

NSWIS ANNUAL REPORT

2022 / 23

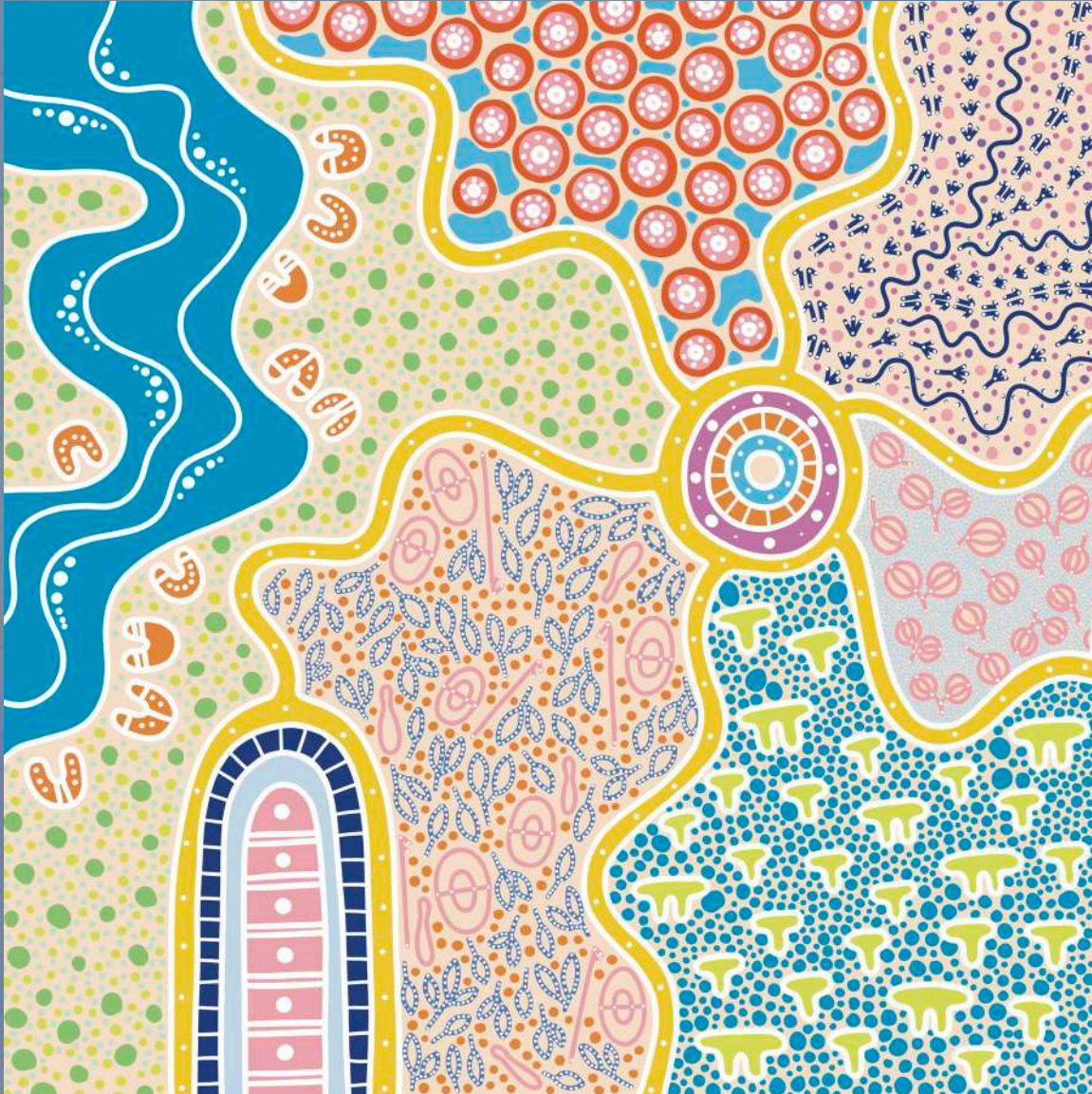


Acknowledgement of Country

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

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

We pay our respects to Elders past, present, and emerging.



In 2022 NSWIS commissioned an indigenous artwork by the **Gudanji / Wakaja artist Ryhia Dank**, who designed the concept around the elements of Sydney Olympic Park.

The artwork features a central camp which represents NSWIS and a hill, representing grounding, growth and strength.

You can see medicine leaves for recovery and near them coolamons, spears and woomeras to represent the tools that our athletes use.

Next to this, there are trees for development, bush plums for endurance, animal tracks for their amazing individual traits—for our athletes to remember, wildflowers for their resilience and people gathered around the water for its life-giving abilities.

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SPORT PROGRAMS

15



SPORTS

28



ATHLETES

496



FEMALE

52%



MALE

48%



SENIOR WORLD
CHAMPIONSHIPS
MEDALS

51



WORLD
CHAMPIONS

6



WORLD CHAMPS
TITLES

10

JUNIOR WORLD
CHAMPIONSHIPS
MEDALS

6





NATIONAL TRAINING
CENTRES IN NSW

10



NSWIS & PARTNER
TRAINING HUBS

6



PERFORMANCE SUPPORT STAFF
SELECTED ONTO NATIONAL TEAMS
FOR BENCHMARK EVENTS

15



EXPOSED TO PURSU32+
VIA ONLINE, PRINT &
BROADCASTING COVERAGE

1.1m



COACHES SELECTED ONTO
NATIONAL TEAMS FOR
BENCHMARK EVENTS

12



FEATURED ACROSS
MEDIA BROADCASTS
& ARTICLES

411



LINKEDIN INCREASED
ENGAGEMENT

87%



FACEBOOK INCREASED
ENGAGEMENT

160%



INSTAGRAM INCREASED
ENGAGEMENT

12%

www.nswis.com.au



29th October 2023

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

Dear Minister,

It gives us great pleasure to submit the 27th Annual Report for the NSW Institute of Sport, the state's lead agency for high performance sport.

The report is for the 12 months to 30 June 2023 and has been prepared in accordance with section 8 of the *Annual Report (Statutory Bodies) Act 1984* and *Annual Reports (Statutory Bodies) Regulation 2010*.

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

Yours sincerely,

Gary Flowers
Chair

Kevin Thompson
CEO

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It was pleasing to hear the Institute's diving coaches, along with squad members who oversaw the children as they were put through a battery of tests, were excited by the raw potential."

MESSAGE FROM

THE CHAIR

Since its establishment in 1996, the New South Wales Institute of Sport (NSWIS) has excelled in its duty to support the state's athletes to become 'world's best'. Indeed, it's a source of great pride to note our level of commitment has assisted over 375 NSWIS scholarship athletes to become world champions, and during the 2024 Paris Games we expect to celebrate the 100th Summer Olympic medal won by a NSWIS scholarship athlete.

Rather than rest on its laurels – and there was plenty for the Institute to celebrate over the last 12 months – NSWIS has focused on addressing its future, and the biggest issue concerning our relevance as we prepare for a home Olympics at Brisbane in 2032 is this: for us to continue to support athletes to become world's best we need . . . athletes.

The Institute is reacting to this need by establishing a pipeline to a constant supply of athletes who'll be 'NSWIS Ready'. That is, ensuring athletes arrive on the first day they start their scholarship fully prepared for the rigors and demands of a high performance program. Over the years NSWIS has discovered it has required valuable time, money, and resources to bring under-prepared athletes up to speed.

In response to both issues, we have targeted regional New South Wales as the 'pipeline' to connect the Institute with a proven source of athletic talent. To identify these athletes, NSWIS has formed a collaboration with the Regional Academies of Sport, as well as the relevant

sporting organisations, to establish the Pursu32+ RAS Talent (Pilot) Program.

This program, which was launched at State Parliament House by the Sports Minister, Steven Kamper MP, on June 14 will provide 45 targeted athletes (although, we believe the program has the capacity to grow substantially, such is the richness of talent in the regions) aged between 14-18 who demonstrate the potential and other traits that are required, including temperament, resilience, family support, and desire, that are required to progress to the elite program. Our goal is to enable the athletes to progress to elite competition, including the Brisbane Games and beyond.

Our commitment to ensuring those selected for the program are 'NSWIS Ready' includes immersing the selected athletes and their coaches in the Institute's environment by facilitating camps, providing online access to a physical literacy curriculum developed by the Office of Sport. It encompasses key learning areas which include body posture control, lifting techniques, nutritional learning, wellbeing, and the many other components associated with a high performance program.

To fulfill our desire to ensure our state continues with its proud tradition of supplying a large proportion of athletes to the nation's Olympic and Paralympic teams, NSWIS will run several Talent ID programs under the Pursue32+ umbrella in the lead up to the Brisbane

Games. The first of these was held at Sydney Olympic Park last June, where 70 boys and girls attended our Try Diving Day. It was pleasing to hear the Institute's diving coaches, along with squad members who oversaw the children as they were put through a battery of tests, were excited by the raw potential.

NSWIS's commitment to help develop regional areas into a talent pool includes our support for RASi's coaches conference, which will be held in October 2023. Besides contributing finances, the Institute will provide staff members to join the conference's panel of experts. This conference is vital to the RASi coaching network, many of whom are volunteers who give their time freely to mentor and guide their athletes after a day's work. NSWIS appreciates the conference provides an invaluable opportunity for attendees to learn from listening to the insights plus having interaction with experts in their fields.

In addition to the conference, NSWIS agreed to part-fund a strength and conditioning role at the Illawarra Academy of Sport, which the Institute has a partnership agreement with. This role provides NSWIS athletes based there access to expert coaching. Other examples of the Institute's determination to boost sport in the state's regional areas was the decision to utilise an Office of Sport grant to support Swimming NSW and AusCycling in establishing Regional Coaching roles.

NSWIS further strengthened its partnership with Swimming NSW by acknowledging the need to boost the state's representation on the national swimming teams. Our two organisations have, in turn, joined forces with the University of Newcastle to ensure there are lanes available at its refurbished pool for the use of those athletes identified by us as talented swimmers. We were pleased to have Sander Ganzevles, the highly accomplished coach from The Netherlands, kickstart the program.

To help school aged athletes develop, NSWIS signed a memorandum of understanding with seven Sports High Schools. The Institute provides those schools with access to our coaches for professional development and other engagement opportunities. The Institute has also gifted these schools the gym equipment from the winter sport program's old facility at Jindabyne.

NSWIS understands the future of its athletes is dependent upon the quality of their coaches. That reasoning encouraged us to enter a tripartite arrangement with the AIS and individual sporting organisations to develop aspiring pathway and early career high performance coaches with opportunities to learn and work under the National Generation 2032 Coach Program (Gen32). The program aims to increase the number, and the diversity, of Australian high performance career coaches who can positively contribute to future Olympic,

Paralympic and Commonwealth Games. NSWIS has six Gen32 coaches, and they're employed within high performance sport for the duration of the program while under the supervision of a mentor coach.

The Institute is in the process of recruiting an Acrobatics coach whose purpose will be to add value to our coaches and athletes in such programs as Diving, Winter Sports, Skate, and Surfing which all contain an acrobatic component. As a further reflection of NSWIS's commitment to the future, our workforce has grown with additional staff in Nutrition, Data Science, High Performance management and the recruitment of the six Gen32 coaches among other appointments.

The Institute also prides itself on the standards of excellence set by our staff, who are acknowledged leaders in the sporting industry. During the year NSWIS underwent a detailed salary review process which resulted in most roles being regraded. This was done to ensure competitiveness in the marketplace and in other government agencies. Furthermore, the Employee Experience role was created to ensure an even greater emphasis was placed on key areas of child safety, employee engagement, diversity and inclusion, and community engagement which will ensure NSWIS remains a leader among the National Institute Network.

I'm pleased to note that funds-including those from the internal PhD budget-were allocated for studies that are being done in conjunction with universities.

There was an increased effort to enhance the team culture at NSWIS, including the Wear It With Pride campaign which centered around the Institute's popular hoodie, a garment which indicates the wearer – athlete or staff – belongs to Team NSWIS. We will continue to focus on better communication between the Executive and staff and, as such, have implemented the bi-monthly NSWIS Updates in the Auditorium and the fortnightly CEO newsletter.

It has been a successful year on many fronts, and I offer my sincere thanks to the Executive, staff, and the athletes for their wholehearted support and supreme efforts. We look forward to building on this so the Institute plays its part to ensure Australia's success at the 2024 Paris Olympic and Paralympic Games – and beyond.



Gary Flowers
Chair
BComm, LLB



I would like to sincerely thank the Institute's staff and leadership team for their outstanding support to our athletes, and, who, by doing so, are helping to inspire the community through the athlete's achievements."

MESSAGE FROM

THE CEO

Eleanor Patterson, who became the world's female high jump champion at the 2022 World Athletics Championships, and whose photograph adorns the cover of this year's Annual Report, perfectly illustrates how NSWIS continues to assist its athletes to become world's best.

Eleanor walked away from athletics when her omission from the 2018 Gold Coast Commonwealth Games team prevented her from defending the title she'd won four years earlier. After spending a year in self-imposed exile, Eleanor wasn't fit when she accepted coach Alex Stewart's invitation to train with him in Sydney. Upon her arrival from regional Victoria, she received a NSWIS scholarship – a privilege Eleanor credits for her becoming world champion.

"To be welcome in those early stages into the NSWIS community and to be able to access facilities was a new thing," said Eleanor. "I'd always, in the past, taken care of everything and trained in the country with not much access to facilities and support such as NSWIS."

"It was very new to me, but it gave me support [and the knowledge] that people do believe in me. It made it easier for me just to get stuck into the hard work, to gain that fitness, and to be able to return to competitive sport. In the early competitions I jumped quite high, and it really reiterated it was the best decision of my life to come to Alex and to Sydney to work with NSWIS."

Eleanor's testimony put a human face to the work

NSWIS does for our athletes through the Institute's high performance system; one which encompasses coaching and creates an elite training environment. It also provides specialised Strength and Conditioning, Nutrition, and access to Sports Science, Sports Medicine, Performance Health, Sports Psychology, Education and Athlete Wellbeing.

Besides Eleanor's success at the World Athletics Championships, the efforts of NSWIS's coaches and staff contributed greatly to a triumphant year for our scholarship athletes, one in which they shone on the world stage, including the Birmingham Commonwealth Games and the northern hemisphere's winter sport season.

It's a great source of pride to report 15 NSWIS members of staff were selected for the Australian Commonwealth Games Team, a just reward for the constant professionalism and commitment they display. Our 52 scholarship athletes who were selected for Team Australia performed brilliantly in Birmingham, contributing to a top of the medal tally performance by combining to win a total of 25 medals: 12 gold, nine silver and four bronze. The value of the Institute's Para programs was highlighted at Birmingham with our athletes contributing five of those gold medals, a silver and bronze.

NSWIS enjoyed its most dominant performance at a winter sports world championships. Not only did Institute athletes make up 59% of the Australian team which

competed at the 2023 Bakuriani World Championships, but four NSWIS athletes won five of Australia's six medals. Jakara Anthony finished the northern hemisphere winter ranked the world's leading female Moguls skier, while Matthew Graham finished as the world's No.2 male. NSWIS athletes excelled at the FIS World Para Snowboard Championships in La Molina, Spain where Ben Tudhope and Amanda Reid each won gold and bronze medals.

These results reflect the outstanding work being done by the athletes and the Institute's coaching and support staff within the National Snowsport Training Centre in Jindabyne. The centre has undergone a major revamp which includes a state of the art gymnasium, acrobatic space, and airbags which NSWIS has made a significant contribution to.

For the first time NSWIS and the Office of Sport have collaborated to create a joint strategy – the Development of 2032+ High Performance Strategy. It consists of five key pillars, and the two NSWIS is responsible for include Performance (sports programs, regional initiatives, and Para sport) and Expertise (sports science, sports medicine, areas of data science, building capacity and capability). The Institute is utilising its staff's vast range of expertise to set Australia on course for a successful 2032 Brisbane Games and beyond.

NSWIS has significantly expanded its Triathlon and Archery programs. The Institute is determined to help Australia reclaim its mantle as a Triathlon powerhouse. To achieve this, we joined Triathlon Australia in recruiting coach, Liam O'Neill from British Triathlon. Liam is working out of the upgraded NSWIS hub at Narrabeen which is in full operation and provides athletes with wonderful facilities, including accommodation. This is in line with NSWIS continuing to forge strong partnerships with national and state sporting organisations and system partners. The Institute continues to also work closely with state government agencies, and representatives to secure investment in high performance facilities and upgrades required to meet the needs of Olympic and Paralympic sports throughout NSW.

NSWIS's Para archery program – described by National Coach Ricci Cheah as 'the leader' across Australia – expanded to include able-bodied athletes through until the Paris Games. It's pleasing to note the program enjoyed success when Peter Boukouvalas won an Asia Cup bronze medal last March.

The Institute continues to strive to be considered by its staff as a desirable place to work. The Executive has reacted positively to last August/September's People Employee Survey, and while I note there's always room for improvement, it was heartening to see a four percent increase in job satisfaction and enrichment; eight percent rise in employee engagement, and

there's been an eight percent improvement since 2021 in leadership, decision making and accountability. I also note 93 percent of staff believe they have a choice in how they carry out their daily work tasks.

The survey has proven a positive tool in bringing about new initiatives and informed decisions. As a result of the staff's feedback, we've delivered wellbeing initiatives, including the Grace Papers; a hub focussed on providing insightful resource material and access to services on a range of topics concerning care for self, care for family, and care for career; Maxxia car leasing, and Skin checks (which had an excellent take-up!).

Other benefits from the survey include the creation of the Sport Coordinator Companion Manual, and the Quality Practice Manual for the Sport Science Department to provide role clarity, increased communication, and support to staff. It also was the instigator for the Prob-le-ma-thon, which was created to promote collaboration between discipline and departments to solve problems collectively. We await the results of this year's People's Employee Survey which will be conducted throughout August and September.

NSWIS continues to progress with its Diversity and Inclusion Strategy which was released in 2022. The Institute wants our workplace to reflect modern Australia, so it's encouraging for all to see positive developments and growth in the areas of our cultural diversity, the trainee program for Indigenous university students; an increase in numbers of staff with a disability, and a greater gender balance with an increase in female employees. There's been a concerted focus on Indigenous Cultural Awareness, International Women's Day, Harmony Week, the LBGTIQA+ community, and mental health awareness.

In closing I would like to sincerely thank the Institute's staff and leadership team for their outstanding support to our athletes, and, who, by doing so, are helping to inspire the community through the athlete's achievements. Your efforts make me proud to be part of NSWIS. I also wish to thank our Chair and Board members for their continued support and guidance. I commend the Board for its continued good governance and the support it provides the senior leadership team.



Prof. Kevin Thompson

Chief Executive Officer

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



NSWIS OVERVIEW



PURPOSE

TO SUPPORT AUSTRALIAN ATHLETES TO BECOME WORLD'S BEST.

The NSW Institute of Sport (NSWIS) provides world leading coaching, performance support and daily training environment's to support targeted athletes achieve podium performances.



VISION

MORE NSW ATHLETES REPRESENTING AUSTRALIA AND WINNING MEDALS.

We will strengthen our position as a world leading sporting organisation and ensure NSW athletes are consistently representing Australia and winning medals at major international events.



VALUES

LEADERSHIP

INTEGRITY

EXCELLENCE

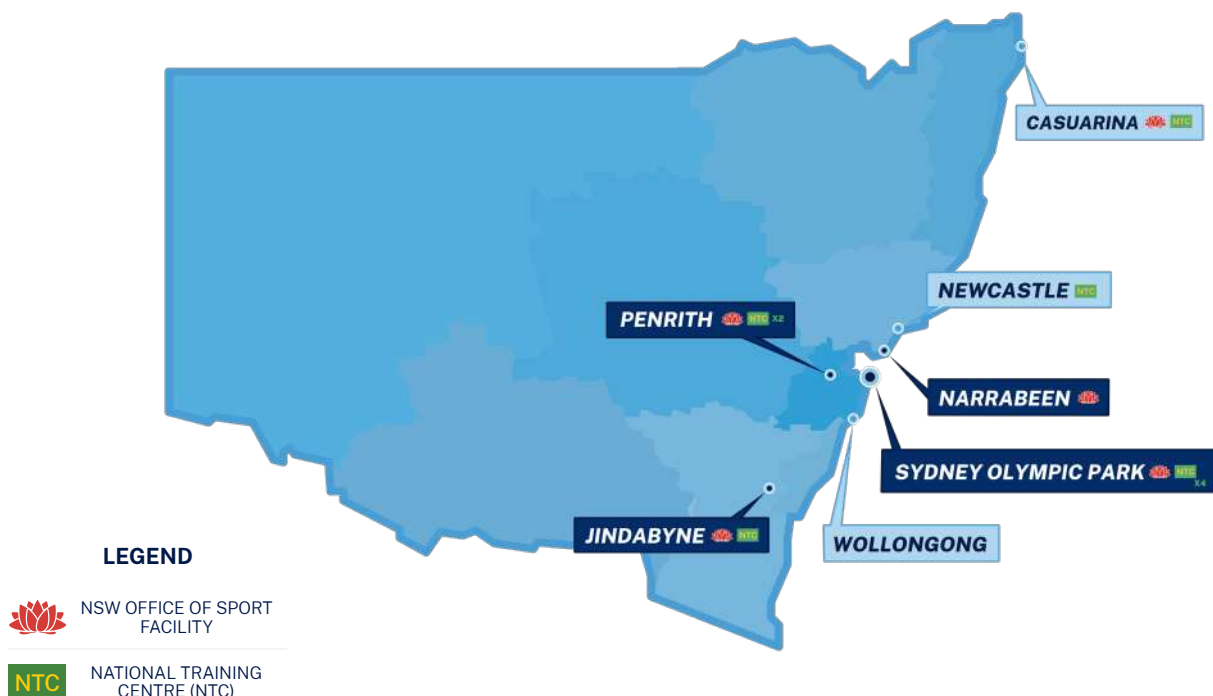
PASSION

TEAMWORK

NSWIS is committed to building our culture by living our core values of leadership, integrity, excellence, passion and teamwork. We believe that developing a great culture is everyone's responsibility – there are no spectators.

