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ANNUAL REPORT 2020

WESTERN AUSTRALIAN INSTITUTE of SPORT

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Front cover: Jai Hindley  
 Inside cover: Luke Elliott

## MESSAGE FROM THE PREMIER

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



Sport plays a pivotal role in the life of our State, promoting social inclusion, community engagement and a pathway to better health.

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

Of course, 2020 was a difficult year globally with the COVID-19 pandemic. The postponement of the Tokyo Olympic and Paralympic Games was particularly tough on Western Australia's Olympic and Paralympic hopefuls.

The perseverance of WA athletes to overcome these challenges and remain committed to achieving their goals has - like the stories of many Western Australians during these tough times - been inspiring.

I express my thanks to WAIS Chair Neil McLean, WAIS CEO Steven Lawrence, and all members of the WAIS board for the role they play in guiding WA's high performance sport strategy.

I also acknowledge the important support WAIS receives from its strategic partners, including the Department of Local Government, Sport and Cultural Industries; Lotterywest; VenuesWest, and the Australian Institute of Sport.

I'm certain I speak for all West Australians when I say good luck to all WA athletes working towards representing Australia at the rescheduled Tokyo Olympic and Paralympic Games, world championships and other international competitions.



**Hon Mark McGowan MLA** | Premier of Western Australia

## CHAIR'S REPORT

This is not the report I was expecting to write. An Olympic and Paralympic year in many ways represents the 'pointy end' of WAIS operations.



It is for many athletes a year in which they experience the fruits of their labours. There is the challenge of making the Olympic or Paralympic Team and the elation and disappointment that can come with the team selections. There is the excitement of the lead up to the Games, the public acclaim that comes with selection, and the excitement of being kitted out in Australian Team gear and meeting fellow Australian teammates from other sports and states. And then there is the Games experience: the theatre of the opening and closing ceremonies, the buzz associated with life in the Olympic or Paralympic village, and the point of it all, the opportunity to compete at the pinnacle of sport on the world stage.

It is at the end of a Games year that WAIS gets its most searching report card, as a major role of the Institute is preparing athletes for Olympic and Paralympic competition. I had been expecting to reflect on the number of WAIS athletes who had made the team and had been hoping to be able to report on their successes in the competition. But this was not to be.

We prepare elite athletes to be ready for all eventualities, but I doubt that even the most punctilious coaches had prepared their athletes for the possibility that the games may be postponed; after all the quadrennial rhythm of the Olympic Games has been disrupted just three times since 1896 and in all cases, when the world was at war. But on March 23rd this was indeed the reality we were presented with when the IOC made the announcement that the Tokyo Olympics were to be postponed due to a war of a different kind.

WAIS staff kicked into action and plans were quickly in place to ensure that our athletes remained in good physical and mental condition during the initial lockdown. We were fortunate in WA that by dint of decisive decision making and effective policy settings we were able to resume normal operations after what by world standards was a relatively short disruption. However, despite the resumption of our training programs, travel bans meant that national and international sporting competition pretty much ground to a halt, requiring considerable adjustments to athlete programs and plans.

Through all of this significant disruption we have seen clear evidence of the resilience of WAIS athletes and staff.

Adjustments have been made and for athletes, staff and the Board the focus has shifted to 2021. Inevitably the timing was bad for some athletes who had set 2020 as their final campaign and we feel for them and their disappointment. For others, another year of development leading into a 2021 Tokyo Games may prove to be advantageous.

It is stating the obvious to say that this has been a challenging year. Not only have we needed to put in place programs to meet the immediate needs of our athletes, but our senior management team has had to turn their attention to planning for Olympic and Paralympic campaigns and the Commonwealth Games in the three years leading into Paris 2024. The Board has been impressed by the flexibility and creativity shown by WAIS staff in responding to these extraordinary circumstances, and as a result we have been able to maintain training environments that give our athletes the best chance of success. This is in large part due to the leadership and composure of CEO Steve Lawrence and his senior management team and the dedication and commitment of all WAIS staff. Their efforts, along with the commitment and resilience of our athletes, has ensured that the high standards of the training environment have been maintained.

I would like to thank my colleagues on the Board, who once again have provided a great platform for the functioning of WAIS. In July, Todd Pearson finished his term on the Board. Todd brought considerable experience and wisdom to the Board table gleaned from his experience as a WAIS scholar, AIS scholar and an Olympic and world champion. More recently, his contributions to the Board have been informed by his business and managerial experience and success, and he has made a great contribution to the functioning of the Board and by extension, the success of WAIS. We welcome Leigh Robinson to the Board and look forward to his contribution to WAIS.

We are, as always, indebted to and appreciative of the support of the WA Government and our colleagues at Department of Local Government Sport and Cultural Industries and VenuesWest. In particular, I would like to pay tribute to the Minister for Sport the Honourable Mick Murray. Minister Murray has been a consistent supporter of WAIS and has helped shape the vision of WAIS as a WA institute that not only develops elite athletes but develops outstanding young WA citizens who can make the state proud. The best wishes of the Board and all at WAIS go to Minister Murray as he departs from politics in 2021.

This has been a year to remember. It is to be hoped that 2021 will bring memories of a different kind.

