WAIS
23	peer-reviewed research papers (including 7 direct from WAIS projects)
~\$128,000	of research scholarship funding from University partners
>2,000 hours	hours of direct program support via work integrated learning

In addition to our two new scholars, we also celebrated the departure of Leanne Snyder, one of our PhD students from Murdoch University. Leanne spent three and a half years with us at WAIS working in the wheelchair basketball program to better understand the on-court movement demands of our athletes. Although not quite finished with her thesis write up, Leanne was offered a teaching and research role at Loyola University in Chicago – home of the mighty Ramblers! Leanne continues to write up her papers from afar, providing insight back to WAIS on the final aspects of her thesis. In addition to Leanne, we also said goodbye to our 12-month research intern from Glasgow University, Lucy Gardner, who undertook a research project exploring the test protocols for sprint kayaking, whilst also providing service support to the team. Finally, we saw the completion of a Masters dissertation in the WAIS rowing program, where Caitlin Hillier explored the impact of stroke asymmetries in 2,000m rowing performance.

Heading into 2025, our community of researchers at WAIS is 13 strong. Collectively, these students provide ~\$128,000 of research scholarship funding from their respective Universities across the year, and >2,000 hours of service support to WAIS sport programs.

See summary of our full team and their respective projects.

In addition to our student team, the year was successful in terms of research outputs, with numerous team members contributing to a total of seven direct research papers from their studies, and a further 17 affiliated papers. These research outputs have been peer-reviewed and published in reputable journals, and are a great form of science communication, assisting in the WAIS contribution of knowledge creation that is shared with the wider sports science community.

It is important to note that all of our research scholars are supported by WAIS service staff, and the program of works

above would not be possible without their support. Over 2024, the research centre has had significant contribution from all program coaches and associated staff, with specific mention to Martyn Binnie, Helen Bayne, Cruz Hogan, and Luke Mitchell for their work.

2025 Focus

As we move into 2025, we hope to see several of our current scholars complete their PhD programs with us. Further, we look forward to welcoming two new PhD scholars over the course of the year, with the intent to further support our sports programs with evidence-based, innovative solutions to performance-driven questions.

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



Cruz Hogan and Sammy Lourey



CORPORATE SERVICES

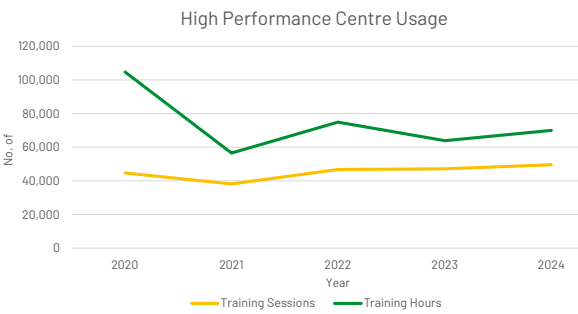
In 2024 the Corporate Services team worked relentlessly behind the scenes, ensuring athletes and staff had the best systems and facilities to consistently achieve their goals and perform at their peak.

This year also saw a significant landmark with the approval of funding from the Department of Local Government, Sport and Cultural Industries (DLGSC), enabling WAIS to invest in its core foundations. This funding has allowed the Corporate Services team to expand significantly, now encompassing Facilities and Operations, Finance, Marketing and Communications, Governance, Compliance and Risk, and Partnerships.

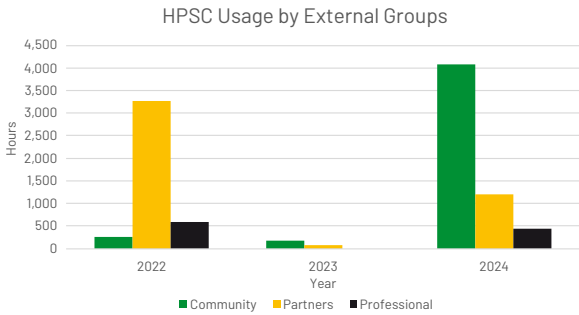
Facilities and Operations

In October 2024, Trent Mitton was promoted to the Facilities and Operations Manager, taking the lead in overseeing day-to-day operations at the High Performance Sports Centre (HPSC) and external locations. This role ensures all WAIS athletes, staff, and students have access to quality facilities for training and work.

Usage of the WAIS High Performance Centre (HPSC) in 2024 saw an increase in comparison to the 2023 usage of the High Performance Centre. Usage of the HPSC still remains comparable to 2022 despite there being slightly less athletes in some programs than in the Financial 2023 year.



The HPSC's usage by external groups, including community organisations, partners, and professionals, has surged in 2024, marking the highest engagement since pre-COVID years.



Occupational Health and Safety

2024 was also a year of outstanding safety, with zero reportable incidents. This achievement reflects WAIS's strong commitment to maintaining a safe working environment, regularly monitoring risks and adhering to risk management policies to ensure the safety of both staff and athletes.

	2024	2023	2022
Lost Time Injury	-	-	-
Restricted Work Injury	-	-	-
Medical Treatment Injury	1	4	2
First Aid Injury	3	4	1

Finance

The finance team welcomed two new staff members in 2024 - Finance Manager, Sharon Caspersz and Payroll Officer, Aggie Manzone. These increased resources are essential for enabling WAIS to effectively manage its assets, achieve long-term goals, and maximise the organisation's value.

The future focus for the finance team will be on developing and enforcing clear financial policies and procedures. Regular training will be conducted for all staff on financial governance, risk management, and ethical standards. The team will also implement new technology to enhance and embed workflow practices while maintaining a commitment to continuous improvement.

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 Institute's credit card usage agreement. However, 13 employees mistakenly utilised their corporate credit cards for personal purposes for a total of \$1,261 over the period of 1 January 2024 to 31 December 2024. This is an increase of \$336 from the previous year.

The matters were not referred for disciplinary action as the Chief Financial Officer and Chief Executive Officer were advised immediately of the inappropriate use. Prompt settlement occurred within 5 working days for \$468 of the total unauthorised use of credit cards. Only \$793 was settled after this period primarily because of staff traveling when the mistake occurred. The level of expenditure was considered not substantive and believed to be characteristic of an honest mistake.

	2024	2023	2022
Aggregate amount of personal use expenditure for the reporting period.	\$1,261	\$925	\$871
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	\$468	\$617	\$871
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	\$793	\$308	-
Aggregate amount of personal use expenditure outstanding at balance date	-	-	-

Governance, Compliance and Risk

In November 2024, WAIS appointed Selina Horrocks into the position of Governance, Compliance and Risk Manager. This position will manage the day-to-day operations of the management and mitigation of risk, policies and procedures ensuring that WAIS is in a position to meet its statutory compliance and assurance obligations.

2025 Focus

Looking ahead to 2025, we will build on the foundational work set in 2024, embedding best practices across all areas of the operations team to ensure continued success and outstanding delivery.

Melanie Cooper | Operations Director



PERFORMANCE SYSTEMS & ANALYTICS

The Data Insights Team (DIT) continues to enable effective, data-informed decision-making, aiming to optimise the capacity and performance of WAIS, its sports programs, and our athletes.

In 2024, we achieved significant milestones that built upon the strong foundations laid in previous years. Below are the key highlights of our achievements in 2024 and the goals set for 2025.

2024 Achievements

Re-Implemented the Individual Athlete Performance Plan (IAPP):

The revised IAPP, which underwent a comprehensive redesign in 2023, was re-implemented in 2024. This ensures continued support and streamlines oversight of sports programs, enhancing their operational efficiency.

Integration of Gym-Based Performance Data:

Performance data from gym-based sources is now being ingested into our data infrastructure. This development broadens the scope of data available for performance analysis, providing a more holistic view of athlete training and development.

National Integrity Framework (NIF) Reporting Processes Established:

Reporting processes for the NIF were implemented, reflecting our commitment to integrity and compliance standards within sports programs.

Data Reporting Tools Reviewed:

A comprehensive review of data reporting tools was conducted, ensuring that WAIS leverages the most effective and user-friendly tools for data visualisation and reporting across the organisation.

Enhanced Utilisation of Data Infrastructure:

The Data Insights Team (DIT) further capitalised on the capabilities of the revamped data lakehouse model, unlocking new efficiencies and extending its application to various analytics tasks.