NSWIS & Partner Training Hubs

A view of where NSWIS & partner training hubs are located.



Sydney Metropolitan

Penrith	Sydney International Regatta Centre, Penrith Whitewater Stadium & Don Croot Boatshed <i>Rowing (NTC) / Canoe Slalom (NTC) / Canoe Sprint / Individual athletes</i>
Sydney Olympic Park	<i>Athletics / Hockey / Para Archery (NTC) / Water Polo / Swimming (NTC) / Diving (NTC) / Cycling / Wheelchair Track & Road (NTC) / Individual athletes / multi-sport camps</i>
Middle Harbour	Middle Harbour Yacht Club <i>Sailing (NTC)</i>
Narrabeen	Sydney Academy of Sport & Recreation <i>Canoe Sprint / Athletics / Winter Sports / Individual athletes, Surfing, multi-sport camps</i>

Regional NSW

Casuarina	<i>Surfing (NTC) / Skateboarding / Camps</i>
Newcastle	NUsport – Access to NSWIS Individual & Sport Program Scholarship Holders <i>Wheelchair Track & Road (NTC) / Triathlon / Sailing / Swimming / Water Polo / Winter Sports</i>
Jindabyne	National Snowsport Training Centre located at Jindabyne Sport & Recreation Centre / Thredbo and Perisher ski resorts <i>Winter Sports (NTC) / multi-sport camps</i>
Wollongong / Illawarra	Illawarra Academy of Sport – Access to NSWIS Individual & Sport Program Scholarship Holders <i>Triathlon / Swimming / Wheelchair Basketball / Cycling / Hockey / Individual athletes / Surfing / Winter Sports</i>







Sport Technology Hub – Sydney Olympic Park

Project Objective: Secure a world class sport technology hub and training facility to meet the future needs of NSWIS and targeted athletes.

- The development of a world class high performance facility and technology hub for Olympic and Paralympic athletes will cement the Institute's reputation as an international leader in sports science, performance health, and sport intelligence.
- As a leader in these sectors, NSWIS will be positioned to provide long-term returns to the NSW community by:

1. Supporting more NSW athletes to represent Australia and win medals at international events.
2. Attracting world leading high performance experts to NSW.
3. Developing future champions (talent development).
4. Providing educational opportunities for the NSW communities via a proposed visitor centre.
5. Partnering with organisations to create world leading initiatives.

Achievement: Project brief developed and presented to NSW Sports Minister, the Hon Stephen Kamper MP in June 2023.

Brisbane 2032 Games Strategic Framework

Project Objective: Develop a strategic investment framework to be presented to the NSW Government that outlines critical and targeted investment in the NSWIS high performance sporting system to support a successful home Olympics in 2032.

- Identify areas that can achieve performance and community impact so that NSW, and subsequently Australia, can compete successfully at a home Olympic and Paralympic Games in 2032.
- Outline the necessary funding, services and infrastructure required for world class athlete development and support services and a talent pathway to identify 'future' athletes who have the potential to be 2032 Olympic and Paralympic athletes.
- Establish framework pillars, key milestones, and measurable outcomes (across three horizons 2024, 2028, 2032).
- Define an inclusive and holistic model of success across each horizon, for athletes, coaches, national sporting organisations and the community.
- Provide rigorous comparative analysis with domestic and international benchmarks.
- Outline the expected positive impact on the NSW community and align with NSW Government priorities.

Achievement: NSW 2032+ High Performance Strategy, Business Case Summary, developed in collaboration with the Office of Sport.

NSWIS Talent Unit and Regional Strategy Pilot

Project Objective: Utilise \$600,000 of NSW Government funding and internal PhD budget to implement a NSWIS Talent Unit Pilot Project with a focus on unlocking regional talent through coach development initiatives, supported by sport intelligence projects and Talent ID PhD studentships. This project will provide NSWIS with evidence and experiential learnings to support a bid to the NSW Government, stakeholders, and potential sponsors for funding to formally establish a sophisticated NSWIS Talent Unit with a long-term strategic approach to improving NSW talent pathways.

In partnership with the Office of Sport, Regional Academies of Sport incorporated (RASi) and identified State Sport Organisations deliver a range of coach development, sport intelligence and talent ID initiatives over 1-2 years, to support the identification and development of talented athlete pathways in the lead up to the 2032 Olympic and Paralympic Games.

Improved coach development and Athlete pathways will have a number of positive effects on the NSW community (with a focus on regional NSW), including:

- More NSW athletes representing Australia and winning medals.
- Improved health and wellbeing of our youth.
- Increased job opportunities in coaching for people from a diverse array of backgrounds.
- Increased high performance coaching and talent ID capability within NSW pathways.
- The NSWIS Talent Unit Pilot Project will aim to deliver against three key pillars: quality coaching, sport intelligence and Talent ID PhD internships.

Achievement: Project launched by NSW Sports Minister, the Hon Stephen Kamper MP in June 2023 at NSW Parliament House.

Benchmark Event Campaigns

- Review campaign projects and sport program outcomes from the Beijing 2022 Winter Games and the 2022 Commonwealth Games.

Achievement: 52 NSWIS athletes were selected for the Australian Team and between them they won a total of 26 medals, including 12 gold, across 12 sports.

High Performance Infrastructure

- Work with sport partners and NSW Government agencies and representatives to secure investment in high performance facility developments and upgrades to meet the needs of Olympic and Paralympic sports across NSW.
- Subject to successfully securing \$1.5M funding to enable the second phase of the refurbishment of the NSWIS facility at Sydney Olympic Park, implement and complete the necessary works to ensure an ongoing ability to provide a world class high performance training environment.
- Continue to work with the Office of Sport, OWIA and Snow Australia to complete Phase 1 and Phase 2 (approximately \$7-8 million) of the National Snowsports Training Centre development in Jindabyne.
- Establish an expanded Northern Beaches high performance hub at Narrabeen in partnership with the Office of Sport. If tenable, complete relocation of NSWIS staff to larger office and clinic accommodation and the construction of a larger boat shed.
- Work collaboratively with the Office of Sport to review the suitability of Dunc Gray Velodrome as a world class daily training environment for track cyclists and support stakeholders to secure funding for its refurbishment needs.
- Work collaboratively with SOPA, Archery Australia and SOP-based archery club to ensure that the NSWIS/Archery Australia program has the right access, storage and amenities to operate effectively.
- Support Paddle Australia to strengthen facility management of the Penrith Whitewater Stadium and secure additional whitewater access to optimise the daily training environment for canoe slalom athletes.

Achievement: High Performance facilities at Sydney Olympic Park and Narrabeen were refurbished. Storage and amenities were improved for the NSWIS Archery Program. National Snowsport Training Centre at Jindabyne being completed and opened in time for Winter training season.



Coach Development

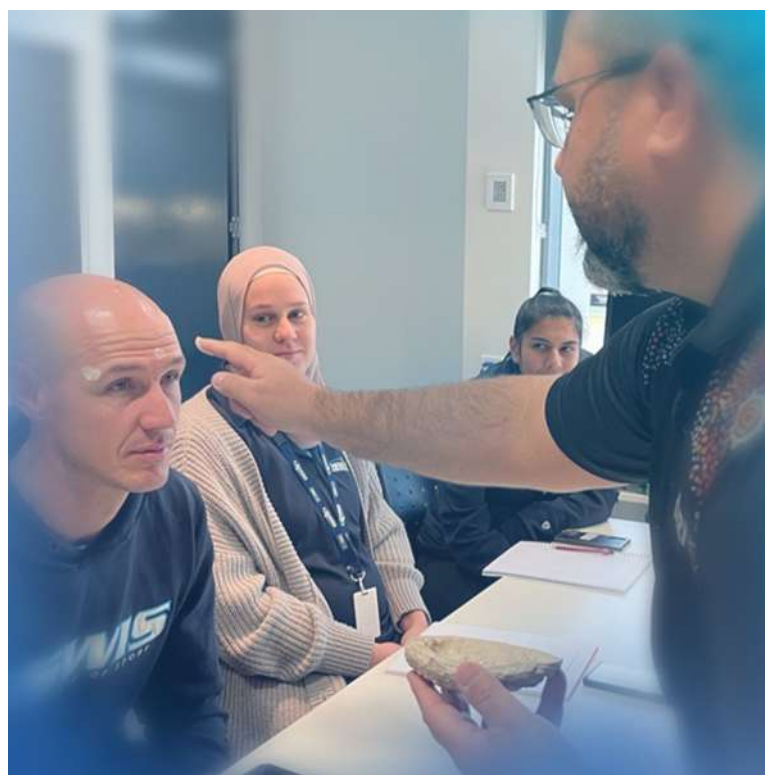
- Establish and position NSWIS as a leader in high performance coach development as part of a broader AIS Australian Coach Development Strategy.
- Recruit an AIS funded high performance coach developer lead for the provision of individualised support for NSWIS coaches and launch a NSWIS/NSO/AIS coach scholarship scheme.
- Take a lead role in the provision of meaningful high performance coach development initiatives that will serve to strengthen a community of practice for high performance coaches in the state of NSW.
- Working with our national sport partners, identify future high performance coaches and take a lead role in the provision of full-time coaching opportunities with our priority pathway programs.

Achievement: Developed and implemented a coach development strategy.

Culture, Diversity and Inclusion

- Continue to draw upon staff and external stakeholder feedback to ensure that Team NSWIS lives its values, working collaboratively and relentlessly to achieve its purpose and mission.
- Collaborate with key partners to implement a Diversity and Inclusion Strategy that delivers on targets appropriate for the NSW Government's lead agency for high performance sport, championing an increasingly diverse environment.
- Align with cluster-wide diversity and inclusion programs, targets, and support relevant cluster-wide initiatives where appropriate.
- Continue to investigate partnership opportunities to deliver education, internship programs, and targeted coaching role.

Achievement: Increased diversity of workforce including five percent increase in female staff and the recruitment of two Indigenous interns plus an increase in staff from non English speaking backgrounds.





NSWIS PERFORMANCE DRIVERS

1 **Athletes & Pathways**

The infrastructure or systems that identify, develop, manage and progress sufficient numbers and quality of athletes to ensure sustained world best performance, in partnership with sport.

2 **Coaching**

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

3 **Daily Training Environment**

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

4 **Competition**

The planned series of domestic and international events that contribute to the athlete's/team's preparation for major benchmark events.

5 **Leadership, Position & Culture**

With a performance centred culture and clear brand positioning; identify, develop, manage and progress quality infrastructure, systems and people that enable NSWIS to contribute to leadership in the Australian sport system and achieve sustained world best performance.

6 **Research & Innovation**

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

Athletes & Pathways

Success at Major Competitions

Twenty-three NSWIS athletes won a total of 31 medals at benchmark events across eight sports.

NSWIS athletes comprised 27% of national team members.

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

Key measures related to progression are provided below:

377

Athletes had the opportunity to progress during the year

101

Athletes progressed to a higher scholarship category

252

Athletes maintained the same level of NSWIS scholarship

24

Athletes moved to a lower scholarship category



Athlete Advisory Group (from June 2022)

The NSWIS Athlete Advisory Group (AAG) was created in 2019 to provide athletes with a voice and support decision making at NSWIS.

The AAG serves as a link between athletes and the NSWIS management team and Board. Each sport program has a designated AAG member for athletes to liaise with and provide relevant recommendations and feedback to assist with NSWIS operations.

The AAG meets a minimum of three times per year and has had success impacting the following areas during the last 12 months:

Improved Communications

Provided input and feedback on how NSWIS can better communicate with athletes, particularly around support staff changes.

NSWIS Uniform

Provided feedback on the new NSWIS uniform.

Accommodation and Relocation Program

Generated awareness of NSWIS initiatives to their fellow athletes, such as the Athlete Accommodation and Relocation Program.

#TeamNSWIS

Provided suggestions for potential events to bring #TeamNSWIS together.



Belle Brockhoff



Erik Horrie
Resigned DEC 2022



Evie Haseldine



Jonathan Goerlach
Resigned DEC 2022



Keesja Gofers
Resigned MAR 2022



Lucien Delfour



Morgan Blamey
Resigned MAR 2023



Sam Fricker



Sarah Ryan OAM
Board Member Representative



Anne Gripper
Chair

2022 BIRMINGHAM COMMONWEALTH GAMES



TEAM MEMBERS 52
FEMALE 27 MALE 25

DEBUT
25



AVERAGE AGE
25



YOUNGEST
17



OLDEST
42

2ND GAMES
19

3RD GAMES
6



REGIONAL ATHLETES
(15% OF TEAM) **8**



REIGNING CHAMPS **8**

5TH GAMES
2



At the 2022 Commonwealth Games, 52 NSWIS athletes were selected for the Australian Team. Between them they won a total of 26 medals, including 12 gold, across 12 sports.

Birmingham Commonwealth Games

The Birmingham Commonwealth Games was the first major multi-sport event to have more events for women than men, and it also had the largest Para-sport program in the history of the Games with eight sports. This was reflected in the number of NSWIS athletes selected to represent Australia at Birmingham being 52% female and 19% Para athletes. These athletes responded to the challenge with Para sports winning 21% of medals won by NSWIS athletes while females won 38%.

Two NSWIS scholarship holders, Madison de Rozario and William Yang each returned from Birmingham with two gold medals. De Rozario took out the T53/54 Marathon and 1500m event, while Yang was a member of Australia's successful 4x100m Men's Freestyle relay team and the Mixed 4x100m relay team.

Other NSWIS athletes who triumphed at the XXII Commonwealth Games included: Evan O'Hanlon (T37/38 100m), Oliver Hoare (1500m), Timothy Hodge (S9 100m Backstroke), Jasmine Greenwood (SM10 200m Individual Medley), Luke Pople (Wheelchair Basketball) (3 x 3), Eileen Cikamatana (Weightlifting 87kg), Melissa Wu (Diving, 10m Synchro), Tim Brand, Matt Dawson, Blake Govers, Flynn Ogilvie (Men's Hockey).

NSWIS on the World Stage

NSWIS scholarship holder Eleanor Patterson created history on July 19, 2022, by becoming Australia's 10th world athletics champion after clearing 2.02m to win the women's high jump event at the World Athletics Championships in Eugene, Oregon. Fellow NSWIS athlete Nicola Olyslagers finished the event in fifth place.

NSWIS athletes spearheaded Australia's most successful assault on winter sports at the 2023 World Championships in Bakuriani. With the Institute's 13 athletes representing 59% of the 22-member Australian team, four NSWIS athletes won five of Australia's six medals. Matthew Graham won a silver and bronze in the moguls and dual moguls events; Valentino Guseli sealed silver in the halfpipe; Josie Baff took silver in the snowboard cross, while Tess Coady claimed Australia's first ever world championships medal in the big air when she won bronze. Jakara Anthony finished the northern hemisphere season ranked the world's leading female moguls skier, Matthew Graham finished as the world's No.2 male moguls skier.

NSWIS athletes flew Australia's flag proudly at the FIS World Para Snowboard Championships in La Molina Spain when Ben Tudhope and Amanda Reid both won gold and bronze medals. Reid's medals continued her whirlwind entry to winter sport after the Para cycling ace, who won gold at the Tokyo Paralympic Games, shifted her focus to winter sport.

Reid also performed strongly at the 2022 UCI Cycling Track World Championships staged in France, with a haul of three gold medals in the C2 omnium, C2 500m TT and C1-2 scratch race. She won silver in the C2 three-kilometre pursuit. Gordon Allan finished the championship with two bronze in the C2 1000m time trial and the C1-5 team sprint. Thomas Cornish won gold in the men's team sprint event at the 2022 UCI Track Cycling World Championships in France.

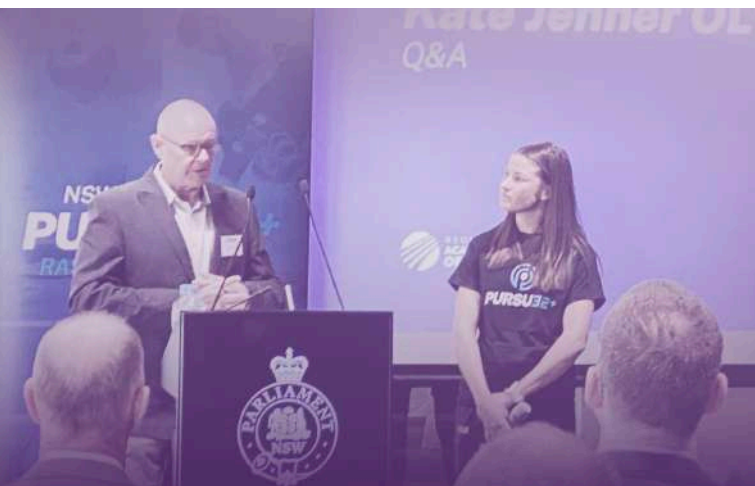
Lauren Parker built on her Tokyo Paralympic [triathlon] silver medal by winning two PTWC gold medals for the women's open and team relay at the World Triathlon Championships.



Coaching

The Institute continues to build on long-term strategic planning for the 2032 Brisbane Games and beyond.

The pillars of coaching, regional and talent are critical elements in creating a sustainable high performance athlete and coach pathway for 2032. In response, the Institute appointed a senior executive, Director, Andrew Logan who is responsible for each of the respective areas.



As a senior executive, the focus for the role is to direct, develop and manage the Institute's Coaching, Regional and Talent strategic delivery and stakeholder engagement. In addition, the role is responsible for the Diving and Winter Sport programs as well as representing the Institute in state, national and international forums.

NSWIS Coach Development Strategy

Between July and November 2022, the NSWIS Coach Development strategy was developed and then delivered. The strategy was developed in alignment with the National HP Coaching Strategy.

The Australian Institute of Sport (AIS) and National Institute Network (NIN) continued to prioritise and progress coach development, announcing three key new appointments across the country including NSWIS Coach Development Lead, Alan McConnell. A former VFL player and coach, Alan has spent three decades as a specialist in high performance coaching and leadership, most recently as Director of Coaching at AFL club the GWS Giants. Alan joined 2004 Athens Olympic gold medallist (Cycling) Bradley McGee who fulfils the HP Coach Advisor role.

National Generation 2032 Coaching Program (Gen32)

The Institute has partnered with National Sporting Organisations (Snow Australia, Surfing, Rowing, Triathlon, Hockey) and the AIS to deliver the National Generation 2032 Coaching Program (Gen32). Five Gen32 coaches are NSWIS employed whilst the sixth is employed by their national body.

The purpose of the Gen32 Coach program is to address the male centric, and ageing population of Olympic, Para and Commonwealth Games coaching pool through providing an apprenticeship scheme where coaches are employed full time and are provided a wealth of development opportunities driven by the AIS high performance coaching team.

Coaches attend six three-day labs over the two-year program, monthly "community of practice" sessions, and bespoke experiences which to date have included an intimate audience with Ange Postecoglou, the Melbourne Symphony Orchestra and NSW Police Command Incident Training Centre with more to follow as opportunities arise.

It's expected these coaches will contribute positively to the preparation of the nation's athletes who compete at future Olympic, Paralympic, and Commonwealth Games.

Individual Coach Development Plans (ICDP)

As part of this NSWIS Coach Development Strategy each NSWIS coach is required to complete the ICDP. The reflection piece takes between four to six weeks to complete and includes collaboration with Managers, Line Managers, Head Coaches and where appropriate representatives. Twenty-two of the twenty-six (fulltime) NSWIS coaches have completed this work that has led to written development plans based on profiling, reflection and collaboration. These plans are then included in the coaches Personal Development plan documents within the NSWIS System (PDP's). Prior to commencement of the ICDPs process only 35 percent of our coaches had PDP's. Currently this sits at 97 percent. These plans are designed to ensure our coaches are growing personally, developing their ability to achieve more in the workplace, and meeting the organisation's goals.

Personal Development

Over the last 12 months NSWIS coaches were offered 138 development days. These opportunities took the form of programs, talks by acknowledged experts in their fields, NSWIS webinars, and professional requirements.

Learning and development opportunities, consisted of placements on the AIS coach elevate program, Women in High Performance International Competition Experience, mentorship under the guidance of a national coach, to name a few, were also offered to the high performance pathway.

Community of Practice (COP)

NSWIS has introduced Community of Practice (COP) as a key deliverable within the NSWIS Coach Development Strategy and, aligned to the AIS National High Performance Coaching Strategy. The purpose is to:

- Connect and bring our coaches together for promoting knowledge sharing and best practice;
- Focus on solving a common problem/ challenge that provides a benefit to all;
- Explore new and emerging areas of knowledge where there may be an opportunity to innovate; and
- Provide a supportive environment that may contribute to a coach's wellbeing and performance.