**Neil McLean** | WAIS Chair

## CEO'S REPORT

The Olympic and Paralympic Games above all other events are the competitions which give WAIS purpose and a rhythm to its longer-term operational cycle.



Therefore, not surprisingly, the impact of the COVID-19 pandemic on the Tokyo 2020 Games created a challenge for the Institute, which went beyond those of dealing with a constantly changing set of daily operational circumstances. What was also not surprising was the positive and proactive way in which WAIS athletes and staff responded to challenges posed by the pandemic.

During the first quarter of the year WAIS remained focussed on preparing its list of potential Tokyo Games athletes. We continued this work until the Australian Olympic Committee (AOC) announced on 23 March, that it would not be sending a team to Tokyo 2020, due to safety and logistical challenges associated with the pandemic. This decision allowed WAIS to move its focus to supporting athletes and staff whose 2020 Olympic and Paralympic ambitions would not be realised and moving to remote operations.

Well before the 23rd of March the Western Australian community, like many others around the world, had already made significant adjustments to both their work and social habits to protect against the spread of the COVID-19 virus. As restrictions on daily life in WA increased WAIS was only able to continue at normal operational capacity through the support of the State Government and VenuesWest, and the willingness of our staff to work under challenging circumstances. It was also only possible for WAIS to recommence operations under the WA State of Emergency restrictions with the support of the Minister for Sport and Recreation, The Hon. Mick Murray, and staff, and VenuesWest management and staff. WAIS acknowledged their support at that time, and I do so again now.

Due to the success of the WA Government decisions on managing and protecting the WA community from the spread of COVID-19, WAIS was able to return to normal operations a little over two months later. During this time WAIS put in place numerous programs focussed on supporting athletes and staff as well as successfully undertaking a suite of business operational improvement projects. The technology implemented and the skills learnt during this time provided value to WAIS throughout the remainder of the year and have provided us a stronger platform for continuing improvement over the coming years.

Prior to the decision to not send Australian teams to the Tokyo 2020 Games, WAIS was confident that it would support a combined contribution of approximately 69 WA athletes (47 Olympic and 22 Paralympic) to the Australian teams. This result, if achieved would have been an improvement on our 2016 contribution of 54 athletes (38 Olympic and 16 Paralympic). Progress towards our targets had been positive with 12 athletes selected to the Olympic Team and three to the Paralympic Team. The Olympic selection progress was better than forecast, by two, and the Paralympic result consistent with our forecast.

The one year delay to the Tokyo 2020 Games has seen the retirement of some of our best athletes and made the selection chances for other athletes expected to make the 2020 team much more difficult. However, our forecast level of representation for the Tokyo 2020 Games remains consistent, with some younger athletes being afforded a better opportunity by the delay providing more time for their development.

In a year of limited international competition, a highlight for WAIS was the outstanding success of cycling graduate Jai Hindley who achieved a WA first by finishing second overall in the Giro d'Italia. No Western Australian had ever finished on the podium at a Grand Tour before Jai, and only two Australians had achieved this success. Jai and his compatriot WA cyclist, Ben O'Connor, also became the first Western Australians to win individual stages in a Grand Tour when Ben won stage 17, followed by Jai on stage 18 of the Giro.

COVID-19 also significantly impacted on our plans for making key longer terms decisions on our operations for the 2024 and 2028 Games. However, the priority for clarity on our sport programs and staffing requirements for 2024 were considered paramount and therefore modified plans were created to achieve our objectives. Under the circumstances it was extremely pleasing to be able to gain the support of the Board for our full list of sport programs and to be able to confirm our staffing requirements for these programs.

The senior management team worked incredibly hard to progress in principle agreements with all our current sport program partners, to align our operations to best support their requirements and our goals. Key decisions were made to change the structure of some sport programs, including, at the request of the sport, the closure of our historically successful men's and women's water polo programs. Based on a thorough evaluation of the future needs of sport programs significant changes were also made to our performance service staffing structure and composition. Further detail of these changes are presented in the Performance Enhancement Team Reports presented on pages 16-21 and under the Key Result Areas of this report.

2021 provides the unique challenge of ensuring we deliver the best possible support to our Tokyo 2020 hopefuls and at the same time transition our sport programs and staffing to their 2024 cycle operational status. This is an exciting challenge that will require the full attention and focus of all staff to ensure we are successful in achieving both goals.

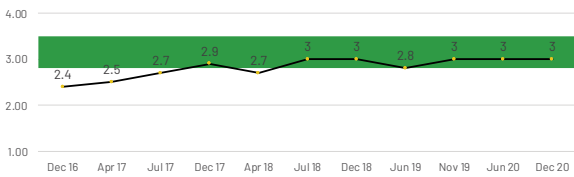
**Key Result Areas**

The WAIS Strategic Monitoring Framework under the current WAIS Strategic Plan 2017-21 continues to be of value in ensuring the institute is constantly evaluating and responding so that we retain the ability to meet our vision and goals.

The key business improvement priorities for the year were largely achieved. However, the need to reallocate resources to support COVID-19 management required the reprioritisation of some projects. As we enter the last year of our current strategic plan, we have set the goal of completing 2020 projects that were deprioritised and completing a series of projects focussed on enhancing our staff management and data analytics capability.