Increased Organisational Data Adoption:

2024 saw a significant increase in the organisational adoption of data across various sport programs, enhancing the ability to make data-driven insights for decision-making processes.

Development of New Dashboards and Tools:

Numerous dashboards and analytics tools were developed and deployed to support users across sports programs and corporate services, delivering actionable insights in a timely and effective manner.

Team Expansion:

The Performance Systems and Analytics (PSA) team welcomed Sharna Granwal in 2024, further enhancing our collective expertise and capacity to deliver innovative data solutions.

2025 Focus

Buy-In for Proposed Reporting Tool:

Our top priority in 2025 is to secure organisational buy-in for the adoption of a newly proposed reporting tool. This tool promises to revolutionise how data is visualised and consumed across WAIS.

Development of Sophisticated Data Solutions:

The DIT will begin developing more advanced and sophisticated data solutions for sports programs using the new reporting tool, providing deeper insights and enhancing performance strategies.

Scaling Data Sources:

The DIT will expand the range of data sources ingested into our infrastructure, including additional gym-based performance data and sport-specific datasets, further enhancing the granularity and relevance of insights.

Building Partnerships Through Data:

The DIT will use data as a strategic asset to build and strengthen partnerships with external National Sporting Organisations (NSOs), fostering collaboration and knowledge sharing.

As we close out another successful year, the DIT remains focussed on enabling effective, data-informed decision-making and building capacity through innovative data solutions.

Jake Walkinshaw | Performance Systems & Analytics Manager

Zoe Arancini



Josh Yong, Iona Anderson,
Kyle Lee and Ben Higson

WAIS SPORT & COMMUNITY PARTNERS

Principal Partner

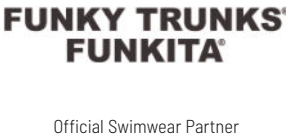


Strategic Partners



National Institute Network

Corporate Partners



Recognised Training Centres



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2025 SECTION 40 ESTIMATES
STATEMENT OF COMPREHENSIVE INCOME

	Estimate (\$)2025
NCOME FROM STATE GOVERNMENT	
State grants	(13,348,500)
Services received free of charge	(2,674,896)
Total income from State Government	(16,023,396)
INCOME FROM OTHER SOURCES	
Interest revenue	(341,610)
Contribution from sporting bodies	(1,262,000)
Other revenue	(226,440)
Gain on disposal of non-current assets	-
Total income from other sources	(1,830,050)
Total Income	(17,853,446)
COST OF SERVICES	
Employee benefits expense	9,550,867
Supplies and services	4,632,013
Depreciation and amortisation expense	238,102
Finance Costs	-
Accommodation expenses	2,241,107
Other expenses	1,191,357
Total cost of services	17,853,446
SURPLUS / (DEFICIT) FOR THE PERIOD	-

2025 SECTION 40 ESTIMATES

STATEMENT OF FINANCIAL POSITION

	Estimate (\$)2025
ASSETS	
Current Assets	
Cash and cash equivalents	5,312,720
Receivables	279,083
Other current assets	229,200
Inventories	83,912
Total Current Assets	5,904,915
Non-Current Assets	
Property, plant and equipment	712,807
Right of Use Assets	116,133
Total Non-Current Assets	828,940
Total Assets	6,733,855
LIABILITIES	
Current Liabilities	
Payables	1,123,710
Employee Related Provisions	1,015,240
Other current liabilities	74,665
Funds Held in Trust	122,151
Total Current Liabilities	2,335,766
Non-Current Liabilities	
Employee Related Provisions	225,759
Lease Liabilities	59,288
Total Non-Current Liabilities	285,047
Total Liabilities	2,620,813
NET ASSETS	4,113,041
Equity	
Accumulated surplus	-
Retained earnings	4,113,041
TOTAL EQUITY	4,113,041

2025 SECTION 40 ESTIMATES

STATEMENT OF CASH FLOWS

	Estimate (\$)2025
Forecast opening cash balance	6,026,910
CASH FLOWS FROM STATE GOVERNMENT	
State grants	13,348,500
Net cash provided by State Government	13,348,500
Utilised as follows:	
CASH FLOWS FROM OPERATING ACTIVITIES	
Payments	
Employee benefits	(9,118,089)
Supplies and services	(4,384,908)
Accommodation	(2,726,313)
Other payments	(1,191,357)
GST payments to the ATO	(905,471)
	(18,326,138)
Receipts	
Interest received	341,610
Receipts from sporting bodies	1,262,000
Other receipts	2,901,337
	4,504,947
Net cash used in operating activities	(13,821,190)
CASH FLOWS FROM INVESTING ACTIVITIES	
Payments	
Purchase of non-current physical assets	(241,500)
Receipts	
Proceeds from the sale of non-current physical assets	-
Net cash used in investing activities	(241,500)
CASH FLOWS FROM FINANCING ACTIVITIES	
Payments	
Principal elements of lease payments	-
Net cash used in financing activities	-
Net (decrease) / increase in cash and cash equivalents	(714,190)
Cash and cash equivalents at the end of the period	5,312,720



Auditor General

INDEPENDENT AUDITOR'S REPORT
2024

WESTERN AUSTRALIAN INSTITUTE OF SPORT (INC)

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 (Inc) (Institute) which comprise:

- the statement of financial position at 31 December 2024, 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 material 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 (Inc) for the year ended 31 December 2024 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 believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

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 (Inc). The controls exercised by the Institute 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 the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Western Australian Institute of Sport (Inc) are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 31 December 2024, and the controls were implemented as designed as at 31 December 2024.

The Board's responsibilities

The Board is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investments 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 Engagement 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 (Inc) for the year ended 31 December 2024 reported in accordance with *Financial Management Act 2006* and the Treasurer's instructions (legislative requirements). 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 report of the Western Australian Institute of Sport (Inc) for the year ended 31 December 2024 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Institute's performance and fairly represent indicated performance for the year ended 31 December 2024.

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 controls as the Board determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Board is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instructions 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 management relating to the report on financial statements, 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 ASQM 1 Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements, the Office of the Auditor General maintains a comprehensive system of quality management 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 2024, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

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

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

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

This auditor's report relates to the financial statements and key performance indicators of the Western Australian Institute of Sport (Inc) for the year ended 31 December 2024 included in the annual report 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 the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.

A. Madnack

Aram Madnack
Acting Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
11 March 2025

WESTERN AUSTRALIAN INSTITUTE OF SPORT (INC)
ANNUAL FINANCIAL STATEMENTS

For the reporting period ended 31 December 2024

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 financial year ended 31 December 2024 and the financial position as at 31 December 2024.

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.

Neale Fong

Dr Neale Fong
Chair
4 March 2025

Matthew Fulton

Mr Matthew Fulton
Chief Executive Officer
4 March 2025

Melanie Cooper

Mrs Melanie Cooper
Operations Director
4 March 2025



FINANCIAL STATEMENTS
STATEMENT OF COMPREHENSIVE INCOME

	Note	12 Months 31 December 2024 \$	12 Months 31 December 2023 \$
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	7,462,220	7,049,432
Supplies and services	2.2	3,904,570	3,772,005
Depreciation and amortisation expense	4.1(a),4.2(a)	283,501	284,311
Finance Costs	6.4	1,633	208
Accommodation expenses	2.2	2,187,760	2,103,387
Other expenses	2.2	2,044,867	1,488,184
Total cost of services		15,884,551	14,697,527
Income			
Interest revenue	3.3	273,994	224,605
Contribution from sporting bodies	3.2	1,484,331	1,187,508
Other revenue	3.5	261,580	250,586
Gain on disposal of non-current assets	3.4	10,909	-
Total Income		2,030,814	1,662,699
Total income other than income from State Government		2,030,814	1,662,699
NET COST OF SERVICES		13,853,737	13,034,828
INCOME FROM STATE GOVERNMENT			
State grants	3.1	6,153,250	9,548,500
Resources received	3.1	2,496,211	2,377,787
Total income from State Government		8,649,461	11,926,287
SURPLUS / (DEFICIT) FOR THE PERIOD		(5,204,276)	(1,108,541)
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD		(5,204,276)	(1,108,541)

Statement of Comprehensive Income for the year ended 31 December 2024.
The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.