ARENA Sport Program Calendar

A centralised calendar housed on ARENA, was developed by Bradley McGee and Betul Ince, outlining key dates and the movement of all sports across the NSWIS system. This has enabled better scheduling of events for our coaches and coaching attendance at development and other events has increased.

NSWIS Learning Hub

Fourteen of 21 NSWIS coaches completed the staff onboarding program via the Learning Hub which included courses on behaviour and conduct expectations, bullying, harassment and discrimination, workplace safety essentials, preventing fraud and corruption, operation of medical services, resolving workplace grievances and disputes, and creating your professional excellence plan (PEP).

Fourteen NSWIS coaches worked across nationally integrated programs and / or held national coaching roles during 2022/23.



Archery

2



Athletics

2



Canoe Slalom

1



Diving

1



Sailing

2



Swimming

1



Water Polo

1



Winter Sports

4

Daily Training Environments



World Class Proactive Clinical Delivery Model

Ongoing investment in the NSWIS proactive clinical delivery model has continued to increase the Institute's capacity to provide world class medical services to athletes, which has enabled:

- > 15 sport programs and the individual athlete program to be supported by physiotherapists in NSWIS daily training environments.
- > 7 full-time equivalent (FTE) clinicians secured and resourced.
- > 87% of NSWIS training and competition days completed without medical interruption.
- > External sport physicians, physiotherapists and soft tissue therapists have been upskilled through a range of NSWIS clinical development initiatives.

Fifteen staff members, spanning seven disciplines, have contributed to National Training Centres and / or NSWIS satellite site operations in 2022/23.



Athlete Wellbeing & Engagement

2



Nutrition

1



Performance Psychology

2



Physiology

2



Physiotherapy

2



Sports Management

2



Strength & Conditioning

4

Through staff resources and ongoing investment, NSWIS has continued to support 10 national training centres across six hubs throughout 2022/23.

NSWIS Supported Ten National Training Centres / Hubs



Casuarina Surfing



Jindabyne Winter Sports



Middle Harbour Sailing



Newcastle Wheelchair Track & Road



Penrith Canoe Slalom Rowing



Sydney Olympic Park Diving Para Archery Swimming Wheelchair Track & Road

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

National Snowsports Training Centre in Jindabyne

The National Snowsport Training Centre (NSTC), located at the Jindabyne Sport & Rec Centre (JSRC) is a \$12.5 million multi-purpose training facility, for the development of world class winter sport athletes and coaches.

The National Sporting Organisation, Snow Australia, in collaboration with NSWIS and the Office of Sport, secured significant NSW Government funding (\$5.1M). The initial grant was primarily used for Stage 1 of the development of the NSTC.

Stage 1 of the project -NSTC Park -is now complete. This encompasses an outdoor collection of world class, high performance and development level training facilities including dual airbags and plans for future elements which may include a rail line, snowboard / ski cross start section, dry slope mogul training line. Building works have commenced for an outdoor operations headquarters / club house. To date, over \$5 million has been invested in the outdoor elements of the facility.

Stage 2 of the project included a \$7.5 million upgrade and expansion of the existing JSRC indoor centre to incorporate expanded administration, coaches / athlete areas, expanded acrobatic training facility and a threefold increase in high performance gymnasium space, sport science testing area, and medical / physio treatment spaces. Snow Australia was successful in securing several one-off grants from various other grant programs through the NSW Office of Sport (\$1.5 million Multi-Sport Community Facility grant) and the Australian Institute of Sport (\$215k for gymnasium equipment). Snow Australia has contributed over \$2.5 million to the capital works and fit out of the NSTC.

NSWIS has provided a one-off \$150k contribution for Stage 2 as well as \$60k towards access to temporary strength and conditioning facilities while building works for the NSTC are completed. In addition, NSWIS has committed to funding the strength & conditioning and cardio equipment shortfall estimated to be \$70k.

NSWIS led the NSTC High Performance fit-out and quality assurance for the gymnasium (strength & conditioning and cardio), sport science testing, athlete kitchen, medical and physiotherapy treatment areas.

The NSWIS CEO and Director Coaching, Regional and Talent are members of the NSTC project steering committee, and the NSWIS winter sports program manager contributes from an operational perspective.

Stage 2 of the project is now operational, with final defect works completed August 2023.

Ten performance support staff across seven disciplines and one administration staff member have held national lead and / or national training centre roles throughout 2022/23.

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



Competition

Twelve NSWIS coaches were selected onto national teams for 2022/23 benchmark events and international competitions.



Athletics

1



Canoe Sprint

1



Diving

3



Hockey

1



Swimming

1



Water Polo

1



Winter Sports

4



Fifteen performance support staff were selected onto national teams for 2022/23 benchmark events and international competitions.



Biomechanics

1



Medical

2



Nutrition

1



Performance Analysis

1



Physiology

1



Physiotherapy

7



Strength & Conditioning

2



Five administration staff were selected onto national teams for 2022/23 benchmark events and international competitions.



Athlete Wellbeing & Engagement

1



Information Technology

1



Performance Health

1



Sport Coordinators

2

Leadership, Position & Culture

Sport Investment

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

2021-2024 NSWIS Sport Partnerships include:

NSWIS sport	Partnerships to 31 December 2024
Archery	Archery Australia
Athletics	Athletics Australia; Athletics NSW
Cycling	AusCycling; AusCycling NSW, Dunc Grey Velodrome (OoS)
Canoe Slalom and Sprint	Paddle Australia
Combat Sport*	Combat Australia – Service Agreement signed
Diving	Diving Australia; Diving NSW; Sydney Olympic Park Aquatic Centre
Hockey Men's and Women's	Hockey Australia, Hockey NSW
Rowing	Rowing Australia; Rowing NSW; Pathway Clubs (UTS, Sydney University, Sydney Rowing and Mosman)
Sailing	Australian Sailing
Surfing	Surfing Australia; Surfing NSW
Swimming	Swimming Australia; Swimming NSW; Performance Clubs, Sydney Olympic Park Aquatic Centre
Triathlon	Triathlon Australia
Water Polo Sports	Water Polo Australia; Water Polo NSW
Winter Sports	Snow Australia and Olympic Winter Institute of Australia (2022 to 2026), Perisher and Thredbo ski resorts, Heads of Agreement with Snow Australian and NSWIS for the National Snowsport training Centre (NSTC)

* The Australian Combat Institute fund NSWIS to deliver strength and conditioning and physio services targeting their emerging and developing talent. Combat Sports are serviced on a Fee for Service arrangement and are not a partner sport.

Brand Strategy and Communications

The NSWIS Brand Strategy continued to successfully deliver the Institute's key messages over a 12 month period, that included Campaigns Birmingham, Campaign Pursu32+ and a dedicated commitment to building NSWIS brand awareness through organic content leading into Campaign Paris. These campaigns were highly successful and saw an increase in media features and mentions as well as dramatically increased digital metrics and engagement. The campaigns provided opportunities to expand the Institute's presence across different platforms and grow audience, engagement and reach.

Media: Positive media features

411

Featured NSWIS
across unique media
broadcasts and articles

1.1m

Exposed to Pursu32+
through online, print &
broadcasting coverage

21k

NSWIS athlete
mentions in broadcast,
social, print and online

384

Mentions of NSWIS
experts across broadcast,
social, print and online

Social metrics

 Instagram

3,000,164

7.9% IMPRESSIONS INCREASE

 Facebook

1,569,506

119.7% IMPRESSIONS INCREASE

78,661

12.2% ENGAGEMENT INCREASE

105,754

160% ENGAGEMENT INCREASE

 LinkedIn

491,293

61.9% IMPRESSIONS INCREASE

 Twitter

173,867

75% IMPRESSIONS DECREASE

35,441

87.2% ENGAGEMENT INCREASE

5,535

44.3% ENGAGEMENT DECREASE

Olympics Unleashed

NSWIS works closely with the Australian Olympic Committee to support Olympics Unleashed, a program which takes Olympians and aspiring Olympians into Australian schools to inspire and motivate students to be their personal best. NSWIS provides athletes to participate in the program and facilitates the use of the NSWIS theatrette to conduct program training. In 2022/23, the Olympics Unleashed program visited 171 schools and reached 22,536 students.



Research & Innovation

NSWIS Higher Degree by Research Program

NSWIS has partnered with University of Canberra [Research Institute for Sport and Exercise (UCRISE)], under their Women in Sport strategy for two industry-based PhD scholarships. Both PhDs are embedded within the NSWIS Coaching Regional and Talent Unit (CRT).

PhD [UCRISE] candidate Stephen MacGabhann started in April 2023 whilst the other PhD (UC) candidate, Davide Mondin is to start in August 2023.

Overview of two scholarships Scholarship one NSWIS and the University of Canberra Research Institute for Sport and Exercise (NSWIS / UCRISE): Stephen MacGabhann

The PhD program is titled “Optimising Talent Identification: Integrating Coach Ratings, Psychometrics and Perceptual Neuroscience.” The project will analyse the potential for perceptual neuroscience measures to increase the success rates of talent identification programs at the NSWIS.

NSWIS Project Lead: Andrew Logan, Director NSWIS CRT

Supervisors:

- > **Dr Rebecca Dowse** (Strength and Conditioning Coach, NSWIS).
- > **Assoc/Prof Stephen Cobley** (University of Sydney).
- > **Assoc/Prof Phil Newman** (University of Canberra Research Institute for Sport and Exercise).
- > **Assoc/Prof Jeremy Witchalls** (University of Canberra Research Institute for Sport and Exercise).
- > **Professor Gordon Waddington** (University of Canberra Research Institute for Sport and Exercise).

Scholarship two NSWIS and University of Canberra: Davide Mondin

- > The PhD program is titled Physiological and Performance Development in Talented Emerging Female Athletes.

NSWIS Project Lead: Andrew Logan, Director NSWIS CRT

Supervisors:

- > **Associate Professor Naroa Etxebarria** (University of Canberra Research Institute for Sport and Exercise).
- > **Prof David Pyne** (University of Canberra Research Institute for Sport and Exercise).
- > **Dr Melissa Skein** - ESSAM AES (Charles Sturt University).
- > **Dr Michelle Minehan** -Sports Dietitian | Senior Lecturer at University of Canberra (Dietetics & Nutrition).

During 2022/23, five higher degree student positions were in place:

- > One in Performance Health (Physiotherapy).
- > Two in Talent ID.
- > One in Sports Science (Athletics/Biomechanics).
- > One in Sports Science (Swimming/Physiology).

NSWIS Knowledge Shared Across the High Performance System

NSWIS staff contributed to six publications in peer-reviewed scientific journals

1. **Evan Jeanguyot** (Physiotherapy): Eccentric hamstring strength in adolescent athletes is best documented normalised to body mass. A cross-sectional study of strength, growth and maturation; Biology of Sport, 2023.
2. **Steven Hughes** (Performance Scientist): The use of performance assessment and force-time curve analysis to measure mental and physical fatigue: Edith Cowan University, PHD submission.
3. **Alex Natera** (Manager Sports Science): Reliability and validity of different repeat power ability assessments and measurement indices in loaded vertical jumps. Submitted to Peer J, 2022.

4. **Gurleen Koleti** (Intern): Longitudinal changing relationships between growth tempo and vertical stiffness in movement across maturation. Human Mov. Sci.
5. **Andy Burns** (Manager, High Performance): Scoping review on the evidence for interdisciplinary practice in performance sport. European Journal of Sports Science.
6. **Emma Millett** (Senior Biomechanics): Co-author of two four page abstracts submitted for International Society of Sports Biomechanics Conference 2023 E1 publication. One accepted for the New Investigator Awards.

A total of four NSWIS staff members contributed to five popular formats of media

1. **Nathan Spencer** (S&C): Podcast interview 'Prepare like a Pro'.
2. **Spencer Goggin** (S&C): Long form blog titled, 'How to create on-field drills and practices that transfer to game day'. Published on Sportsmith.co
3. **Alex Natera** (S&C): Podcast interview - 'The E3 Rehab Podcast'.
4. **Alex Natera** (MSS): Podcast interview - 'Leave Your Mark'
5. **Holly Edstein** (Nutrition): Football NSW Women In Sport Panel.



Nathan Spencer: S&C



Spencer Goggin: S&C



Alex Natera: Manager Sports Science



Holly Edstein: Nutrition

Research and Innovation projects were undertaken with a clearly identified athlete performance impact

Research and Innovation projects were undertaken with a clearly identified athlete performance impact.

1. **Kurtis Leslie** (PhD): Indigenous barriers to high performance non-coaching roles.
2. **Ali Fitch** (Diving, Physiotherapy, PhD): Optimising the health and performance progression of athletes in the pathway.
3. **Karli Musarra** (Swimming - Physiology/ UTS and Swimming Australia, Honours Degree): Application and field validation of an omni-domain power-duration model in Swimming.
4. **Kellyanne Redman** (S&C Rowing and Athletics): Monitoring the Development and Maintenance of Strength and Power in Professional Rugby League.
5. **Rebecca Dowse** (S&C Swimming) [Completed] (Edith Cowan University, Surfing Australia, and Surfing Western Australia): Identifying the neuromuscular factors related to certain surfing skills including the effect of proprioception and motor experience.
6. **Clare Flower** (Nutrition): Low Energy Availability in Elite Female Athletes: Risks and Remediation, also completing IOC Diploma in Sports Nutrition.
7. **Kirstie Turner** (Athletics) Deakin University, **Emma Millett** (NSWIS, Athletics Australia, VIS): Strategic national approach to understanding talent identification metrics for performance success across the athlete development pathway in Australian Athletics.

Further Innovations / Projects of Interest

1. **Damien O'Meara** (Rowing Biomechanics) & **David Young** (Rowing S&C): Completion of data collection for Natalie Legge PhD project (UTS). Project involves innovative on water biomechanics (body segment coordination, boat motion, gate & foot stretcher forces) combined with Anthropometrics and Physical competencies. The practical outcome of this project is to improve a coach's technical models by providing a more comprehensive understanding of what attributes rowers use to deliver power to the boat and will result in distributing benchmark data to the National Rowing Pathway network. In this period the project team collaborated closely with Rowing Australia Coaches to capture 15 women (Penrith) & 15 men (Canberra) from respective senior NTC centres and similar numbers of junior men & women from

local Sydney school rowing programs. The senior data includes multiple Olympic gold medallists and recent 2022 World Championship medallists.

2. **Damien O'Meara** (Archery Biomechanics): Delivery of a Bespoke Comprehensive Archery Shooting Motion Capture System. These newly developed insights involved the first-ever use of the Motion Capture & Body Sway assessment from force plates to provide comprehensive feedback and insights into the "Shooting Machine" of the Archer. This was the first time the Mocap lab has been used to assess a shooting task involving a focus on Stability & Body Segment Alignment, which were developed directly from the Coach's technical model. The system development involved critical data analytics workflows (R-code) to manage the complex data manipulation process to move from mocap data to archery technical insights familiar to the coach.
3. **Sam Marshall, Joshua Dipple, Jon Versluis & Nathan Wall** (Diving): Completed installation and configuration of Fulcrum / Piston camera (AIS/ DTE grant) set up in the gymnastics dryland area. Centralised capture for three mounted cameras allowing for remote and local viewing, live delay, pause and rewind, and downloadable footage of athletes. Coding function available. Next phase to include upskill of coaches and athletes on best use.
4. **Amy Woods** (Swimming Physiology): Data collection has begun for the Swimming OmniPD validation study (Karli Musarra's Honours), longitudinal athlete progression within swimming (Data Science project with Swimming Australia).
5. **Emma Millett** (Biomechanics): AIS research and innovation grant with UWA successful \$50,000 grant "A best practice pose estimation model for high performance sport: biomechanically informed and validated" The team is Dr Marion Mundt (technical), Prof. Jacqueline Alderson (technical), Assoc. Prof. Julia Powles (athlete-centric data stewardship/privacy), Dr Emma Millett (Industry contributions). National high jump reporting database, 1080 training intervention system + process.
6. **Kirstie Turner** (Biomechanics AA PhD Student): What makes an elite track and field athlete in the speed / power domain? Data collection Study 2 almost complete (Delph process).
7. **Simon Harries** (S&C): Strength & Conditioning AMS Dashboard. Project in collaboration with AIS National S&C Lead, QAS Senior S&C, and AIS AMS personnel to develop standardised reporting dashboard for key strength and

conditioning data sets to be rolled out NIN wide. Aim is to create consistency of reporting and enhance engagement with AMS by S&C personnel throughout the NIN.

8. **NSWIS nutrition team:** Creating clear processes around prevention, identification, management of Eating Disorders / Disordered Eating and assessing prevalence at NSWIS.
9. **Sam Marshall & Jon Versluis** AIS DTE Grant (Fulcrum technologies): Hockey Pitch camera hardware and analysis software installed and integrated into the NSWIS network for remote control, access and increased capabilities.
10. **Brayden Cassar** (S&C): Strength & Conditioning GPS Dashboard.
11. **Chris Brandner** (S&C): Ongoing support provided for SESA Talent Radar project.
12. **Rebecca Dowse** (S&C): PhD TID Project Vestibular and Somatosensory Testing Session 1 - NSWIS Diving Talent Testing Day (Jun 4).
13. **Samantha Lewis** (Nutrition): Leading a project relating to Low Energy.

NSWIS conducted four strength science workshops during 2022/23

October 2022

Half day event

Topics: Sport profiling & Long-term athletic development

Presenters: Scott Pollock (QAS); James Baker (ASPIRE academy)

December 2022

Full day event

Topics: Sport Profiling & Strength Training Monitoring

Presenters: Professor Aaron Coutts (UTS); Dr Katie Slattery (UTS); Dr Emma Millett (NSWIS); Vicky Linton (NSWIS); Nick Lumbley (NSW Waratahs)

March 2023

Half day event

Topics: Neuromuscular strength qualities

Presenters: Professor Anthony Blazeovich (ECU)

May 2023

Half day event

Topics: Isometric strength training

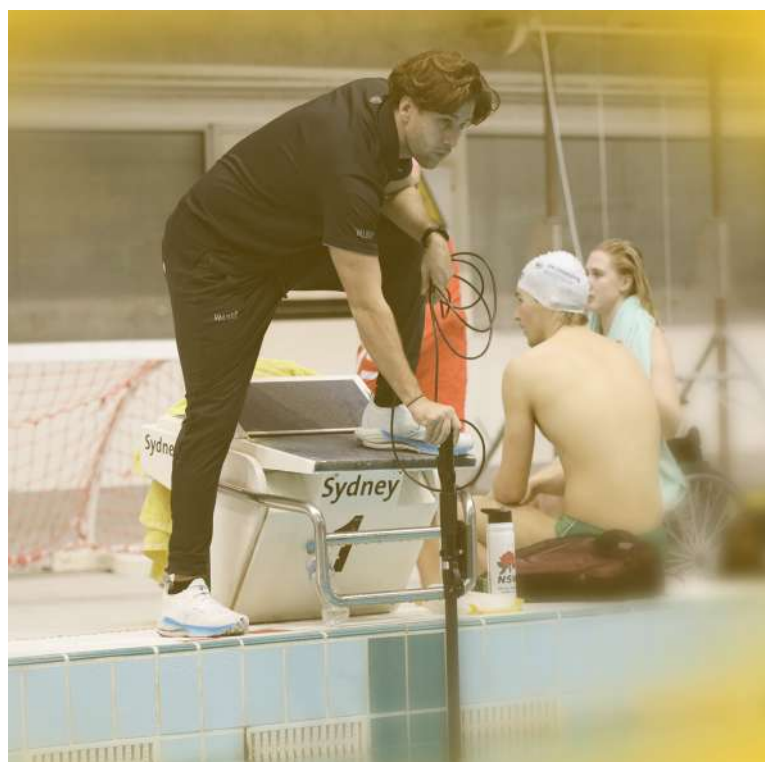
Presenters: Alex Natera (NSWIS); Billy Macklin (NSWIS); Danny Lum (Singapore Sports Institute)