An overview of achievements and status of our KRAs are highlighted below with further detail provided in various department reports within this annual report.

**KRA: Athlete Performance Systems**



**Performance Enhancement:**

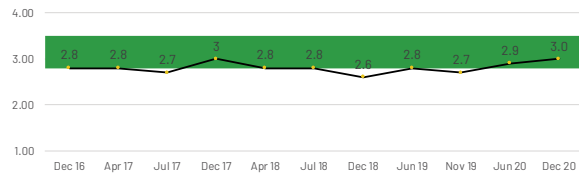
The primary goal for 2020 was to build a data analytics and intelligence team to support the operations of our Performance Enhancement Team. This goal was achieved

through the completion of a sport intelligence strategy and several projects along with the recruitment of specialist staff. Further details of our work in this area can be found on pages 22-23. The project to review and revise our Athlete Performance Planning Monitoring systems was deprioritised and will be completed during the first quarter of 2021.

**Performance Research:**

The WA High Performance Sport Research Centre (HPSRC), a collaboration between WAIS and the University of Western Australia (UWA), saw the completion of numerous projects and the significant delay to several other projects due to the pandemic. While UWA remains our core HPSRC partner, in addition to research collaborations with numerous WA, national and international institutions, we now have PhD students supported by Curtin, Edith Cowan and Murdoch Universities. It was very pleasing to see the first two students complete their PhD's and graduate from the Centre during the year. Further detail of HPSRC operations can be found on pages 24-25.

**KRA: Staff**



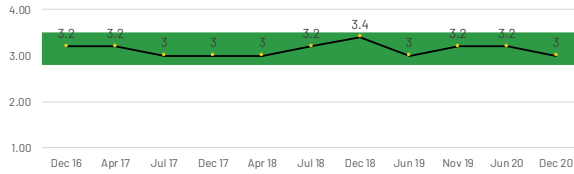
Following a detailed assessment of the strengths and opportunities of our current Performance Enhancement Teams, changes were made to both structure and staffing. These changes recognise the evolving nature of our sport program roles in the national system, the impact of technology and the opportunity to improve coach led team operations. The implementation of the changes resulted in significant changes to most performance service staff roles and the turnover of 25% of these staff.



Zoe Arancini

The upgrade of our staff performance management system was successfully completed and has seen the desired efficiency and effectiveness gains realised. This new system will now provide the base for our 2021 focus of improving the WAIS Staff Performance Excellence Framework.

**KRA: Stakeholders**

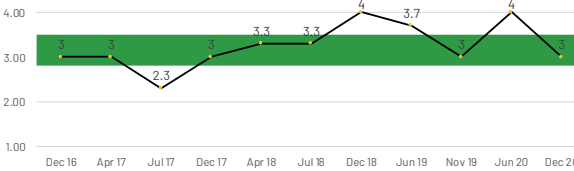


WAIS continues to retain strong key stakeholder support as indicated by our 2020 stakeholder survey results.

The cancellation of most international sport during 2020, posed a clear challenge in ensuring WAIS athletes continued to gain the recognition they deserve. It was therefore pleasing to see our broadcast and social media targets being met.

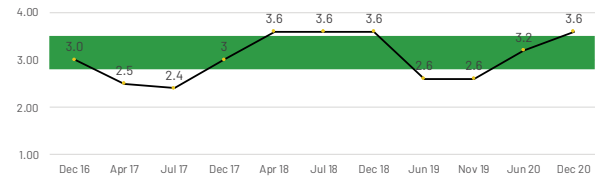
The goal to develop a comprehensive WAIS community engagement strategy was achieved and following funding approval by the Board, will be put into action during 2021. The strategy was founded on independent market research which provided clear direction to the opportunities for enhancing our visibility as an institute and enhancing the value of athletes as role models for the community.

**KRA: Finance**



One of the most significant impacts of the pandemic on WAIS was the need for the WA State Government to reduce the term of its next funding commitment from four years to two years. While this was disappointing the reasons are clear and have still placed WAIS in a relatively positive funding position compared to many. WAIS will continue to work with Department of Local Government Sport and Cultural Industries and the State Government to confirm funding for the remainder of the 2024 Olympic cycle with the aim to continue our current level of operations.

**KRA: Facilities and Equipment**



The major facilities and equipment goal for 2020 was the renewal of our core business systems. The project required consideration of hardware and software infrastructure and management systems. The decision to make such significant changes during a highly disrupted year was not taken lightly but has resulted in all our 2020 objectives in this area being achieved. We are now well placed to provide enhanced support over the Paris Games cycle to both staff and athletes through our new IT systems.

It remains an honour to lead an organisation that assists people to improve themselves through the pursuit of sporting excellence and in doing so, inspire others to achieve their own personal best.

**Steven Lawrence** | Chief Executive Officer



Artistic Swimming Team for Tokyo

# WAIS Purpose & Vision

## Purpose

To enable Western Australian athletes to achieve international sporting success.