FINANCIAL STATEMENTS
STATEMENT OF FINANCIAL POSITION

	Note	31 December 2024 \$	31 December 2023 \$
ASSETS			
Current Assets			
Cash and cash equivalents	6.1	4,860,834	10,223,338
Receivables	5.1	118,087	312,136
Other current assets	5.3	187,788	213,671
Inventories	5.2	89,746	89,746
Total Current Assets		5,256,455	10,838,891
Non-Current Assets			
Property, plant and equipment	4.1	571,374	731,498
Right of Use Assets	4.2	83,144	14,881
Total Non-Current Assets		654,518	746,379
Total Assets		5,910,973	11,585,270
LIABILITIES			
Current Liabilities			
Payables	5.4	862,755	1,334,572
Employee Related Provisions	2.1(b)	505,734	525,034
Lease Liabilities	6.2	53,908	-
Other current liabilities	5.5	167,734	268,858
Total Current Liabilities		1,590,131	2,128,464
Non-Current Liabilities			
Employee Related Provisions	2.1(b)	227,441	159,129
Total Non-Current Liabilities		227,441	159,129
Total Liabilities		1,817,572	2,287,593
NET ASSETS		4,093,401	9,297,677
Equity			
Accumulated surplus		4,093,401	9,297,677
TOTAL EQUITY		4,093,401	9,297,677

Statement of Financial Position as at 31 December 2024.
The Statement of Financial Position should be read in conjunction with the accompanying notes.



FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN EQUITY

	Accumulated surplus \$	Total equity \$
Balance at 1 January 2023	10,406,218	10,406,218
Total comprehensive (loss) for the period	(1,108,541)	(1,108,541)
Balance at 31 December 2023	9,297,677	9,297,677
Balance at 1 January 2024	9,297,677	9,297,677
Total comprehensive (loss) for the period	(5,204,276)	(5,204,276)
Balance at 31 December 2024	4,093,401	4,093,401

Statement of Changes in Equity for the year ended 31 December 2024.
The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS

	12 Months 31 December 2024 \$	12 Months 31 December 2023 \$
CASH FLOWS FROM STATE GOVERNMENT		
State grants	6,153,250	9,548,500
Net cash provided by State Government	6,153,250	9,548,500
Utilised as follows:		
CASH FLOWS FROM OPERATING ACTIVITIES		
Payments		
Employee benefits	(7,284,750)	(7,323,143)
Supplies and services	(3,724,851)	(3,156,901)
Accommodation	(198,079)	(287,955)
GST payments on purchases	(925)	(282,148)
Other payments	(1,560,865)	(1,427,601)
GST payments to the ATO	-	(520,524)
Receipts		
Interest received	275,626	224,813
GST receipts on sales	(868,022)	802,559
Other receipts	1,974,567	1,516,921
Net cash used in operating activities	(11,387,299)	(10,453,979)
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments		
Purchase of non-current physical assets	(86,064)	(153,088)
Receipts		
Proceeds from the sale of non-current physical assets	10,909	-
Net cash used in investing activities	(75,155)	(153,088)
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments		
Principal elements of lease payments	(53,300)	(48,204)
Net cash used in financing activities	(53,300)	(48,204)
Net (decrease) / increase in cash and cash equivalents	(5,362,504)	(1,106,771)
Cash and cash equivalents at the beginning of the period	10,223,338	11,330,109
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL PERIOD	4,860,834	10,223,338

Statement of Cash Flows for the year ended 31 December 2024.
The Statement of Cash Flows should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

1. Basis of Preparation

The Western Australian Institute of Sport (Inc) is an incorporated association.

The Western Australian Institute of Sport (Inc) 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 4 March 2025.

Statement of Compliance

The financial statements constitute general purpose financial statements that have been prepared in accordance with Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board as applied by Treasurer’s Instructions. Several of these are modified by Treasurer’s Instructions to vary application, disclosure, format and wording.

The Act and Treasurer’s Instructions are legislative provisions governing the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statement of Accounting Concepts and other authoritative pronouncements of the Australian Accounting Standards Board. 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.

Accounting for Goods and Services Tax (GST)

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

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

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

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.

Comparative Information

Except when an AAS permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 provides relief from presenting comparatives for:

- Property, Plant and Equipment reconciliations;
- Intangible Asset reconciliations; and
- Right of Use Asset reconciliations.

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.

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	2024 \$	2023 \$
Employee benefits expenses	2.1(a)	7,462,220	7,049,432
Employee related provisions	2.1(b)	733,175	684,163
Other expenditure	2.2	8,137,197	7,363,576
2.1(a) Employee Benefits Expenses			
Wages and salaries ^(a)		6,043,470	5,795,902
Termination Benefits ^(b)		91,909	220,920
Annual leave		514,722	432,955
Long service leave		66,109	(74,993)
Superannuation ^(c)		746,010	674,648
		7,462,220	7,049,432
<div>(a) Employee benefits include wages, salaries and social contributions and non-monetary benefits recognised under accounting standards other than AASB 16 (such as medical care, housing, cars and free or subsidised goods or services) for employees.</div> <div>(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.</div> <div>(c) the amount recognised in profit or loss of the Statement of comprehensive income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, other GESB schemes or other superannuation funds.</div>			
2.1(b) Employee Related Provisions			
CURRENT			
Employee Benefits Provision			
Annual leave ^(a)		302,864	292,532
Long service leave ^(b)		128,754	155,889
		431,618	448,421

NOTES TO THE FINANCIAL STATEMENTS

	2024 \$	2023 \$
Other provisions		
Employment on-costs ^(c)	74,116	76,613
	74,116	76,613
Total current employee related provisions	505,734	525,034
NON-CURRENT		
Employee Benefits Provision		
Long service leave ^(b)	191,127	134,593
Other Provisions		
Employment on-costs ^(c)	36,314	24,536
Total non-current employee related provisions	227,441	159,129
Total employee related provisions	733,175	684,163
<p>Provision is made for benefits accruing to employees in respect of annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.</p> <p>(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. The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.</p> <p>(b) Long service leave liabilities are unconditional long service leave provisions and are classified as current liabilities as the Institute does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period. Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Institute has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.</p> <p>The provision for long service leave is calculated at present value as the Institute does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to 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, as closely as possible, the estimated future cash outflows.</p> <p>(c) Employment on-costs involve settlements of annual and long service leave liabilities which 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 premiums, 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'.</p>		

NOTES TO THE FINANCIAL STATEMENTS

	2024 \$	2023 \$
Employment On-Cost Provision		
Carrying amount at start of period	101,149	121,710
Movements during period	9,281	(20,561)
Carrying amount at end of year	110,430	101,149
Key Sources of Estimation Uncertainty – Long Service Leave		
<p>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.</p> <p>Several estimates and assumptions are used in calculating an Institute's long service leave provision. These include:</p> <ul style="list-style-type: none">• expected future salary rates;• discount rates;• employee retention rates; and• expected future payments. <p>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.</p>		
2.2 Other Expenditure		
Supplies and Services		
Travel	715,997	830,260
Consultants and contractors	1,162,825	641,637
Communication	28,403	32,440
Venue hire, sports related repairs and maintenance	1,430,453	1,369,575
Events	147,422	6,800
Training and development	80,782	97,205
Other	338,688	794,088
Total Supplies and Services Expenses	3,904,570	3,772,005
Accommodation Expenses		
HPSC lease	2,187,760	2,103,387
Total Accommodation Expenses	2,187,760	2,103,387
Other		
Equipment repairs & maintenance	134,028	148,201
General administration expenses	17,090	19,359
Sport programs	1,246,881	686,373
Sport science	132,121	80,549
Marketing & promotion	3,891	99,932
Employment on-costs	510,856	453,770
Total Other Expenses	2,044,867	1,488,184
Total Other Expenditure	8,137,197	7,363,576