Total of twenty six NSWIS staff provided delivery on camps or competitions

1. **Ashleigh Brunner** (Nutrition): Nutrition support provided at State Canoe Sprint Championships (Jan 21–22).
2. **Sean Byrne** (Biomechanics): Swimming National Flippers Camp, Gold Coast. Provided training services and coach education with a focus on skill development and movement efficiency to the national junior swimming program.
 - > NSW State Age Championships competition delivery. Provided competition support and race video & technical analysis for categorised and NSW target swimmers. (Dec 10–16).
 - > World Short Course competition remote support. Provided remote support with video and technical analysis to Australian team competing in Melbourne. (Dec 13–18).
 - > Technical support provided at the National Event Camp (Feb 5–11).
 - > Competition analysis provided at the Victorian State Open (Feb 17–19).
 - > Competition analysis provided at the NSW State Open (Mar 10–12).
 - > Technical support provided at the Sunshine Coast Training HUB, (Mar 30–April 15).
 - > Competition analysis provided at Australian Swimming Championships & Para-swimming trials (April 15–20).
3. **Brayden Cassar** (S&C): Support provided to NSWIS athletes apart of the NSW U21 teams at the U21 Nationals in Sydney (Mar 22–29).
4. **Joshua Dipple** (Performance Analyst): Diving ADGP in Adelaide. Providing training and competition services morning and afternoon and post-training analysis with coaches.
 - > Ongoing support for the women's water polo AWL season.
 - > Support provided for Canoe Slalom Penrith Open & Australian Open race weekends.
 - > Diving National Championships in Perth (May 21–29).
 - > Women's Water Polo NTC at the AIS Canberra (June 2–4).
 - > Women's Water Polo AWL season performance analysis delivery.
5. **Holly Edstein** (Nutrition): Nutrition support provided at NSW State Rowing Championships (Feb 10–12).
- > Nutrition support provided at National Track Cycling Championships in Brisbane (March 16–19).
6. **Rebecca Haslam** (Nutrition): Support provided for Athletics Sydney Track Classic (Mar 11).
7. **Steven Hughes** (Physiology): Support at U23 Paddle World Champs (Auronzo di Cadore, Italy - (June 23–July 9).
 - > Sprint Canoe Grand Prix 1 (Dec).
 - > Sprint Canoe NSW Champs (Jan).
 - > Triathlon Australia national camp (Jan).
 - > NSWIS Triathlon national camp (Jan).
 - > Support at U23 Paddle World Champs (Auronzo di Cadore, Italy (June 23–Jul 9).
 - > Sprint Canoe Grand Prix 1 (Dec).
 - > Sprint Canoe NSW Champs (Jan).
 - > Triathlon Australia national camp (Jan).
 - > NSWIS Triathlon national camp (Jan).
8. **Kelsey Hutton** (Nutrition): Attended Canoe Slalom Nationals. Helped prepare athletes for comp & provided food (April 14–16).
 - > Attended diving nationals in Perth (May 21–29).
 - > Support provided for Canoe Slalom Penrith Open (Feb 10–12).
 - > Support provided for Australian Open race weekends (Feb 16–19).
9. **Sam Marshall** (Performance Analyst): Support provided to NSW U21 teams at the U21 Nationals, Sydney (March 22–29).
 - > Sydney National VAA camp with >30 athletes and NAPP coaches from each state.
 - > Match play and training for Hockeyroos national team squad selection. Leading to international competition against Germany and China.
 - > Remote live servicing of Hockeyroos Test Series v China in WA.
 - > Support provided to the Hockeyroos Camp in Sydney (Jan 28–Feb 17).
10. **Emma Millett** (Biomechanics): Support provided at the Athletics National Championships, Qld (April).
 - > National Athletics Relay Camp (Dec 22).
 - > National Horizontal Jumps Camp (Jan 23).
 - > National High Jump Camp (Jan 23).
 - > National Para Pathways Camp Sprints (Jan 23).
 - > Summer Down Under Wheelchair Track & Road (Jan 23).
 - > ACT State Championships (Jan 23).
11. **Justin Noonan** (S&C) & **Steven Hughes** (Performance Scientist): Delivery of Physiology

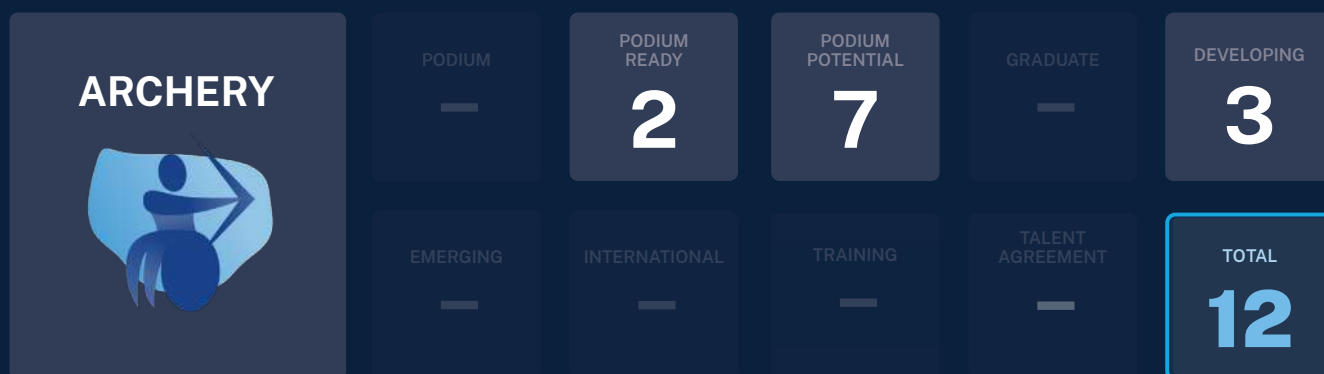
and S&C servicing at Triathlon Australia National Camp at AIS Canberra (January 15–22) to 25+ National/International Level triathletes from NSW, QLD, VIC, & Podium Centres.

- Delivery of competition biomechanics & physical preparation servicing at Grand Prix, Adelaide (Dec 2022).
- Delivery of competition biomechanics & physical preparation servicing at State Regattas, Penrith (Jan 2022) to 15+ athletes from the NSWIS Sprint Canoe program.
- 12. Damien O'Meara** (Biomechanics): Race analysis support at the Australian Open Rowing Championships (Mar 27–April 3).
 - Rowing International Phase; support National crews for World Championships preparation (U23M4+, U23LW1X, U21W4X, U19M4+, U19W4+, U19M2X).
- 13. Chelsie Winchcombe** (Physiology): iQFoil National Camp, Fremantle (Nov).
 - Sail Sydney (Dec).
 - ILCA6 and ILCA7 Nationals, Sydney (Jan).
 - Sail Melbourne–Melbourne (Jan).
- 14. Amy Woods** (Physiology): Support at Swimming World Championship Trials, Melbourne (Jun 13–18)
 - Swimming Australia National Flippers camp, Gold Coast (Jan 23).
- 15. David Young** (S&C): Provided Sports Science support at Rowing Australia National Trials (Mar 10–17).
 - Travelled to AIS European Training Centre for Rowing Australia World Cup Tour. S&C services provided during training blocks and Sports Science support delivered during World Cup II in Varese, Italy (Jun).
- 16. Evan Jeanguyot** (Physiotherapist): Archery U19 and U23 World Championships (July–Sept / Quarter 1).
 - Football Matilda's Camp (Mar 2–10).
- 18. Bernadette Petzel** (Physiotherapist): Athletics National Para Track and Road, Commonwealth Games (July 28–Aug 8).
 - Para Athletics Lead Therapist–World Championships (June 27–July 19).
 - Athletics National Jumps Camp (Jan 13–15).
 - Athletics Australia Nationals (Apr 1–3).
 - Para Athletics Lead Therapist–staging camp (May 12–30).
- 19. Rob Mullard** (Physiotherapist): Athletics Junior World Championships Lead Therapist (Aug 1–6).
 - Athletics Australia Nationals (Apr 1–3).
- 20. Lucy Kennedy** (Physiotherapist): Diving World Aquatic Championships (July 1–3).
 - Diving Australia Camp (Apr 14–19).
 - Diving World Cup, Canada (May 5–7).
 - Diving Nationals (May 21–29).
 - Diving FINA World Cup in Berlin (Oct 16–26).
- 21. Dr. Corey Cunningham** (Sports Medicine): Chief Medical Officer Commonwealth Games (July 28–Aug 8).
- 22. Dr. Grace Bryant** (Sports Medicine): Chief Medical Officer Commonwealth Games (July 28–Aug 8).
- 23. Krystal Sharp** (Physiotherapist): Swimming World Para Championships Lead Therapist (July–Sept / Quarter 1).
 - Swimming Australia Championships (Apr 16–21).
 - Swimming World Short Course (Dec).
- 24. Ali Fitch** (Physiotherapist): World Triathlon Series Events (Dec).
- 25. Paula Peralta** (Physiotherapist): FIBA Basketball Women's World Cup–Opals as SSSM Lead (Sep 22–Oct 1).
 - Basketball Australia Opals Camp (Apr 1–6).
- 26. Chris Wynne** (Physiotherapist): Hockeyroos International Matches x 5 (Jan 29–Feb 3).



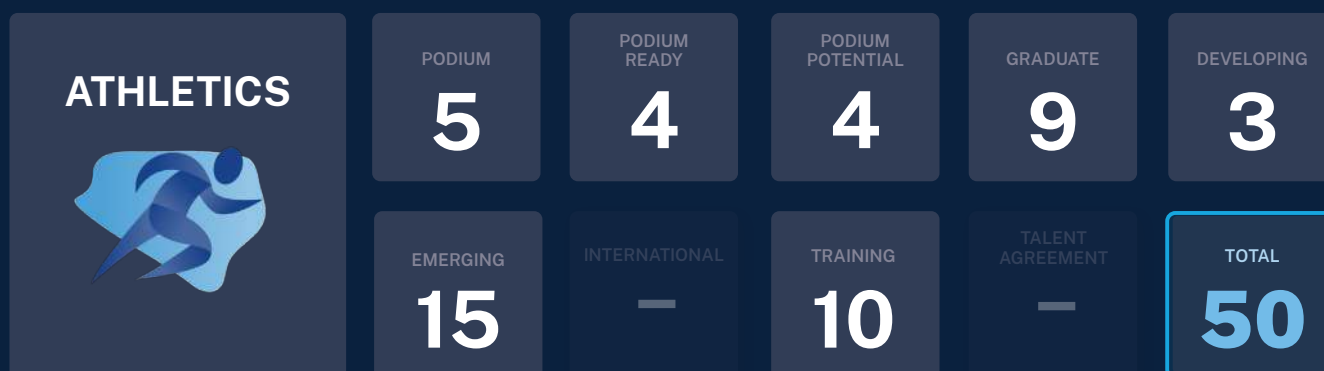
A young male athlete with light brown hair is in a starting crouch on a red running track. He is wearing a light blue tank top and black shorts. His hands are on the ground, and he is looking directly at the camera. The background shows the curved lanes of the track and some greenery in the distance. The word "OPERATIONS" is overlaid in large, white, bold, italicized capital letters, underlined.

OPERATIONS



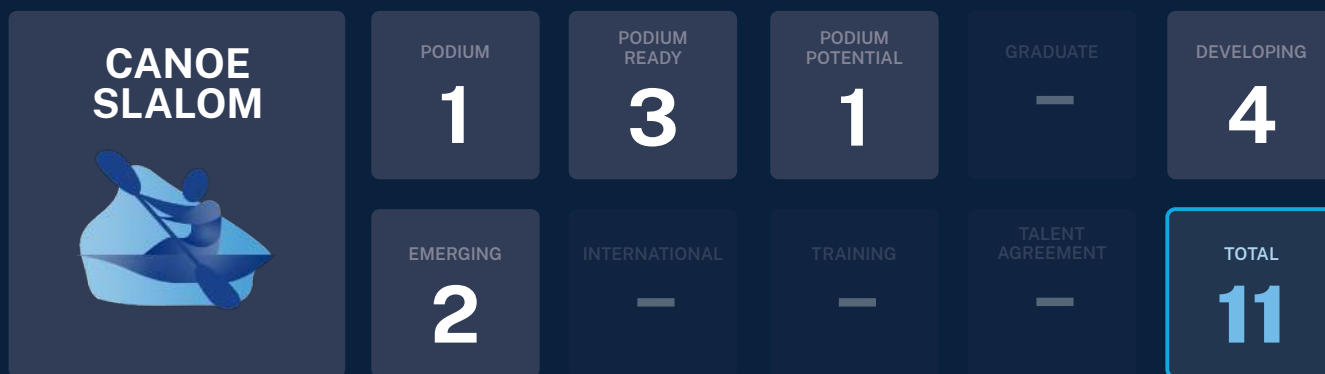
ARCHERY PROGRAM HIGHLIGHTS

- The NSWIS archery program for Olympic and Paralympic disciplines, was established in conjunction with Archery Australia.
- NSWIS athlete Peter Boukouvalas was part of the Australian Recurve Men's Team which won a bronze medal at the World Archery Asia Cup Leg 1, Taoyuan, Chinese Taipei.
- NSWIS athlete Kim Lavender finished second in the Open Female Recurve ranking round and second in the Open Mixed Team event at the World Archery Oceania Championships, Adelaide.
- NSWIS athlete Branden Tse won the U18 Male Recurve at World Archery Oceania Championships, Adelaide.
- Six NSWIS athletes, two coaches and three support staff were selected as part of Australian team attending the 2023 World Archery Para Championships, Czech Republic.
- Two NSWIS athletes were selected as part of the Australian team attending the World Archery Youth Championships, Ireland.



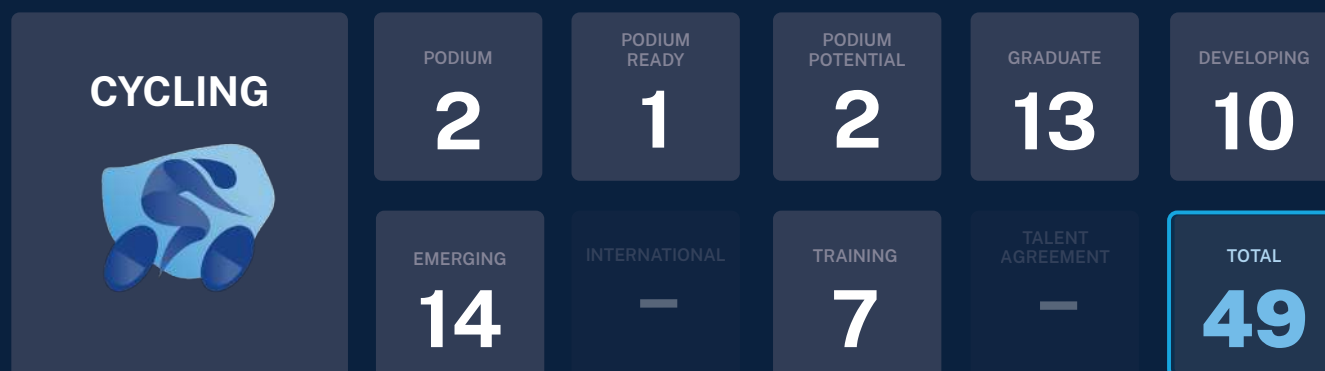
ATHLETICS PROGRAM HIGHLIGHTS

- NSWIS athlete Eleanor Patterson won the 2022 World Athletics Championships title in the Women's High Jump in Eugene, Oregon USA.
- The Australian Mixed 4 x 2km Relay Team won a bronze medal at the 2023 World Cross Country Championships in Bathurst, with NSWIS athletes Jessica Hull & Oliver Hoare making up half of the Australian team.
- NSWIS athlete Mackenzie Little came fifth at the 2022 World Athletics Championships in the women's javelin, where she was only 5cm short of the bronze medal.
- NSWIS athletes won seven medals at the 2022 Commonwealth Games—Oliver Hoare won the Men's 1500m (games record), Madison de Rozario won the T53/54 women's marathon and the T53/54 1500m, Evan O'Hanlon won the men's T38 100m, Mackenzie Little finished second in the women's javelin, Eleanor Patterson finished second in the women's high jump and Brandon Starc finished second in the men's high jump.
- NSWIS athlete Oliver Hoare won the Bruce McAvaney Award for the Performance of the Year (Commonwealth Games 1500m) and the Athletics Australia Male Athlete of the Year.
- NSWIS athlete Rohan Browning won the Betty Cuthbert Award for the Best Performance at the 2023 National Championships with his win in the Men's 100m (10.02s).



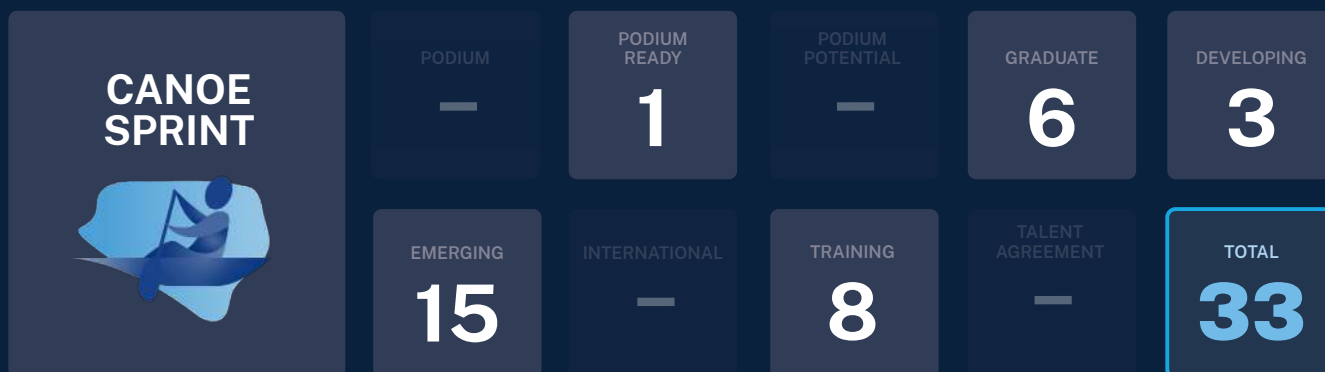
CANOE SLALOM PROGRAM HIGHLIGHTS

- NSWIS athlete Jessica Fox won the C1 and K1 at the 2022 World Championships and contributed to 100% of the national medal tally at the event. Fox also won five gold medals and one bronze medal at the world cups during the reporting period.
- Three NSWIS athletes were selected on the 2022 Junior/U23 World Championships team and achieved two final appearances.
- NSWIS athletes continued to progress from the development program onto categorisation with two new junior scholarship holders added in 2023.



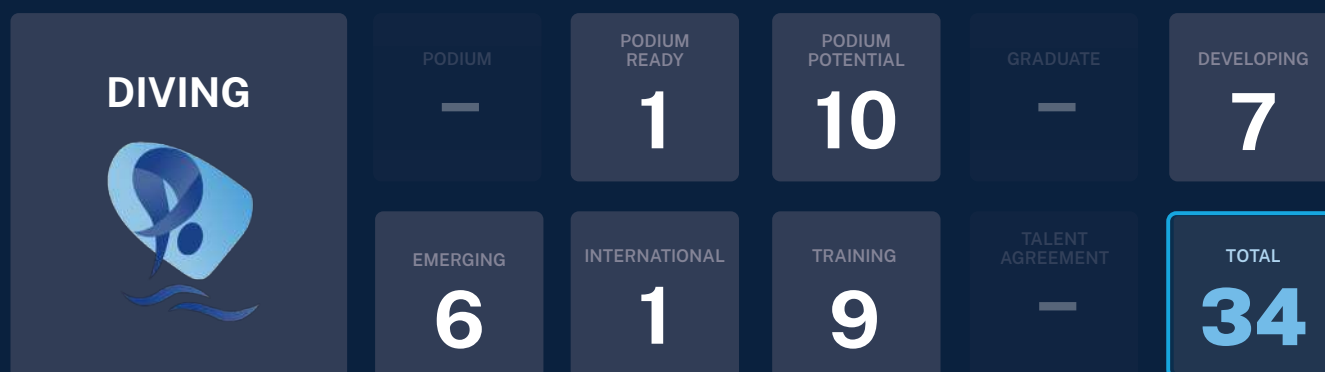
CYCLING PROGRAM HIGHLIGHTS

- NSWIS athlete Thomas Cornish won a silver medal at the 2022 Commonwealth Games in the Men's 1000m Time Trial, and a gold medal at the UCI Track Nations Cup in the Team Sprint in Jakarta.
- Three NSWIS athletes were selected for the 2022 Commonwealth Games Team.
- Three NSWIS athletes from the Time Trial Project were selected for the Australian team to compete at the 2022 Wollongong Road World Championships in the U19 & U23 age categories.
- One NSWIS athlete was selected for the Australian Road Team for the 2022 Wollongong Road World Championships.
- Three NSWIS athletes were selected for the Junior Track World Championships team, two for the Youth Commonwealth Games Team and three for the Junior BMX World Championships team.
- One NSWIS athlete, Saya Sakakibara, achieved a gold medal at the BMX Racing Oceania Championships in the elite women's division. Two NSWIS athletes achieved podium performances in the Junior BMX Racing division.
- NSWIS athlete Para cyclist and Para triathlete Lauren Parker won two gold medals at the Oceania Road Championships in the Hand Cycle 3 Road Race and Time Trials. She also won gold in the Time Trial, and bronze in the Road Race at the Para Cycling World Cup.
- Four new first year U19 NSWIS athletes on training agreements met categorisation standards from regional NSW.



