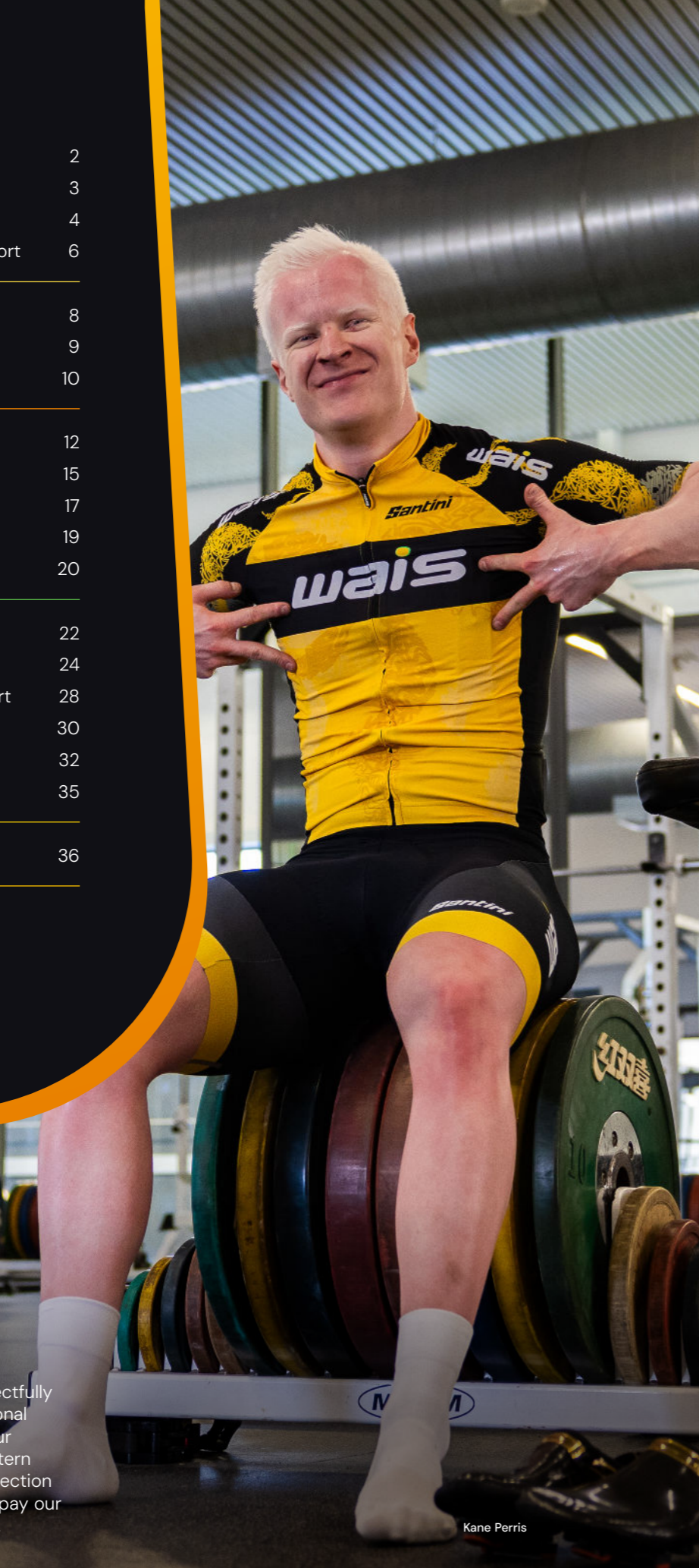




wais
WESTERN AUSTRALIAN INSTITUTE OF SPORT



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Cover: Kurtis Marschall, Lekeisha Pergoliti & Ebony Stevenson

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.

Kane Perris

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.

winwell2032.au

PREMIER'S *Message*



As Patron of the Western Australian Institute of Sport (WAIS), I am proud to reaffirm my Government's commitment to the

transformative power of sport – as a vehicle for state pride, inclusion, diplomacy, economic strength, and community inspiration.

Sport in Western Australia is more than competition; it is a reflection of our values and our belief in creating pathways for athletes to achieve their dreams. From grassroots participation to high-performance, my Government deeply values the role sport plays in uniting communities and elevating Western Australians onto the world stage.

This year, I congratulate all WAIS athletes on their hard work and determination as they continue to pursue excellence. In a non-Olympic and Paralympic year, achievements at World Championships and benchmark events have demonstrated the exceptional talent within WAIS. These performances above remind us that Western Australia continues to punch above its weight internationally.

Behind every athlete's success stands a dedicated team. I acknowledge the WAIS staff and Board for the significant work undertaken over the past two years to create a sustainable, well-governed, and high-performing organisation, with the Win Well philosophy embedded throughout. Rightly, athletes receive the accolades, but their journeys are made possible by the passionate WAIS team, family members, and the community who supports them.

In May, we proudly launched the WAIS Para Unit, supported by the Australian Institute of Sport, Paralympics Australia and the WA Government's \$1.2 million investment. I am thrilled to see two cohorts have successfully completed the talent identification FastTrack Program into the Para Unit and look forward to watching their Para sport journeys unfold with the guidance of WAIS' highly skilled coaches and performance support teams. This initiative reflects our role in championing inclusive sporting excellence – reducing barriers for athletes with disability, creating access to high-performance sport, and supporting the dreams of future Paralympians ahead of the Brisbane 2032 home Games.

My Government's ongoing commitment to WAIS ensures Western Australian athletes are provided every opportunity to succeed on the world stage. Together, we will continue to nurture talent, sustain high-performance pathways, and inspire communities across our State.

As we celebrate the achievements of today, our focus turns to the future: the Commonwealth Games in Glasgow in 2026, the Olympic and Paralympic Games in Los Angeles in 2028, and our very own home Games in Brisbane in 2032. There is much to look forward to, and I am confident Western Australian athletes will continue to inspire us all.

On behalf of all Western Australians, I extend my congratulations to WAIS athletes, staff, and partners for their dedication and achievements. Your efforts embody the spirit of our State and reinforce the power of sport to unite, inspire, and lead us forward.

Hon Roger Cook MLA | Premier of Western Australia

DEPUTY PREMIER'S *Message*



Reflecting on my first year as Minister for Sport and Recreation has reinforced to me how important sport is for Western Australians. Sport is

part of the fabric of our State – shaping our wellbeing, identity and future ambition, and bringing people together in every community.

High performance sport and community sport are deeply connected. When our athletes perform at the highest level, they do more than win – they build pride and inspiration, motivating young people and families to get involved in local sport. That connection is powerful, but it must be matched with opportunity.

That is why the WA Government is backing community sport through PlayOn WA, our Government's program to deliver the infrastructure our clubs need to thrive and grow. PlayOn WA is supported by \$332 million in the 2025–26 State Budget for sports infrastructure projects across Western Australia. By investing in the changerooms, lighting and local facilities that communities rely on, we are helping ensure there are places to play when elite performance inspires more people to get active and connected.

In 2025, WAIS athletes again demonstrated the exceptional talent within the Institute through strong performances at World Championships and key benchmark events. These achievements, which are highlighted throughout this report, show what can be achieved when talent is supported by worldclass coaching and integrated performance services.

A major milestone this year was the establishment of the WAIS Para Unit. This initiative reflects a shared commitment to inclusive high-performance pathways, delivered through a coinvestment model between the Western Australian Government, the Australian Sports Commission and

Paralympics Australia. It is about reducing barriers, strengthening pathways, and ensuring para-athletes have equitable access to the systems they need to pursue excellence on the road to Brisbane 2032.

Western Australia also continued to leverage major events that deliver social and economic benefits while showcasing our State's capacity to contribute to national sporting success. Hosting AusCycling's 2025 Road National Championships, the 2025 Australian Open Water Swimming Championships as well as the Australian Athletics 2025 National Championships to name just a few of the big events WA held in 2025. These opportunities gave athletes the chance to compete on home soil and drive broader benefits for the State.

I thank the WAIS Board, staff, coaches, partners and athletes for their dedication, and acknowledge the organisation's continued work to embed the Win Well philosophy – delivering performance through wellbeing, integrity and sustainable success.

Hon Rita Saffioti MLA | Minister for Sport and Recreation



CHAIR'S *Report*

The past 12 months at WAIS have been defined by extraordinary athlete achievement, bold strategic direction, and a deepened commitment to winning well – ensuring how we win is as important as the result itself.



We witnessed remarkable performances on the world stage. From Zac Littlewood's outstanding year in sailing, placing third at the 2025 ILCA 7 World Championships and first at Nationals, to Kurtis Marschall soaring to a personal best of 5.95m in pole vault, securing third place at Worlds. Lekeisha Pergoliti impressed in her Senior World Championships boxing debut, earning silver, while Alana Yukich helped secure silver in the 4x400m Mixed Relay at the Athletics World Championships.

In Para sport, Ebony Stevenson and Taishar Ovens contributed to a bronze medal at the 3x3 Senior World Cup in wheelchair basketball. Kane Perris and Luke Zaccaria became world record holders, winning gold in the Tandem Team Sprint, silver in the Tandem B Men Sprint, and silver in the Tandem B 1KM Time Trial at the Para-cycling Track World Championships. Rhiannon Clarke continued her dominance, winning the Para-athletics 100m, 200m, and 400m at Nationals for the third consecutive year and placing seventh in the Women's T38 100m at Worlds.

These and many other achievements reflect not only the talent and determination of our athletes, but also the strength of the WAIS system – coaches, staff, families, and communities who support them every step of the way.

Operationally, WAIS has undergone significant transformation. Governance frameworks have been strengthened, and our commitment to operational excellence reaffirmed. We renewed our focus on athlete wellbeing and continued to embed the Win Well philosophy throughout our organisation, balancing performance ambition with care, integrity, and respect.

One of the year's defining milestones was the launch of our bold 2025–2032 Strategic Plan, setting our course on the green and gold runway to Los Angeles 2028 and Brisbane 2032. Alongside this, we introduced new organisational values – United, Care, Lead, Inspire – which will guide us into our next chapter.

This year also marked the first full year of the inaugural Athlete Advisory Committee, a vital step in amplifying

the collective athlete voice within our organisation. We thank the Committee for their insight, leadership, and commitment to shaping a better future for all athletes.

Personally, one of the most meaningful highlights was the launch of the WAIS Para Unit in May – a first of its kind in Western Australia. My first year as a doctor was working with Sir George Bedbrook at the RPH Spinal Unit, where many patients became Para-athletes over the decades. But now, supported by the WA Government, the Australian Institute of Sport, and Paralympics Australia, this initiative represents a critical advancement for WAIS and Western Australia toward inclusive excellence. A future Paralympian may well be discovered right here, in 2025, as part of this program.

In 2025 we also enhanced transparency, accountability, and alignment with national sporting priorities, ensuring WAIS remains a trusted and progressive leader in high-performance sport. I would like to acknowledge our valued sporting partners and stakeholders for their continued support and collaboration throughout 2025 – the Department of Creative Industries, Tourism and Sport (CITS), Lotterywest, and VenuesWest. Your input has been invaluable.

I extend WAIS's gratitude to the Deputy Premier Hon. Rita Saffioti MLA and her staff for their dedication to Western Australian sport. It has been wonderful to work with them all this year, and we are excited and enthused to see our relationship and commitment to high-performance sport in WA continue.

I deeply appreciate the time, insight and commitment of my fellow Board members in advancing WAIS' mission and I thank them for their contributions throughout this transformative year. They have established a great foundation for solid and improved governance. A special thanks to Kaylene Gulich, our Finance Risk & Audit Committee Chair, who has stepped off the Board. Kaylene was critical to developing a secure financial footprint for WAIS.

To the WAIS staff, thank you for your tireless work and unwavering belief in our mission. Unsung and often not seen, the staff at every level are the backbone of our institute. I would like to acknowledge WAIS CEO Matt Fulton – thank you for your leadership, vision, and integrity.

And to our athletes, thank you for giving us our purpose.

WAIS is more than a sporting institute. It is a place where values meet ambition, where winning is defined by how we win, and where the future of Western Australian sport is being shaped every day.

Dr Neale Fong | WAIS Chair



CEO'S *Report*

2025 has been a year of significant transformation for WAIS – a year that has challenged us and ultimately strengthened us. As I reflect on the past 12 months, I feel immense pride in the way our people have embraced change with professionalism, care, and a shared sense of purpose.



The organisational restructure we undertook at the start of the year was not simply about reshaping roles or reporting lines. It was about building a WAIS that is more connected, more capable, and more aligned with the future of high-performance sport in Australia. We introduced new functions, systems and processes, and reshaped our Senior Leadership Team to create a more focused, collaborative group that reflects the evolving needs of our organisation and athletes.

These changes have laid the foundation for a more agile and accountable organisation – one that can respond to the needs of our athletes and stakeholders with clarity and confidence. I thank the Senior Leadership Team – Melanie Cooper, Neill Potts, Peter Peeling, and Jon Haines – for their expertise, leadership, and commitment throughout this process, as well as Laura Reid for her support and the wealth of knowledge she brings.

This year also marked a renewed focus on collaboration. Across the National Institute Network and with National

and State sporting organisations we worked together to align priorities and shared goals. A highlight was the launch of Para Units, including WAIS' own – the first of its kind in Western Australia, the birthplace of Para sport. Seeing past Paralympians, current athletes, disability sports representatives, stakeholders, staff, and the community come together to celebrate the official launch was an incredibly inspiring moment for Para sport in WA. This initiative represents a commitment to inclusion, access, and opportunity for athletes with a disability, and I am proud of the passion and dedication shown by the WAIS Para Unit in its inaugural year.

We also launched our 2025–2032 Strategic Plan – a whole-of-WAIS effort shaped by our staff and Board. This plan is grounded in evidence and driven by bold ambition. It sets out a clear direction for the years ahead, anchored by three strategic pillars: Athletes Winning Well, People and Culture, and Organisational Sustainability.

This is an ambitious plan that recognises the once-in-a-generation opportunity to make a lasting impact and leave a legacy in Western Australia – not only in sport, but also socially, economically, and diplomatically – along the green and gold runway to Brisbane 2032.

Our purpose is clear: to support Western Australian athletes to Win Well at the Olympic, Paralympic and Commonwealth Games.