NOTES TO THE FINANCIAL STATEMENTS

	Note	2024 \$	2023 \$
Supplies and Services: Supplies and services are recognised as an expense in the reporting period in which they are incurred. Equipment Repairs & Maintenance Costs: These costs are recognised as expenses as incurred, except where they relate to the replacement of a significant component of an asset. In that case, the costs are capitalised and depreciated. Accommodation: The HPSC 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: These expenses generally represent the day-to-day running costs incurred in normal operations. Employee On-Cost: These costs include 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.(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.			
3. Our Funding Sources			
How We Obtain our Funding			
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:			
Income from State Government	3.1	8,649,461	11,926,287
Contributions from sporting bodies	3.2	1,484,331	1,187,508
Interest revenue	3.3	273,994	224,605
Net gain on disposal of non-current assets	3.4	10,909	-
Other Revenue	3.5	261,580	250,586
3.1 Income from State Government			
Consolidated Fund and Sports Lotteries Funding Grant		6,153,250	9,548,500
		6,153,250	9,548,500
Services received free of charge from other State Government Agencies			
Determined on the basis of the following estimates provided by agencies:			
VenuesWest – Accommodation		1,989,681	1,867,288
VenuesWest – Venue hire		506,530	510,499
		2,496,211	2,377,787
		8,649,461	11,926,287

NOTES TO THE FINANCIAL STATEMENTS

	2024 \$	2023 \$
Grants are recognised as income at the fair value of consideration received in the period in which the Institute gains control of the funds. The funding agreement with the State Government does not contain sufficiently specific performance obligations and therefore the funding is recognised as revenue when the funds are received in the Institute's bank account which is when control of the funds is obtained by the Institute. 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.		
3.2 Contributions from Sporting Bodies		
Contributions from sporting bodies	1,484,331	1,187,508
Contributions from sporting bodies are recognised as income when the Institute obtains control of the contribution. Agreements with sporting bodies do not contain sufficiently specific performance obligations for contributions and are therefore recognised when the contributions are due and receivable, which is when income is invoiced, typically at the start of each quarter.		
3.3 Interest Revenue		
Interest received from deposits	273,994	224,605
3.4 Net gain\ (loss) on disposal of non-current assets		
Proceeds from Disposal of Non-Current Assets		
Plant, equipment and vehicles	10,909	-
Net gain\ (loss)	10,909	-
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		
National Generation 2032 Program Funding	111,883	120,000
Other	149,697	130,586
	261,580	250,586
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 funding for specific programs by the AIS and State Government. The performance obligations for these amounts are satisfied when services have been provided.		

	Note	2024 \$	2023 \$
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	571,374	731,498
Right of Use Asset	4.2	83,144	14,881
Total Key Assets		654,518	746,379

4.1 Property, plant and equipment

	HPSC Improvements	Plant, Equipment & Vehicles	Office Equipment	WIP	Total
	\$	\$	\$	\$	\$
1 Jan 2023					
Gross carrying amount	7,262	622,592	241,346	96,961	968,161
Accumulated Depreciation	(1,104)	(215,013)	(20,546)	-	(236,663)
Carrying amount at start of period	6,158	407,579	220,800	96,961	731,498
Additions	-	85,121	9,965	(9,023)	86,063
Transfers	-	8,308	79,630	(87,938)	-
Disposals	-	(52,949)	-	-	(52,949)
Depreciation	(1,103)	(148,959)	(43,176)	-	(193,238)
Carrying amount at end of period	5,055	299,100	267,219	0	571,374

Initial Recognition

Items of property, plant and equipment, 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 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.

	2024 \$	2023 \$
4.1(a) Depreciation and Impairment		
Charge for the Period		
HPSC improvements	1,103	1,104
Plant, equipment and vehicles	148,959	215,013
Office equipment	43,176	20,546
	193,238	236,663
As at 31 December 2024, there were no indications of impairment to property, plant and equipment. There are no surplus assets as at 31 December 2024.		

Finite Useful Lives

All 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.

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:

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.

NOTES TO THE FINANCIAL STATEMENTS

	2024 \$	2023 \$
4.2 Right of Use Asset		
Carrying amount at beginning of period	14,881	62,529
Additions	105,576	-
Depreciation	(37,313)	(47,648)
Carrying amount at end of the period	83,144	14,881
Additions to right-of-use assets during the 2024 financial year was \$105,576 consisting of lease of rowing boats (2023: \$nil)		
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 liabilityany lease payments made at or before the commencement date less any lease incentives receivedany initial direct costs, andrestoration 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.		
Depreciation and Impairment of Right-of-Use Assets		
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.		
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.		
Right-of-use assets are tested for impairment when an indication of impairment is identified.		
4.2(a) Depreciation and Impairment		
Charge for the period		
Plant, equipment and vehicles	37,313	47,648
Total right-of-use asset depreciation	37,313	47,648
Lease Interest Expense	1,633	208
The total cash outflow for leases in 2024 was \$53,300 (2023: \$48,204).		
The Institute's leasing activities and how these are accounted for:		
The Institute has two leases 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.		

NOTES TO THE FINANCIAL STATEMENTS

	Note	2024 \$	2023 \$
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	118,807	312,136
Inventories	5.2	89,746	89,746
Other current assets	5.3	187,788	213,671
Payables	5.4	862,755	1,334,572
Other liabilities	5.5	167,734	268,858
5.1 Receivables			
Current			
Receivables		118,087	192,136
Grant receivable		-	120,000
Total Current		118,087	312,136
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.			
5.2 Inventories			
Current			
Inventories held:			
At cost or net realisable value		89,746	89,746
Total Current		89,746	89,746
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		187,788	213,671
Total Current		187,788	213,671
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		251,508	329,782
GST and PAYG Liability		608,247	910,757
Olympic/Commonwealth Games Selection Funding		3,000	3,000
Other Payables		-	91,033
Total Payables		862,755	1,334,572
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 20 days.			

NOTES TO THE FINANCIAL STATEMENTS

	Note	2024 \$	2023 \$
5.5 Other Current Liabilities			
Accrued expenses		45,584	146,800
Funds held in trust		122,150	122,058
Total Other Current Liabilities		167,734	268,858
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	4,860,834	10,223,338
Lease Liabilities	6.2	53,908	-
Non-cancellable lease commitments	6.3	69,588	276,325
Finance cost	6.4	1,633	208
6.1 Cash and Cash Equivalents			
Cash at Bank		4,735,286	10,094,780
Cash on hand		3,398	6,500
Restricted Cash		122,150	122,058
Total Cash and Cash Equivalents		4,860,834	10,223,338
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.			
Restricted Cash funds as at year end 2024, are funds currently held in the Institute's Cash Management account as a noted Restricted Cash, as it is being held on behalf of the now ceased Wally Foreman Foundation (Inc). The funds are awaiting a new Institute bank account to be activated in which to hold in place the funds transferred from the Wally Foreman Foundation(Inc) as per the Trust agreement. Upon activation of the new Institute bank account, the funds will be transferred and held in the new Institute bank account which is to comply with the signed Trust agreement.			
6.2 Lease Liabilities			
Current		53,908	-
Total Lease Liabilities		53,908	-
The lease liability recognised in 2024 is for the Rowing boats only. Full payment of the 2022 leased rowing boats was made within the 2024 year.			
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.			

NOTES TO THE FINANCIAL STATEMENTS

	2024 \$	2023 \$
Lease payments included by the Institute as part of the present value calculation of lease liability include:		
• 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.		
The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constxant 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.		
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).		
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.		
This section should be read in conjunction with note 4.2 Right-of-use assets.		
Subsequent Measurement		
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.		
6.3 Non-Cancellable Arrangements - VenuesWest		
Maturity Analysis of payments to VenuesWest		
Within 1 year	69,588	206,737
Later than 1 year and not later than 5 years	-	69,588
Total Non-Cancellable Arrangements – VenuesWest	69,588	276,325
The Institute has entered into an 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 TI 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.		

NOTES TO THE FINANCIAL STATEMENTS

	Note	2024 \$	2023 \$
6.4 Finance Cost			
Plant, equipment and vehicles		1,633	208
Total Finance Cost		1,633	208
'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.			
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		4,860,834	10,223,338
Financial assets measured at amortised cost		118,087	26,972
Grant receivable		-	120,000
Total Financial Assets		4,978,921	10,370,310
Financial Liabilities			
Financial Liabilities Measured at Amortised Cost		422,242	692,673
Total Financial Liabilities		422,242	692,673
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		
Key management personnel	8.2		
Related party transactions	8.3		
Affiliated bodies	8.4		
Remuneration of auditors	8.5		
Supplementary financial information	8.6		
Other Matters	8.7		
Explanatory statement	8.8		
8.1 Events Occurring After the End of the Reporting Period			
There were no events occurring after balance date.			