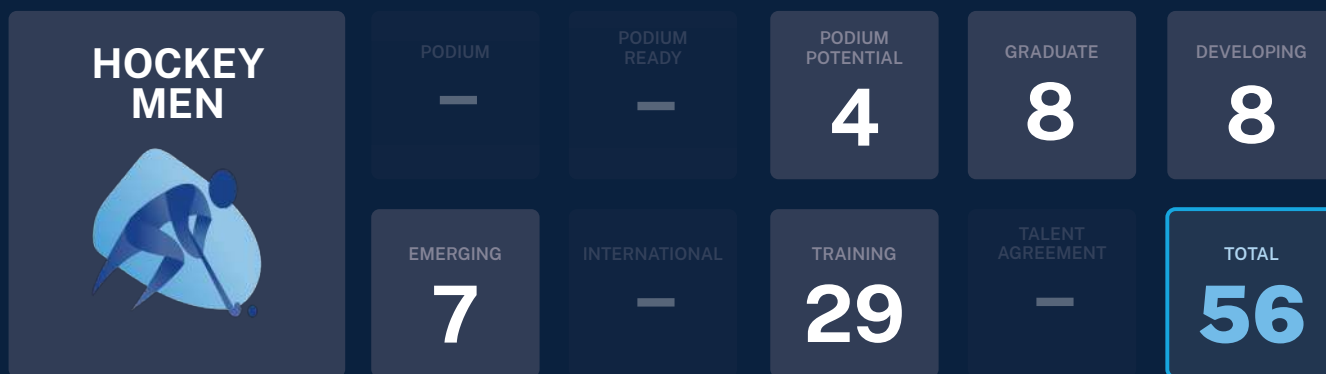
CANOE SPRINT PROGRAM HIGHLIGHTS

- > 16 NSWIS athletes were selected onto the 2022 Junior/U23 World Championships team. They made five finals appearances and won two bronze medals (Natalia Drobot – Junior Women’s K1 200m and Fletcher Armstrong – U23 Men’s K4 500m).
- > 10 NSWIS athletes were selected onto the 2023 Junior/U23 World Championships team.
- > 12 NSWIS athletes were selected onto the Australian team for the Asia Pacific Cup and won eight gold, three silver and one bronze medal.
- > Five NSWIS athletes were selected onto the national senior team and won three silver medals and one bronze medal in the 2023 competition season.
- > Five NSWIS athletes have progressed to the national training centre on the Gold Coast.



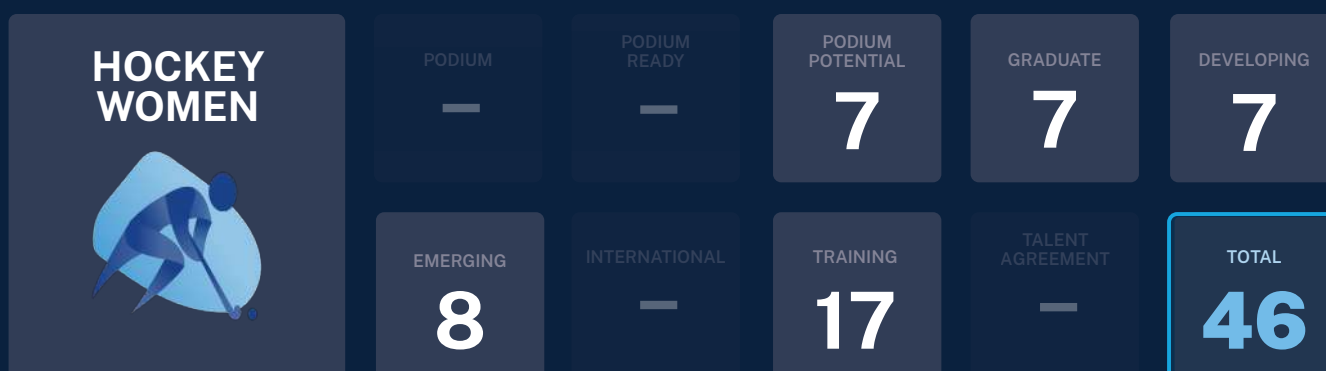
DIVING PROGRAM HIGHLIGHTS

- > Six NSWIS athletes were selected to 2023 World Championships team.
- > Four NSWIS athletes contested the 2022 World Championships in Budapest; Melissa Wu (and Charli Petrov) finished seventh in 10m synchronised, Melissa Wu (and Dominic Bedggood) finished ninth in mixed 10m synchronised, and Sam Fricker finished 10th in men’s 10m.
- > Three NSWIS athletes won three medals at 2022 Commonwealth Games; Melissa Wu (and Charli Petrov) won gold in the women’s 10m synchro, Brittany O’Brien won silver in the 1m, and Sam Fricker (and Shixin Li) won bronze in the men’s 3m synchro. Brittany O’Brien and Esther Qin finished fifth in the women’s 10m synchro.
- > NSWIS athlete Rhiannan Iffland was recognised as the World Champion in High Diving. She has won the Red Bull World Series six times and finished second at the 2023 World Cup in Florida, May 2023.
- > NSWIS held a successful NSWIS Talent Testing Day in May 2023 with over 60 participants, from which 25 were selected to attend the three-week phase two trial.
- > Three NSWIS athletes attended junior international events. NSWIS athlete Sofia Knight won a bronze medal in the girls junior A group 10m at the Junior World Championships.
- > 18 NSWIS athletes attended the Australian Open National Championships and between them won 12 medals including four gold. Crowned National Champions were NSWIS athletes Nikita Hains in the women’s 10m, Ruby Drogemuller and Ellie Cole –in the women’s 10m synchronised, Sam Fricker (and Shixin Li) in the men’s 3m synchronised; and Brittany O’Brien (and Georgia Sheehan-VIS) in the women’s 3m synchronised.



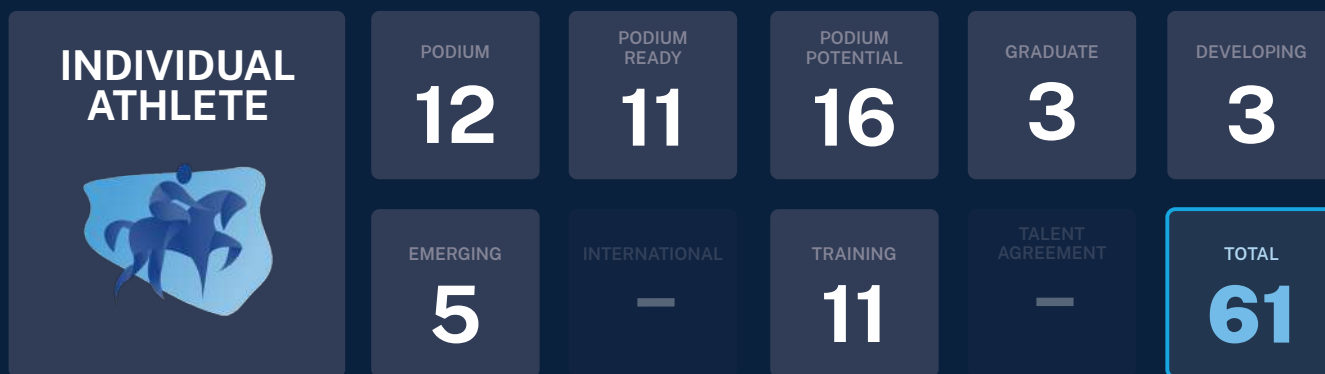
HOCKEY MEN PROGRAM HIGHLIGHTS

- Three NSWIS athletes were selected for the Johor Cup 2022.
- NSWIS Head Coach Brent Livermore and six NSWIS athletes were selected for the Australia A v Japan series in Tokyo 2022.
- NSWIS athletes Dylan Martin, Tom Craig, Matthew Dawson, Ky Willott, Flynn Ogilvie, Ash Thomas, Sam Gray, Daine Richards, Miles Davis and Nathan Czinner along with Brent Livermore as NSWIS coach were named H1 2022 back-to-back Champions.
- Six NSWIS athletes were selected for the 2022 Men's World Cup 2022.
- Nine NSWIS athletes were selected for the Pro League Involvement.
- 11 NSWIS athletes, Nathan Czinner, Toby Mallon, Michael Taylor, Jake Lambeth, Rhys Cropper, Dylan Downey, Ryan Oschadleus, Kian Johnson, Fletcher Norris, Ryan Woolnough and Lukas Gremm, along with Brent Livermore as Coach Developer, and Sam Gray as NSW Assistant Coach, won the silver medal at the U21s nationals.



HOCKEY WOMEN PROGRAM HIGHLIGHTS

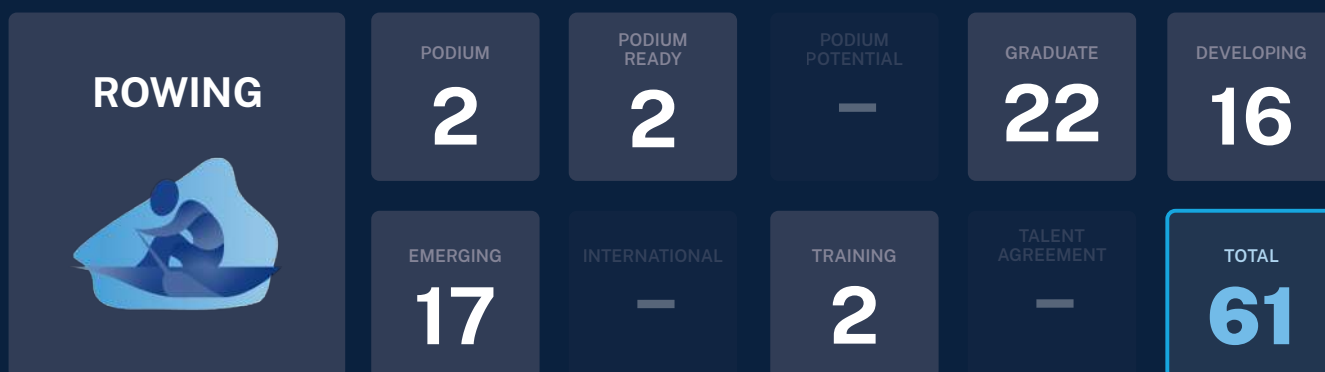
- Six NSWIS athletes made their debut for the Hockeyroos.
- Seven NSWIS athletes were selected in the 2023 National Squad.
- Six NSWIS athletes were selected for the European Pro League Tour.
- Three NSWIS athletes played in the 2022 Junior World Cup qualifying tournament.
- Three NSWIS athletes progressed to the 2023 National Junior Squad to make a total of six NSWIS athletes in the squad.



(Wheelchair Basketball, Wheelchair Rugby, Climbing, Equestrian, Boccia, Combat, Gymnastics, Skate) *Not including Combat Fee for Service Scholarships / Agreements*

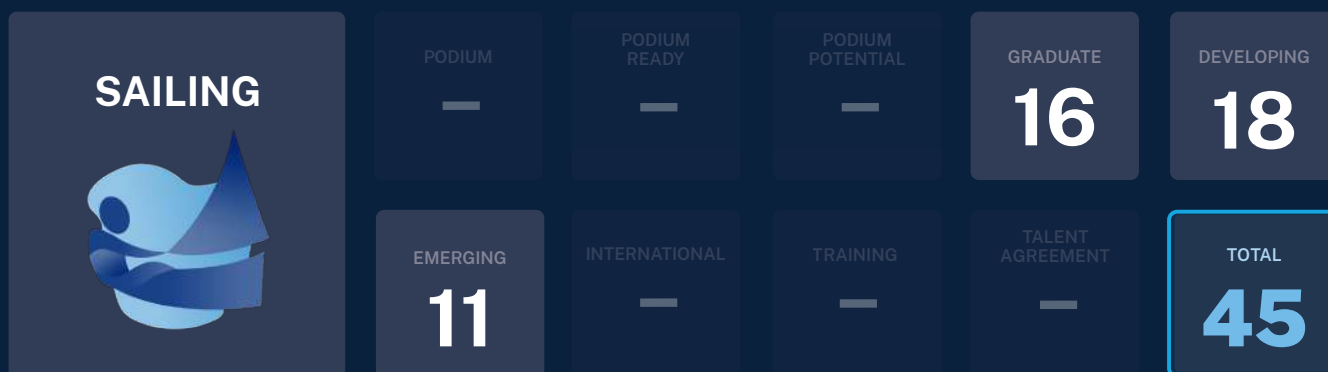
INDIVIDUAL ATHLETE PROGRAM HIGHLIGHTS

- NSWIS athlete Kaye Scott won a silver medal at 2023 Women's Boxing World Championships.
- NSWIS athlete Ruby Trew won a silver medal at 2023 World Skateboarding Tour.
- NSWIS athlete Dan Michel (Ramp Assistant Ashlee McClure) won gold and NSWIS athlete Jamieson Leeson won silver (Ramp Assistant Amanda Leeson) at the Boccia 2022 World Championships.
- NSWIS athletes Ryley Batt, Andrew Edmonson, Richard Voris, Emilie Miller were members of the team crowned World Champions at the 2022 Wheelchair Rugby World Championships.



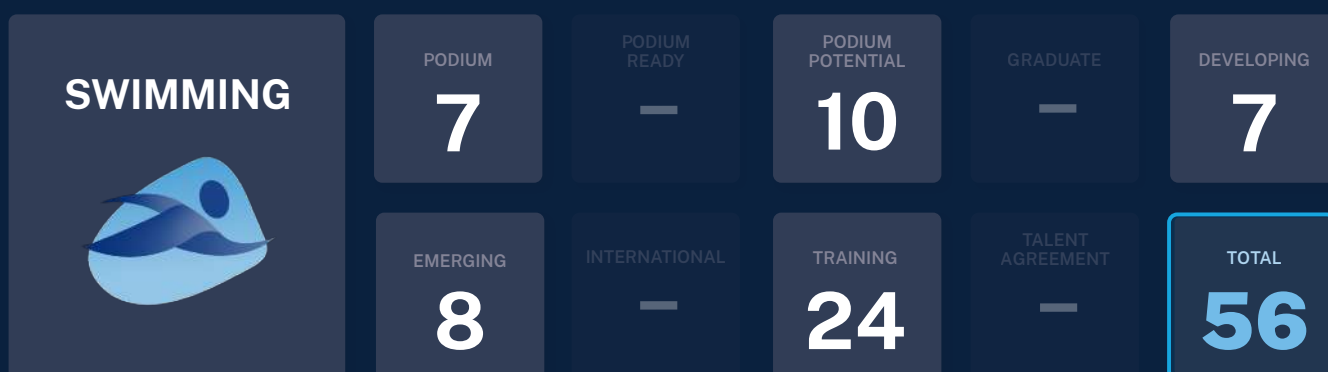
ROWING PROGRAM HIGHLIGHTS

- All three NSWIS Clubs finished first, second and third overall on the medal tally at the nationals.
- 13 NSWIS athletes and four NSWIS staff were selected to compete at the Junior World Cup. NSWIS athletes Isabella Scammell won gold in the U23 women's four; NSWIS athletes Brandon Smith, Oliver St Pierre, Joseph Lynch, Joshua Wilson (St Augustine's College, Coach: Judith Ungemach) won gold in U19 men's four.
- 17 NSWIS athletes were selected to compete at the 2022 Rowing World Cup Series. NSWIS athletes Jack O'Brien, Jack Hargreaves OAM, Spencer Turrin OAM and Alex Purnell OAM won silver in the men's four; James Talbot won silver in the PR3 men's pair; David Bartholot won bronze in the men's double; Sam Hardy, William O'Shannessy and Jackson Kench won bronze in the men's eight and Tara Rigney won bronze in the women's single scull at the World Cup I in Serbia.
- A total of 23 NSWIS athletes were selected for Australian teams across all age groups.
- Hardy, William O'Shannessy and Jackson Kench won bronze in the men's eight and Tara Rigney won bronze in the women's single scull at the World Cup I in Serbia.



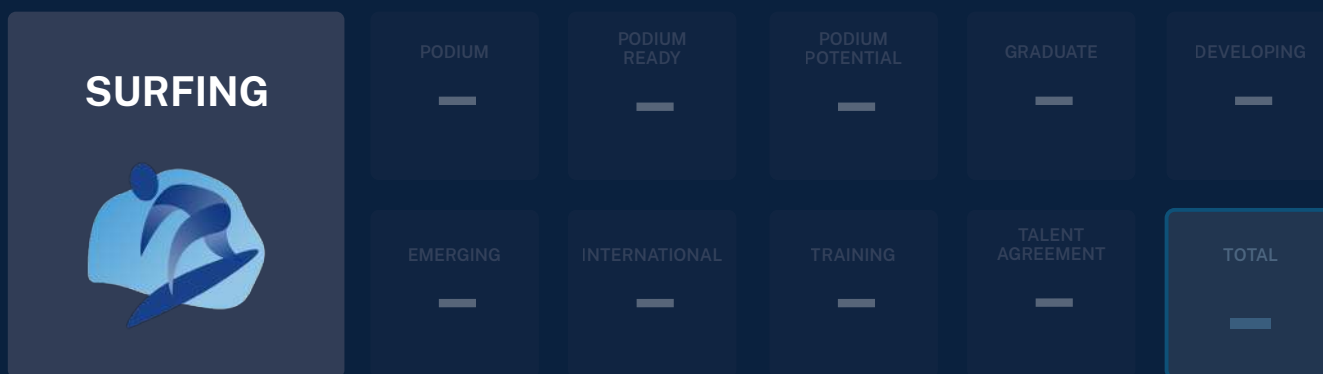
SAILING PROGRAM HIGHLIGHTS

- NSWIS athletes Jim Colley and Shaun Connor (49er), Olivia Price and Evie Haseldine (49erFX), Grae Morris (iQFoil) and Lisa Darmanin (Nacra17) with Darren Bundock were selected for the Olympic Test Team.
- NSWIS athletes Tom Burton and Max Paul won a silver medal in the 49er at Trofeo Princess Sofia Regatta in Palma, Spain.
- NSWIS athletes Jim Colley and Shaun Connor (49er) won a silver medal in the 49er at French Olympic Week in Hyeres.
- NSWIS athlete Grae Morris finished sixth overall in the iQFoil at the U21 European Championships in Patras, Greece.



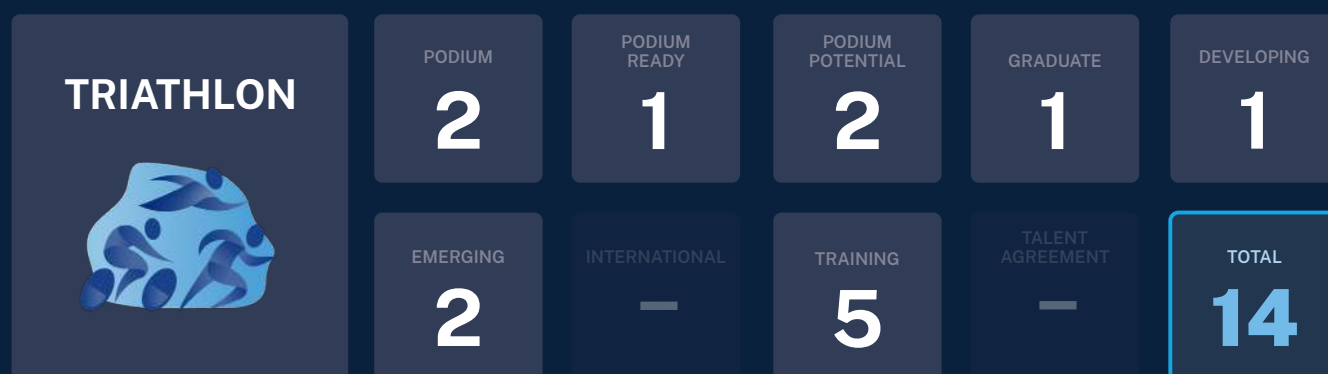
SWIMMING PROGRAM HIGHLIGHTS

- NSWIS athlete Timothy Hodge broke his own 200m IM World Record on numerous occasions throughout the year, including twice in one day at the Australian National Championships.
- Nine NSWIS athletes were selected for the 2022 Commonwealth Games Team. NSWIS athlete William Yang won two gold medals in the men's 4x100m freestyle relay (Games Record) and the mixed 4x100m freestyle relay. Bradley Woodward won two silver medals and a bronze. Jasmine Greenwood won gold in the 200m IM SM10, whilst Timothy Hodge won gold in the S9 100m backstroke and silver in the SB8 100m breaststroke.
- Four NSWIS athletes were selected onto the Australian Team for the Junior Pan Pacific Championships winning three silver medals and two bronze medals.
- Four NSWIS athletes contested the World Swimming Championships and World Para Swimming Championship events in 2022, winning nine medals. Jasmine Greenwood claimed silver in the S10 100m Butterfly and bronze in both the S10 50m Freestyle & SM10 200m Individual Medley. Timothy Hodge claimed a gold in the SM9 200m Individual Medley and Mixed 4x100m Medley Relay 34points & Bronze in the S9 100m Backstroke. William Yang claimed gold in the Mixed 4x100m Freestyle Relay and silver in the Men's 4x100m Freestyle Relay. Matthew Wilson claimed silver in the Mixed 4x100m Medley Relay.



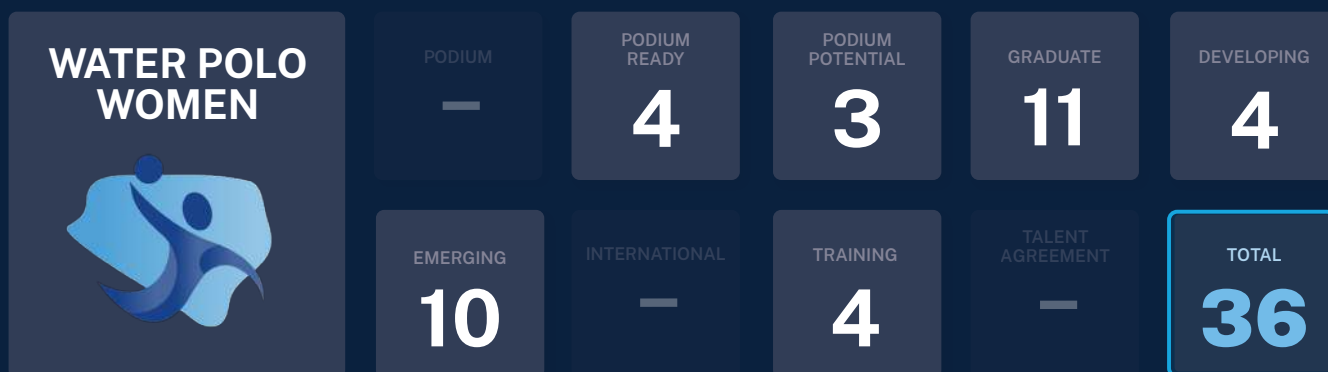
SURFING PROGRAM HIGHLIGHTS

- Now in its second year, NSWIS maintains its investment with Surf Australia and the AIS for the engagement of a scholarship coaching position within the AIS National Generation 2032 Coaching Program (Gen32), held by Jay Thompson.
- NSWIS funding contributed towards sending talent Pathway Coach Peter-Rees Duncan to support NSW athletes, such as Jarvis Earle, who finished first in the World Junior Championships in California.