Our vision is to develop athletes who Win Well, to be leaders in high-performance sport, and to create community pride while inspiring the next generation.

Central to this strategy are our newly defined organisational values: United, Care, Lead, Inspire. These values were shaped through a collaborative process involving all WAIS staff, reflecting who we are and who

we aspire to be. WAIS has a 40+ year legacy of supporting athletes to achieve meaningful and challenging goals. This plan sets the course for WAIS to grow and enhance its support for WA and Australian sport over the next decade.

We celebrated our athletes and people through the WAIS Awards of Excellence – a powerful reminder of what it means to Win Well across every aspect of the organisation. WAIS graduate Maddison Keeney was named Able-bodied Athlete of the Year after her gold medal at the World Championships in Singapore. Chad Perris received the newly introduced Para Athlete of the Year Award, recognising not only his silver medal in the T13 100m but also his ongoing advocacy and mentorship. Ebony Stevenson, just 15, was named Young Athlete of the Year after an incredible season in wheelchair basketball and one of the most exciting prospects in the sport. The Individual Athlete Program, led by Laura Piroballi and Carolyn Morrison, was awarded Program of the Year for its athlete-centred approach and outstanding results. And Shane McDonald received the WAIS Excellence Award for his leadership in driving outstanding program outcomes and collaboration in women's basketball across WAIS and the national system.

These awards reflect the heart of WAIS – not just performance, but character, care, and community impact.

As we look ahead to Brisbane 2032, the sense of possibility is clear. We are presented not only with sporting opportunities but something far greater – a once-in-a-generation moment to showcase our athletes, state pride and infrastructure on the world stage. All ultimately leading to the inspiration of the Western Australian community and continuation of the legacy of WA punching above its weight. WAIS is proud

to be contributing to this vision, and we are positioning ourselves to play a meaningful role in the lead-up to what will be a defining moment for Australian sport.

I want to acknowledge our partners – the WA Government through the Department of Creative Industries, Tourism and Sport, Lotterywest, VenuesWest, Paralympics Australia, the Australian Olympic Committee, Commonwealth Games Australia, the Australian Institute of Sport, National Sporting Organisations and State Sporting Associations – for your continued support and belief in our mission. I extend my thanks to VenuesWest CEO David Etherton and would like to particularly acknowledge David as he retires after close to 20 years of unwavering commitment and support to high-performance sport in Western Australia. David leaves a legacy beyond imagination that will continue to benefit athletes for years to come.

To our WAIS staff, thank you for your professionalism and continued dedication to our athletes, and to delivering exceptional outcomes. We work in an incredible organisation that is committed to the success of our athletes, and I can't thank you enough for everything you do and how you go about it.

WAIS is a community of people united by purpose and possibility. It is a place where people grow, where values matter, and where excellence is pursued every day with integrity and care. I am proud to lead this organisation and look forward to the journey ahead as we continue to build something truly special together.

Matt Fulton | Chief Executive Officer



WA National Institute
Network Directors Meeting



Dr Paul Oliver (SIA), Matt Fulton (WAIS), Matti Clements (AIS), Neill Potts (WAIS) & WAIS staff

WE WIN WELL TO INSPIRE

Western Australians

OUR PURPOSE

To support Western Australian athletes to Win Well at Olympic, Paralympic, and Commonwealth Games.

OUR VISION

We develop athletes who Win Well.

We are leaders in high-performance sport.

We create community pride and inspire the next generation.



OUR *Values*



United

We build connection and trust by working as one team and backing each other to achieve our shared goals.



Lead

We lead by taking responsibility for our actions, living our values, and setting the tone for others to follow.



Care

We treat everyone with care, integrity, and respect - creating a culture where individuals feel seen, valued and safe to contribute.



Inspire

We lift those around us through curiosity, courage and a hunger for excellence - always learning, improving and striving to be world class in everything we do.

STRATEGIC *Pillars*

WAIS has a 40+ year legacy of supporting athletes to achieve meaningful and challenging goals. Our Strategic Plan sets the course for WAIS to grow and enhance its support for WA and Australian sport over the next decade.

The strategy is built around three key pillars:

- 01 Athletes Winning Well
- 02 People and Culture
- 03 Organisational Sustainability

Critical to achieving this plan are our partnerships with Government, Games Partners, National Sporting Organisations and State Sporting Associations. We believe that if we can unite behind the system vision of achieving our best Games ever in Brisbane 2032, then we will create a legacy for generations to come.



01

Athletes Winning Well

Athletes strive for Pinnacle Event success around a foundation of wellbeing.



People and Culture

Our people are supported in a culture fostering growth and wellbeing.

02



Organisational Sustainability

We are well governed and financially sustainable with strong stakeholder relationships.

03



WAIS Strategic Plan 2025-2032 launch



Kane Perris & Luke Zaccaria

WAIS BOARD

Dr Neale Fong

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

Dr Neale 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 (until September 2026), Chair of the Child and Adolescent Health Service (from October 2026), Chair of the Wyllie Group, President of the Australasian College of Health Service Management (until October 2026), and 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.

He holds Bachelor degrees in Medicine and Surgery, a Masters in Theological Studies, a Masters in Business Administration, and is a Fellow of the AICD and the ACHSM. He is a registered medical practitioner, founder of Youth Vision WA, was West Coast Eagles Football Club chaplain for 22 years and former President of the West Perth Football Club.

In 2025 he was awarded an honorary Doctor of Medicine from Curtin University for his services to health care in WA and further afield.

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 VenuesWest 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

Darren Foster is a public policy, governance and strategy expert, 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.

Fabian Ross

Joined WAIS Board: 04/09/2023

Fabian Ross is an accomplished CEO and board director with over 30 years of experience across multiple industries. He was appointed CEO of Basketball WA in July 2025, stepping into the role to build on the organisation's achievements and lead its next phase of growth and inclusivity in the sport.

As CEO of Hockey WA, Fabian led the successful bid to retain WA as the national home of hockey, securing a landmark \$135 million investment for a new facility at Curtin University. He refreshed the 2021-2026 strategic plan, introduced diverse events to boost stadium use and revenue, and collaborated with government on an Asian Engagement Strategy – all while navigating the challenges of COVID lockdowns.

Fabian's leadership was recognised with inclusion in the Business News Power 500 List in 2022, 2023, and 2024,



highlighting him as one of Western Australia's most prominent leaders.

Prior to his roles in sport, Fabian spent over two decades in the Financial Services sector, holding high-profile executive positions including CEO of WA Super, and senior roles at BT Financial Group, HBOS Australia, GESB, and the Commonwealth Bank.

He currently serves on several boards, including as Chair of MG Kailis Holdings and Profusion Planning.

Fabian brings proven expertise in governance, mergers and acquisitions, and transformational strategy execution in complex environments. He is a passionate leader dedicated to cultivating strong organisational culture, community engagement, and sustainable growth.

Peta Slocombe

Joined WAIS Board: 26/09/2023

Peta is a Psychologist and CEO of Performance Story – working across clinical, organisational and performance Psychology. She has consulted, coached, and published internationally, with previous roles including Global Senior Vice President, Managing Director and Executive Manager roles in North American and ASX listed companies across resources, health, clinical, tertiary, health technology and elite sports contexts to name a few.

Peta is a sought-after speaker and thought leader in mental health and performance. She was founder of the World's Largest Mental Health Check-in and co-creator of the One Million Lives project. She sits on the Board of CEOs for Gender Equity and is a special advisor to the insurance industry's mental health Board.

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

Elise Rechichi OLY OAM

Joined WAIS Board: 04/12/2023

Elise is an Olympic Champion and dual Olympian with over two decades of experience across Australia's Olympic and Paralympic high-performance systems. A former WAIS scholarship holder (2003-2013), she has built a senior executive career with deep capability in system design, performance strategy, governance and cross-sector partnerships.

As Head of Performance Strategy at Paralympics Australia, Elise led the Para System Uplift, a multi-year reform recognised as the most significant system transformation ahead of Brisbane 2032. Her leadership secured record Federal and State investment, strengthened collaboration across national partners,

and redesigned key system drivers including classification, pathways and governance to enable more equitable, sustainable performance outcomes.

Elise is known for her disciplined, evidence-based approach to systemic and structural change. She has developed policies, systems and frameworks that embed inclusive practice and universal design principles, ensuring organisations are positioned to meet their strategic intent and obligations to the communities they serve.

She holds a Bachelor of Science and has completed the AICD Company Directors Course along with a Melbourne Business School's executive leadership program and has served on multiple high-performance and industry advisory groups.

Elise has recently founded 11One – an advisory practice that supports boards and executive teams to develop strategy that cuts through complexity, strengthen organisational performance and drive system-wide alignment across sport and the broader health, disability and government sectors, with a particular focus on maximising impact through and beyond the Brisbane 2032 home Olympic and Paralympic Games.

Marcelyn Nicolaou

Joined WAIS Board: 13/06/2025

Marcelyn Nicolaou is a senior public sector leader with more than 25 years' experience in the WA government, specialising in strategic leadership, policy development and service delivery, and delivering impactful cross-sector initiatives.

Marcelyn is currently the Deputy Director General, Sport and Recreation and Infrastructure Services at the Department of Creative Industries, Tourism and Sport (CITS) where she is responsible for supporting the sport and recreation sector, including through \$60 million in funding programs, as well as overseeing investment of over \$730 million in infrastructure and capital projects.

She was recently acting Director General for the Department of Local Government, Sport and Cultural Industries (DLGSC), where she oversaw the final transition of the former agency to the CITS.

Prior to this, Marcelyn was Executive Director of Sport and Recreation at DLGSC and held senior roles at the former Department of Finance. In these roles, she led state-wide initiatives to enhance community outcomes and align with government priorities, and oversaw the administration of major grant schemes and digital transformation initiatives.

Her career is distinguished by her ability to drive innovation, manage complex legislative reforms, and deliver high-impact public policy outcomes.



Her leadership is marked by a strong focus on quality customer service, governance and stakeholder engagement, encouraging the sharing of ideas and skills and proactively looking for ways to effectively drive change.

Marcelyn brings a wealth of experience in building collaborative partnerships and delivering outcomes that make a meaningful difference to communities throughout Western Australia

Clare Nott

Joined WAIS Board: 28/07/2025



Clare is a former WAIS scholarship holder (2007 to 2018), representing Australia in the women's wheelchair basketball team, "the Gliders", from 2005 to 2018. She won a bronze medal at the 2008 Beijing Paralympics and a silver medal at the 2012 London Paralympics. She has also been a part of numerous Championship winning teams in both the NWBL and WNWBL.

Clare completed a Bachelor of Legal Studies (majoring in Criminology) at Murdoch University and gave the Valedictorian address at her university graduation in 2013.

She balanced athlete commitments whilst also working as a Law Clerk / Secretary in a Personal Injury law firm for 10+ years. Her main role these days is as a mum of three children, however she also works casually for the Paraplegic Benefit Fund, where she presents road injury prevention programs to Year 10 and 11 students at schools around the Perth metro area.

Clare joined the WAIS board in mid-2025 and looks forward to learning about and being a part of the system that supports Western Australian athletes. She hopes her experience as a para-athlete, as well as a mother, can provide a unique insight for WAIS.

Rebecca Field

Joined WAIS Board: 28/07/2025



Rebecca is a partner at law firm Corrs Chambers Westgarth, Deputy Chair of DevelopmentWA, a graduate of the Australian Institute of Company Directors and has a Bachelor of Arts, Bachelor of Laws, Graduate Diploma in Legal Practice and Certificate in International Law.

Rebecca has over 20 years' experience advising government and private sector clients in relation to legal, strategic and risk management issues, with a focus on property and infrastructure development. In recent years, Rebecca has been advising the Western Australian Government in relation to various sporting and cultural infrastructure developments.

Rebecca's children are involved in high performance sport, so she brings that perspective to the WAIS board, in addition to her legal, strategic and risk management skills.

Sam Kronja

Joined WAIS Board: 08/12/2025



Sam is an experienced professional with a background spanning finance, governance, human resources, information technology, facilities management, property development, contract management, and project management. He has overseen the building of capacity within teams, system implementation and managing organisational change.

He is currently the Chief Financial Officer of Hope Community Services, is a Fellow of Chartered Accounts Australia and New Zealand, Chartered Secretary and holds a Master of Business Administration. Previous roles have included Interim Chief Executive Officer of Scitech and experience in CFO roles in NFP's, distribution, FMCG, mining and professional services for over 25 years.

Sam has a strong background as a professional sports official as an AFL and WAFL field umpire, AFL Match Day Official and 1st Grade WACA cricket umpire.

Retired in 2025

Kaylene Gulich
Joined WAIS Board: 26/09/2023 | Retired: 14/08/2025

Jennifer McGrath
Joined WAIS Board: 01/11/2022 | Retired: 3/02/2025

Erin Gauntlett
Joined WAIS Board: 03/02/2025 | Retired: 13/06/2025

Colleen Egan
Joined WAIS Board: 04/12/2023 | Retired: 15/01/2025



Gen Hart, Luke Egger, Luke Zaccaria, Cruz Hogan, Nina Kennedy

ATHLETE ADVISORY COMMITTEE

The WAIS Athlete Advisory Committee was established late 2024, comprising 11 members – two co-chairs and nine athletes – from a diverse range of sports. The committee was established to ensure athletes have a platform to represent the views and interests of their peers across all sport programs, focusing on issues that directly impact their high-performance sport experience.

Sally Hunter (Co Chair)

A retired Olympic swimmer and Commonwealth Games gold and silver medallist (2006 and 2014).

Dr. Tommaso D'Orsogna (Co-Chair)

A retired swimmer and Olympic bronze medallist (2012) and Commonwealth Games gold medallist (2010 and 2014).