## Vision

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

## Guiding Principles

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

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

Nina Kennedy



## ATHLETES

Athletes on scholarship in 2020

**259**  
TOTAL

**54% MALE**

**46% FEMALE**

**85% ABLE**

**15% PARA**

## SPORTS

**11**  
SPORT  
PROGRAMS

SUPPORT ATHLETES ACROSS **32** SPORTS

**19** OLYMPIC

**8** OLYMPIC &  
PARALYMPIC

**5** PARALYMPIC

## FACILITY

**104,530**  
TRAINING SESSIONS

**43,844**  
TRAINING HOURS

**2** ALTITUDE CAMPS  
**11** ATHLETES  
**190** DAYS AT ALTITUDE

**334** EXTERNAL BOOKINGS

**8,609** TRAINING HOURS BY  
EXTERNAL USERS

**11** TOURS TO SCHOOLS/  
COMMUNITY GROUPS

Facility use was impacted by COVID-19 shutdown.

## EDUCATION

**93%** SCHOLARSHIP  
ATHLETES  
STUDYING OR  
WORKING

**14** STUDENT  
PLACEMENTS

**20** RESEARCH PAPERS  
PUBLISHED BY  
PHD STUDENTS

### COACH EDUCATION SERIES

**6** WORKSHOPS

**137** ATTENDEES

## WAIS BOARD



### Neil McLean

Chair as of 1/07/2019  
Joined WAIS Board: 30/06/2013

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



### Matthew Beevers

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

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



### Maryanne Wilson

Joined WAIS Board: 30/06/2015

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



### Fiona Lander

Joined WAIS Board: 01/05/2018

Fiona has a unique combination of public, private and non-government experience as an Executive and Non-Executive Director. She brings human resources, information technology, marketing and communications, strategy and risk management skills to the Board. Fiona is a Senior Executive and Consultant, and has held numerous government positions including with the Department of Health (current), Department for Child Protection and Department for Communities. Fiona was previously a Partner with international firm Deloitte and an Executive General Manager with Perth Airport Pty Ltd. Fiona is a Non-Executive Director with Meerilinga Young Children's Foundation and Youth Focus. Previous directorships include Fremantle Ports, South Metropolitan TAFE, Asthma WA, the Women's Advisory Council and Healthway.



### Fiona Pixley

Joined WAIS Board: 01/05/2018

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



### Kim Ellwood

Joined WAIS Board: 01/07/2019

Kim is the Executive Director of Sport and Recreation as part of the Department of Local Government, Sport and Cultural Industries. Kim has worked in the sports industry through State Sporting Organisations, National Sporting Organisation and both local and State government. She has spent time training in the sport of athletics in the USA and played in the Australian Volleyball League. She was the team manager for the Australian Wheelchair Rugby Team for three Paralympic Games. With two post graduate degrees in Management, she has used her background in the sporting sector to contribute to community sport outcomes. Kim has also been a board member of Gymnastics WA and vice-president of Volleyball WA, has received an Australian Sports Medal for her service to Sport in Australia and received an Order of Merit for Volleyball Western Australia. She is also a member of the Australian Institute of Company Directors.



### Linda Hamersley

Joined WAIS Board: 01/07/2019

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



### Josie Janz-Dawson

Joined WAIS Board: 24/06/2019

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



### Leigh Robinson

Joined WAIS Board: 08/05/2020

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

### Retired in 2020

#### Todd Pearson OAM

Joined WAIS Board: 30/06/2015

Retired: 30/06/2020

Kurtis Marshall

## WAIS BOARD STRUCTURE

### WAIS BOARD

**Mr Neil McLean** (Chair)

Mr Matthew Beevers (Deputy Chair)