NOTES TO THE FINANCIAL STATEMENTS

	2024 \$	2023 \$
8.2 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.		
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 - 50,000	10	19
	\$	\$
Short term benefits	116,473	8,000
Post employment benefits	13,167	-
Other long term benefits	3,281	-
Total remuneration of members of the accountable authority	132,921	8,000
Total remuneration includes the superannuation expense incurred by the Institute.		
The WA Government sanctioned a change to the WAIS constitution, which allows for the payment of fees to non-executive directors. WAIS formally changed its constitution in December 2023 to facilitate this and the renewed constitution was accepted by Department of Mines, Industry Regulation and Safety.		
Any Non-Executive Director who holds a position working for the Western Australia State Government, one of its agencies or authorities is ineligible to be paid by WAIS.		
* Please note that during 2023 there was a new Board appointed.		
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 (\$)		
0 - 50000	4	4
50,001 - 100,000	1	2
100,001 - 150,000	-	1
150,001 - 200,000	4	3
300,001 - 350,000	1	-
400,001 - 450,000	-	1
Short term benefits	1,041,945	999,031
Post employment benefits	115,486	121,167
Termination benefits	31,778	220,920
Other long-term benefits	12,939	15,732
Total remuneration of other key management personnel	1,202,148	1,356,850
* Please note that the remuneration band \$400,001-\$450,000 during 2023 includes the former CEO's payout.		

NOTES TO THE FINANCIAL STATEMENTS

	2024 \$	2023 \$
8.6 Supplementary Financial Information		
(a) Write-offs		
Bad debt write-off	2,010	-
Balance at end of period	2,010	-
8.7 Other Matters		
In 2024 KPMG completed an independent review, as commissioned by the DLGSC, on the Culture and Governance towards Athlete Safeguarding at WAIS in the past 5 years. The final report made several recommendations which WAIS is in the process of implementing.		
8.8 Explanatory Statement		
This explanatory section explains variations in the financial performances of the Institute undertaking transactions under its own control, as represented by the primary financial statements.		
All variances between annual estimates (original budget) and actual results for 2024, and between the actual results for 2024 and 2023 are shown below. Narratives are provided for key major variances which vary more than 10% from their comparative and that the variation is more than 1% of the comparative:		
1. Estimate and actual results for the current year		
• Total Cost of Services of the annual estimates for the Statement of comprehensive income and Statement of cash flows (i.e. \$151,545)		
• Total Assets of the annual estimates for the Statement of financial position (i.e. \$119,361)		
2. Actual results between the current year and the previous year		
• Total Cost of Services of the previous year for the Statement of comprehensive income and Statement of cash flows (i.e. \$146,975)		
• Total Assets of the previous year for the Statement of financial position (i.e. \$115,852)		

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 2024 \$	Actual 2023 \$	Variance between actual results for 2024 and 2023 \$
Statement of Comprehensive Income				
EXPENSES				
Employee benefits expense		7,462,220	7,049,432	412,788
Supplies and services		3,904,570	3,772,005	132,565
Depreciation and amortisation expense		283,501	284,311	(810)
Finance Costs		1,633	208	1,424
Accommodation expenses		2,187,760	2,103,387	84,373
Other expenses	1	2,044,867	1,488,184	556,682
Total Cost of Services		15,884,551	14,697,527	1,187,023
INCOME				
Revenue				
Interest revenue		273,994	224,605	49,389
Contribution from sporting bodies	2	1,484,331	1,187,508	296,824
Other revenue		261,580	250,586	10,994
Gain on disposal of non-current assets		10,909	-	10,909
Total income other than income from State Government		2,030,814	1,662,699	368,115
NET COST OF SERVICES		13,853,737	13,034,828	818,908
INCOME FROM STATE GOVERNMENT				
State grants	3	6,153,250	9,548,500	(3,395,250)
Services received free of charge		2,496,211	2,377,787	118,423
Total Income from State Government		8,649,461	11,926,287	(3,276,827)
SURPLUS / (DEFICIT) FOR THE PERIOD		(5,204,276)	(1,108,541)	(4,095,734)
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD		(5,204,276)	(1,108,541)	(4,095,734)

Major Actual (2024) and Comparative (2023) Variance Narratives

1. Other expenses increased in 2024 by 36.40%. This is the result of Olympic and Paralympic funding being received by WAIS to be paid out to eligible Athletes on behalf of the State Government.
2. Contributions from sporting bodies increased by 25% this year as agreements were extended to cover the period to 31 December 2024 and additional funding was received to provide additional support to Olympic and Paralympic athletes.

3. This variance is the result of the State Government funding of \$9.5m for the 2024 financial year being received December 2023. State funding for the 2025 Financial year will be received in January 2025. In October 2024, WAIS received an equity injection of \$4.2m.

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 2024 \$	Estimate 2024 \$	Variance between actual results and Estimates \$
Statement of Comprehensive Income				
EXPENSES				
Employee benefits expense		7,462,220	7,547,755	(85,535)
Supplies and services	1	3,904,570	2,995,678	908,892
Depreciation and amortisation expense		283,501	291,913	(8,412)
Finance Costs		1,633	-	1,633
Accommodation expenses	2	2,187,760	2,515,140	(327,380)
Other expenses	3	2,044,867	1,764,971	279,896
Total Cost of Services		15,884,551	15,115,457	769,093
INCOME				
Revenue				
Interest revenue		273,994	240,000	33,994
Contribution from sporting bodies	4	1,484,331	1,193,776	290,555
Other revenue		261,580	408,943	(147,363)
Gain on disposal of non-current assets		10,909	-	10,909
Total income other than income from State Government		2,030,814	1,842,719	188,095
NET COST OF SERVICES		13,853,737	13,272,738	580,999
INCOME FROM STATE GOVERNMENT				
State grants	5	6,153,250	9,548,500	(3,395,250)
Services received free of charge		2,496,211	2,540,565	(44,354)
Total Income from State Government		8,649,461	12,089,065	(3,439,604)
SURPLUS / (DEFICIT) FOR THE PERIOD		(5,204,276)	(1,183,673)	(4,020,603)
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD		(5,204,276)	(1,183,673)	(4,020,603)

Major Actual (2024) and Estimates (2024) Variance Narratives

1. Supplies & Service Expenditure for 2024 increased by 30.84% as a result of consulting costs related to the Olympic and Paralympic Marketing Campaign. ERC Submission costs as well as the addition of Directors Remuneration.
2. Accommodation Expenses decreased by 13.02%. This was primarily a result of 2024 being an Olympic Year and there being less usage of the facilities for training over the Olympic and Paralympic period.

3. Other Expenses increased by 15.01% due to additional funding for Olympic and Paralympic athletes. This was offset by funding from the State Government for this purpose.
4. Contributions from Sporting Bodies increased by 24.34%. This is the result of the extension of contracts to the 31 December 2024 and additional support received for the Olympics and Paralympics.

5. This variance is due to the timing the receipt of the State Government Grant Funding for 2024 Financial Year occurring in December 2023. Funding for the 2025 Financial Year will be received from the State Government in January 2025. An equity injection of cash of \$4.2m received in October 2024.

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 2024 \$	Actual 2023 \$	Variance between actual results for 2024 and 2023 \$
Statement of Financial Position				
ASSETS				
Current Assets				
Cash and cash equivalents		4,860,834	10,223,338	(5,362,504)
Receivables		118,087	312,136	(194,049)
Other current assets		187,788	213,671	(25,883)
Inventories		89,746	89,746	-
Total Current Assets		5,256,455	10,838,891	(5,582,436)
Non-Current Assets				
Property, plant and equipment		571,374	731,498	(160,123)
Right of Use Assets	1	83,144	14,881	68,264
Total Non-Current Assets		654,518	746,379	(91,860)
Total Assets		5,910,973	11,585,270	(5,674,295)
LIABILITIES				
Current Liabilities				
Payables		862,755	1,334,572	(471,817)
Employee Related Provisions		505,734	525,034	(19,300)
Lease Liabilities		53,908	-	53,908
Other current liabilities		167,734	268,858	(101,124)
Total Current Liabilities		1,590,131	2,128,464	(538,333)
Non-Current Liabilities				
Employee Related Provisions		227,441	159,129	68,311
Total Non-Current Liabilities		227,441	159,129	68,311
Total Liabilities		1,817,572	2,287,593	(470,021)
NET ASSETS		4,093,401	9,297,677	(5,204,274)
Equity				
Accumulated Surplus		9,297,677	10,406,218	(1,108,541)
Retained earnings		(5,204,276)	(1,108,541)	(4,095,735)
TOTAL EQUITY		4,093,401	9,297,677	(5,204,276)

Major Actual (2024) and Comparative (2023) Variance Narratives
1. In 2024 a new Right of Use Asset hire agreement was entered into for Rowing boats for the period of 2024-2025.