- Alex Rossi (Rowing)
- Christian Starkie (Hockey)
- Cruz Hogan (Athletics) - Retired December 2025
- Gen Hart (Rowing)
- Kristina Krstic (Bowls) - Retired December 2025
- Luke Egger (Paddle)
- Luke Zaccaria (Para Cycling)
- Nina Kennedy (Athletics)
- Rhiannon Clarke (Para Athletics)



Yusuf Chothia & Lekeisha Pergoliti

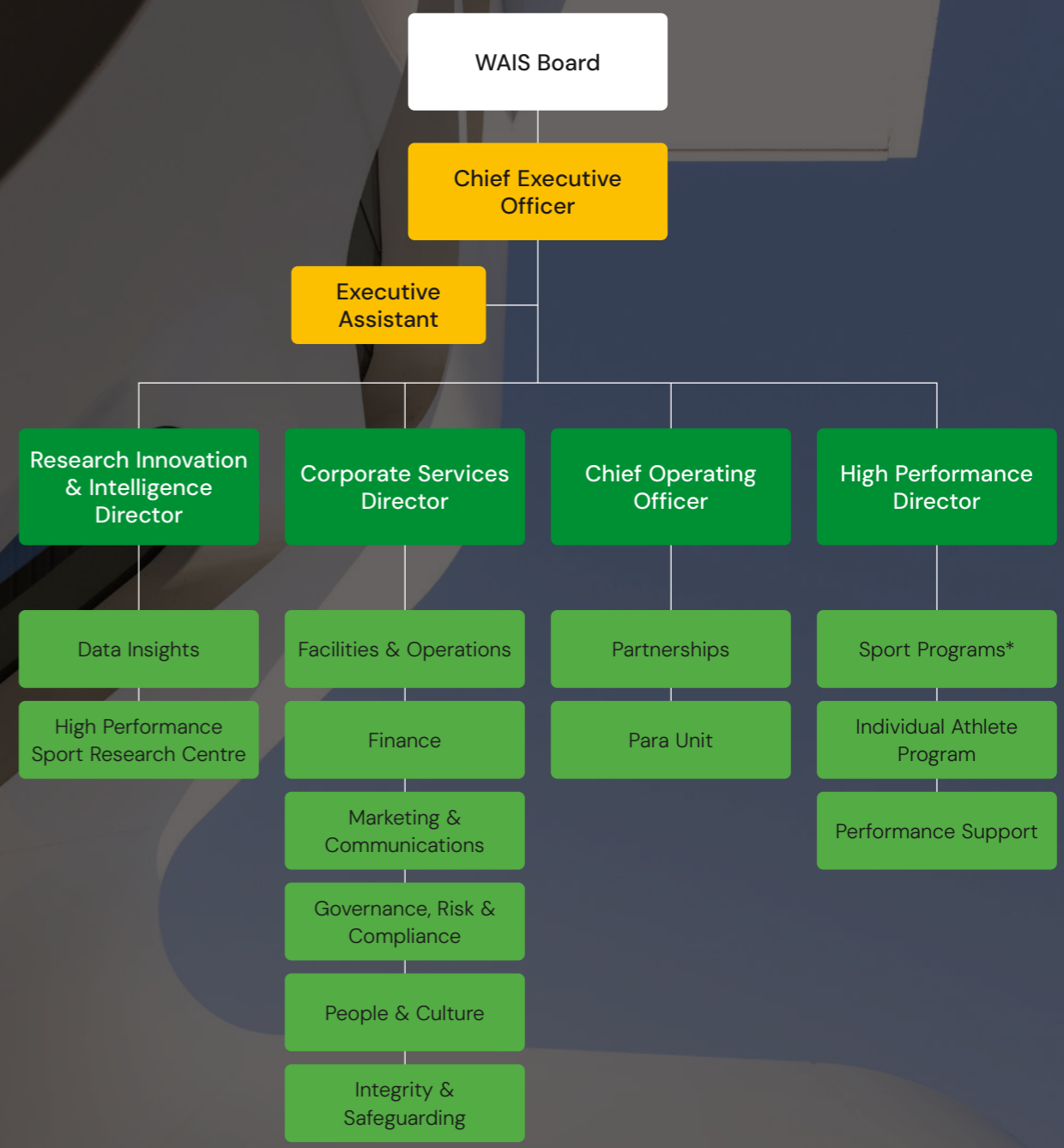


Matt Jerwood & Luke Parkinson



Olympics Unleashed TV visits WAIS

WAIS ORGANISATIONAL STRUCTURE



*Athletics, Canoeing, Cycling, Hockey, Rowing, Sailing, Swimming, Wheelchair Basketball, & Women's Basketball



Women's Basketball Pathway initiative

IAP Scholars - Baseball

IAP Scholars - Lacrosse

Athlete STATISTICS

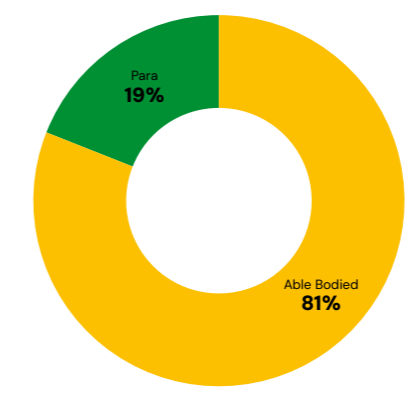
292
Athletes Supported

- 151 Scholarships
- 76 Transitioning
- 46 Training Agreements
- 19 Competing Graduates

151
Scholarship Athletes

11
Sport Programs

37
IAP Athletes
Representing 18 Sports



29

Para Athletes (19%)
18 New Para Unit Athletes

51%
Female

49%
Male

2
World Championship Gold Medals

15
Senior World Championship Medals

63
World Championship Representatives



WAIS Canoeing Program

WAIS SUPPORTED WORLD CHAMPIONSHIP MEDALS

1st



Maddison Keeney* Diving

Kane Perris
Luke Zaccaria Para-Cycling

2nd



Benjamin Sainsbury* Para-Canoe - Sprint

Lekeisha Pergoliti Boxing

Conor Leahy*
Oliver Bleddyn* Cycling - Track

Kane Perris
Luke Zaccaria Para-Cycling (Sprint)

Maddison Keeney* Diving

Kane Perris
Luke Zaccaria Para-Cycling (1km Time Trial)

Chad Perris* Para-Athletics

3rd



Zac Littlewood* Sailing

Kurtis Marschall Athletics

Kristine Perkins
Liliya Tatarinoff Cycling - Track

Ebony Stevenson
Taishar Ovens Basketball - Wheelchair 3x3

Kyle Lee Open Water Swimming

Ashtyn Hiron Lacrosse

*Graduate Athlete

WA WORLD CHAMPIONSHIP ATHLETES

ATHLETE	SPORT
Alanah Yukich	Athletics
Alexandra Griffin	Athletics
Amelia Rowe	Athletics
Declan Tingay	Athletics
Kurtis Marschall	Athletics
Leah O'Brien	Athletics
Peter Bol	Athletics
Alex Wilson	Basketball 3x3
Anneli Maley	Basketball 3x3
Miela Sowah	Basketball 3x3
Lekeisha Pergoliti	Boxing
Ben Pope	Canoe - Slalom
Conor Leahy	Cycling
Jai Hindley	Cycling
Kristine Perkins	Cycling
Liliya Tatarinoff	Cycling
Michael Storer	Cycling
Oliver Bleddyn	Cycling
Lauren Reynolds	Cycling - BMX
Maddison Keeney	Diving
Abbie Watts	Gymnastics - Trampoline
Katharina Haecker	Judo
Ashtyn Hiron	Lacrosse
Jaesaya Bidell-Barton	Lacrosse
Lachlan Walker	Lacrosse
Thomas Richards	Lacrosse
Chad Perris	Para-Athletics
Niamh Mac Alasdair	Para-Athletics
Rhiannon Clarke	Para-Athletics
Amy Ralph	Para-Canoe
Kane Perris	Para-Cycling
Luke Zaccaria	Para-Cycling

ATHLETE	SPORT
Alex Saffy	Para-Swimming
David Bryant	Para-Triathlon
Sally Pilbeam	Para-Triathlon
Benjamin Wright	Powerlifting
Alexander Rossi	Rowing
Blake Whyatt	Rowing
Jacqueline Swick	Rowing
Johnson Daubney	Rowing
Elyse Ainsworth	Sailing
Ethan Mcaullay	Sailing
Lawson McAullay	Sailing
Michael Compton	Sailing
Stefan Elliott-Shircore	Sailing
Zac Littlewood	Sailing
Zoë Thomson	Sailing
Laura Coles	Shooting
Nicholas Timmings	Skeleton
Olivia Kuzminski	Softball
Joshua Edwards-Smith	Swimming
Kyle Lee	Swimming
Amelie Carle	Swimming - Synchronised
Bianca Chira	Swimming - Synchronised
Natalia Caloiero	Swimming - Synchronised
Paul Burnett	Volleyball
Genevieve Longman	Water Polo
Pippa Pedley	Water Polo
Tim Putt	Water Polo
Suamili Nanai	Weightlifting
Ebony Stevenson	Wheelchair Basketball 3x3
Jake Kavanagh	Wheelchair Basketball 3x3
Taishar Ovens	Wheelchair Basketball 3x3



HIGH PERFORMANCE

This year marked a pivotal step in WAIS' journey to deliver sustainable high-performance outcomes, with the launch of the Win Well framework embedded in the updated Strategic Plan 2025–2032. Central to this vision was the restructure of the High Performance Department, designed to strengthen accountability, enhance capability development, and ensure clarity in decision-making across all sport programs.

Restructuring for Impact

Under our previous structure, staff operated in teams reporting to one of three Performance Team Directors, collectively responsible for leading the department. While the structure encouraged multi-disciplinary collaboration within sport programs, it also led to inconsistencies and limited accountability that impacted operational effectiveness.

To address these challenges, we introduced discipline-specific Performance Support Leads, reporting to a Performance Support Manager to drive standards and integrate functions across the organisation. Practitioners are now deployed to specialist interdisciplinary sport program teams, led by a Head Coach, to maximise impact for athletes. Groups of similar sports are managed by a Sport Program Manager, responsible for team effectiveness and delivery of agreed program outcomes, enabling better prioritisation of resources. Oversight from a single High Performance Director embeds a 'Team of Teams' approach, building on the previous strengths to deliver:

- Clear accountability for standards and execution
- Expert-led mentoring that drives performance excellence
- Stronger career pathways for practitioners
- Effective decision-making at the point of information
- Interdisciplinary teams supporting athlete success

By grouping sports under three Sport Program Managers, WAIS ensures alignment with national partnerships and optimises resources to support categorised athletes preparing for Glasgow 26, LA2028 and Brisbane 2032.

This year, WAIS athletes delivered performances that exceeded targets, achieving outstanding results that reflect both the strength of our partnerships and our commitment to supporting athletes to Win Well.

New Performance Support Lead roles are listed below, each bringing specialist expertise to elevate athlete support and program delivery.

Performance Support Manager: Michael Dobbin

- Performance Health Lead: Amanda Simmonds
- Performance Science Lead (incl. Dietetics): Martyn Binnie
- Performance Psychology and Wellbeing Lead: Michael Philp
- Strength and Conditioning Lead: Jason Weber

Sport Programs

WAIS sport programs are strategically aligned with national high-performance priorities and strengthened through partnerships with national and state sporting organisations. This alignment ensures that Western Australian athletes progress through categorisation

pathways to success at Pinnacle Events (Olympic, Paralympic, and Commonwealth Games).

Our programs span **Athletics, Canoeing, Cycling, Hockey, Rowing, Sailing, Swimming, Wheelchair Basketball, Women's Basketball**, and the **Individual Athlete Program**, collectively supporting 11 sport programs (including the Para-Unit) and 18 sports through the Individual Athlete Program. Together, these programs reflect WAIS' commitment to providing targeted support that meets national objectives and the unique needs of Western Australian athletes.

Sport Program Manager: Carolyn Morrison

Athletics

Categorised able-bodied and Para athletes are supported to represent at Pinnacle Events. Athletes with external coaches are provided tailored performance support through WAIS.

Coaches: James Fitzpatrick (Pole Vault), Danny Kevan (Sprints)

Individual Athlete Program

Provides coordinated performance support for up to 40 athletes from sports without a dedicated WAIS program. Individual Scholarship Manager: Laura Piromalli

Sport Program Manager: Danielle Stefano

Canoeing

Focused on developing para-canoe athletes for Paralympic representation and canoe sprint athletes for Paddle Australia's Centre of Excellence.

Coach: Ramon Andersson

Cycling

Supports Olympic and Paralympic athletes across disciplines. Track athletes train in a centralised program; others receive external coaching with WAIS performance support.

Coaches: Shane Perkins, Matt Howlett

Rowing

Prepares athletes for National Training Centre selection through a centralised program for classic rowers, and performance support provision for beach sprint athletes. Coaches: Jamie Hewlett, Tom Gatti (Gen 32)

Swimming

Supports able-bodied and Para athletes for international success either through hub-based or external coaching with WAIS performance support.

Coaches: Ian Hulme, Will Scott

Sport Program Manager: Colin Batch

Hockey

Develops athletes for Hockey Australia's National Training Centre, increasing Hockeyroo and Kookaburra-ready talent.

Coaches: Stephanie Andrews, Anthony Potter, Tim Geers (Gen 32)

Sailing

Develops athletes in targeted Olympic classes aligned with Australian Sailing's National strategy. Athletes in classes with a national squad graduate to Australian Sailing support.

Coaches: Matt Jerwood, Tristan Brown

Wheelchair Basketball

Supports nationally categorised athletes to achieve podium success at the Paralympic and Commonwealth Games in both 5v5 and 3x3 formats.

Coach: Jamie O'Loughlin

Women's Basketball

Develops pathway and elite players for selection to Olympic and Commonwealth Games teams in 5v5 and 3x3 formats.

Coach: Shane McDonald

Staff Engagement Highlights

In addition to the fantastic athlete achievements highlighted within this Annual Report, WAIS staff made significant contributions to national teams, extending their impact beyond WAIS to influence performance at both national and international levels:

Coaching

- Danny Kevan – Athletics: Team Coach (World Para Championships), Head Coach (Para Universal Relay Camp)
- Jamie O'Loughlin – Wheelchair Basketball: Emerging Rollers Head Coach (Champions Cup, Japan), Rollers Assistant Coach (European Tour Germany and Italy)
- Matt Howlett – Cycling: Directeur Sportif (U19 Road Nations Cup European Tour)
- Ramon Andersson – Canoeing: Team Coach (Para Canoe World Cup)
- Shane Perkins – Cycling: Team Coach (World Para Track Cycling Championships)
- Stephanie Andrews – Assistant Coach (Junior World Cup Qualifier)
- Tom Gatti – Rowing: Team Coach (World Rowing U19 Championships)
- Tristan Brown – Sailing: Futures Coach (ILCA World Championships)

Performance Support

- Chris Perrey – Swimming: Physiotherapist (World Championships, Open Water Championships)
- Helen Bayne – Swimming: Biomechanist (World Junior Championships)
- Ryan Campbell – Boxing: Physiotherapist (National Camp, Europe Tour)

These contributions reflect WAIS' commitment to collaboration and knowledge-sharing across the Australian high-performance network.