Ms Maryanne Wilson

Ms Fiona Lander

Dr Fiona Pixley

Ms Linda Hamersley

Ms Jose Janz-Dawson

Ms Kim Ellwood

Mr Leigh Robinson

**Audit and Risk Committee**

**Mr Matthew Beevers** (Chair)

Ms Maryanne Wilson

Dr Fiona Pixley

**Remuneration Committee**

**Ms Fiona Lander** (Chair)

Ms Linda Hamersley

Ms Josie Janz-Dawson

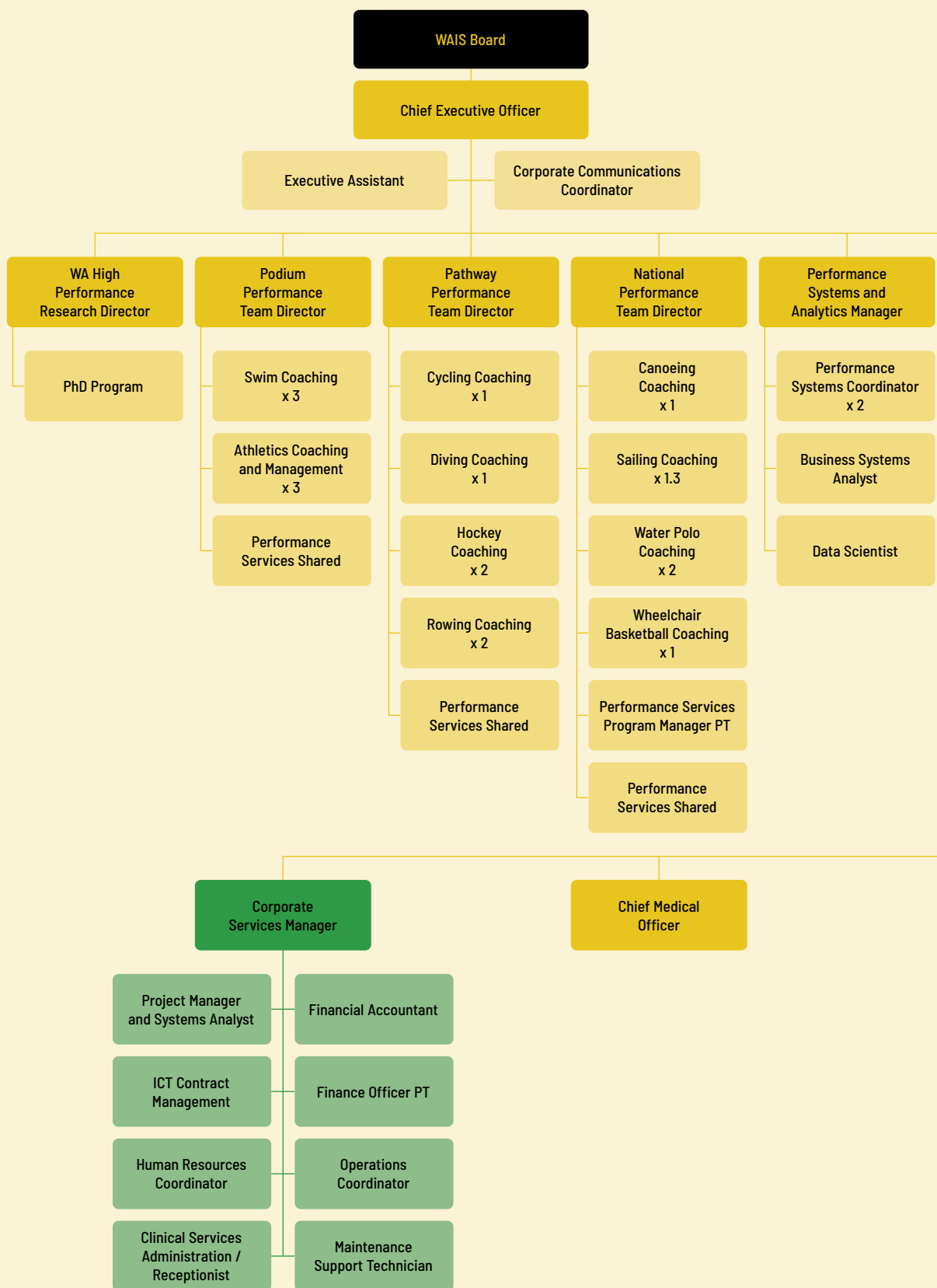
**Nomination Committee**

**Mr Neil McLean** (Chair)

Ms Kim Ellwood

Mr Leigh Robinson

# WAIS ORGANISATIONAL STRUCTURE





## HALL OF CHAMPIONS

The Western Australian Hall of Champions honours Western Australia's sporting greats. Since 1985, 135 individual members have been inducted, four champion teams and nine members have been elevated to legend status.



2020 saw, dual 2000 Olympic gold medallist swimmer Todd Pearson, Amber Bradley who claimed Olympic rowing bronze and champion golfer Terry Gale inducted as individuals. While the 1985-1991 WA women's hockey team, whose record stands as one of the greatest in sport were the fourth team inducted into the Hall.

### Todd Pearson

Todd is an Australian swimming champion, who was born in Geraldton, Western Australia. He started swimming on the advice of a doctor treating his asthma. He was a WAIS and an AIS scholarship holder.

Todd is a dual Olympic gold Medallist and world record holder. He was part of the 4x100 metre freestyle relay team at the 2000 Summer Olympics in Sydney, when Australia beat the United States for the first time in Olympic history. He went on to swim in the 4x200 metre freestyle relay. The Aussies led from start to finish, setting another world record and achieving every child's dream of winning gold for Australia. Pearson swam a scorching 1 minute 47 seconds leg to

ensure that anchor swimmer Ian Thorpe could complete a comprehensive victory.

He was awarded the Order of Australia Medal for his contribution to sport for this effort. After Sydney in 2000, Pearson won gold medals at the 2002 Pan Pacific Swimming Championships and the 2002 Commonwealth Games. He was also co-captain of the Australian swimming team in 2001. In Athens four years later, he claimed the silver medal as Australia in the 4x200 metre relay.

### Amber Bradley

The first rower to be inducted into the Hall of Champions, Amber was born at Wickham in 1980 and took up rowing while at Penrhos College. She represented both Western Australia and Australia in age competition, before securing a seat in the Australian women's quad scull team and finishing fourth at the World Rowing Championships in Seville in 2002. That performance was backed up with victory at the Rowing World Cup in Lucerne in 2003, a gold medal at the 2003 World Rowing Championships in Milan and a bronze medal at the Athens Olympics in 2004.