TRIATHLON PROGRAM HIGHLIGHTS

- The NSWIS High Performance Centre and the underpinning NSW Development Program is continuing to develop.
- Three NSWIS athletes were selected to represent Australia at the 2022 Birmingham Commonwealth Games.
- NSWIS athlete Jonathan Goerlach won a bronze medal in the PTVI men and Natalie Van Coevorden also won a bronze medal in the mixed relay at the 2022 Commonwealth Games.
- Two NSWIS athletes were selected to represent Australia at the 2022 World Triathlon U23 Championships in Abu Dhabi.
- A National Generation 2032 Coach was secured for the program, positively contributing to NSWIS and Triathlon Australia.
- Lauren Parker set a new record and won the 2022 Ironman World Championship.

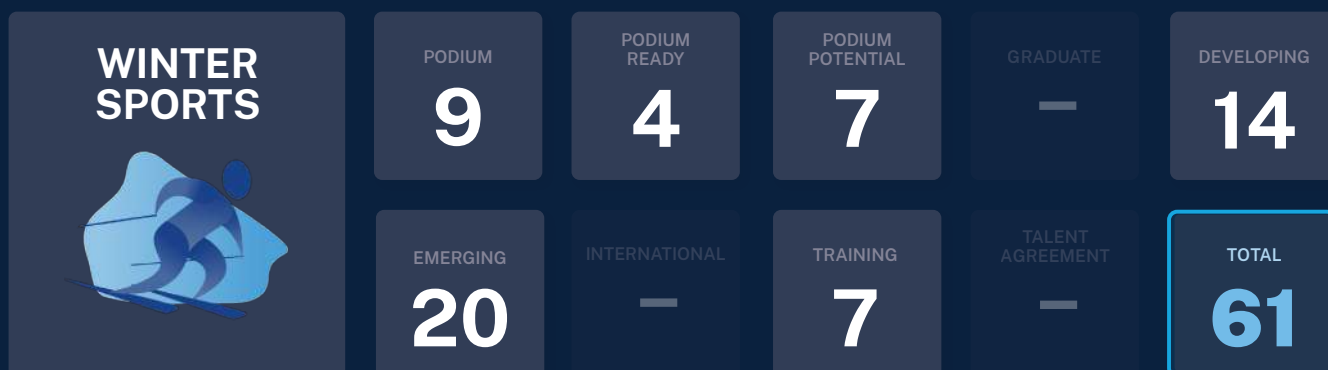


WATER POLO WOMEN PROGRAM HIGHLIGHTS

- Seven NSWIS athletes were selected for the 2023 World Championships team, making up 46% of the team.
- Six NSWIS athletes were selected for the 2023 U20 Women's World Championships team, making up 40% of the team.
- Six NSWIS athletes and one training agreement athlete played for Sydney Uni in the Australian Water Polo League and were crowned National League Champions.
- Eight NSWIS athletes, making up 61.5% of the team which contested the 2022 Water Polo World Championships, finished in sixth place. NSWIS Head

Coach, Rebecca Rippon attended the championships as national assistant coach.

- NSWIS Strength and Conditioning provided a fully integrated Performance Team facilitating; new testing criteria that has changed coaching & training approaches; performance analysis data collected through national league season which has assisted with team tactics and areas of development; fully embedded nutrition plans for travel, competition and camps.



WINTER SPORTS PROGRAM HIGHLIGHTS

- 13 NSWIS athletes were selected for the 2023 Bakuriani Freestyle Ski and Snowboarding World Championships team making up 59% of the team. They won a record six medals, finishing with a record 11 top 10 finishes including two first time world championships medals for Valentino Guseli (snowboard park and pipe) and Josie Baff (snowboard cross), Australia's first ever world championship medal in snowboard big air by Tess Coady (park and pipe) and two world championships silver medals for Matt Graham in single & dual moguls.
- NSWIS athletes Ben Tudhope and Amanda Reid won two gold medals at the 2023 Para Snowboard Cross World Championships in La Molina, Spain and two

bronze medals in the dual banked slalom at the Para Snowboard World Championships.

- NSWIS athlete Ben Tudhope finished on the podium at all nine world cup races of the season, winning five events. Tudhope was crowned the Para snowboard cross and overall Para snowboard Crystal Globe winner.
- NSWIS mogul skier Jakara Anthony won the women's freestyle moguls world cup Crystal Globe.
- NSWIS athlete Valentino Guseli won the men's world cup snowboard big air Crystal Globe, and overall world cup park & pipe Crystal Globe.
- NSWIS winter sport program brought home a record five world cup Crystal Globes in the northern hemisphere winter.





GOVERNANCE



Governance

Charter

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

The objectives of the Institute are:

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

NSWIS Board

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

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

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

An appointed member holds office for such period (not exceeding five years) as is specified in the member's instrument of appointment but is eligible (if otherwise qualified) for re-appointment.

Board Members



Gary Flowers
Chair

BComm, LLB
Five meetings attended
Term: 01/08/2015 – 30/11/2024



Elizabeth Crouch AM

Deputy Chair

BEd, M Cyber Security
Four meetings attended
Term: 01/12/2017 – 30/11/2024



Amy Jones

Board Member

M.B.A / B. OccTherapy, Hlth,
Phys, Jnl, Mktg
Four meetings attended
Term: 01/11/2018 – 30/11/2023



Brad Lancken

Board Member

BComm, LLB
Five meetings attended
Term: 01/12/2017 – 30/11/2023



Celia Murphy

*Office of Sport
Representative*

Five meetings attended



Chris Fydler OAM

Board Member

BComm, LLB
Five meetings attended
Term: 01/12/2017 – 30/11/2023



Matt Shirvington

Board Member

BComm, LLB
Five meeting attended
Term: 01/11/2018 – 30/11/2024



Michael Bushell

Board Member

Five meeting attended
Term: 30/05/2022 – 30/11/2023



Sarah Ryan OAM

*Board Member,
Member AAG*

Five meetings attended
Term: 01/08/2015 – 30/11/2024

Executive Committee

**Prof. Kevin Thompson***Chief Executive Officer**BSc(Hons) M.MED.SCI PhD FBASES
FACSM CSci***Alex Natera***Manager, Sport Science**MSc, ESSA sp2, ASCC, CSCS***Andrew Logan***Director, Coaching, Regional & Talent**Dip.T & B.Ed***Barrie-Jon Mather***Director, High Performance**D. Prof. EP, MBA***Cherie Nicholl***Director, Corporate & Communications**(Replaced Kirsten Thomson OLY)
Assoc Dip BMgmt***Dr Corey Cunningham***Chief Medical Officer**BSc (Med) MB BS, M. SportsMed*



RISK & COMPLIANCE

Risk & Compliance

Legislation and Legal Change

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

Compliance Framework

The Institute utilises the Audit Office of NSW Governance Lighthouse Framework to strengthen NSWIS governance practices. The Institute has developed a compliance register and high-risk and compliance not assured items are reported to the ARC on a bi-monthly basis with overall updates on the compliance register provided at every ARC meeting. It should be noted that compliance targets and the reporting against those targets is conducted across a calendar year.

The overall compliance targets for 2022 and NSWIS YTD performance against these targets are as follows:

- > No items will be classified as compliance not assured & high risk for consecutive review periods. YTD June = ACHIEVED
- > Improvement in the rating of opening Partially Compliant items by the end of the year (opening = 2). YTD June = 1
- > Improvement in the rating of opening Medium Risk items by the end of the year (opening = 2). YTD June = 1
- > Maintain an overall compliance target of >90% for the entire year (opening = 90.6%) YTD June = 93.8%. – ACHIEVED

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

Risk Framework

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

Audit and Risk Committee

NSWIS currently has an Audit and Risk Committee and an internal audit function. During 2022 / 23, the Audit and Risk Committee met to:

- > Discuss findings from the audit of the annual financial statements.
- > Discuss findings from internal audits undertaken during the year.
- > Review the organisation's risk and compliance registers.
- > Review the organisation's cyber security processes and activity.
- > Review the organisation's financial performance.
- > Approve changes to internal policies and procedures.

A summary of the discussions from the Audit and Risk Committee meetings are provided to the NSWIS Board. Management promptly rectifies any shortcomings reported.



For the period ended 30 June 2023

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NSW Institute of Sport Statement by the Members of the Board

For the period 1 July 2022 to 30 June 2023

www.nswis.com.au



Pursuant to Section 76(4) of the Government Sector Finance Act 2018 and in accordance with a resolution of the Directors

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

- (i) The Financial Statements exhibit a true and fair view of the financial position as at 30 June 2023 and financial performance for the period 1 July 2022 to 30 June 2023 of the NSW Institute of Sport.
- (ii) The Financial Statements have been prepared in accordance with the provisions of the Government Sector Finance Act 2018, the regulations, and the Treasurer's Directions.

Further we are not aware of any circumstances which would render any particulars included in the Financial Statements to be misleading or inaccurate.

Signed in Sydney this 20th day of September 2023

Gary Flowers
Chair

Brad Lancken
Board Member

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PO Box 476 Sydney Markets NSW 2129, Australia
Building B, 6 Figtree Drive, Sydney Olympic Park
NSW 2127, Australia



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

For the period 1 July 2022 to 30 June 2023



INDEPENDENT AUDITOR'S REPORT

New South Wales Institute of Sport

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of New South Wales Institute of Sport (the Institute), which comprises the Statement by the Members of the Board, the Statement of Comprehensive Income for the year ended 30 June 2023, the Statement of Financial Position as at 30 June 2023, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, notes comprising a Statement of Significant Accounting Policies and other explanatory information of the Institute and the consolidated entity. The consolidated entity comprises the Institute and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

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

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

Basis for Opinion

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

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

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

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

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

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

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

For the period 1 July 2022 to 30 June 2023

Board's Responsibilities for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

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

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar3.pdf The description forms part of my auditor's report.

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

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



Mary Yuen

Director, Financial Audit

Delegate of the Auditor-General for New South Wales

25 September 2023

SYDNEY

NSW Institute of Sport

Statement of Comprehensive Income

For the period 1 July 2022 to 30 June 2023

	Notes	Economic Entity		Parent Entity	
		2023	2022	2023	2022
		\$'000	\$'000	\$'000	\$'000
Expenses					
Employee related	2(a)	13,265	10,249	129	100
Personnel services-ISSA	2(b)	-	-	13,136	10,149
Operating expenses	2(c)	8,555	5,937	8,555	5,937
Depreciation and amortisation	2(d)	2,013	1,985	2,013	1,985
Grants and subsidies	2(e)	1,214	1,067	1,214	1,067
Finance costs	2(f)	110	136	110	136
Total expenses excluding losses		25,157	19,374	25,157	19,374
Revenue					
Grant from NSW Government	3(a)	18,223	17,491	18,223	17,491
Sale of goods and services	3(b)	1,197	640	1,197	640
Investment revenue	3(c)	135	8	135	8
Grants and contributions	3(d)	3,606	2,069	3,606	2,069
Other income	3(e)	862	752	862	752
Total revenue		24,023	20,960	24,023	20,960
Operating result		(1,134)	1,586	(1,134)	1,586
Gain / (loss) on disposal	4	-	-	-	-
Net result from continuing operations		(1,134)	1,586	(1,134)	1,586
Other comprehensive income		-	-	-	-
Total comprehensive income		(1,134)	1,586	(1,134)	1,586

The accompanying notes form part of these financial statements.

NSW Institute of Sport Statement of Financial Position

For the period 1 July 2022 to 30 June 2023

	Notes	Economic Entity		Parent Entity	
		2023	2022	2023	2022
		\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	5	3,137	4,577	3,137	4,577
Receivables	6	1,647	1,958	1,647	1,958
Inventories	7	145	-	145	-
Total current assets		4,929	6,535	4,929	6,535
Non-current assets					
Property, plant and equipment	8				
Plant and equipment		1,733	608	1,733	608
Sporting equipment		-	224	-	224
Leasehold improvements		-	443	-	443
Intangible assets		2	14	2	14
Right-of-use assets under leases	9(a)	6,077	7,629	6,077	7,629
Total property, plant and equipment		7,812	8,918	7,812	8,918
Total non-current assets		7,812	8,918	7,812	8,918
Total assets		12,741	15,453	12,741	15,453
Liabilities					
Current liabilities					
Payables	11	1,101	1,289	2,963	3,083
Leases	13	1,514	1,461	1,514	1,461
Provisions	12	1,698	1,626	-	-
Total current liabilities		4,313	4,376	4,477	4,544
Non-current liabilities					
Leases	13	4,818	6,329	4,818	6,329
Provisions	12	164	168	-	-
Total non-current liabilities		4,982	6,497	4,818	6,329
Total liabilities		9,295	10,873	9,295	10,873
Net assets		3,446	4,580	3,446	4,580
Equity					
Accumulated funds		3,446	4,580	3,446	4,580
Total equity		3,446	4,580	3,446	4,580

The accompanying notes form part of these financial statements.

NSW Institute of Sport Statement of Changes in Equity

For the period 1 July 2022 to 30 June 2023

	Notes	Accumulated funds	Total equity
		\$'000	\$'000
2023 Economic Entity			
Balance at 1 July 2022		4,580	4,580
Net result for the year		(1,134)	(1,134)
Other comprehensive income		-	-
Total comprehensive income for the year		(1,134)	(1,134)
Balance at 30 June 2023		3,446	3,446

	Notes	Accumulated funds	Total equity
		\$'000	\$'000
2023 Parent Entity			
Balance at 1 July 2022		4,580	4,580
Net result for the year		(1,134)	(1,134)
Other comprehensive income		-	-
Total comprehensive income for the year		(1,134)	(1,134)
Balance at 30 June 2023		3,446	3,446

The accompanying notes form part of these financial statements.

NSW Institute of Sport Statement of Changes in Equity

For the period 1 July 2022 to 30 June 2023

	Notes	Accumulated funds	Total equity
		\$'000	\$'000
2022 Economic Entity			
Balance at 1 July 2021		2,994	2,994
Net result for the year		1,586	1,586
Other comprehensive income		-	-
Total comprehensive income for the year		1,586	1,586
Balance at 30 June 2022		4,580	4,580

	Notes	Accumulated funds	Total equity
		\$'000	\$'000
2022 Parent Entity			
Balance at 1 July 2021		2,994	2,994
Net result for the year		1,586	1,586
Other comprehensive income		-	-
Total comprehensive income for the year		1,586	1,586
Balance at 30 June 2022		4,580	4,580

The accompanying notes form part of these financial statements.

NSW Institute of Sport Statement of Cashflow

For the period 1 July 2022 to 30 June 2023

	Notes	Economic Entity		Parent Entity	
		2023	2022	2023	2022
		\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities					
Payments					
Employee related		(13,038)	(10,180)	(13,038)	(10,180)
Suppliers for goods and services		(6,958)	(5,373)	(6,958)	(5,373)
Grants		(1,214)	(783)	(1,214)	(783)
Other		(314)	(138)	(314)	(138)
Total payments		(21,524)	(16,474)	(21,524)	(16,474)
Receipts					
Grant from NSW Government		18,669	16,421	18,669	16,421
Sale of goods and services		105	367	105	367
Interest received		209	8	209	8
Grants and other contributions		2,714	2,069	2,714	2,069
Other		862	1,080	862	1,080
Total receipts		22,559	19,945	22,559	19,945
Net cash flows from operating activities	17	1,035	3,471	1,035	3,471
Cash flows from investing activities					
Proceeds from sale of property, plant and equipment	8	-	-	-	-
Purchases of plant and equipment	8	(901)	(915)	(901)	(915)
Net cash flows from investing activities		(901)	(915)	(901)	(915)
Cash flows from financing activities					
Payment of principal portion of lease liabilities		(1,574)	(1,596)	(1,574)	(1,596)
Net cash flows from financing activities		(1,574)	(1,596)	(1,574)	(1,596)
Net increase/(decrease) in cash		(1,440)	960	(1,440)	960
Opening cash and cash equivalents		4,577	3,617	4,577	3,617
Closing cash and cash equivalents	5	3,137	4,577	3,137	4,577

The accompanying notes form part of these financial statements.

NSW Institute of Sport Notes to the Financial Statements

For the period 1 July 2022 to 30 June 2023

1. Statement of Significant Accounting Policies

The following summary explains the significant accounting policies that have been adopted in preparation of these financial statements.

(a) Reporting Entity

The NSW Institute of Sport (NSWIS) is a NSW government entity and is controlled by the State of New South Wales which is the ultimate parent. The NSWIS is a not-for profit entity (as profit is not its principle objective).

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

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

These financial statements for the period ended 30th June 2023 have been authorised for issue by the Board on 20th September 2023.

(b) Basis of preparation of the financial statements

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

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

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

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

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

(c) Going concern

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

(d) Statement of compliance

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

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

For the period 1 July 2022 to 30 June 2023

1. Summary of Significant Accounting Policies (cont'd)

(e) Administered activities

Transactions and balances relating to the administered activities are not recognised as the entity's income, expenses, assets and liabilities, but are disclosed in the accompanying schedules as 'Administered Income', 'Administered Expenses', 'Administered Assets and 'Administered Liabilities'.

The accrual basis of accounting and applicable accounting standards have been adopted.

(f) Accounting for the Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of GST, except that the:

- Amount of GST incurred by the Institute as a purchaser that is not recoverable from the Australian Taxation Office 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 Australian Taxation Office are classified as operating cash flows.

(g) Foreign Currency Translation

Transactions in foreign currencies are recorded using the spot rate at the date the transaction first qualifies for recognition. The Institute does not denominate any monetary or non-monetary assets and liabilities in foreign currency.

(h) Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is presented in respect of the previous year for all amounts reported in the financial statements.

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

i. Effective for the first time in 2022-2023

The accounting policies applied in 2022-23 are consistent with those of the previous financial year. Several amendments and interpretations apply for the first time in 2022-23, but do not have an impact upon the financial statements of the Institute.

ii. Issued but not yet effective

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

The Institute has assessed the impact of the new standards and interpretations issued but not yet effective and determined they are unlikely to have a material impact on the financial statements of the Institute.

(j) Machinery of Government changes

Under the Administrative Arrangements (*Administrative Changes – Miscellaneous*) Order (No 3) 2023, the New South Wales Institute of Sport was transferred to the Department of Communities and Justice (DCJ) cluster. This Order took effect from 3 May 2023 and there is no anticipated financial impact on the Institute.

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

For the period 1 July 2022 to 30 June 2023

2. Expenses Excluding Losses

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
(a) Employee related expenses				
Board Member's Fees and associated on-costs	110	86	110	86
Salaries and wages (including annual leave)	11,169	8,700	-	-
Superannuation	1,062	768	12	9
Long service leave	156	168	-	-
Workers' compensation insurance	53	44	-	-
Payroll tax and fringe benefit tax	715	483	7	5
Total Employee Related Expenses	13,265	10,249	129	100
(b) Personnel Services				
Personnel Services-Institute of Sport Staff Agency	-	-	13,136	10,149
Total Personnel Services	-	-	13,136	10,149
(c) Other operating expenses include the following:				
Auditor's remuneration-audit of the financial statements	43	42	43	42
Expenses related to leases of low-value assets	79	44	79	44
Maintenance	187	148	187	148
Insurance	43	66	43	66
Consultants	99	116	99	116
Other Contractors	908	529	908	529
Athlete & Medical Services	1,591	839	1,591	839
Rent & Occupancy Costs	982	979	982	979
Travel	1,184	701	1,184	701
Minor Equipment & Motor Vehicles	420	293	420	293
Printing, Stationery, Communications & Promotions	735	622	735	622
In-Kind Contributions	1,090	610	1,090	610
Other expenses	1,194	948	1,194	948
Total Other Operating Expenses	8,555	5,937	8,555	5,937

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

For the period 1 July 2022 to 30 June 2023

Recognition and measurement

Maintenance expense

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

Insurance

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

Lease expense

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

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

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

For the period 1 July 2022 to 30 June 2023

2. Expenses Excluding Losses (cont'd)

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
(d) Depreciation and amortisation expense				
General Plant & Equipment	443	138	443	139
Electronic & Scientific	-	-	-	-
Sporting Equipment	-	140	-	141
Intangibles	12	28	12	27
Leasehold improvements	-	65	-	64
Right of use assets				
Buildings	1,489	1,489	1,489	1,489
Plant and equipment	69	125	69	125
Total Depreciation and amortisation	2,013	1,985	2,013	1,985
(e) Grants and subsidies				
Sporting Associations	1,214	1,067	1,214	1,067
Total Grants and subsidies	1,214	1,067	1,214	1,067

Recognition and measurement

Grants and subsidies

Grants and subsidies are recognised as expenses when the Institute pays the grants based on the Minister's approval and the Treasury Allocation Letters. The grants are normally recognised as expenses on payment to sporting bodies and for the development of community sporting and recreational facilities.