Looking Ahead

WAIS remains committed to delivering the Win Well framework, supporting athletes to achieve podium success while prioritising wellbeing and sustainable performance. The coming year will focus on:

- Capability development across performance disciplines.
- Interdisciplinary integration within sport programs.
- Preparing athletes for LA2028 and Brisbane 2032 through targeted pathways and partnerships.

Neill Potts | High Performance Director



CORPORATE SERVICES

Joshua Yong



R U OK Day with Tegan Reder

2025 was a year of foundational refresh across Corporate Services, with targeted improvements delivered in systems, processes, compliance, branding, and infrastructure.

Key initiatives included the rollout of updated policies and compliance frameworks, the refinement of internal systems to improve efficiency and accountability, and the completion of a full office refurbishment to ensure our physical environment allows our team to grow and reflects the standards and values we uphold. In addition, we strengthened our cyber security protections, implemented a completely new data management system across the organisation, rolled out an employee engagement strategy, and worked to deliver the Well Plan, embedding wellbeing considerations into operational practice.

These changes were designed to position WAIS as a high-performance organisation that is not only athlete-focused, but also operationally robust, professionally governed, and future-ready.

Facilities & Operations

In 2025, the Facilities and Operations team delivered a wide range of projects designed to strengthen WAIS' operational environment and ensure the organisation remains fit for purpose.

Key achievements included a full security system upgrade and office refurbishments, providing staff with increased workspaces and a more contemporary workplace. These refurbishments were completed for January 2026. The refurbishment has required all staff to adapt to changes in their working environment, with non-athlete facing teams working from home for a three-month period. During this time, connection and engagement were prioritised, with regular staff engagement events held every two to three weeks to provide touchpoints for collaboration and team cohesion.

The rollout of a comprehensive document management system modernised daily operations, while the completion of a record archiving project ensured compliance and accessibility of historical information as we strengthen our information management processes.

Staff capability was further strengthened through Office 365 training, while new security protocols were implemented to safeguard privacy of both staff and athlete data.

Use of the WAIS High Performance Service Centre (HPSC) saw a significant increase in the number of bookings, with the revenue generated being 26% higher than the budget anticipated.

Finance

The Finance team continued to strengthen WAIS' financial management and compliance frameworks throughout 2025. A key focus in Finance was ensuring that robust finance policies, procedures and training were rolled out across the organisation to support best practice and compliance with the *Financial Management Act 2006*.

An actuarial services audit ensuring the accuracy of our employee leave liabilities report was carried out by Moore as part of our internal audit program supporting our risk mitigation approach.

Staff capability within the finance team was a focus as we strengthened the cross-skilling capability of the team.

Corporate credit card usage was closely tracked, with clear compliance measures in place and disciplinary action taken where required. Financial governance remained strong, with all statutory obligations met and reporting delivered in line with best practice.

These measures have reinforced WAIS' financial integrity and positioned the organisation to operate with confidence as it enters 2026.

People & Integrity

The People & Integrity department was incredibly busy in 2025, supporting recruitment around the new cycle and undergoing restructuring to now fall under Corporate Services. This new reporting line has strengthened connections across teams, aligned priorities across the organisation, and allows for greater agility and responsiveness to WAIS' needs.

In early 2025, WAIS carried out an Employee Engagement Survey and worked to develop an action plan covering key focus areas based on the feedback achieved. This action plan saw initiatives developed and rolled out to increase collaboration and communication, feedback and recognition, learning and development and enablement of the physical environment.

We were also delighted to welcome Andrew Ridley from Sport Integrity Australia (SIA) on secondment as Safeguarding & Integrity Manager. The focus in this area was to embed the work that had already been achieved through the implementation of the National Integrity Framework Policies, further enhancing WAIS' capability in this critical area.

Marketing & Communications

WAIS undertook a comprehensive brand refresh this year, to modernise its identity and ensure consistency across all platforms. A robust brand style guide was developed and implemented, providing clear direction for application across the organisation.

A major highlight was the launch of the WAIS Para Unit, delivered through a highly successful media campaign that attracted significant coverage and strengthened WAIS' profile in the community. To further support organisational resilience, a Critical Incident Communications Plan was established to guide efficient and responsive messaging in the event of a crisis.

Social media performance exceeded expectations, with organic follower growth of 12%, and reach tripling from 1 million to nearly 4 million impressions. High-quality content was produced to showcase WAIS' impact, including the FastTrack mini documentary and teaser campaign, highlighting the journey of aspiring Paralympians.

In 2025 we also expanded the Marketing & Communications team with the recruitment of a Community Engagement & Events Coordinator, growing the team to three. This new capability enabled the delivery of a number of community events and activations including the 2025 WAIS Annual Awards of Excellence in a refreshed format and venue at Optus Stadium, the WAIS Para Unit activation at Telethon, visits to the regional academies, and a collaboration morning at WAIS with Marketing and Communications teams from WA's State Sporting Associations.

These initiatives strengthened WAIS' community presence, enhanced stakeholder engagement, and provided new opportunities to show the organisational impact.

Governance, Risk & Compliance

Significant progress has been made in strengthening WAIS' governance and compliance frameworks. A comprehensive policy framework was developed to ensure consistency and alignment across all areas of the organisation. This included the creation of a central document register, the review and update of existing WAIS policies, and the identification of gaps where new policies were required.

To support accessibility and transparency, an easily navigable document library was established within the new data management system, providing staff with direct access to current policies and procedures. Compliance monitoring and reporting processes were introduced to improve oversight, while targeted staff training sessions were conducted to ensure understanding and adherence to updated requirements.

These initiatives have reinforced WAIS' commitment to strong governance, risk management, and compliance, ensuring the organisation operates with clarity, accountability, and integrity.

Future outlook

In 2026 the Corporate Services Team will continue to prioritise initiatives that support the achievement of the WAIS Strategic Plan. These initiatives will focus on ensuring WAIS is well-governed and financially sustainable with strong stakeholder relationships and our people are supported in a culture that fosters growth and wellbeing.

Melanie Cooper | Corporate Services Director



WAIS Reception team



HIGH PERFORMANCE SPORT RESEARCH CENTRE



Chad Perris

The WAIS 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.

High Performance Sport Research Centre

In 2025, the WAIS High Performance Sport Research Centre continued to deliver strong research outputs while further embedding research capability within WAIS sport programs. Across the year, the Centre supported a productive research cohort, with multiple peer-reviewed publications, doctoral milestones, and clear examples of research translating into applied service and workforce development.

Research outputs over 2025 were strong, with a steady stream of WAIS-affiliated publications achieved. Highlights included doctoral work examining training prescription and monitoring practices in elite rowing (Sophie Watts), critical speed modelling to support the transition to 1500m performance (Daniel Astridge), gut

microbiome responses to training load (Bronwen Charlesson), data driven approaches to characterising playing position in wheelchair basketball (Penny Keats), predictors of rowing ergometer performance (Bryce Lanigan), and validation of emerging technologies such as DXA rib bone mineral density assessment (Alex Rossi) and human pose estimation (James Baker).

2025 was also a significant year for student progression and completion. The Centre celebrated multiple PhD milestones, including two thesis submissions and successful vivas (Sophie Watts and Leanne Snyder), alongside the completion of Honours research embedded directly within WAIS programs (Alex Rossi). These projects addressed practical performance questions, reinforcing the value of WAIS-based research

A summary of our full team and their respective projects includes:

Student	Project Theme	University
Myles Dennis	Combined heat and hypoxia for athlete adaptation	UWA
Chelsie Winchcombe	Towards an understanding of the physical demands of Laser class sailing	UWA
Eoghan Trihy	Understanding and optimising intra-cycle acceleration in sprint freestyle swimming	UWA
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

as both a performance and development pathway. Importantly, several research scholars transitioned into full time high-performance roles across the NIN during the year, demonstrating the Centre's effectiveness as a talent pipeline for the high-performance system.

The Research Centre also continued to attract external funding in 2025 to help build out capacity. New PhD scholarships were established in partnership with UWA, including projects that will apply advanced analytical techniques such as functional data analysis and time-series modelling in rowing. In parallel, we were able to submit a major international grant application to the International Paralympic Committee (outcome pending early 2026) to advance automated classification methods in wheelchair basketball, positioning WAIS at the forefront of innovation in para-sport research.

Heading into 2026, the WAIS High Performance Sport Research Centre remains well positioned, with a refreshed PhD intake planned, a strong publication pipeline, and a research workforce that continues to provide meaningful service support to WAIS programs while delivering research with clear performance relevance.

It is important to note that all our research scholars are supported by WAIS service staff, and the program of works above would not be possible without their support. Over 2025, 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.

Data Insights Team

In 2025, the WAIS Data Insights Team focused on strengthening foundations, building strategic capability, and progressing key systems and governance work to support data-informed decision-making across the organisation. While much of the year's progress occurred behind the scenes, the outcomes represent an important step change in how data is managed, accessed, and used at WAIS.

A major milestone for the year was the appointment and onboarding of a new Data Insights Manager, Andrew Dawson, providing renewed leadership and stability for the team. Under this leadership, the team developed and delivered a 2026-2028 Data Insights Strategy aligned to the broader WAIS strategic plan and the LA 2028 performance cycle. This strategy clarified priorities across data infrastructure, reporting, governance, and capability development, and set a clear roadmap for future investment and delivery.

Throughout the year, the team delivered a range of system enhancements designed to improve operational efficiency and data quality. These included upgrades to the Athlete Management System, streamlined workflows and permission structures, new data ingestion processes via direct API integrations, and the development of custom tools to reduce manual data handling. Enhancements to sport-specific reporting applications and mobile-friendly interfaces improved staff access to information in training and competition environments, while automated alerts and monitoring processes strengthened compliance and oversight.

2025 REVIEW HIGHLIGHTS

8	PhD students supported by WAIS
1	Honours scholar supported by WAIS
18	peer-reviewed research papers (including 5 direct from WAIS projects)
~\$130,000	of research scholarship funding from University partners
~1,900 hours	hours of direct program support via work integrated learning

The Data Insights Team also played a key role in organisational reporting and strategic analysis. This included the delivery of historical performance and medal trend analyses to inform WAIS KPI development, and contributions to annual reporting and audit processes.

Importantly, 2025 marked meaningful progress toward improved data governance. Foundational work was undertaken on a WAIS Data Governance Policy, alongside reviews of data access, storage, and athlete agreement processes. In parallel, early steps were taken to lift data literacy across WAIS staff, with increased self-service access to athlete data and targeted training to support applied decision-making.

Collectively, these developments position the WAIS Data Insights Team to play an increasingly central role in enabling performance, accountability, and strategic clarity as WAIS moves toward the LA 2028 and Brisbane 2032 cycles.

Peter Peeling | Research, Innovation & Insights Director
Andrew Dawson | Data Insights Team Manager



Rhiannon Clarke, Niamh Mac Alasdair & Danny Kevan



PARA UNIT

Para Unit Media launch

As Para Unit Lead, I am proud of the progress we have made in 2025 to create a more inclusive and accessible pathway for Para-athletes in Western Australia. This report reflects the milestones we have achieved, the partnerships we have built, and the opportunities we are creating for the future. Together, we are breaking down barriers and ensuring every eligible athlete has the chance to reach their potential.

2025 marked a landmark moment for Para sport in Western Australia with the official launch of the WAIS Para Unit in May. Delivered as part of the Australian Sports Commission's Para Uplift initiative, this national program is supported by the Western Australian Government and Paralympics Australia, all working together to strengthen WA's contribution to the national Para sport pathway and ensure more people with a disability can access high performance opportunities.

The WAIS Para Unit provides a clear, supported entry point into high performance sport for aspiring Para athletes. It brings together talent identification, athlete development, classification support, coaching, wellbeing services, and system navigation. This creates a more visible, connected, and accessible pathway than ever before in WA.

Milestones

A major milestone this year was the delivery of WA's first Para specific FastTrack program in August. FastTrack is a multi-week collaboration with National Sporting Organisations (NSOs) and State Sporting Associations (SSAs), giving participants the chance to try a range of sports in an inclusive environment while exploring which Paralympic pathway may be right for them.

From this program, the first 13 athletes were accepted into the Para Unit. This is a diverse group with ambitions ranging from representing Australia at future World Championships to targeting the 2032 Paralympic Games. Some are new to structured training, while

others are transitioning from community sport into a high-performance environment for the first time.

Across the cohort, we have seen a shared sense of possibility and confidence grow. Each athlete is supported to set goals that reflect their aspirations, stage of development, and lived experience.

Athlete Centred Approach

The Para Unit is intentionally athlete centred. We take time to understand each athlete's impairment and how it impacts their daily life, training, and performance. From there, we consider the specific requirements of their sport and what they need to participate effectively, whether that is equipment adaptations, training modifications, wellbeing support, or classification guidance.

We also build a network of support around every athlete, ensuring they are surrounded by people who understand their journey and can help them navigate the pathway with confidence.

Our Team

We are delighted with the exceptional team we have brought together to lead, guide, and develop our Para-athletes. The Unit is supported by past Paralympian Brant Garvey as Para Talent ID and Pathways Manager, bringing both deep lived experience and high-performance insight. Current Paralympians Sally Pilbeam and Kane Perris have joined as Athlete Wellbeing and Engagement Advisors, ensuring athletes receive support from people who truly understand the realities of Para sport.

This is supported by a strong network of coaches, a program coordinator, physiotherapist, strength and conditioning specialist, and a dedicated classification advisor in partnership with Paralympics Australia. All work together to create an environment where Para-athletes can thrive.