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 2024 \$	Estimate 2024 \$	Variance between actual results Estimates \$
Statement of Financial Position				
ASSETS				
Current Assets				
Cash and cash equivalents		4,860,834	10,763,557	(5,902,723)
Receivables		118,087	207,844	(89,757)
Other current assets		187,788	270,029	(82,241)
Inventories		89,746	70,573	19,173
Total Current Assets		5,256,455	11,312,003	(6,055,548)
Non-Current Assets				
Property, plant and equipment		571,374	572,680	(1,306)
Right of Use Assets		83,144	51,391	31,753
Total Non-Current Assets		654,518	624,071	30,448
Total Assets		5,910,973	11,936,074	(6,025,100)
LIABILITIES				
Current Liabilities				
Payables	1	862,755	1,683,634	(820,879)
Employee Related Provisions	2	505,734	811,932	(306,198)
Lease Liabilities		53,908	-	53,908
Other current liabilities		167,734	138,423	29,311
Total Current Liabilities		1,590,131	2,633,989	(1,043,858)
Non-Current Liabilities				
Employee Related Provisions		227,441	301,701	(74,260)
Total Non-Current Liabilities		227,441	301,701	(74,260)
Total Liabilities		1,817,572	2,935,690	(1,118,118)
NET ASSETS		4,093,401	9,000,385	(4,906,982)
Equity				
Accumulated Surplus		9,297,677	(1,183,674)	10,481,351
Retained earnings		(5,204,276)	10,132,668	(15,336,944)
TOTAL EQUITY		4,093,401	8,948,994	(4,855,593)

Major Actual (2024) and Comparative (2023) Variance Narratives
1. Due to the timing of the 2025 State grant funding, GST received is significantly lower compared to the same period in 2023. This has resulted in a 48.76% decrease to payables.
2. A number of employee changes in 2024 have led to a decrease of 37.71% in employee related provision liabilities in comparison to 2023.

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 2024 \$	Actual 2023 \$	Variance between actual results for 2024 and 2023 \$
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Statement of Cash Flows

CASH FLOWS FROM STATE GOVERNMENT

State grants	1	6,153,250	9,548,500	(3,395,250)
Net cash provided by State Government		6,153,250	9,548,500	(3,395,250)

Utilised as follows:

CASH FLOWS FROM OPERATING ACTIVITIES

Payments

Employee benefits		(7,284,750)	(7,323,143)	38,393
Supplies and services	2	(3,724,851)	(3,156,901)	(567,950)
Accommodation		(198,079)	(287,955)	89,876
GST payments on purchases	3	(925)	(282,148)	281,223
Other payments		(1,560,865)	(1,427,601)	(133,264)
GST payments to the ATO	3	-	(520,524)	520,524

Receipts

Interest received		275,626	224,813	50,813
GST receipts on sales	4	(868,022)	802,559	(1,670,581)
Other receipts	5	1,974,567	1,516,921	457,646

Net cash used in operating activities		(11,387,299)	(10,453,979)	(933,321)
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CASH FLOWS FROM INVESTING ACTIVITIES

Payments

Purchase of non-current physical assets		(86,064)	(153,088)	67,024
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Receipts

Proceeds from the sale of non-current physical assets		10,909	-	10,909
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Net cash used in investing activities		(75,155)	(153,088)	77,933
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CASH FLOWS FROM FINANCING ACTIVITIES

Payments

Principal elements of lease payments		(53,300)	(48,204)	(5,096)
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Net cash used in financing activities		(53,300)	(48,204)	(5,096)
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Net (decrease) / increase in cash and cash equivalents	6	(5,362,504)	(1,106,771)	(4,255,734)
Cash and cash equivalents at the beginning of the period	7	10,223,338	11,330,109	(1,106,771)

CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL PERIOD		4,860,834	10,223,338	(5,362,505)
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Major Actual (2024) and Comparative (2023) Variance Narratives

1. This variance is primarily due to the timing of when the State Funding was received. Together with receipt of an equity injection of cash of \$4.2m 2024.

2. Supplies & Service expenditure for 2024 were up by 16.77% from 2023 due to additional expenditure related to the ERC Submission, Olympic and Paralympic Marketing Campaign and Directors Remunerations.

3. The Dec BAS payment was processed in January 2024 which is why there were lower GST payments on purchases of 99.67%.
4. The Dec BAS payment was processed in January which is why there were lower GST receipts on sales of 208.16%

5. Increased funding from NSOs and SSOs in 2024 has resulted in an increase of 26.64% for other receipts.

6. In addition to the overall cost increases for 2024, the variance is primarily due to timing of the receipt of State Government grant.

7. Cash and cash equivalents decreased by 9.77% primarily due to increased costs for 2024 year which is reflected in a lower opening balance.

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 2024 \$	Estimate 2024 \$	Variance between actual results and Estimates \$
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Statement of Cash Flows

CASH FLOWS FROM STATE GOVERNMENT

State grants	1	6,153,250	10,503,350	(4,350,100)
Net cash provided by State Government		6,153,250	10,503,350	(4,350,100)

Utilised as follows:

CASH FLOWS FROM OPERATING ACTIVITIES

Payments

Employee benefits		(7,284,750)	(7,436,909)	152,159
Supplies and services	2	(3,724,851)	(2,412,005)	(1,312,846)
Accommodation	3	(198,079)	(558,248)	360,169
GST payments on purchases	4	(925)		(925)
Other payments	5	(1,560,865)	(1,764,971)	204,106
GST payments to the ATO	4	-	(686,331)	686,331

Receipts

Interest received		275,626	240,000	35,626
GST receipts on sales	6	(868,022)		(868,022)
Receipts from sporting bodies		1,484,331	1,313,154	171,177
Other receipts		490,236	408,943	81,293

Net cash used in operating activities		(11,387,299)	(10,896,367)	(490,933)
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CASH FLOWS FROM INVESTING ACTIVITIES

Payments

Purchase of non-current physical assets		(86,064)	(140,426)	54,362
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Receipts

Proceeds from the sale of non-current physical assets		10,909	-	10,909
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Net cash used in investing activities		(75,155)	(140,426)	65,271
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CASH FLOWS FROM FINANCING ACTIVITIES

Payments

Principal elements of lease payments		(53,300)	-	(53,300)
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Net cash used in financing activities		(53,300)	-	(53,300)
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Net (decrease) / increase in cash and cash equivalents	7	(5,362,504)	(533,443)	(4,829,062)
Cash and cash equivalents at the beginning of the period		10,223,338	11,297,000	(1,073,662)

CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL PERIOD		4,860,834	10,763,557	(5,902,724)
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Major Actual (2024) and Comparative (2023) Variance Narratives

1. This variance is primarily due to the timing of when the State Funding was received. Together with receipt of an equity injection of cash of \$4.2m 2024.

2. Supplies & Service expenditure for 2024 was up 52.83% due to unbudgeted expenditure in 2024 related to the Olympic and Paralympic Campaign, ERC Submission and Directors Remunerations.

3. Due to it being an Olympic year, expenditure on accommodation decreased by 64.52% due to less usage over the games.
4. The Dec 2024 BAS payment was processed in Dec 2024 compared to Jan 2024 for the Dec 2023 BAS, which is why there were lower GST payments on purchases of -100%.

5. Other Payments were down in 2024 by 12.41% primarily due to reduced costs in Medical and Accommodation costs.

6. An increase in GST receipts on sales of 100% is due to the 2024 BAS being processed in Dec 2024 in comparison to the 2023 December BAS payment which was processed in January 2024.
7. When developing the 2025 estimates WAIS assumed that the timing of the 2025 State Grant Funding would be the same as in previous years with the funding being received in the year prior. Funding for the 2025 year will be received in the January 2025.