By 2005, Amber was rowing the double scull with Sally Kehoe, and the pair combined for bronze at the 2005 World Rowing Championships in Gifu before Amber moved to the sweep-oared boats, collecting a bronze medal as a member of the Australian women's eight at the 2006 World Rowing Championships at Eton and a gold medal as part of the four.

Amber finished her career with an enviable record at national and international competition and is one of just nine West Australians to win an Olympic medal in the sport.



Amber Bradley

### Terry Gale

Beating Jack Newton in a play-off to win the 1983 West Australian Open, playing in all Australian representative teams between 1969 and 1975, including three Eisenhower Cups, as well as being team captain in 1974, are among the many highlights of Terry's wonderful career which elevated him to the standing as one of the best players in the history of WA golf.



Terry, a State junior champion, has the distinction of winning the WA Open a record six times, twice as an amateur and four times as a professional. He turned professional at the age of 29 in 1976 after a highly successful career in amateur ranks, and from the mid-1970s to the early 1990s he was a regular winner in Australia and New Zealand, on the Japan Golf Tour and the pre-Asian Tour circuit.

His 41 victories as a professional included the 1978 Singapore Open, the Malaysian Open in 1983, 1985 and 1987, the 1984 Indonesian Open, the 1989 Dunlop International Open in Japan, the New Zealand PGA championship in 1981 and the 1982 New Zealand Open.

### WA Women's Hockey Team 1985-1991

There is no greater record of success in national team sport competition than that of the Western Australian women's hockey teams in the years between 1946 and 2000. In the 43 years following World War II until 1991 WA won or tied for the national title 39 times. The teams between 1985 and 1991 which were honoured in 2020 won seven consecutive championships.



In 1988 Western Australia provided six representatives in Australia's Olympic Team which won our Australia's first Olympic gold medal. By the 2000 Olympic Games in Sydney WA had produced nine Olympic gold medallists.

### Herb Elliott Medal

The Herb Elliott Medal is presented to the Western Australian athlete whose efforts are recognised as most inspirational over the voting period. The 2020 recipient was Nat Fyfe, who claimed the honour for a second time, having also been awarded the medal in 2016.



2019 was another outstanding year for one of the best players in the game, as he claimed his second Brownlow Medal, becoming just the 15th player in history to claim the honour twice. Fyfe was also named to the All-Australian Team for the third time, and selected Captain as well as winning the Doig Medal.



## WAIS IN THE COMMUNITY

Athlete Speakers In Schools

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

2020 saw the development of the WAIS Community Engagement Strategy by Neill Potts and Ross Willox. This will be rolled out in 2021 and will allow WAIS to better connect with the community and share expertise in coaching, sport science and service provision as well as champion behaviours and inspirational stories.

Unfortunately the COVID-19 pandemic impacted a number of planned community engagements in 2020, though WAIS athletes and staff were still active in the community.

### Athlete Speakers In Schools

Athletes regularly speak at schools across WA, including going back to their own high school and sharing their experiences. Sharing their journey including the work and challenges overcome including messages on champion behaviours have proven to be a source of inspiration for young people.

“Going back to my high school and speaking to current students about my sporting journey was incredibly rewarding and something I hope to be able to share at other schools.

“To see the students engaged and asking questions on how they can achieve their own success reinforced with me the importance of sharing my experiences and giving back to the community.”

**Luci Marsh (Water Polo)**

### Champions 2 Country

Olympic silver medallist Blair Evans, Olympian Zoe Arancini, Olympic Champion and WAIS Coach Belinda Stowell and Paralympian Brad Scott participated in a Champions 2 Country Tour to the Pilbara. The Champions 2 Country program is an initiative of the Australian Olympic Committee, Commonwealth Games Australia (WA), and the Government of Western Australia, through the Department of Local Government, Sport and Cultural Industries and supported by WAIS.

“Being able to engage with the regional communities and see their passion and enthusiasm to meet the athletes and listen to our stories was amazing.

“It was also incredible to hear the journeys and challenges the other athletes shared whilst on tour, each reinforcing the key attributes for success such as consistency, setting goals, working hard through the challenging times and the importance of self-belief.”

**Blair Evans (Swimming)**

### WAIS Tours And Presentations

The WAIS High Performance Service Centre was visited by over 250 students, where they learned about the facility, from athlete tour guides. Following tours, the students participate in a range of activities ranging from recovery





Broome Swimming Camp



Wirrpanda Foundation Wiluna Trip



Champions 2 Country

sessions, S&C, physiology testing and workshops on nutrition, biomechanics, physiology, career and education, psychology and anti-doping.

“Speaking to the students and explaining the facilities and opportunities we have at WAIS is something outside of competition and training at WAIS that I take great enjoyment from.”

“At the end of the Tours the students try out Wheelchair Basketball, giving them an opportunity to try out a Para sport they wouldn’t usually and I hope they leave inspired to chase their own dreams.”

#### **Tom McHugh (Wheelchair Basketball)**

#### **Wirrpanda Foundation Wiluna Trip**

Hockey player Renee Rockliff was part of a trip to Wiluna, in regional WA organised by the Wirrpanda Foundation, and spent a week in the community sharing her story, speaking to school groups, handing out clothing as part of Kit for Kids and teaching sport.