In 2026, we aim to expand our team to better support the Unit's athletes, enhance talent identification efforts, and strengthen collaboration with Paralympic sports.

We would also like to acknowledge Kim Ellwood, whose leadership and vision were instrumental in developing the Para Unit structure and strategy and getting it off the ground earlier this year.

Addressing the Barriers in Para Sport Pathways

Historically, people with disability have faced a range of barriers when trying to enter high performance sport, including:

- limited visibility of pathways
- difficulty accessing classification
- fewer transition points from community to elite sport
- para literacy among sports, coaches, and clubs
- physical, logistical, and financial barriers

The Para Unit directly addresses these challenges by providing a coordinated entry point, wrap around support, and a clear pathway from first engagement through to national representation. Through FastTrack, classification support, targeted development programs, and strong partnerships with SSAs, NSOs, and community clubs, the Unit is helping to remove barriers and open doors that previously felt out of reach.

National Collaboration

The Para Uplift initiative reflects a deeply collaborative effort across the country. We would like to thank all of the other NIN Para Units for sharing their learnings and resources as we work collectively to break down the barriers people with a disability face when trying to access sport. This spirit of cooperation has strengthened our approach and ensured that athletes across Australia benefit from a unified, inclusive system.

Future Outlook

In 2026, our focus will be on expanding opportunities and deepening impact. Key goals include:

- Growing the Para Unit athlete cohort to at least 40 athletes across multiple sports
- Delivering four FastTrack programs to reach more aspiring athletes
- Facilitating a regional talent identification initiative
- Strengthening partnerships with NSOs, SSAs, schools, allied health networks, and community clubs to create more transition points from grassroots to elite sport
- Expanding classification education and awareness initiatives for athletes, coaches, and support staff

Continuing this work is critical to ensuring that every person with disability who aspires to compete at the highest level has a clear, supported pathway to achieve their dreams.

Together, we've made great strides toward creating a more inclusive and accessible pathway for Para-athletes. With continued collaboration and commitment, we look forward to building on this momentum in 2026.

Brad Scott | Para Unit Lead & Regional Engagement



Inaugural WAIS Para Unit cohort



WAIS ANNUAL AWARDS OF EXCELLENCE

Chad Perris and Maddison Keeney crowned 2025 WAIS Athletes of the Year

WAIS celebrated another remarkable year of achievements, announcing the winners of the 2025 WAIS Awards of Excellence at our annual event held at Optus Stadium in November 2025.

Bringing together athletes, coaches, staff and partners from across the nation, the Awards recognised the people and programs that exemplify the WAIS mission to Win Well, achieving excellence in performance, character, and community impact.

Paralympic medallist Chad Perris was named the WAIS Para Athlete of the Year, recognising his world-class performances and enduring influence on and off the track.

A proud WAIS graduate, Chad captured silver in the Men's 100m T13 at the 2025 World Championships, adding to a decorated career that already includes Paralympic and multiple World Championship medals. Off the track, the "White Tiger" continues to inspire through mentorship and advocacy for athletes with vision impairment, embodying courage, integrity, and ambition in equal measure.

Diving star Maddison Keeney took out the Able-Bodied Athlete of the Year Award, capping off a season that reaffirmed her place among the world's elite.

Maddison struck gold at the 2025 World Championships in Singapore, claiming the women's 1m springboard title and finishing inside the top six across three additional events. A respected leader within the Diving Australia team, Maddison is admired for her humility and commitment to excellence, both in performance and in her mentorship of younger teammates.

Fifteen-year-old wheelchair basketballer Ebony Stevenson claimed the Young Athlete of the Year Award after a breakout season on the international stage.

A member of the Australian Gliders senior national team, Ebony helped secure a bronze medal at the 2025 3x3 Senior World Cup and continues to establish herself as one of the brightest prospects in Australian Para sport. Her composure, talent and maturity have seen her recognised as both a rising star and a role model for young athletes.

Led by Laura Piromalli and Carolyn Morrison, the Individual Athlete Program was named Program of the Year, following a standout season of results across multiple sports.

The program exceeded its benchmark targets, highlighted by podium finishes from Lekeisha Pergoliti (Boxing), Sally Pilbeam (Para Triathlon) and Ashtyn Hiron (Lacrosse). Under Piromalli and Morrison's leadership, the program has strengthened WAIS' reputation nationally through collaboration, athlete-centred support, and strong stakeholder partnerships, reflecting a true 'team of teams' approach.

The newly introduced WAIS Excellence Award, celebrating outstanding contribution beyond the field of play, was awarded to Shane McDonald, Head Coach - Women's Basketball.

Shane was recognised for his leadership and collaboration in advancing the women's basketball pathway in WA, working with Basketball WA and Basketball Australia to create the Pathway to Categorisation program. His efforts have strengthened the sport's national performance structure and inspired athletes and coaches across the system.

Valued for his clarity, care and professionalism, Shane exemplifies the spirit of the *It Takes a Village* ethos that underpins the WAIS community.



Maddison Keeney, Able-Bodied Athlete of the Year

Chad Perris, Para Athlete of the Year

Young Athlete of the Year:
Ebony Stevenson - Wheelchair Basketball

Para Athlete of the Year:
Chad Perris - Athletics

Able-Bodied Athlete of the Year:
Maddison Keeney - Diving

Coach and Program of the Year:
Laura Piromalli & Carolyn Morrison - Individual Athlete Program

WAIS Excellence Award:
Shane McDonald - Head Coach - Women's Basketball



Olympics Unleashed TV – Kaitlin Nobbs, Trent Mitton and Henry

Perth Thundersticks – 2025 Women's Champions



WAIS SPORT & COMMUNITY PARTNERS

Principal Partner



Strategic Partners



National Institute Network

Corporate Partners



WA Government Olympic & Paralympic Direct Athlete Grant



Carbine Club International Scholarship Fund



Athlete Scholarship Fund



new balance Official Apparel and Compression Partner

Recognised Training Centres



RECOGNISED OLYMPIC TRAINING CENTRE



Centre for Paralympic Excellence

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2026 SECTION 40 ESTIMATES

STATEMENT OF COMPREHENSIVE INCOME

	Estimate (\$) 2026
INCOME FROM STATE GOVERNMENT	
State grants	13,558,500
Services free of charge	2,779,700
Total income from State Government	16,338,200
INCOME FROM OTHER SOURCES	
Interest revenue	401,690
Contribution from sporting bodies	1,276,000
Other revenue	926,285
Gain on disposal of non-current assets	-
Total income from other sources	2,603,975
Total Income	18,942,175
COST OF SERVICES	
Employee benefits expense	11,186,396
Supplies and services	4,171,773
Depreciation and amortisation expense	231,982
Accommodation expenses	2,355,241
Other expenses	1,552,246
Total cost of services	19,497,637
SURPLUS / (DEFICIT) FOR THE PERIOD	(555,461)

2026 SECTION 40 ESTIMATES

STATEMENT OF FINANCIAL POSITION

	Estimate (\$) 2026
ASSETS	
Current Assets	
Cash and cash equivalents	6,547,363
Receivables	411,989
Other current assets	34,977
Inventories	81,769
Total Current Assets	7,076,098
Non-Current Assets	
Property, plant and equipment	674,688
Right of Use Assets	86,597
Total Non-Current Assets	761,285
Total Assets	7,837,383
LIABILITIES	
Current Liabilities	
Payables	394,279
Employee Related Provisions	551,884
Other current liabilities	112,934
Total Current Liabilities	1,059,097
Non-Current Liabilities	
Employee Related Provisions	311,397
Lease Liabilities	-
Total Non-Current Liabilities	311,397
Total Liabilities	1,370,494
NET ASSETS	6,466,889
Equity	
Accumulated Surplus	7,022,351
Retained Earnings	(555,461)
TOTAL EQUITY	6,466,889

2026 SECTION 40 ESTIMATES

STATEMENT OF CASH FLOWS

	Estimate (\$) 2026
Forecast opening cash balance	7,170,842
CASH FLOWS FROM STATE GOVERNMENT	
State grants	13,558,500
Net cash provided by State Government	13,558,500
Utilised as follows:	
CASH FLOWS FROM OPERATING ACTIVITIES	
Payments	
Employee benefits	(11,749,031)
Supplies and services	(3,063,896)
Accommodation	(104,095)
Other payments	(1,568,933)
GST payments to the ATO	-
Receipts	
Interest received	401,690
Receipts from sporting bodies	1,276,000
Other receipts	926,285
Net cash used in operating activities	(13,881,980)
CASH FLOWS FROM INVESTING ACTIVITIES	
Payments	
Purchase of non-current physical assets	(300,000)
Receipts	
Proceeds from the sale of non-current physical assets	-
Net cash used in investing activities	(300,000)
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	(623,480)
Cash and cash equivalents at the end of the period	6,547,363

INDEPENDENT AUDITOR'S REPORT



Auditor General

INDEPENDENT AUDITOR'S REPORT

2025

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 2025, 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 Institute for the year ended 31 December 2025 and the financial position at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), 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 (applicable to Tier 2 Entities), 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.

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

INDEPENDENT AUDITOR'S REPORT

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 Institute. The controls exercised by the Board are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Institute 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 2025, and the controls were implemented as designed as at 31 December 2025.

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.

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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 Institute for the year ended 31 December 2025 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 Institute for the year ended 31 December 2025 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 2025.

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 3 Financial Sustainability – Requirement 5: 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 3 Financial Sustainability – Requirement 5: 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 2025, 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 2025 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.

Mark Ambrose

Mark Ambrose
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
20 March 2026

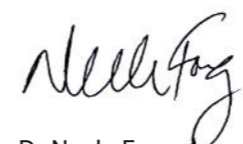
WESTERN AUSTRALIAN INSTITUTE OF SPORT (INC) ANNUAL FINANCIAL STATEMENTS

For the reporting period ended 31 December 2025

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 2025 and the financial position as at 31 December 2025.

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.



Dr Neale Fong
Chair
19 March 2026



Mr Matt Fulton
Chief Executive Officer
19 March 2026



Mrs Melanie Cooper
Corporate Services Director
19 March 2026



FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME

	Note	31 December 2025 \$	31 December 2024 \$
COST OF SERVICES			
Expenses			
Employee benefits expense	2.1(a)	9,056,557	7,462,220
Supplies and services	2.2(a)	3,581,433	3,904,570
Depreciation and amortisation expense	4.1(a),4.2(a)	213,425	283,501
Finance Costs	6.4	1,113	1,633
Accommodation expenses	2.2(b)	2,288,981	2,187,760
Other expenses	2.2(c)	1,354,128	2,044,867
Total cost of services		16,495,637	15,884,551
Income			
Interest revenue	3.3	479,209	273,994
Contribution from sporting bodies	3.2	1,392,314	1,484,331
Other revenue	3.5	1,758,271	261,580
Gain on disposal of non-current assets	3.4	7,682	10,909
Total Income		3,637,476	2,030,814
NET COST OF SERVICES		12,858,161	13,853,737
INCOME FROM STATE GOVERNMENT			
State grants	3.1	14,372,500	6,153,250
Resources received	3.1	2,402,290	2,496,211
Total income from State Government		16,774,790	8,649,461
SURPLUS / (DEFICIT) FOR THE PERIOD		3,916,629	(5,204,276)
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD		3,916,629	(5,204,276)

Statement of Comprehensive Income for the year ended 31 December 2025.
The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.



FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

	Note	31 December 2025 \$	31 December 2024 \$
ASSETS			
Current Assets			
Cash and cash equivalents	6.1	7,325,162	4,860,834
Receivables	5.1	999,612	118,087
Other current assets	5.3	266,401	187,788
Inventories	5.2	4,347	89,746
Total Current Assets		8,595,522	5,256,455
Non-Current Assets			
Property, plant and equipment	4.1	1,175,086	571,374
Right of Use Assets	4.2	15,702	83,144
Total Non-Current Assets		1,190,788	654,518
Total Assets		9,786,310	5,910,973
LIABILITIES			
Current Liabilities			
Payables	5.4	777,228	862,755
Employee Related Provisions	2.1(b)	554,949	505,734
Lease Liabilities	6.2	-	53,908
Other current liabilities	5.5	337,852	167,734
Total Current Liabilities		1,670,029	1,590,131
Non-Current Liabilities			
Employee Related Provisions	2.1(b)	106,251	227,441
Total Non-Current Liabilities		106,251	227,441
Total Liabilities		1,776,280	1,817,572
NET ASSETS		8,010,030	4,093,401
Equity			
Accumulated Surplus		8,010,030	4,093,401
TOTAL EQUITY		8,010,030	4,093,401

Statement of Financial Position as at 31 December 2025.
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 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
Balance at 1 January 2025	4,093,401	4,093,401
Total comprehensive income (loss) for the period	3,916,629	3,916,629
Balance at 31 December 2025	8,010,030	8,010,030

Statement of Changes in Equity for the year ended 31 December 2025.
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 2025 \$	12 Months 31 December 2024 \$
CASH FLOWS FROM STATE GOVERNMENT		
State grants	14,372,500	6,153,250
Net cash provided by State Government	14,372,500	6,153,250
Utilised as follows:		
CASH FLOWS FROM OPERATING ACTIVITIES		
Payments		
Employee benefits	(9,987,705)	(7,284,750)
Supplies and services	(3,027,478)	(3,724,851)
Accommodation	(296,985)	(198,079)
GST payments on purchases	(373,337)	(422,591)
Other payments	(718,375)	(1,560,865)
GST Payments to the ATO	(1,654,921)	(1,772,248)
Receipts		
Interest received	479,901	275,626
GST receipts on sales	2,102,452	1,325,892
Other receipts	2,364,888	1,974,567
Net cash used in operating activities	(11,111,560)	(11,387,299)
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments		
Purchase of non-current physical assets	(749,694)	(86,064)
Receipts		
Proceeds from the sale of non-current physical assets	7,682	10,909
Net cash used in investing activities	(742,012)	(75,155)
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments		
Principal elements of lease payments	(54,600)	(53,300)
Net cash used in financing activities	(54,600)	(53,300)
Net (decrease) / increase in cash and cash equivalents	2,464,328	(5,362,504)
Cash and cash equivalents at the beginning of the period	4,860,834	10,223,338
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL PERIOD	7,325,162	4,860,834

Statement of Cash Flows for the year ended 31 December 2025.
The Statement of Cash Flows should be read in conjunction with the accompanying notes.