KEY PERFORMANCE INDICATORS

CERTIFICATION OF KEY PERFORMANCE INDICATORS

We hereby certify 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 the 31 December 2024.

Dated this 4 March 2025



Dr Neale Fong
Chair
Western Australian Institute of Sport



Mr Matthew Fulton
Chief Executive Officer
Western Australian Institute of Sport



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.

Key Performance Indicators	
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 perceptions 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.	

KEY PERFORMANCE INDICATORS

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 Australian Institute of Sport provides NSOs with a consistent National Athlete Categorisation Framework. For an athlete to be awarded a WAIS scholarship, they must be formally categorised against this framework, meet the requirements of the WAIS international athlete category or satisfy the athlete success factors criteria outlined in WAIS Sport Specific Guidelines, Criteria and Process policies.

Australia aims to be an internationally competitive sporting nation. In 2022, the High Performance 2032+ Sport Strategy (HP2032+) was launched, superseding the NHPSS 2024. Co-designed by the Australian High Performance Sport System, the HP2032+ strategy focuses on optimising outcomes and sustainable success for Summer and Winter Olympic and Paralympic and Commonwealth Games sports. WAIS is committed to supporting Australia’s international competitiveness and has aligned its goals to support the targets (excluding the Winter Olympic and Winter Paralympic targets) set within the HP2032+ strategy.

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

Athlete Performance: Two competition performance indicators, one for national representation and one for podium performances, are set to achieve an aim of Western Australians contributing to Australia’s international success in WAIS supported sports at benchmark events (World Championships, Commonwealth Games, Olympic and Paralympic Games). Since the 2016 Rio Olympics, the target has been set at 11% with an acceptable range of 10-12% based on 2016 Australian population statistics.

The national system for sports is designed to suit the specific circumstances of each sport, and WAIS can play one of several different roles within a sport’s national system. This includes preparing developing athletes for relocation to higher level National Centres (including professional teams or national programs supported by another Institute). The manner in which WAIS supports a sport is also dependent upon the quality and capability of that sport’s pathway within Western Australia. For sports that are highly prioritised nationally with a strong WA development pathway, WAIS will operate a Sport Program, subject to funding. In sports where Sport Program investment could not be justified, nationally categorised athletes are provided support through the WAIS Individual Athlete Program. Therefore, the influence of WAIS operations in achieving the Effectiveness Indicators varies across sports. To accommodate for these variances and ensure that we can assess our operational effectiveness, WAIS only evaluates its contribution to national teams in sports which WAIS supports nationally categorised athletes and defines 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 former scholarship holder who has graduated to a National Sporting Organisation endorsed program/team.

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 calculations. 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 pathways, WAIS sets KPI forecasts to assess WAIS achievement relative to potential. Therefore, analysis of each indicator includes assessment against both 11% target and internal forecast.

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 are aligned to the HP2032+ 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

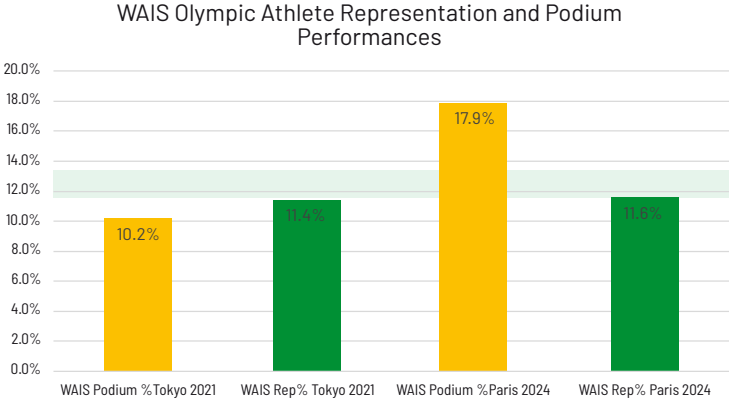
Athlete Performance: During the reporting period, athlete performance was assessed against four benchmark events: Olympic Games, Paralympic Games, World Championships in Olympic Sports and World Championships in Paralympic Sports. The Olympic and Paralympic Games comprised the majority of athlete performance targets; however, six Olympic and five Paralympic sports also held World Championships.

Overall, WAIS exceeded its representation goals at the 2024 Olympic and Paralympic Games. WAIS achieved 17.9% Olympic podium performances, surpassing the goal range of 10-12%, but fell short in Paralympic podiums with a result of 4.9%. Representation levels remain consistent with those achieved in Tokyo 2021, while podium outcomes reflected forecasted trends within this cycle. Notably, WAIS made a substantial contribution to Australia’s Olympic podium success in WAIS supported sports compared to 2021 attributed to effective campaign planning, accelerated talent development and strengthened national team environments.

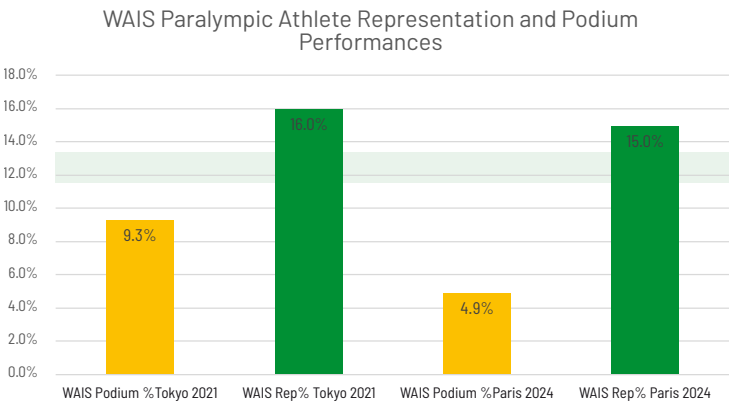
WAIS supported 81.1% of all Paris 2024 WA Olympians, lower than Tokyo 2021 (91%), and 100% of WA Paralympians, an increase from Tokyo 2021 (96%). WA Olympic athletes not supported by WAIS were artistic swimmers who relocated interstate to train full-time at the recently established Artistic Swimming Australia National Centre of Excellence, or professional athletes in basketball, equestrian, golf, surfing and tennis.

2024 Olympic Games

Of 53 WA athletes competing at the Olympic Games, WAIS athletes formed 43 (11.6%) of the 372 Australia representatives in WAIS supported sports, and 21 (17.9%) of the 117 podium results. While this slightly exceeded the WAIS forecast of 41 national representations, it fell short of the forecasted 25 podium results. However, the outcomes remained within or above the goal range of 10-12%.



Performance variations across sport program representative targets were influenced by two key factors. WAIS sport programs successfully converted medium-probability scholarship holders onto Olympic teams (Basketball, IAP Pathway, Sailing, Swimming), resulting in an increase in scholarship cohort representation from 24% to 30%. Conversely, Graduate athletes faced challenges in securing quotas / selections through the Olympic qualification process, which resulted in several programs not meeting their representation and podium targets (Athletics, Diving, Hockey, IAP National, Rowing).



WAIS overall 2024 results and comparative data for the previous 2021 results are presented in the graph above.

2024 Paralympic Games

WAIS supported all 20 WA athletes competing at the Paralympic Games, accounting for 15.0% of the 133 Australian representatives in WAIS supported sports. This exceeded the WAIS forecast of 13 national representations and surpassed the target range of 10-12%. WAIS athletes achieved 4 (4.9%) out of the 82 podium results in WAIS supported sports, falling short of the forecasted 8 podiums and significantly below the target range. This shortfall aligns with historical results and national trends, highlighting ongoing challenges within the national high-performance Paralympic pathway.

WAIS exceeded its forecast of 13 national representations as a direct result of enhanced coaching and performance support capacity in Wheelchair Basketball and Para-Cycling, which supported campaign plans and selection onto Paralympic teams. It is notable that WAIS contributed 100% of all WA athletes competing at the Paralympic Games and a scholarship cohort representation of 70%, demonstrating WAIS’s continued impact in Paralympic athlete development.

The forecast of 8 Paralympic podium performances relied heavily on traditional high-medal opportunity sports (para-athletics, para-swimming). WAIS athletes forecasted to podium did not perform to expectations primarily due to injuries or reclassification.