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
(f) Finance costs				
Interest expense from lease liabilities	110	136	110	136
Total Finance Costs	110	136	110	136

Recognition and measurement

Finance costs consist of interest and other costs incurred in connection with the borrowing of funds. Borrowing costs are recognised as expenses in the period in which they are incurred, in accordance with Treasury's Mandate to not-for-profit NSW General Government Sector entities.

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

For the period 1 July 2022 to 30 June 2023

3. Revenue

Recognition and measurement

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

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
(a) Grant from NSW Government				
NSW Government Recurrent Grant	18,223	17,491	18,223	17,491
Total Grant from NSW Government	18,223	17,491	18,223	17,491

Recognition and measurement

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

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

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

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

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
(b) Sale of goods and services				
Sponsorship -Cash	107	30	107	30
Sponsorship -In-Kind	1,090	610	1,090	610
Total Sale of goods and services	1,197	640	1,197	640

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

For the period 1 July 2022 to 30 June 2023

3. Revenue (cont'd)

Recognition and measurement

Sale of goods

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

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

Rendering of service

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

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

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
(c) Investment revenue				
Interest Received	135	8	135	8
Total Interest Received	135	8	135	8

Recognition and measurement

Interest income

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

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
(d) Grants and contributions				
State Sporting Organisations	-	14	-	14
National Sporting Organisations	3,160	2,055	3,160	2,055
	446	-	446	-
Total Grants and Contributions	3,606	2,069	3,606	2,069

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

For the period 1 July 2022 to 30 June 2023

3. Revenue (cont'd)

Recognition and measurement (cont'd)

(d) Grants and contributions (cont'd)

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

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

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

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

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

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
(e) Other Income				
Rent	12	11	12	11
Cost Recoveries	729	608	729	608
Sundry	121	133	121	133
Total Grants and Contributions	862	752	862	752

4. Gain / (Loss) on Disposal

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Gain/(loss) on disposal of land and buildings, plant and equipment and intangibles	-	-	-	-
Written down value of assets disposed				
Net gain/(loss) on disposal of land and buildings, plant and equipment and intangibles	-	-	-	-

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

For the period 1 July 2022 to 30 June 2023

5. Current Assets – Cash & Cash Equivalents

For the purposes of the Statement of Cash Flows, cash and cash equivalents include cash at bank and cash on hand. Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of the financial year to the statement of cash flows as follows:

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Cash at bank or on hand	3,137	4,577	3,137	4,577
Total cash and cash equivalents	3,137	4,577	3,137	4,577

Refer Note 18 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

6. Current / Non-Current Assets – Receivables

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Current				
GST/FBT Receivable	152	179	152	179
Prepayments	238	247	238	247
Accrued Revenue	112	74	112	74
Accounts receivable	1,145	1,458	1,145	1,458
	1,647	1,958	1,647	1,958
Non-current	-	-	-	-
Accounts receivable	-	-	-	-
Total Receivables	1,647	1,958	1,647	1,958

Refer Note 18 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

Recognition and measurement

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

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

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

For the period 1 July 2022 to 30 June 2023

6. Current / Non-Current Assets – Receivables (cont'd)

Subsequent measurement

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

Impairment under AASB 9

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

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

7. Current / Non-Current Assets – Inventories

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Uniform Stock	145	-	145	-
Total Inventories	145	-	145	-

Recognition and measurement

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost method.

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost the entity would incur to acquire the asset. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

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

For the period 1 July 2022 to 30 June 2023

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

	Plant and equipment	Sporting Equipment	Leasehold Improvements	Intangible Assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
2022 Economic & Parent					
At 1 July 2021 - fair value					
Gross carrying amount	2,315	1,880	5,043	405	9,643
Accumulated depreciation and impairment	(1,971)	(1,522)	(5,042)	(363)	(8,898)
Net carrying amount	344	358	1	42	745
Year ended 30 June 2022					
Net carrying amount at beginning of year	344	358	1	42	745
Additions	402	6	507	-	915
Disposals	-	-	-	-	-
Reclassifications	-	-	-	-	-
Net revaluation increment	-	-	-	-	-
Less: Depreciation expense	(138)	(140)	(65)	(28)	(371)
Net carrying amount at end of year	608	224	443	14	1,289
At 1 July 2022 - fair value					
Net carrying amount at beginning of year	2,717	1,886	5,550	405	10,558
Accumulated depreciation and impairment	(2,109)	(1,662)	(5,107)	(391)	(9,269)
Net carrying amount	608	244	443	14	1,289

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

For the period 1 July 2022 to 30 June 2023

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

	Plant and equipment	Sporting Equipment	Leasehold Improvements	Intangible Assets	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
2023 Economic & Parent					
Year ended 30 June 2023					
Net carrying amount at beginning of year	608	224	443	14	1,289
Additions	206	407	288	-	901
Disposals	-	-	-	-	-
Reclassifications	1,362	(631)	(731)	-	-
Net revaluation increment	-	-	-	-	-
Less: Depreciation expense	(443)	-	-	(12)	(455)
Net carrying amount at end of year	1,733	-	-	2	1,735
At 30 June 2023 - fair value					
Gross carrying amount	11,053	-	-	405	11,458
Accumulated depreciation and impairment	(9,320)	-	-	(403)	(9,723)
Net carrying amount	1,733	-	-	2	1,735

Recognition and measurement

Acquisition of property, plant and equipment

Property, plant and equipment are measured at cost. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other AAS.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent; i.e. deferred payment amount is effectively discounted over the period of credit.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition (see also assets transferred as a result of an equity transfer).

Capitalisation thresholds

Property, plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

Major inspection costs

When a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied.

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

For the period 1 July 2022 to 30 June 2023

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

Recognition and measurement (cont'd)

Restoration costs

The present value of the expected cost for the restoration or cost of dismantling an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Depreciation of property, plant and equipment

Depreciation is provided for on a straight-line basis so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Institute.

The following depreciation rates were used based on the assessment of the useful life of that equipment:

- General Plant and Equipment range from 6.67% to 33.3%
- Fixtures & Fittings range from 10% to 33%
- Electronic and Scientific Equipment range from 3.33% to 50%
- Sporting Equipment range from 5% to 50%
- Leasehold Improvements range from 10% to 33%

Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' Policy and Guidelines Paper (TPP 21-09). This policy adopts fair value in accordance with AASB 13, AASB 116 and AASB 140 Investment Property.

The entity doesn't revalue property plant and equipment as there are no land and buildings or infrastructure assets. The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end.

Impairment of property, plant and equipment

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

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

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

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

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

For the period 1 July 2022 to 30 June 2023

9. Leases

Entity as a lessee

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

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

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

The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee. During the current financial year, there was no financial effect of revising lease terms to reflect the effect of exercising extension and termination options. A number of motor vehicle leases expired in August 2021 with those vehicles being returned to the lease provider and new motor vehicle leases commencing in November/December 2021.

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

(a) Right-of-use assets under leases

The following tables present right-of-use assets under leases: are regularly revalued under AASB 13.

	Buildings	Plant & equipment	Total
	\$'000	\$'000	\$'000
Balance at 1 July 2022	7,442	187	7,629
Additions	-	6	6
Depreciation expense	(1,489)	(69)	(1,558)
Balance at 30 June 2023	5,953	124	6,077
Balance at 1 July 2021	8,931	150	9,081
Additions	-	162	162
Depreciation expense	(1,489)	(125)	(1,614)
Balance at 30 June 2022	7,442	187	7,629

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

For the period 1 July 2022 to 30 June 2023

9. Leases (cont'd)

(b) Right-of-use liabilities under leases

The following table presents liabilities under leases:

	2023	2022
	\$'000	\$'000
Balance at 1 July	7,789	9,088
Additions	-	161
Interest expenses	110	136
Payments	(1,567)	(1,596)
Balance at 30 June	6,332	7,789

(c) Right-of-use expenses under leases

Depreciation expense of right-of-use assets	1,558	1,614
Interest expense on lease liabilities	110	136
Expense relating to short-term leases	-	-
Expense relating to leases of low-value assets	-	44
Variable lease payments, not included in the measurement of lease liabilities	-	-
Total amount recognised in the statement of comprehensive income	1,668	1,794

The entity had total cash outflows for leases of \$1.71 million in FY2022-23 (\$1.82 million in FY2021-22).

Recognition and measurement

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

i. Right-of-use assets

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

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

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

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

For the period 1 July 2022 to 30 June 2023

9. Leases (cont'd)

Recognition and measurement (cont'd)

i. Right-of-use assets (cont'd)

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

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

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

ii. Lease liabilities

At the commencement date of the lease, the entity recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- Fixed payments (including in substance fixed payments) less any lease incentives receivable;
- Variable lease payments that depend on an index or a rate;
- Amounts expected to be paid under residual value guarantees;
- Exercise price of a purchase options reasonably certain to be exercised by the entity; and
- Payments of penalties for terminating the lease, if the lease term reflects the entity exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the entity's leases, the lessee's incremental borrowing rate is used, being the rate that the entity would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The entity's lease liabilities are included in borrowings.

iii. Short-term leases and leases of low-value assets

The entity applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

iv. Leases that have significantly below-market terms and conditions principally to enable the entity to further its objectives

Right-of-use assets under leases at significantly below-market terms and conditions that are entered into principally to enable the entity to further its objectives, are measured at cost. These right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, subject to impairment. They are not subject to revaluation.

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

For the period 1 July 2022 to 30 June 2023

10. Fair Value Measurement of Non-Financial Assets

Recognition and measurement

Fair value measurement and hierarchy

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, the entity categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

- Level 1** Quoted (unadjusted) prices in active markets for identical assets / liabilities that the entity can access at the measurement date.
- Level 2** Inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3** Inputs that are not based on observable market data (unobservable inputs).

The entity recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

There were no transfers between Level 1, 2 or 3 during the 2023 year or 2022 year.

The methods and valuation techniques used for the purpose of measuring fair value are unchanged compared to the previous reporting year.

11. Current Liabilities – Payables

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Current				
Accrued Salaries, Wages and On-Costs	401	286	-	-
Revenue received in advance	-	-	-	-
Creditors	57	668	57	668
Accruals	643	335	643	335
Amount Payable-Institute of Sport Staff Agency	-	-	2,263	2,080
	1,101	1,289	2,963	3,083

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 18.

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

For the period 1 July 2022 to 30 June 2023

11. Current Liabilities – Payables (cont'd)

Recognition and measurement

Payables represent liabilities for goods and services provided to the entity and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

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

12. Current / Non-Current Liabilities – Provisions

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Current				
Employee benefits and related on-costs				
Annual leave	1,078	978	-	-
Long service leave	620	648	-	-
Total current provisions	1,698	1,626	-	-
Non-current				
Employee benefits and related on-costs				
Long service leave	164	168	-	-
Other Provisions				
Provision for Restoration-NSWIS Premises	-	-	-	-
Total non-current provisions	164	168	-	-
Total Provisions	1,862	1,794	-	-
Aggregate employee benefits and related on-costs				
Provisions-current	1,698	1,626	-	-
Provisions-non-current	164	168	-	-
Accrued salaries, wages and on-costs	401	286	-	-
	2,263	2,080	-	-

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

For the period 1 July 2022 to 30 June 2023

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

Recognition and measurement

Employee benefits and related on-costs

Salaries and wages, annual leave and sick leave

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits. Annual leave is not expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 Employee Benefits (although short-cut methods are permitted).

Actuarial advice obtained by Treasury has confirmed that using the nominal annual leave balance plus the annual leave entitlements accrued while taking annual leave can be used to approximate the present value of the annual leave liability. The entity has assessed the actuarial advice based on the entity's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the entity does not expect to settle the liability within 12 months as the entity does not have an unconditional right to defer settlement.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in future.

Long service Leave and superannuation

The employer's obligation for employee entitlements is recognised as an expense in the period it relates to. Superannuation expense is determined based on 10.5% of employee salaries. All NSWIS employees are members of a defined contribution plan resulting in no unfunded liability for NSWIS.

Long service leave is measured at the present value of expected future payments to be made in respect of services provided up to the reporting date. Consideration is given to certain factors based on actuarial review, including expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using Commonwealth government bond rate at the reporting date.

The liability is calculated in accordance with AASB 119 Employee Benefits and NSW Treasury Circular TC 21/03 Accounting for Long Service Leave and Annual Leave. Accrued long service leave is treated as both a current and non-current liability in accordance with the Treasury Circular.

Consequential on-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax.

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

For the period 1 July 2022 to 30 June 2023

13. Current / Non-Current Liabilities – Leases

	Economic		Parent	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Current leases				
Lease Liability	1,514	1,461	1,514	1,461
	1,514	1,461	1,514	1,461
Non-current leases				
Lease Liability	4,818	6,329	4,818	6,329
	4,818	6,329	4,818	6,329

Recognition and measurement

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

Lease liabilities are determined in accordance with AASB 16.

14. Contingent Liabilities & Contingent Assets

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

15. Budget Review

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

16. Equity

Accumulated Funds

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

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

For the period 1 July 2022 to 30 June 2023

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

	Economic Entity		Parent Entity	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Net cash used on operating activities	1,035	3,471	1,035	3,471
Depreciation and amortisation expense	(2,013)	(1,985)	(2,013)	(1,985)
Finance costs	(110)	(136)	(110)	(136)
Decrease / (increase) in provisions	(68)	(5)	(68)	(5)
Increase / (decrease) in prepayments and other assets	-	-	-	-
Decrease / (increase) in creditors	188	(582)	188	(582)
Increase / (decrease) in receivables	(311)	874	(311)	874
Increase / (decrease) in inventories	145	(51)	145	(51)
Net gain / (loss) on disposal of assets	-	-	-	-
Net result	(1,134)	1,586	(1,134)	1,586

18. Financial instruments

The Economic Entity's principal financial instruments and potential risks associated with those instruments are listed below. These financial instruments arise directly from the entity's operations and are required to finance its operations. The entity does not enter into or trade financial instruments including derivative financial instruments for speculative purposes.

The entity's main risks arising from financial instruments are outlined below, together with the entity's objectives' policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout these financial statements.

The Chief Executive Officer has overall responsibility for the establishment and oversight of risk management. Risk management policies are established to identify and analyse the risks faced by the entity. Compliance with policies is reviewed by the Chief Executive on a continuous basis.

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

For the period 1 July 2022 to 30 June 2023

18. Financial instruments (cont'd)

(a) Financial instrument categories

	Note	Category	Carrying Amount 2023	Carrying Amount 2022
Financial Assets			\$'000	\$'000
Class				
Cash and cash equivalents	5	N/A	3,137	4,577
Receivables ¹	6	Amortised cost under AASB 9	1,409	1,711

Financial liabilities			Carrying Amount 2023	Carrying Amount 2022
			\$'000	\$'000
Class				
Payables ²	11	Financial liabilities measured at amortised cost	1,101	1,289

¹ Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7)

² Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7)

(b) Derecognition of financial assets and financial liabilities

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the entity transfers its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either:

- The entity has transferred substantially all the risks and rewards of the asset; or
- The entity has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control.

When the entity has transferred its rights to receive cash flows from an asset or has entered into a passthrough arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. Where the entity has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset continues to be recognised to the extent of the entity's continuing involvement in the asset. In that case, the entity also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the entity has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the entity could be required to repay.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the net result.

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

For the period 1 July 2022 to 30 June 2023

18. Financial instruments (cont'd)

(c) Offsetting financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the Statement of Financial Position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

(d) Financial risks

i) Credit risk

Credit risk arises when there is the possibility of the debtors of the Institute defaulting on their contractual obligations, resulting in a financial loss to the Institute. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for credit losses or allowance for impairment).

Credit risk arises from the financial assets of the entity, including cash, receivables, and authority deposits. No collateral is held by the entity. The entity has not granted any financial guarantees.

Credit risk associated with the entity's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards.

Cash and cash equivalents

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

Receivables – Trade debtors and loans

Accounting policy for impairment of trade debtors and other financial assets

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

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

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

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

The entity is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors as at 30 June 2023. Due to the nature of the entities receivables and based on the past history of losses, NSWIS has determined the expected credit loss rate as being immaterial and has not taken up an amount for expected losses.

ii) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Institute's exposures to market risk is limited to cash as it has no borrowings or unit priced investment facilities. The Institute has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Institute operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the statement of financial position date. The analysis assumes all other variables remain constant.

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

For the period 1 July 2022 to 30 June 2023

18. Financial instruments (cont'd)

(d) Financial risks (cont'd)

ii) Market risk (cont'd)

Interest rate risk

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

\$'000					
	Carrying amount	Profit	Equity	Profit	Equity
2023 Financial Assets		-1%		+1%	
Cash and Cash Equivalents	3,137	(31)	(31)	31	31

	Carrying amount	Profit	Equity	Profit	Equity
2022 Financial Assets		-1%		+1%	
Cash and Cash Equivalents	4,577	(46)	(46)	46	46

iii) Liquidity risk

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

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

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

(e) Fair value measurement

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

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

For the period 1 July 2022 to 30 June 2023

19. Related Party Disclosure

(a) Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly.

	2023	2022
	\$'000	\$'000
Short-term employee benefits		
Salaries, Superannuation, Annual Leave	2,108	1,994
Other monetary allowances	-	-
Non-monetary benefits	-	-
Other long-term employee benefits	85	17
Post-employment benefits	-	-
Termination benefits	-	-
Total remuneration	2,193	2,011

(c) Other transactions with key management personnel and related entities

From time to time, key management personnel may purchase goods or services from NSWIS. These purchases are on the same terms and conditions as those entered into by other customers and are immaterial in nature. During 2022-23 there have been no transactions reported with key management personnel.

During 2022-23, NSWIS had related party transactions with the Office of Sport, receiving \$18.2 million in grant payments, on behalf of the NSW Government (2021-22: \$17.5 million) as well as facility access costs and cost recoveries of \$0.3 million (2021-22: \$0.3 million). NSWIS also had a shared services arrangement with the Office of Sport whereby they provided back-office support and processing services for which NSWIS paid \$0.1 million (2021-22: \$0.1 million). The shared services arrangement was completed on 31st March 2023. These transactions were conducted at arms-length.

NSWIS has a related party relationship with the Olympic Winter Institute of Australia (OWIA). The CEO of NSWIS is a member of the Board of OWIA. During 2022-23, NSWIS had related party transactions with OWIA, receiving \$0.1 million in grants and contributions (2021-22: \$0.4 million) and making payments of \$0.2 million for services received and costs reimbursement (2021-22: \$0.2 million). These transactions were conducted at arms-length.

NSWIS has a related party relationship with Swimming NSW. A member of the NSWIS Board is also on the Board of Swimming NSW. During 2022-23, NSWIS had related party transactions with Swimming NSW, making payments of \$0.1m (2021-22: \$0.2m) for services received. These transactions were conducted at arms-length.