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 19 March 2026.

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 Financial Management Act 2026 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:

- 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
- 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	2025 \$	2024 \$
Employee benefits expenses	2.1(a)	9,056,557	7,462,220
Employee related provisions	2.1(b)	661,200	733,175
Supplies and Services	2.2(a)	3,581,433	3,904,570
Other Expenses	2.2(c)	1,354,128	2,044,864
2.1(a) Employee Benefits Expenses			
Wages and salaries ^(a)		7,584,525	6,043,470
Termination Benefits ^(b)		91,909	91,909
Annual leave		537,925	514,722
Long service leave		(87,875)	66,109
Superannuation ^(c)		930,073	746,010
		9,056,557	7,462,220

(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.

(b) Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Institute is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

(c) the amount recognised in 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.

NOTES TO THE FINANCIAL STATEMENTS

	2025	2024
	\$	\$
2.1(b) Employee Related Provisions		
CURRENT		
Employee Benefits Provision		
Annual leave ^(a)	353,838	302,864
Long service leave ^(b)	110,554	128,754
	464,392	431,618
Other provisions		
Employment on-costs ^(c)	90,557	74,116
	90,557	74,116
Total current employee related provisions	554,949	505,734
NON-CURRENT		
Employee Benefits Provision		
Long service leave ^(b)	88,913	191,127
Other Provisions		
Employment on-costs ^(c)	17,338	36,314
Total non-current employee related provisions	106,251	227,441
Total employee related provisions	661,200	733,175
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.		
(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.		
(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.		
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.		

NOTES TO THE FINANCIAL STATEMENTS

	2025	2024
	\$	\$
(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'.		
Employment On-Cost Provision		
Carrying amount at start of period	110,430	101,149
Movements during period	(2,535)	9,281
	107,895	110,430
Carrying amount at end of year	107,895	110,430
Key Sources of Estimation Uncertainty – Long Service Leave		
Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.		
Several estimates and assumptions are used in calculating an Institute's long service leave provision. These include:		
<ul style="list-style-type: none"> • expected future salary rates; • discount rates; • employee retention rates; and • expected future payments. 		
Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision. Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.		
2.2 Other Expenditure		
2.2(a) Supplies and Services		
Travel	627,601	715,997
Consultants and contractors	494,902	1,162,825
Communication	38,085	28,403
Venue hire, sports related repairs and maintenance	1,880,211	1,430,453
Events	89,065	147,422
Training and development	118,929	80,782
Other	332,640	338,688
Total Supplies and Services Expenses	3,581,433	3,904,570
2.2(b) Accommodation Expenses		
HPSC lease	2,288,981	2,187,760
Total Accommodation Expenses	2,288,981	2,187,760

NOTES TO THE FINANCIAL STATEMENTS

	Note	2025 \$	2024 \$
2.2(c) Other Expenses			
Equipment repairs & maintenance		117,000	134,028
General administration expenses		25,258	17,090
Sport programs		489,598	1,246,881
Sport science		108,518	132,121
Marketing & promotion		16,389	3,891
Employment on-costs		597,365	510,856
Total Other Expenses		1,354,128	2,044,867
Total Other Expenditure		7,224,542	8,137,197
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 8 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 2.1(b) Employee related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.			
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	16,774,790	8,649,461
Contributions from sporting bodies	3.2	1,392,314	1,484,331
Interest revenue	3.3	479,209	273,994
Net gain on disposal of non-current assets	3.4	7,682	10,909
Other Revenue	3.5	1,758,271	261,580

NOTES TO THE FINANCIAL STATEMENTS

	2025 \$	2024 \$
3.1 Income from State Government		
Consolidated Fund and Sports Lotteries Funding Grant	14,372,500	6,153,250
	14,372,500	6,153,250
Services received free of charge from other State Government Agencies		
Determined on the basis of the following estimates provided by agencies:		
VenuesWest – Accommodation	1,991,996	1,989,681
VenuesWest – Venue hire	410,294	506,530
	2,402,290	2,496,211
Total Resources Received	16,774,790	8,649,461
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	1,392,314	1,484,331
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 contribution is received.		
3.3 Interest Revenue		
Interest received from deposits	479,209	273,994
3.4 Net gain/(loss) on disposal of non-current assets		
Proceeds from Disposal of Non-Current Assets		
Plant, equipment and vehicles	7,682	10,909
Net gain/(loss)	7,682	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).		

NOTES TO THE FINANCIAL STATEMENTS

	Note	2025 \$	2024 \$
3.5 Other Revenue			
Para Unit Funding		1,409,000	-
Connection to Country		200,000	-
National Generation 2032 Program Funding		50,000	111,883
Other		149,271	149,697
		1,758,271	261,580
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.			
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	1,175,086	571,374
Right of Use Asset	4.2	15,702	83,144
Total Key Assets		1,190,788	654,518

4.1 Property, plant and equipment	HPSC	Plant,	Office	WIP	Total
	Improvements	Equipment & Vehicles	Equipment		
	\$	\$	\$	\$	\$
1 Jan 2024					
Gross carrying amount	6,158	448,059	310,395	-	764,612
Accumulated Depreciation	(1,103)	(148,959)	(43,176)	-	(193,238)
Carrying amount at start of period	5,055	299,100	267,219	-	571,374
Additions	460,782	84,789	-	204,124	749,695
Depreciation	(1,104)	(119,931)	(24,948)	-	(145,983)
Carrying amount at end of period	464,733	263,958	242,271	204,124	1,175,086

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).

NOTES TO THE FINANCIAL STATEMENTS

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.

	2025 \$	2024 \$
4.1(a) Depreciation and Impairment		
Charge for the Period		
HPSC improvements	1,104	1,103
Plant, equipment and vehicles	119,931	148,959
Office equipment	24,948	43,176
	145,983	193,238
As at 31 December 2025, there were no indications of impairment to property, plant and equipment.		
There are no surplus assets as at 31 December 2025.		

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

	2025 \$	2024 \$
4.2 Right of Use Asset		
Carrying amount at beginning of period	83,144	14,881
Additions	-	105,576
Depreciation	(67,442)	(37,313)
Carrying amount at end of the period	15,702	83,144
There were no additions to right-of-use assets during the 2025 financial year for lease of rowing boats (2024: \$105,576)		
Initial Recognition		
Right-of-use assets are measured at cost including the following:		
<ul style="list-style-type: none"> the amount of the initial measurement of lease liability any lease payments made at or before the commencement date less any lease incentives received any initial direct costs, and restoration costs, including dismantling and removing the underlying asset 		
The Institute has elected not to recognise right-of-use assets and lease liabilities for short term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.		
Subsequent Measurement		
The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.		
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.		
Lease Interest Expense	1,113	1,633
The total cash outflow for leases in 2025 was \$56,400 (2024: \$53,300).		
The Institute's leasing activities and how these are accounted for:		
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	2025 \$	2024 \$
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	999,612	118,807
Inventories	5.2	4,347	89,746
Other current assets	5.3	266,401	187,788
Payables	5.4	777,228	862,755
Other liabilities	5.5	337,852	167,734
5.1 Receivables			
Current			
Receivables		999,612	118,087
Total Current		999,612	118,087
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		4,347	89,746
Total Current		4,347	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		266,401	187,788
Total Current		266,401	187,788
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		356,825	251,508
GST and PAYG Liability		417,403	608,247
Olympic/Commonwealth Games Selection Funding		3,000	3,000
Total Payables		777,228	862,755
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	2025 \$	2024 \$
5.5 Other Current Liabilities			
Accrued expenses		215,702	45,584
Funds held in trust		122,150	122,150
Total Other Current Liabilities		337,852	167,734
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	7,325,162	4,860,834
Lease Liabilities	6.2	-	53,908
Non-cancellable lease commitments	6.3	1,031,869	69,588
Finance cost	6.4	1,113	1,633
6.1 Cash and Cash Equivalents			
Cash at Bank		7,198,532	4,735,286
Cash on hand		4,480	3,398
Restricted Cash		122,150	122,150
Total Cash and Cash Equivalents		7,325,162	4,860,834
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 2025, 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).			
6.2 Lease Liabilities			
Current		-	53,908
Total Lease Liabilities		-	53,908
The lease liability recognised in 2024 is for the Rowing boats only.			
Initial Measurement			
The Institute measures a lease liability, at the commencement date, at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Institute uses the incremental borrowing rate provided by Western Australia Treasury Corporation.			
Lease payments included by the Institute as part of the present value calculation of lease liability include:			
<ul style="list-style-type: none"> • fixed payments (including in-substance fixed payments), less any lease incentives receivable; • variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date; • amounts expected to be payable by the lessee under residual value guarantees; 			

NOTES TO THE FINANCIAL STATEMENTS

	2025 \$	2024 \$
<ul style="list-style-type: none"> • 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 constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.		
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	226,164	69,588
Later than 1 year and not later than 5 years	805,705	-
Total Non-Cancellable lease commitments VenuesWest	1,031,869	69,588
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 T1 8) 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. An option to extend the lease for a further 5 years was entered into on 6 May 2025; the expiry is now 5 May 2030. 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.		
6.4 Finance Cost		
Plant, equipment and vehicles	1,113	1,633
Total Finance Cost	1,113	1,633
'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.		

NOTES TO THE FINANCIAL STATEMENTS

	Note	2025 \$	2024 \$
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		7,325,162	4,860,834
Financial assets measured at amortised cost		999,612	118,087
Total Financial Assets		8,324,774	4,978,921
Financial Liabilities			
Financial Liabilities Measured at Amortised Cost		697,677	422,242
Total Financial Liabilities		697,677	422,242
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

	2025 \$	2024 \$
8.2 Key Management Personnel		
The Institute has determined that key management personnel include, board members, and senior officers of the Institute.		
The number of members of the Institute, whose total of fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:		
Remuneration Band (\$)		
0 – 50,000	13	10
	\$	\$
Short term benefits	107,271	116,473
Post employment benefits	12,624	13,167
Other long term benefits	2,301	3,281
Total remuneration of members of the accountable authority	122,196	132,921
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.		
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 – 50,000	1	4
50,001 – 100,000	2	1
100,001 – 150,000	1	-
150,001 – 200,000	0	4
200,000 – 250,000	2	-
300,001 – 350,000	1	1
Short term benefits	918,759	1,041,945
Post employment benefits	101,737	115,486
Termination benefits	-	31,778
Other long-term benefits	8,520	12,939
Total remuneration of other key management personnel	1,029,016	1,202,148

NOTES TO THE FINANCIAL STATEMENTS

	2025	2024
	\$	\$
8.3 Related Party Transactions		
The Institute is an incorporated association. In conducting its activities, the Institute is required to pay various taxes and levies based on the standard terms and conditions that apply to all tax and levy payers to the State and entities related to State.		
Related Parties of the Institute Include:		
<ul style="list-style-type: none"> all senior officers and their close family members, and their controlled or jointly controlled entities; other agencies and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly owned public sector entities); and associates and joint ventures of a wholly owned public sector entity. 		
Material Transactions with Related Parties:		
During the year a number of officers forming part of the WAIS's key management personnel were also contracted to provide services such as medical services to support WAIS athletes as well salary recoupment for their secondment and consulting services. Outside the normal citizen type transactions with the Institute, as previously disclosed, as well as those disclosed below, there are no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.		
Purchases of Goods and Services		
Purchase of medical services to support WAIS athletes	-	99,217
Consulting Services	40,000	170,395
	40,000	269,612
8.4 Affiliated Bodies		
The Wally Foreman Foundations was an affiliated body of the Institute that received administration support but was not subject to operational control by the institute. In 2023 the Wally Foreman Foundation was wound up and the remaining cash balance was transferred to the Institute to be held in Trust and used to finance athlete scholarships in future periods.		
8.5 Remuneration of Auditors		
Remuneration paid or payable to the Office of the Auditor General in respect of the audit for the current reporting period is as follows:		
Auditing the accounts, financial statements and key performance indicators	66,272	60,800

NOTES TO THE FINANCIAL STATEMENTS

	2025	2024
	\$	\$
8.6 Supplementary Financial Information		
(a) Write-offs		
Bad debt write-off	314	2,010
Balance at end of period	314	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.		
In 2025, Moore was engaged to provide actuarial services to conduct a valuation of both long service leave and annual leave. The resulting report included several recommendations, all of which have since been implemented.		
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 2025, and between the actual results for 2025 and 2024 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		
<ul style="list-style-type: none"> Total Cost of Services of the annual estimates for the Statement of comprehensive income and Statement of cash flows (i.e. \$168,937) Total Assets of the annual estimates for the Statement of financial position (i.e. \$78,374) 		
2. Actual results between the current year and the previous year		
<ul style="list-style-type: none"> Total Cost of Services of the previous year for the Statement of comprehensive income and Statement of cash flows (i.e. \$138,537) Total Assets of the previous year for the Statement of financial position (i.e. \$59,110) 		

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 2025 \$	Actual 2024 \$	Variance between actual results for 2025 and 2024 \$
Statement of Comprehensive Income				
EXPENSES				
Employee benefits expense	1	9,056,557	7,462,220	1,594,337
Supplies and services	2	3,581,433	3,904,570	(323,137)
Depreciation and amortisation expense		213,425	283,501	(70,076)
Finance Costs		1,113	1,633	(520)
Accommodation expenses		2,288,981	2,187,760	101,221
Other expenses	3	1,354,128	2,044,867	(690,739)
Total Cost of Services		16,495,637	15,884,551	611,086
INCOME				
Revenue				
Interest revenue	4	479,209	273,994	205,215
Contribution from sporting bodies		1,392,314	1,484,331	(92,017)
Other revenue	5	1,758,271	261,580	1,496,691
Gain on disposal of non-current assets		7,682	10,909	(3,227)
Total income other than income from State Government		3,637,476	2,030,814	1,606,662
NET COST OF SERVICES		12,858,161	13,853,737	(995,576)
INCOME FROM STATE GOVERNMENT				
State grants	6	14,372,500	6,153,250	8,219,250
Services received free of charge		2,402,290	2,496,211	(93,921)
Total Income from State Government		16,774,790	8,649,461	8,125,329
SURPLUS / (DEFICIT) FOR THE PERIOD		3,916,629	(5,204,276)	9,120,905
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD		3,916,629	(5,204,276)	9,120,905

Major Actual (2025) and Comparative (2024) Variance Narratives

1. Additional Staffing hired for new Para Unit & new Corporate Structure
2. General overall reductions in Consulting, Contracts & Travel costs
3. No Olympic funding received in 2025
4. Higher Cash balances held across the year
5. ASC funding received for Para Unit
6. New CITS 2025-2028 funding agreement – noting 2024 grant funds were received in Dec 2023.