“We would spend one period with each class everyday getting to know the kids and playing sports. It was challenging at first, but as we shared our story and why we were there, the kids began to open up and be more comfortable around us. By the end of day one, all the kids were laughing, having fun and everyone was getting involved.

“This trip taught me so much, not only about the community and their culture but also about myself. My heart is full of love and compassion for these kids and their community. Overall, I am forever grateful for this trip, it was an eye-opening experience that I will take with me forever.”

#### **Renee Rockliff (Hockey)**

#### **Broome Swimming Camp**

The WAIS Swimming Program spent a week in Broome on a training camp, where they spent time coaching with the Broome Barracudas Swimming Club and athletes and staff presented at Broome Senior High School on nutrition and sport science.

“Having moved from Broome to pursue my swimming career, going back home for a training camp and to coach and speak to swimmers in Broome, on my journey was an amazing experience.

“I hope sharing my journey both in and out of the pool, will inspire others to pursue their dreams and I feel very fortunate to have been given the chance to go back to my local community.”

#### **Zac Incerti (Swimming)**

#### **Athlete Coaching**

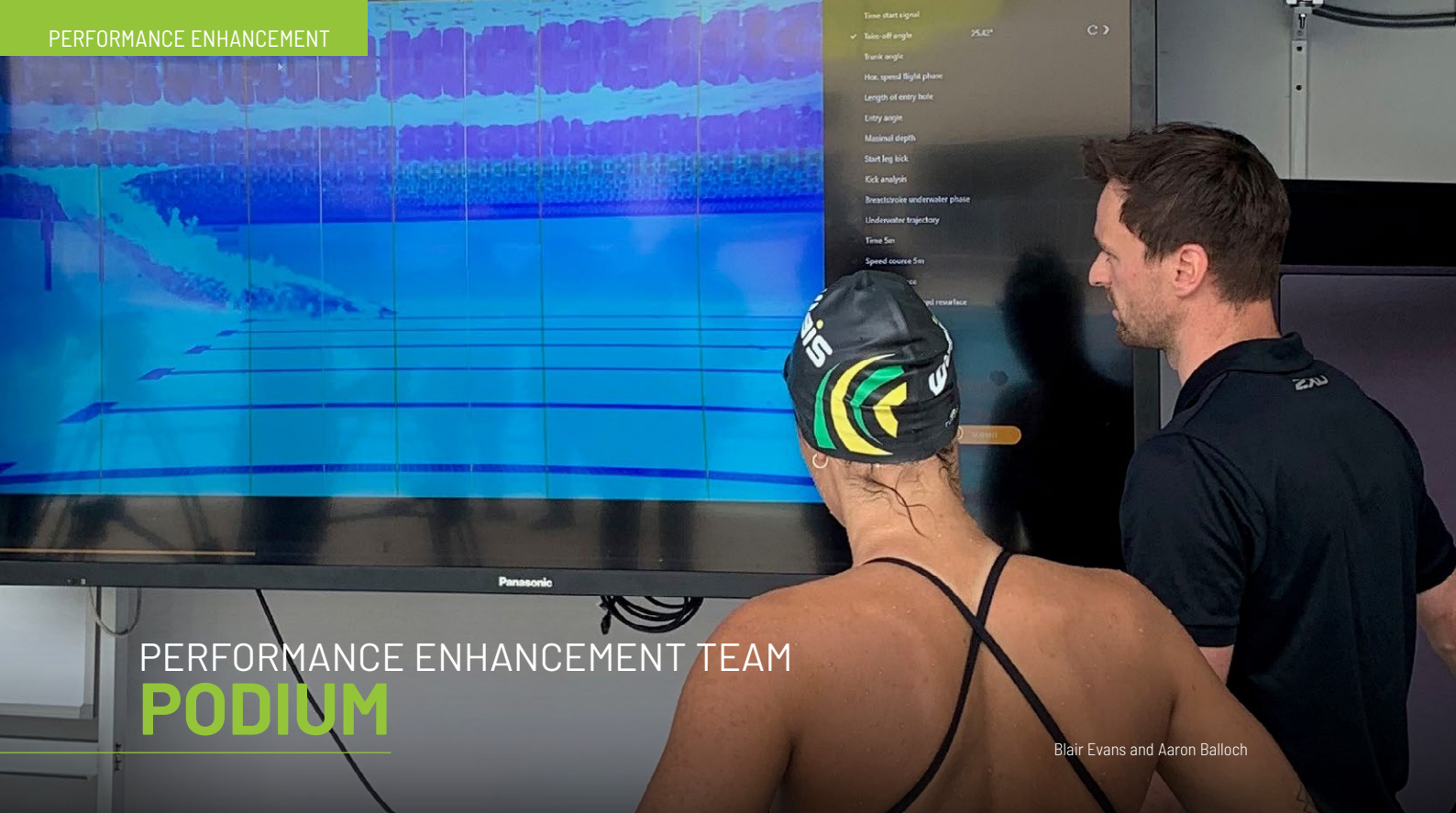
WAIS established a relationship with the John XXIII College in Mount Claremont, where athletes coached primary students, ahead of their school athletics carnivals and competitions.