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

For the period 1 July 2022 to 30 June 2023

20. Other Matters – COVID 19

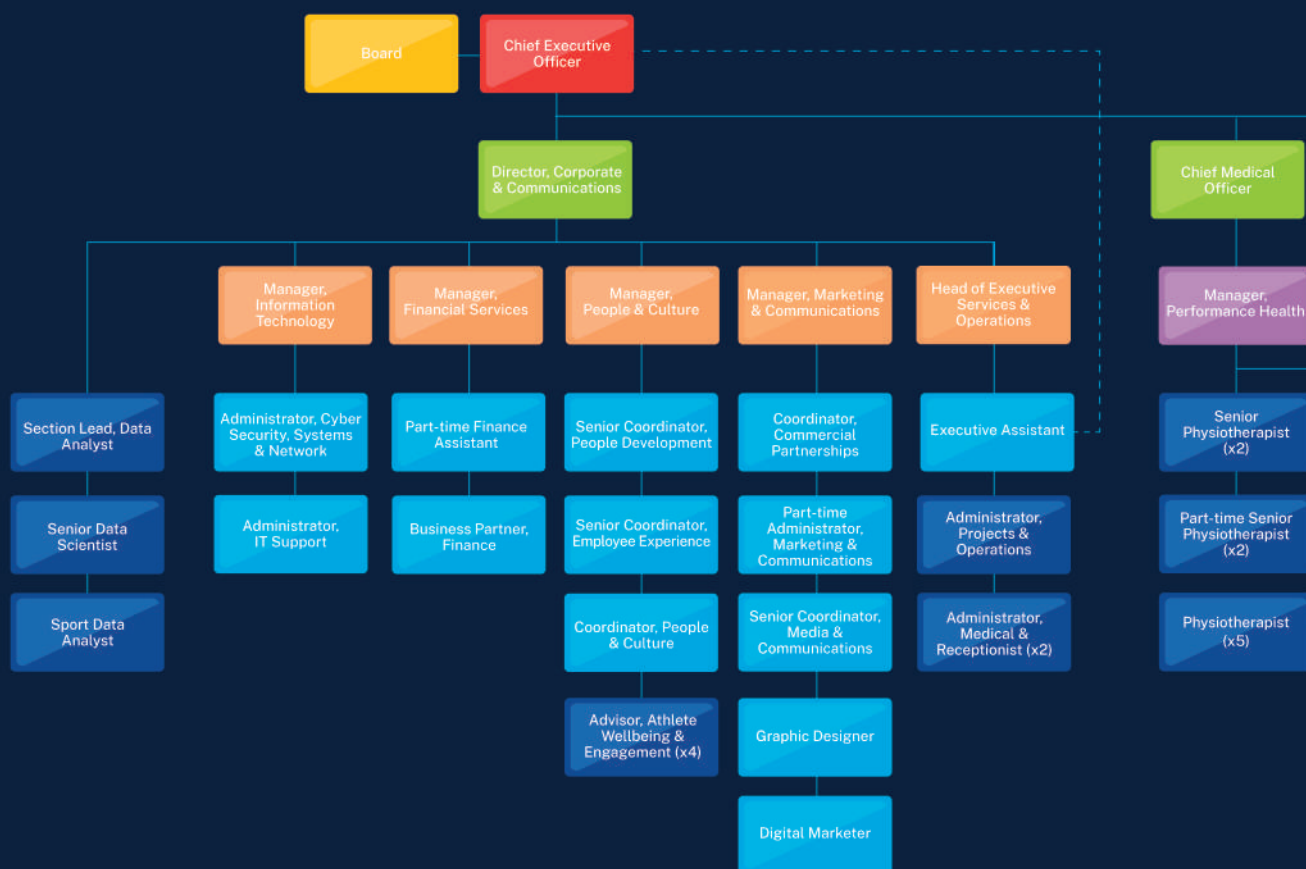
The entity has assessed the impact of COVID 19 on its operations. It has been determined that there has been no significant impact on the current revenues and expenses of the organisation due to COVID 19 and any future impacts cannot be reliably estimated at this time. It has been further determined that there is no significant risk of any material adjustment to the carrying amount of assets and liabilities within the next financial year due to COVID 19.

21. Events after the Reporting Period

There were no significant events after reporting period.

End of audited financial statements.

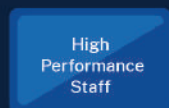
Appendix 1: Organisational Chart (as of 30 June 2023)



LEGEND



CEO

HP, SS
Managers
& HODDirector /
CMOHigh
Performance
StaffCorporate &
Communications
ManagersCorporate &
Communications
Staff

Board

Direct line responsibility

Non hierarchical groupings



Appendix 2: Legislation & Legal Change

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

Appendix 3: People & Culture

Staffing

This appendix provides data on the number of staff employed by NSWIS, commentary on People and Culture (P&C) policies and practices, movement in salaries, and organisational structure. As of 30 June 2023, NSWIS employed 77 full-time, 11 part-time and one active casual staff.

NSWIS staffing totals

Reporting Period	2020	2021	2022	2023
Full-time	76	76	78	96
Part-time	20	12	11	12
Casual	5	2	5	1
Total	101	90	94	109

Staff figures as at 30 June 2023

The NSWIS workforce was comprised of 56% male and 44% female staff, with 78% of roles engaged to provide direct support to NSW athletes in coaching and high performance services an increase of 9% on last year.

Organisational Structure

In 2022/23, the following recruitment was undertaken:

New Employee Role		
Acting Mgr, Marketing and Communications	Coach, S&C – Sailing	Section Lead, Snr Data Analyst
Administrator, CRT	Coordinator, Commercial Partnerships	Senior Coordinator, Archery
Administrator, IT Support	Coordinator, People and Culture	Senior Coordinator, Employee Experience
Administrator, Marketing and Communications	Digital Marketer	Senior Coordinator, Media and Communications
Administrator, Operation and Projects	Director, Corporate and Communications	Senior High Performance Manager
Administrator, Sport Programs	Gen32 Coach x 5	Senior Strength and Conditioning Coach
Administrator, Winter Sports (0.5)	Graduate Assistant – Dietitian	Sport Data Analyst
Advisor, Athlete Wellbeing and Engagement	Graduate Assistant – Sport Science	Sport Dietitian
Assistant Cycling Coach	Manager, High Performance	Sport Physiotherapist (0.6)
Assistant Physiologist	Manager, Performance Health	
Assistant Strength and Conditioning Coach	Performance Analyst	
Business Partner, Finance	Receptionist	

Conditions of Employment and Movement in Payroll Costs

All staff, apart from five senior executive roles (CEO, Director, Corporate and Communications, Chief Medical Officer, Director, Sport Programs and Director, Coaching, Regional and Talent), are employed under the NSWIS Enterprise Agreement 2023-2024.

NSWIS staff are employed on a fixed term employment contract. During the reporting period, most contracts cease on 31 December 2024. The salary and on-costs for 2022/23 include a 2.53% salary increase paid to all staff employed from 1 January 2023, except for the five senior executive roles.

The senior executives received a 2.5% increase in the reporting period.

Staff turnover was 15% in the 2022/23 period, a figure which is normal for this stage of the Olympic cycle.

Leave Administration

People & Culture reviews employees' annual leave entitlements on an ongoing basis. Where balances exceed 30 days, the team works with the staff member and supervisor to reduce this balance. On a fortnightly basis, annual leave balances are included on employee pay slips. Managers and supervisors are empowered to manage this directly with their staff, discussing leave as part of regular performance meetings. The NSWIS Executive is provided with a leave administration report on a regular basis.

Learning and Development

The NSWIS People Development Plan identifies the development priorities and knowledge/skill gaps required to develop highly skilled staff, high performing teams, and a responsive and agile workforce. Priorities are informed by employee Professional Development Plans (PDP) to ensure development is congruent with the achievement of expected individual and organisational outcomes.

Additionally, employees are engaged in targeted learning and development opportunities, aligned to the priorities identified in their PDP, through external providers, experiential learning, and national roles.

During 2022/23, NSWIS built/activated 12 eLearn's on the Learning Hub (learning management system) to enhance organisational development of employees. During this period, five new courses for athletes were launched.

There were 18 industry/sport experts who presented to NSWIS and delivered seven target workshops to staff.

Guidelines, Policies and Procedures

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

Policies, procedures, and guidelines considered and reviewed included

Research Policy	Workplace Health and Safety Guidelines
Commercial Partnership Policy	Athlete Mental Health At Risk Framework
Vitamin Supplement Policy	People Development Guidelines
Salary Packaging Policy	Brand Guidelines
Financial Operations Policy	Research Support Guidelines
Information Classification Policy	Disordered Eating Guidelines
Communications Device Guidelines	Staff Backfill Guidelines
Procurement and Purchasing Guidelines	NSWIS Selection & Transition Guidelines
Secondary Employment Guidelines	

Appendix 4: Code of Conduct

The NSWIS Code of Conduct is signed by new employees of NSWIS during their onboarding program. No changes to the Code of Conduct were made in the reporting period.

The Athlete Code of Conduct is signed by all NSWIS Scholarship holders annually. There were no changes to the Athlete Code of Conduct.

Appendix 5: Equal Employment Opportunity (EEO)

NSWIS is committed to a workplace that is free of unlawful discrimination and harassment. The Institute strives to ensure that practices and behaviours in the workplace do not disadvantage people because they belong to a particular EEO group (e.g., women, Aboriginal and Torres Strait Islander people, people whose first language was not English and people with a disability).

- 44% of staff (excluding casuals) are female, and the representation on the Executive Committee during the financial year was 29% (which is the same as the previous year).
- NSWIS employed two interns during the period who identify as Aboriginal and/or Torres Strait Islander descent. They were hired in partnership with CareerTrackers.
- Two staff member (excluding casuals) with a disability were employed during the reporting period and required some adjustment to their workplace. As the NSWIS facility was purpose built for the training of both able bodied and athletes with a disability, it incorporates modifications including wheelchair access.
- 13 staff (excluding casuals) are from a racial, ethnic, or ethno-religious minority groups, of which English was not their first language. This reflects the international nature of high performance sport. NSWIS strives to be a world leading high performance organisation and whilst home grown talent remains our priority, sometimes we need to look internationally to attract world leading experts.

Table: Trend in the Representation of EEO Groups - Percentage of Total Staff (as at 30 June 2023)

EEO Group	Benchmark or target	2020	2021	2022	2023
Women	50%	39%	40%	42%	44%
Aboriginal and Torres Strait Islander Peoples	3%	0%	0%	1%	2%
People whose first Language is no English	23%	7%	10%	3%	10%
People with a Disability	6%	1%	1%	0%	1%
People with a disability requiring work related adjustment	N/A	1%	1%	1%	1%

**Table:** Staff Numbers (excluding casuals) by level (as of 30 June 2023)

Level	Total Staff	Men	Women	Aboriginal	EEO Numbers			
					People from racial, ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
<\$50,802	4	0	4	1				
\$50,803-\$66,722	3	0	3					
\$66,723-\$74,590	11	4	7		1	1	1	
\$74,591-\$94,390	18	8	10	1	6	5		
\$94,391-\$122,059	49	32	17		5	4		1
\$122,060-\$152,582	14		5		1	1		
>\$152,582 (non PSSE)	5	4	1					
>\$152,582 (PSSE)	4	3	1					
Totals	108	60	48	2	13	11	1	1

Table: Percentage of total staff by salary level (as of 30 June 2023)

Level	Total Staff	Men	Women	Aboriginal	EEO Numbers			
					People from racial, ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
<\$50,802	4%		4%	1%				
\$50,803 - \$66,722	3%		3%					
\$66,723 - \$74,590	10%	4%	5%		1%	1%	1%	
\$74,591 - \$94,390	17%	7%	9%	1%	6%	5%		
\$94,391 - \$122,059	45%	30%	16%		5%	3%		1%
\$122,060 - \$152,582	13%		5%		1%	1%		
>\$152,582 (non PSSE)	4%	3%	1%					
>\$152,582 (PSSE)	4%	3%	1%					
Totals	100%	56%	44%	1%	13%	10%	1%	1%

Appendix 6: Health Safety & Wellbeing

NSWIS is committed to providing a safe working and training environment for staff, athletes, clients, and visitors. The primary responsibility for ensuring the health, safety and welfare of all employees, athletes and visitors rests with the CEO and senior managers, whilst all employees are responsible for cooperating fully, following instructions, using safety equipment appropriately and reporting risks and accidents / near misses / illnesses.

The NSWIS Health Safety and Wellbeing (HS&W) Committee has five members, led by the Chair with minutes recorded by the Secretary. The committee met on three occasions during the reporting period with minutes of those meetings posted on notice boards and on the NSWIS intranet. The HS&W Committee focused on reducing hazards through regular inspections and prompt action and is reported at Executive and Board meetings.

During the reporting period, there were two reports of injury to either employees or contractors with no Lost Time Injuries (LTI) to report for the period.

Appendix 7: Disability Action Plan

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

11.3% of NSWIS supported athletes are para athletes.

Appendix 8: Action Plan for Women

NSWIS provides equal employment opportunity for women to ensure the organisation is representative of the community it serves. As of 30 June 2023, 44% of employees (exclusive of casuals) were women. There is one female representative on the Executive Committee and 45% representation on the NSWIS Board.

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

Appendix 9: Multicultural Policy

NSWIS continues to explore opportunities to meet the needs of stakeholders from diverse cultural backgrounds and to provide multicultural diversity in our programs, where there is a direct benefit to improving the performance of athletes. During the reporting period, NSWIS continued to support a nomination for permanent residency.

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

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

Table: Culturally and linguistically diverse (CALD) women

Improving outcomes for female leadership	
Number of CALD women leaders	0
2021 leadership training spend on CALD women	0
Leadership positions	15

Table: Language Services

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

Services for humanitarian entrants

Nil actions to date.

Diversity and Inclusion Strategy

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

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

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

Appendix 10: Senior Executive Remuneration

This Appendix represents the total remuneration package of executives in each band (at the end of the reporting year) and the percentage of total employee-related expenditure this equates to.

Table: Executive remuneration bands

PSSE Band	2021/22			2022/23		
	Men	Women	Total	Men	Women	Total
Band 1	3	1	4	4	1	5
Band 2	1	0	1	1	0	1

The percentage of employee payments that relates to senior executives was 8.9% in 2022-23 (6.7% in 2021-22).

Appendix 11: Consumer Response

NSWIS received zero complaint regarding services in 2022-23. If complaints were received they would be resolved using the Institute's Complaints Handling Guidelines. The Institute undertook mid-year and annual reviews of each sport program and services provided to athletes.



Appendix 12: 2022 / 23 Budget

Income	\$Million
Grants	\$m
State government -total appropriations	18.66
National & state sporting organisations	3.22
Sub-total	21.88

Sponsorship	\$m
Cash	0.12
In-kind / contra	0.66
Sub-total	0.78

Other	\$m
Sundry	0.38
Sub-total	0.38
Total revenue	23.04

Expenditure	\$m
Staff costs	13.44
Operating costs	8.76
Total expenditure	22.21

Operating surplus / Deficit	0.84
Depreciation & Amortisation	2.09
Net Surplus/ Deficit	(1.26)

Appendix 13: Public Access to Government Information

NSWIS did not receive any requests in 2022-23 for information under the Government Information (Public Access) Act 2009.

Appendix 14: Sustainability

NSWIS is committed to responsible energy management for both environmental and financial objectives, aiming to achieve cost savings through reduced energy consumption and greater use of greenhouse technologies.

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

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

Appendix 15: Privacy & Personnel Information Policy

In 2022-23, there were no applications for review and no changes to the legislation.

Appendix 16: Overseas Travel

The table below represents travel undertaken by athletes, coaches, and staff during 2022-23 (to the nearest dollar amount).

	Air Fares	Accommodation	Other	Total
General Purpose	5,710	827	1,511	8,048
Athletics	19,324	55,925	-	75,249
Winter Sports	46,580	191,335	16,668	254,583
Total	73,099	248,087	18,179	339,365

Appendix 17: Service Providers, Contractors & Consultants

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

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

These external providers offered specialist services that supplement the services provided by NSWIS staff and coaches. In 2022-23, there were no individual consultancy engagements of greater than \$50,000. All providers were engaged for services to supplement existing NSWIS activities. The total cost of these engagements for 2022-23 was \$0.89m (2019-20 amounted to \$0.95m).

Appendix 18: Guarantee of Services

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

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

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

Our organisation also seeks to establish and maintain effective strategic alliances which will enhance the

services we provide to our coaches and athletes. NSWIS also interacts with government organisations, national and state sporting organisations, Australian and international universities, suppliers, the media, and the community.

Appendix 19: Risk Management & Insurance

NSWIS is committed to having an effective risk management process in place to minimise the risk exposure to the business, sport programs, staff, and athletes.

Risk and Compliance

NSWIS have embedded within the business an Enterprise Risk Management Framework and Risk Management Guidelines as well as the Audit Office of NSW Governance Lighthouse Framework. The corporate risk and compliance registers are regularly reviewed and updated by Executive management and reviewed at each Audit and Risk Committee meeting. The Board subsequently reviews and approves the risk and compliance registers annually.

Insurance

NSWIS participates in the Treasury Managed Fund which is the State Government Insurance Scheme. The scheme is administered on behalf of the Government by Insurance and Care NSW (icare). The scheme covers worker's compensation, motor vehicles, property damage, Miscellaneous and public liability, the major insurance risks of the NSW Institute of Sport.

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

Audit and Risk Committee

NSWIS currently has an Audit and Risk Committee and an internal audit function. During 2022/23, the Audit and Risk Committee met to:

- > Discuss findings from the audit of the annual financial statements
- > Discuss findings from internal audits undertaken during the year
- > Review the organisation's risk and compliance registers
- > Review the organisation's cyber security processes and activity

- > Review the organisation's financial performance
- > Approve changes to internal policies and procedures

A summary of the discussions from the Audit and Risk Committee meetings are provided to the NSWIS Board. Management promptly rectifies any shortcomings reported.



Appendix 20: Public Interest Disclosures

NSWIS is committed to maintaining the highest standards of ethical and accountable conduct and will support all staff who report wrongdoing.

The NSWIS Fraud Corruption Prevention Policy and Public Interest Disclosure (PID) Policy outline the Institute's current internal reporting policies and procedures.

The Institute has met its reporting requirements under Section 31 of the PID Act. Below provides an overview:

Legislative Requirement	NSWIS Response
Number of public officials who have made a PID to the authority	0
Number of PIDs received by the authority in total and the number relating to each of the following: <ul style="list-style-type: none"> i. Corrupt conduct ii. Maladministration iii. Serious and substantial waste of public money or local government money (as appropriate) iv. Government information contraventions v. local government pecuniary interest contraventions 	0
Number of PIDs finalised by the authority	N/A
Whether the authority has a PID policy in place	Yes
What action the head of the authority has taken to ensure that his or her staff awareness responsibilities under section 6E(1)(b) of the Act have been met.	The NSWIS CEO has ensured that: <ul style="list-style-type: none"> > The authority has a public interest disclosures policy > The policy designates at least one officer of the authority as being responsible for receiving public interest disclosures on behalf of the authority > The staff of the authority are aware of the contents of the policy and the protections under the PID Act > The authority complies with the policy and the authority's obligations under the PID Act

Appendix 21: Credit Card Certification

NSWIS reviewed and updated the existing Purchasing Card Policy in 2020/21. This policy, agreed to by all NSWIS purchase card holders, outlines the requirements for issue, usage, and administration of NSWIS provided purchase cards. The Chief Executive Officer certifies that purchasing card use at NSWIS is in accordance with relevant Premier's Memoranda and Treasurer's Guidelines.

Appendix 22: Payment of Accounts

NSWIS processes payments mostly by electronic funds transfer, rarely by cheque and makes payments on a weekly basis. NSWIS aims to pay all accounts within 30 days. In April 2023 NSWIS went live with and SAP upgrade to its financial and payroll system and transitioned from the Office of Sport to the new whole of government shared services arrangement managed by the Department of Planning and Environment under the Project PaTH initiative.

Table: 2022/23 Quarterly Payment of Accounts

Ageing of Accounts Payable	Quarter ending Sept 22 \$	Quarter ending Dec 22 \$	Quarter ending Mar 23 \$	Quarter ending Jun 23 \$
Current not past due	5,633	3,001	-	174,162
Current between 30-60 days	-	-	-	30,274
Current between 60-90 days	-	-	-	-
More than 90 days	1,663	710	-	-
Total	7,296	3,711	-	204,436

Payment performance		Quarter ending Sept 22	Quarter ending Dec 22	Quarter ending Mar 23	Quarter ending Jun 23
Accounts paid on time	Value (\$)	1,069,592	1,729,916	1,565,151	1,226,149
	Number	262	390	502	269
Total accounts paid	Value (\$)	1,212,696	1,804,351	1,694,211	1,230,016
	Number	304	436	565	285
% of accounts paid on time	Value	88%	96%	92%	100%
	Number	86%	89%	89%	94%

Appendix 23: Attestation Statements

Cyber Security

www.nswis.com.au


Internal Audit and Risk Management Attestation Statement for the 2022-23 Financial Year for the NSW Institute of Sport

I, Kevin Thompson, CEO of the NSW Institute of Sport, am of the opinion that the NSW Institute of Sport has internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, compliant with the seven (7) core requirements set out in the *Internal Audit and Risk Management Policy for the General Government Sector*, specifically:

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

Membership

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

- Chair: Mr B Lancken (NSWIS Board Member)
(Term 1st December 2017 – 30th November 2023)
- Member: Mr C Fydler (NSWIS Board Member)
(Term 1st December 2017 – 30th November 2023)
- Member: Ms C Murphy (NSWIS Board Member)
(Office of Sport CEO Appointee)

Kevin Thompson
CEO, NSWIS
20th September 2023

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NSW 2127, Australia



Appendix 23: Attestation Statements (cont'd)

Internal Audit & Risk Management

www.nswis.com.au



10 August 2023

New South Wales Institute of Sport - Cyber Security Annual Attestation Statement for the 2022-2023 Financial Year

I, Kevin Thompson, CEO of the New South Wales Institute of Sport am of the opinion that the New South Wales Institute of Sport has managed Cyber Security risks in a manner consistent with the mandatory requirements set out in the New South Wales Government Cyber Security Policy.

Risks to the information and systems of the New South Wales Institute of Sport have been assessed and are managed. In addition, there exists a current cyber incident response plan which has been tested logically and technically during the reporting period.

Governance is in place to manage the Cyber Security maturity and initiatives of the New South Wales Institute of Sport.

An independent review and audit of the agency's appropriateness of specific controls, integrity of systems and effectiveness of processes, including the Information Security Management System was undertaken by Sekuro and found to be adequate or being properly addressed in a timely manner.

Kevin Thompson
CEO, New South Wales Institute of Sport

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Appendix 24: Access

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Appendix 25: Annual Report Publication Details

Published by: **NSW Institute of Sport**
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Editor and Copywriting: **Daniel Lane, Frances Cordaro**
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Appendix 26: Production Costs

The 2022/23 Annual Report was designed by NSWIS.

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PERFORMANCE PARTNERS



STRATEGIC PARTNERS



NSWIS ENDORSED TRAINING CENTRE STATUS



SPONSOR & PROVIDERS



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

#TEAMNSWIS