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 2025 \$	Estimate 2025 \$	Variance between actual results and Estimates \$
Statement of Comprehensive Income				
EXPENSES				
Employee benefits expense	1	9,056,557	11,186,396	(2,129,839)
Supplies and services	2	3,581,433	4,171,773	(590,340)
Depreciation and amortisation expense		213,425	231,982	(18,557)
Finance Costs		1,113	-	1,113
Accommodation expenses		2,288,981	2,355,241	(66,260)
Other expenses	3	1,354,128	1,552,246	(198,118)
Total Cost of Services		16,495,637	19,497,638	(3,002,001)
INCOME				
Revenue				
Interest revenue		479,209	401,690	77,519
Contribution from sporting bodies		1,392,314	1,276,000	116,314
Other revenue	4	1,758,271	926,285	831,986
Gain on disposal of non-current assets		7,682	-	7,682
Total income other than income from State Government		3,637,476	2,603,975	1,033,501
NET COST OF SERVICES		12,858,161	16,893,663	(4,035,502)
INCOME FROM STATE GOVERNMENT				
State grants	5	14,372,500	13,558,500	814,000
Services received free of charge	6	2,402,290	2,779,700	(377,410)
Total Income from State Government		16,774,790	16,338,200	436,590
SURPLUS / (DEFICIT) FOR THE PERIOD		3,916,629	(555,463)	4,472,092
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD		3,916,629	(555,463)	4,472,092

Major Actual (2025) and Estimates (2025) Variance Narratives

1. Timing of recruitment for new Para Unit
2. General overall reductions in Consulting, Contracts & Travel costs
3. No Olympic funding received in 2025
4. ASC Funding for Para Unit
5. New CITS 2025-2028 funding agreement
6. Reduction in individual venue hire across sport programs in 2025

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 2025 \$	Actual 2024 \$	Variance between actual results for 2025 and 2024 \$
Statement of Financial Position				
ASSETS				
Current Assets				
Cash and cash equivalents		7,325,162	4,860,834	2,464,328
Receivables		999,612	118,087	881,525
Other current assets	1	266,401	187,788	78,613
Inventories	2	4,347	89,746	(85,399)
Total Current Assets		8,595,522	5,256,455	3,339,067
Non-Current Assets				
Property, plant and equipment	3	1,175,086	571,374	603,712
Right of Use Assets		15,702	83,144	(67,442)
Total Non-Current Assets		1,190,788	654,518	536,270
Total Assets		9,786,310	5,910,973	3,875,337
LIABILITIES				
Current Liabilities				
Payables	4	777,228	862,755	(85,527)
Employee Related Provisions		554,949	505,734	49,215
Lease Liabilities		-	53,908	(53,908)
Other current liabilities	5	337,852	167,734	170,118
Total Current Liabilities		1,670,029	1,590,131	79,898
Non-Current Liabilities				
Employee Related Provisions	6	106,251	227,441	(121,190)
Total Non-Current Liabilities		106,251	227,441	(121,190)
Total Liabilities		1,776,280	1,817,572	(41,294)
NET ASSETS		8,010,030	4,093,401	3,916,629
Equity				
Accumulated Surplus		4,093,401	9,297,677	(5,204,276)
Retained earnings		3,916,629	(5,204,276)	9,120,905
TOTAL EQUITY		8,010,030	4,093,401	3,916,629

Major Actual (2025) and Comparative (2024) Variance Narratives

- Increase costs across Insurances & Subscriptions – increases Prepayments
- Obsolete stock written off
- Facility refurbishments
- Dec 2025 GST settlement
- Increase in year-end accruals
- LSL provision probability calculation adjustment

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 2025 \$	Estimate 2025 \$	Variance between actual results Estimates \$
Statement of Financial Position				
ASSETS				
Current Assets				
Cash and cash equivalents		7,325,162	6,547,363	777,799
Receivables		999,612	411,989	587,623
Other current assets	1	266,401	34,977	231,424
Inventories	2	4,347	81,769	(77,422)
Total Current Assets		8,595,522	7,076,098	1,519,424
Non-Current Assets				
Property, plant and equipment	3	1,175,086	674,688	500,398
Right of Use Assets		15,702	86,597	(70,895)
Total Non-Current Assets		1,190,788	761,285	429,503
Total Assets		9,786,310	7,837,383	1,948,927
LIABILITIES				
Current Liabilities				
Payables	4	777,228	394,279	382,949
Employee Related Provisions		554,949	551,884	3,065
Other current liabilities	5	337,852	112,934	224,918
Total Current Liabilities		1,670,029	1,059,097	610,932
Non-Current Liabilities				
Employee Related Provisions	6	106,251	311,397	(205,146)
Total Non-Current Liabilities		106,251	311,397	(205,146)
Total Liabilities		1,776,280	1,370,494	405,786
NET ASSETS		8,010,030	6,466,889	1,543,141
Equity				
Accumulated Surplus		4,093,401	7,022,351	(2,928,950)
Retained earnings		3,916,629	(555,462)	4,472,091
TOTAL EQUITY		8,010,030	6,466,889	1,543,141

Major Actual (2025) and Estimates (2025) Variance Narratives

- Increase in prepayments
- Obsolete stock written off
- Facility refurbishments
- Dec 2025 GST settlement
- Increase in accrued expenses
- LSL provision probability calculation adjustments

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 2025 \$	Actual 2024 \$	Variance between actual results for 2025 and 2024 \$
Statement of Cash Flows				
CASH FLOWS FROM STATE GOVERNMENT				
State grants	1	14,372,500	6,153,250	8,219,250
Net cash provided by State Government		14,372,500	6,153,250	8,219,250
Utilised as follows:				
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee benefits	2	(9,987,705)	(7,284,750)	(2,702,955)
Supplies and services	3	(3,027,478)	(3,724,851)	697,373
Accommodation		(296,985)	(198,079)	(98,906)
GST payments on purchases		(373,337)	(422,591)	49,254
Other payments	4	(718,375)	(1,560,865)	842,490
GST payments to the ATO		(1,654,921)	(1,772,248)	117,327
Receipts				
Interest received	5	479,901	275,626	204,275
GST receipts on sales	6	2,102,452	1,325,892	776,560
Other receipts	7	2,364,888	1,974,567	390,321
Net cash used in operating activities		(11,111,560)	(11,387,299)	275,739
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments				
Purchase of non-current physical assets	8	(749,694)	(86,064)	(663,630)
Receipts				
Proceeds from the sale of non-current physical assets		7,682	10,909	(3,227)
Net cash used in investing activities		(742,012)	(75,155)	(666,857)
CASH FLOWS FROM FINANCING ACTIVITIES				
Payments				
Principal elements of lease payments		(54,600)	(53,300)	(1,300)
Net cash used in financing activities		(54,600)	(53,300)	(1,300)
Net (decrease) / increase in cash and cash equivalents		2,464,328	(5,362,504)	7,826,832
Cash and cash equivalents at the beginning of the period		4,860,834	10,223,338	(5,362,504)
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL PERIOD		7,325,162	4,860,834	2,464,328

Major Actual (2025) and Comparative (2024) Variance Narratives

1. New DCITS 2025-2028 funding agreement - noting 2024 grant funds were received in Dec 2023.
2. Staffing for new Para Unit & new Corporate Structure
3. IT Equipment, Support & Special Projects
4. No Olympic funding paid in 2025
5. Higher Cash balances held across the year
6. Dec 2025 GST Settlement
7. ASC funding for Para Unit & New 2025-2028 NSO funding agreements
8. Facility refurbishments

NOTES TO THE FINANCIAL STATEMENTS

	Note	Actual 2025 \$	Estimate 2025 \$	Variance between actual results and Estimates \$
Statement of Cash Flows				
CASH FLOWS FROM STATE GOVERNMENT				
State grants	1	14,372,500	13,558,500	814,000
Net cash provided by State Government		14,372,500	13,558,500	814,000
Utilised as follows:				
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee benefits	2	(9,987,705)	(11,749,031)	1,761,326
Supplies and services	3	(3,027,478)	(3,063,896)	36,418
Accommodation	4	(296,985)	(104,095)	(192,890)
GST payments on purchases		(373,337)	-	(373,337)
Other payments	5	(718,375)	(1,568,933)	850,558
GST payments to the ATO		(1,654,921)	-	(1,654,921)
Receipts				
Interest received		479,901	401,690	78,211
GST receipts on sales		2,102,452	-	2,102,452
Receipts from sporting bodies	6	1,800,903	1,276,000	524,903
Other receipts	7	563,985	926,285	(362,300)
Net cash used in operating activities		(11,111,560)	(13,881,980)	2,770,420
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments				
Purchase of non-current physical assets	8	(749,694)	(300,000)	(449,694)
Receipts				
Proceeds from the sale of non-current physical assets		7,682	-	7,682
Net cash used in investing activities		(742,012)	(300,000)	(442,012)
CASH FLOWS FROM FINANCING ACTIVITIES				
Payments				
Principal elements of lease payments		(54,600)	-	(54,600)
Net cash used in financing activities		(54,600)	-	(54,600)
Net (decrease) / increase in cash and cash equivalents		2,464,328	(623,480)	3,087,808
Cash and cash equivalents at the beginning of the period		4,860,834	7,170,842	(2,310,008)
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL PERIOD		7,325,162	6,547,363	777,800

Major Actual (2025) and Estimates (2025) Variance Narratives

1. New DCITS 2025-2028 funding agreement
2. Timing of recruitment for new Para Unit
3. Special projects and increase in Prof Development, IT and Service contracts costs
4. Rent increases
5. Increase in Medical contractor and uniform costs
6. New 2025-2028 NSO funding agreements
7. ASC funding for Para Unit
8. Facility refurbishments


KEY PERFORMANCE INDICATORS

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 2025.

Dated this 19 March 2026



Dr Neale Fong
Chair
Western Australian Institute of Sport



Mr Matt Fulton
Chief Executive Officer
Western Australian Institute of Sport



The Western Australian Institute of Sport supports the government priorities of: Jobs – Diversifying the WA economy so that it remains the strongest in the nation; Health – Ensuring all Western Australians can access the healthcare we need, when we need it; Community – Building safe and inclusive communities; Infrastructure and Services – Delivering quality infrastructure and services across our State. The table below defines the desired goals and outcomes of the Institute's operations and the key indicators of achievement.

Our Purpose	
To support Western Australian athletes to win Well at Olympic, Paralympic and Commonwealth Games.	
Our Vision	
We develop Athletes who Win Well. We are leaders in high-performance sport. We create community pride and inspire the next generation.	
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 Indicators	
The average cost of service provision per WAIS Athlete.	
Corporate Service costs as a percentage of WAIS total operating costs.	

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

1. Effectiveness Indicators

The WAIS purpose is to support Western Australian Athletes to *Win Well* at Olympic, Paralympic and Commonwealth Games. In doing so, our vision is to develop athletes who *Win Well*, be leaders in high performance sport, and create community pride and inspire the next generation.

The National Institute Network maintains a national high-performance athlete categorisation framework. For an athlete to be awarded a WAIS scholarship, they should be formally categorised against this framework.

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 Australian's contributing to Australia's international success in WAIS supported sports at benchmark and pinnacle 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 Populations 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 may be provided support through the WAIS Individual Athlete Program. Therefore, the influence of WAIS operations in achieving the Effectiveness Indicators varies across sports.

To accommodate these variances and ensure that we can assess our operational effectiveness, WAIS only evaluates its contribution to national teams in sports that 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. National results rely on the best available data, and incomplete capture of outcomes may inflate WAIS' reported percentage contribution to national performance.

The primary factor required to achieve WAIS athlete performance effectiveness indicator goals is the availability of athletic talent. As this talent is the output of WA State sporting association athlete development pathway, WAIS sets KPI 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 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 two benchmark events. These were the World Championships in Olympic Sports (WC), and World Championships in Paralympic Sports (Para Sport WC).

WAIS supported 100% of Western Australian athletes competing in World Championship and Paralympic World Championship events in WAIS supported- sports, consistent with historical levels. While representation and podium outcomes exceeded internal forecasts across both events, the 10–12% KPI target was achieved only for Olympic Sport WC representation. Paralympic podium outcomes improved but remained below target, highlighting challenges facing the WA talent pool.

2025 Olympic Sport World Championships

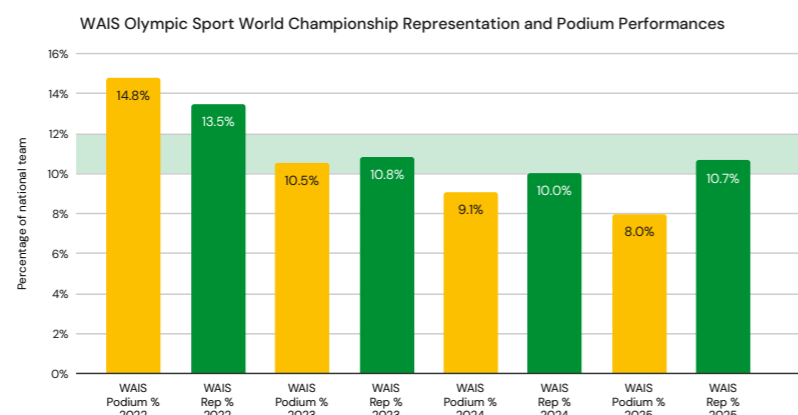
WAIS supported 50 Western Australian athletes at Olympic Sport World Championships. They made up 10.7% of the 467 Australian team members in WAIS supported sports, exceeding the internal forecast of 38 representatives and achieving the 10–12% KPI target range.