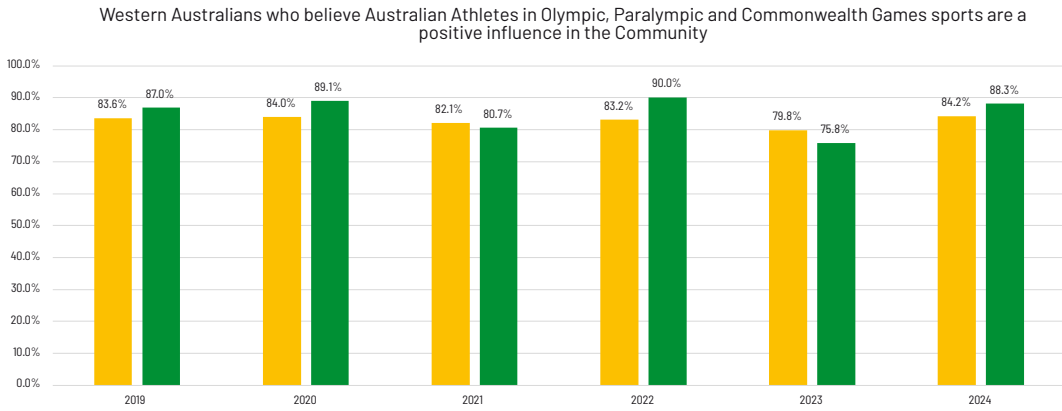
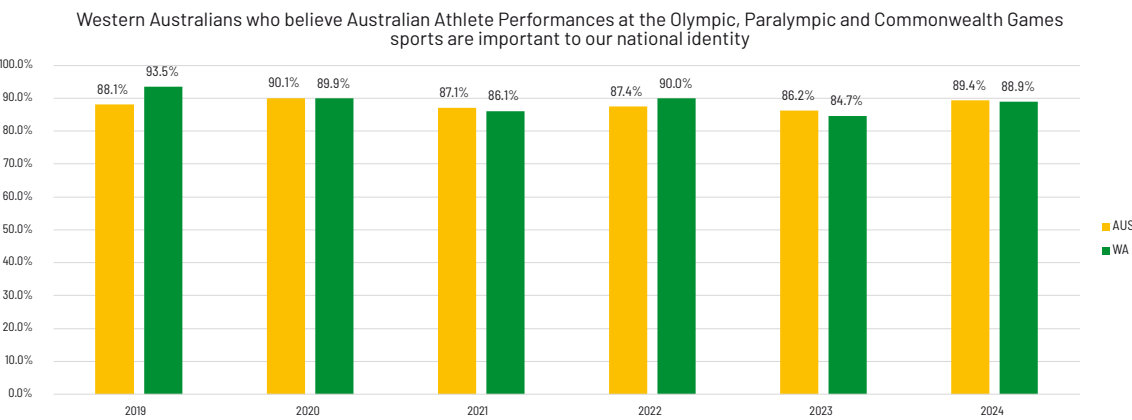
2024 Olympic and Paralympic World Championships

During the reporting period, only six Olympic and five Paralympic World Championships were held for WAIS supported sports. Not all sports host World Championship events in the Olympic / Paralympic year. For some National Sporting Organisations, the World Championships were part of their Games qualification process while for others they were considered low priority events focused on future cycle preparation.

Overall, WAIS met or exceeded its representation goals at 2024 Olympic and Paralympic World Championships. Artistic Swimming, Cycling, Diving, Sailing, Swimming and Water Polo held World Championships in Olympic events. WAIS athletes formed 30 (10.0%) of the 301 Australia representatives in WAIS supported sports, and 9 (9.1%) of the 99 podium results. Para-Athletics, Para-Badminton, Para-Canoe, Para-Cycling and Para-Triathlon held World Championships in Paralympic events. WAIS Athletes formed 11 (17.7%) of the 62 Australian representatives in WAIS supported sports, and 1 (3.3%) of the 30 podium results.

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 and/or exceed 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 High Performance 2032+ Sport Strategy objective for both these metrics is for the level of positive sentiment to be greater than 80%. The results show significant improvement in the WA community perceptions from 2024, driven by breakthrough performances across multiple sports, growing public interest in women’s sports, positive media coverage of WA athletes and increased WA government investment into Olympic and Paralympic sports.

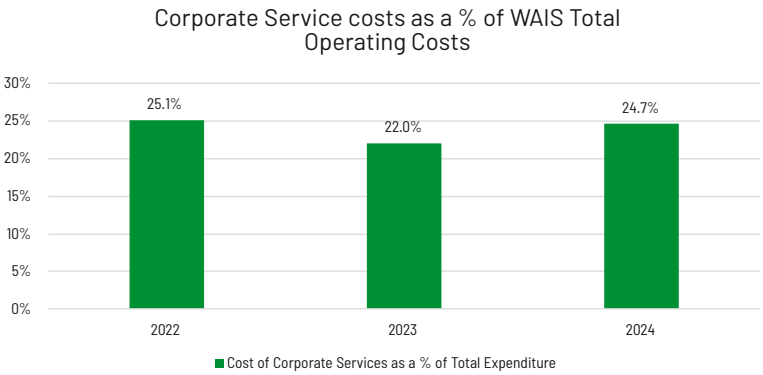
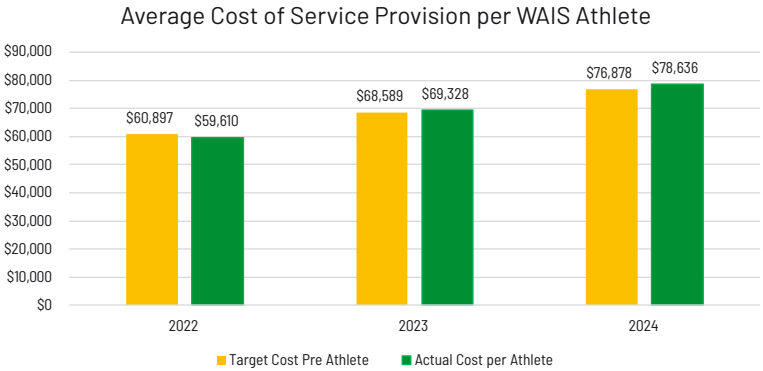


2. Efficiency Indicators

WAIS Efficiency KPIs are measured by the average expenditure per athlete and the cost of corporate services as a percentage of total expenditure. Together these measures can 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 of athletes in sport programs and those supported through the Individual Athlete Program. Athletes are awarded a scholarship in one of six categories based upon their current and forecast competition performance. The average cost per supported athlete for the 12 months ending 31 December 2024 was \$78,636. The 2024 figure is slightly higher than the target average cost of \$76,878. The 2024 figure is up on the previous year by \$9,308 which is the result of cost escalation increases. Scholarship numbers were slightly lower than forecast across some programs leading to a higher cost per athlete than previous years due to most costs to run a sport program being fixed and cost escalation increases that have been experienced in the 2024 year.



Corporate Service Cost

The cost of delivering Corporate Services as a percentage of total expenditure is 24.7%. This is slightly higher than the 22.7% target set by WAIS at the beginning of the year. A target expenditure of under 25% is based on the average cost of Corporate Services at comparable Australian state institutes of sport.

Additional funding received during the 2024 financial year from the State Government to invest in improvements in institutes operations and governance contributed to the slight increase in the costs associated with Corporate Services.

Our commitment to win well

Win Well Pledge

We commit to being an organisation that strives to win well, where how we win is just as important as when we win.

We commit to the holistic development of our athletes and our staff, recognising wellbeing as the foundation of sustainable success. We commit to leading sport with integrity, where we are accountable for the culture we foster and the decisions we make.

We commit to acknowledging and learning from Aboriginal and Torres Strait Islander Peoples and their cultures, and to walk together as we embed their knowledge and experience into our organisation and build a greater sense of belonging and connection to communities and country.

We commit to a culture of challenge and care so our athletes and staff can perform at their best and reach their potential.

We commit to creating safe and thriving environments for our people to fail so they can learn, grow and succeed.

We commit to being custodians of sport and building a legacy where sport is more inclusive and representative of the diversity of Australian communities.

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waia



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