Athletes won nine podium results, representing 8.0% of Australia’s 112 podium outcomes in WAIS supported sports. This result exceeded the forecast of seven podiums but remained below the 10–12% target range.

Several factors influenced the lower podium result. Some medal potential athletes took breaks after the Olympic Games, and World Championships were not held in traditionally strong WAIS team sports such as hockey, and 5v5 basketball.

Graduate athletes formed 53.2% of WAIS representatives, reflecting the increased role of State Sports Institutes, and WAIS success, in preparing pathway athletes for national programs through the last two Olympic Cycles. Scholarship representatives were made up of 32% Sport Program Scholarship athletes and 68% Individual Athlete Scholarship holders. The dominant Individual Athlete representation reflects changes in sport national strategies and WAIS support for athletes in sports where a sport program is not viable.

The four-year trend shows stable representation levels since 2022 but a consistent decline in podium outcomes. The stronger 2022 results were influenced by the stable training conditions that WA athletes experienced compared to other states during the COVID period. Podium outcomes have declined in line with falling representation to podium conversion rates. These have dropped from 38% to 18% over the same period (2022–2025), now sitting below national levels. This trend indicates reduced competitiveness against interstate athletes and reinforces the need to invest in developing medal-ready talent, irrespective of our role in the sport pathway.



2025 Paralympic Sport World Championships

WAIS supported all 13 Western Australian athletes who competed in Paralympic World Championship events in WAIS supported sports. These athletes formed 9.8% of the 132 Australians in these sports. This result exceeded the internal forecast of nine representatives but fell just short of the 10–12% KPI target.

WAIS athletes achieved six podium results, representing 5.1% of the 117 Australian podium outcomes in WAIS-supported sports. This exceeded the internal forecast of two podiums but remained below the 10–12% target range.

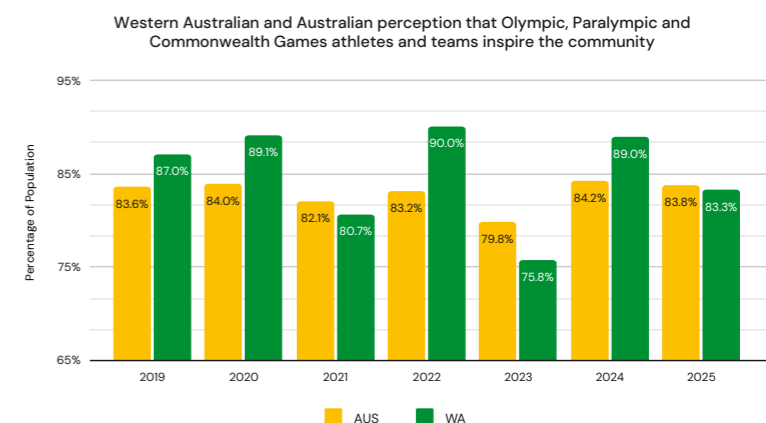
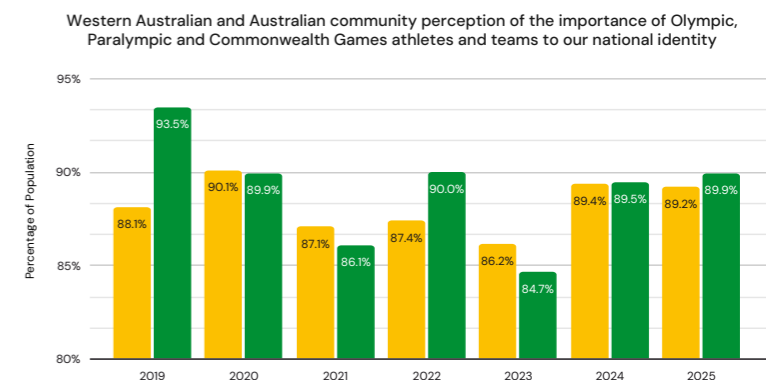
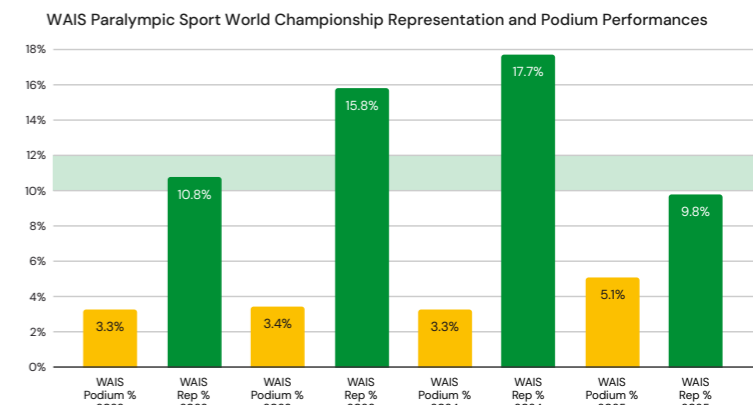
The lower percentage result reflects national initiatives that increased para-sport representation without similar growth in WAIS representation. Actual WAIS representation (13 athletes) remained consistent with historical figures (2022–2025 average = 14 athletes). Medal outcomes improved due to multi-medal performances by individual athletes.

Scholarship athletes formed 91.7% of WAIS representatives, with Graduates contributing 8.3%. Graduation is less prevalent in para-sport, with athletes often encouraged to remain with support networks in their home state. Sport Program Scholarship athletes formed 54.5% of scholarship representatives, and Individual Athlete Scholarship holders formed 45.4%. This balance demonstrates WAIS’ flexibility in supporting high-potential athletes across different training environments.

The four-year trend shows a drop in relative representation but an improvement in medal outcomes. The fall in representative share reflects athlete retirements and national team growth driven by national initiatives. These changes highlight gaps in the WA talent pool and the importance of keeping pace with national growth through state initiatives and a strong WAIS Para-Unit.

Community Pride and Inspiration:

The community perception survey indicates that WA’s positive sentiment towards the contribution of Olympic, Paralympic and Commonwealth Games athletes to community pride and inspiration is comparable to the Australian average. The current year and prior results for the relevant questions from the ASC community perceptions survey are shown in the two graphs below.



The HP2032+ strategy objective for both of these metrics for positive sentiment to exceed 80%. Survey results indicate WA perceptions of Olympic and Paralympic sports are generally match the national average. Sentiment increases during Olympic, Paralympic and Commonwealth Games periods when these sports receive greater public attention.

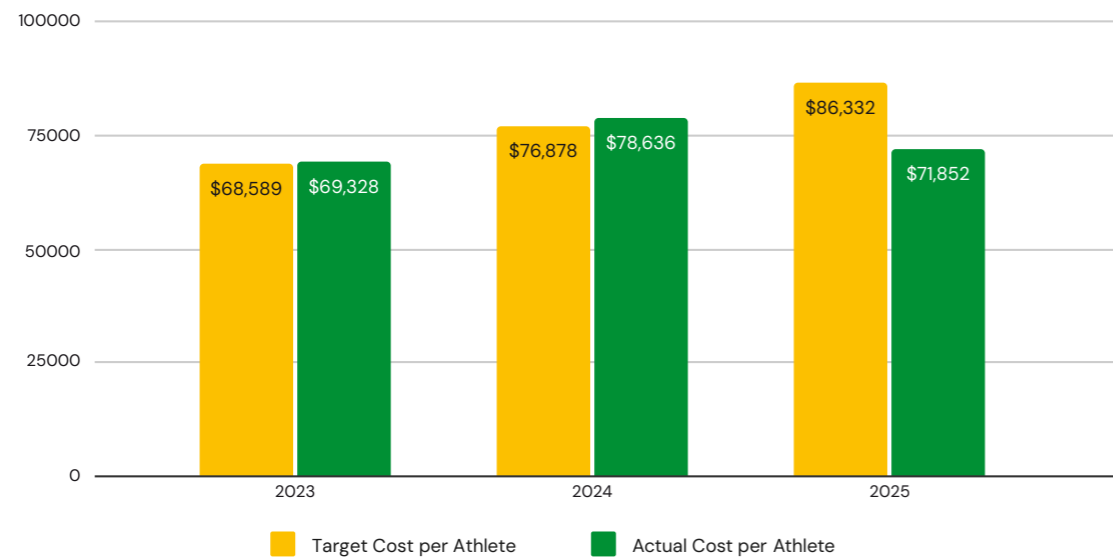
2. Efficiency Indicators

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 2025 was \$71,852. The 2025 figure is slightly lower than the budgeted average cost anticipated of \$86,332. The 2025 figure is down on the previous years actual cost of service provision per athlete by \$6,784. This is the result of employee vacancies in positions at the start of a Olympic and Paralympic cycle.

Average Cost of Service Provision per WAIS Athlete

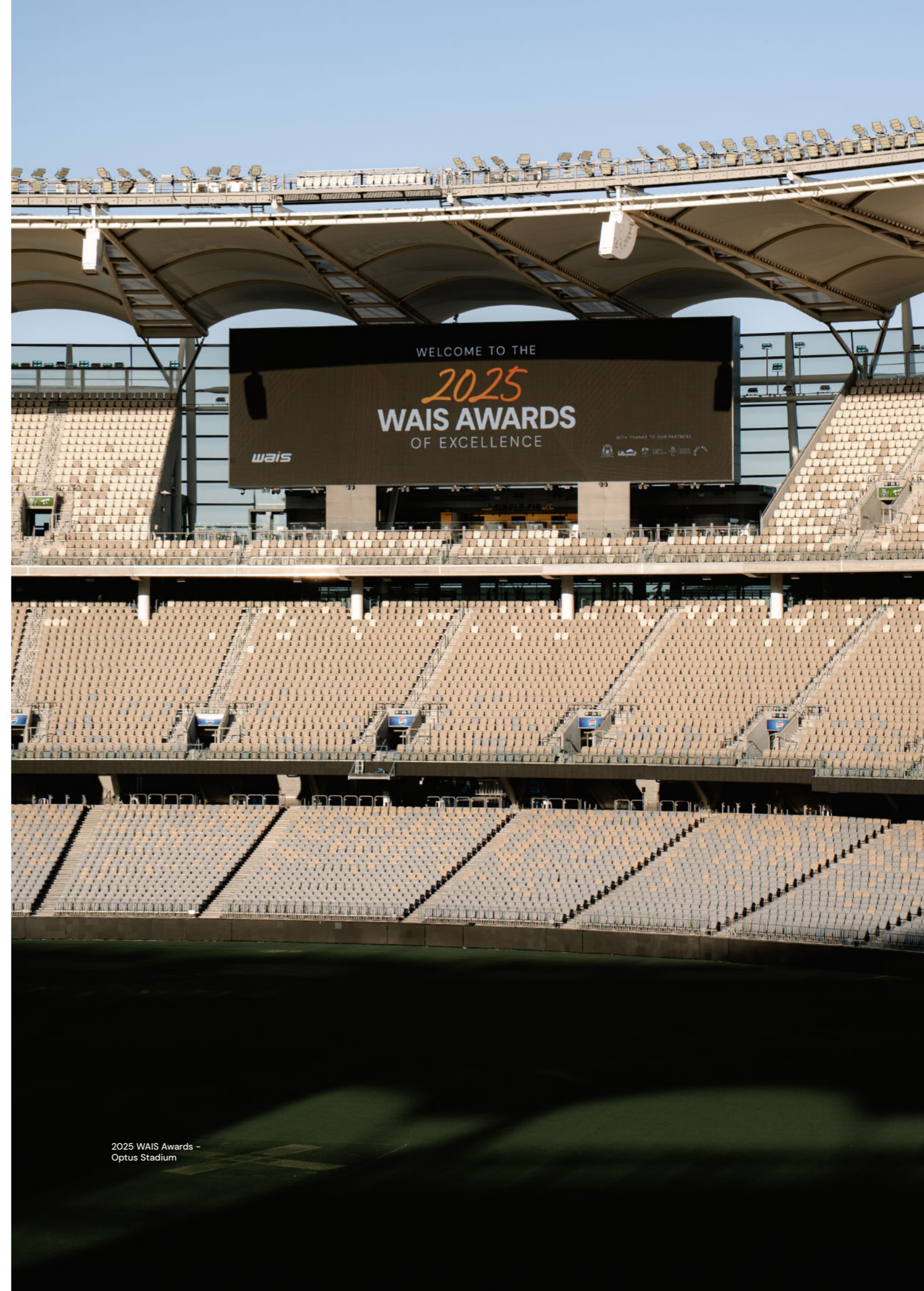
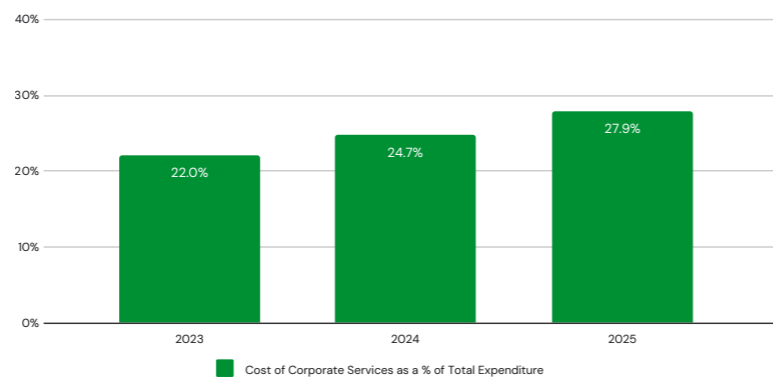


Corporate Service Cost

The cost of delivering Corporate Services in 2025 as a percentage of total expenditure is 27.9% which is 0.1% higher than the target set by WAIS of 27.8% at the beginning of the 2025 financial year.

The increase in Corporate Services expenditure as a percentage of total expenditure since 2023 is in line with expectations from Government and the broader community that WAIS strengthened its foundations. This investment has enabled a stronger focus on governance, integrity, financial management, and policies to name a few.

Corporate Service costs as a % of WAIS Total Operating Costs



2025 WAIS Awards - Optus Stadium



The Western Australian Institute of Sport is proudly supported by the Government of Western Australia



RECOGNISED OLYMPIC TRAINING CENTRE



CENTRE FOR PARALYMPIC EXCELLENCE

wais

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