“I had a great time coaching the kids ahead of their athletics carnivals. Being able to share some of the techniques we use meant they were able to prepare and achieve their best results.

“As well as coaching I was also able to share my experiences dealing with challenges and obstacles on the way, with the kids all asking lots of engaging questions.”

#### **Nina Kennedy (Pole Vault)**

**Neill Potts and Ross Willox** | WAIS Community Engagement



## PERFORMANCE ENHANCEMENT TEAM PODIUM

Blair Evans and Aaron Balloch

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

Performances in 2020 were primarily affected by the COVID-19 shut down; with no Olympic or Paralympic qualifying competitions occurring in Australia after February. From March 2020, the Podium Team and athletes commenced six weeks of training from home. With the Tokyo Games rescheduled for 2021, athletes and staff were able to return to training in a safe environment, at the beginning of May, and enter a rebuilding phase preparing for the 2021 season.

### Swimming

Before COVID-19, WAIS swimmers were in peak training to maximise opportunities in national events and Olympic and Paralympic Trials.

The Australian Open Water Swimming Championships were held in January 2020 with Nic Rollo producing a breakthrough performance to place in the top four. Nic was then selected to compete at the Doha World Cup. In February, sport program scholarship holders Holly Barratt, Ashton Brinkworth, Nick Brown, Zac Incerti, Grant Irvine, Alex Milligan, Brianna Throssell and IAS swimmer, Josh Edwards-Smith, attended National event camps with coaches Mick Palfery and Will Scott.

Competition was able to return in the final two months of the year, first with a Virtual Short Course National

Championships. Swimmers competed at competition pools in their home state, with times compiled to determine the top three in Australia. Ashton Brinkworth excelled, claiming the 50m freestyle honours in a high quality field. New scholarship holder Tegen Reder excelled at the Hancock Prospecting WA State Championships at HBF Stadium in December, setting six Australian age-group records and two open records. The Championships served as an important return to competition for all WAIS scholarship holders.

Advances in technology were made in 2020, with a new underwater camera system installed in October, in the outdoor 8 lane pool at HBF Stadium. The installation of the system was a collaborative effort from Swimming WA and their Hancock Prospecting patronage, Swimming Australia, WAIS and VenuesWest. The system will provide immediate underwater biomechanical feedback to the swimmers and their coaches to enhance performance.

2020 saw the retirement of coach Bud McAllister, following a successful career. During his six years at WAIS, his achievements include coaching Blair Evans and George Harley to the 2018 Commonwealth Games and Nic Brown to his first senior team at the 2018 Short Course World Championships.

### Athletics

The season began on a positive note in pole vault, with Kurtis Marschall clearing the Olympic qualifying height of 5.80m at the Jandakot Airport Track Classic in February. A limited domestic season was contested before competition and the Olympic and Paralympic qualifying periods were suspended.

The first selections were made to the Australian Paralympic Team for Tokyo, with scholarship holders Rhiannon Clarke and Sarah Edmiston and graduate Madison de Rozario, now supported by NSWIS earning selection.

The pole vault coaching team expanded in March, with the appointment of James Fitzpatrick to the role of Senior Coach. James made a smooth transition to WAIS and is supporting the work of Paul Burgess in continuing the world recognised pole vault program at WAIS.

Following the reopening of the qualifying period on December 1, pole vaulter Nina Kennedy took only four days to jump an automatic Olympic qualifier of her own clearing 4.70m, before improving her personal best just over a week later of 4.72m.

The downtime during COVID-19 also enabled the advancement and introduction of new technology for the pole vault program. With funding support from the AIS, the team developed a pole vault bar clearance app prototype. This app will give the coaches accurate information regarding the height and clearance characteristics of each jump. Additionally, WAIS collaborated with the technology and innovation team from the AIS to produce a machine learning model for pole vault. It was developed to provide immediate objective data regarding the biomechanical characteristics of pole vault.

2020 also saw the start of the Target Talent Program, Athletics Australia's early talent identification strand of their High Performance Pathway Strategy. The program is managed and delivered by WAIS and overseen by Athletics Performance Manager, Grant Ward.

### ATHLETE TALENT PIPELINE STATUS

| COMPETITION PERFORMANCE | POTENTIAL TO PROGRESS |
|-------------------------|-----------------------|
| 100%                    | 79%                   |
| CHAMPION BEHAVIOURS     | TALENT SUPPLY         |
| 86%                     | 81%                   |

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

The TTP acts as the mechanism to identify talent in the State, while providing meaningful contact between athletes and coaches during the off season, provide education resources and workshops and provide additional support to these identified athletes. Members of the Push to Paris Squad, include Sophie White, who receives S&C support, and Taylah Cruttenden who uses the recovery centre at the WAIS HPSC. Jackson Hamilton, became the first athlete to progress to a WAIS scholarship in November.

### Looking Ahead

With progress comes changes and following the completion of sports prioritisation and workforce planning for the next four years, the Podium Team will expand in 2021. New roles of performance physiotherapists for athletics and swimming have been established. Increased resourcing has been added across performance psychology and physical preparation to ensure athletes have the best preparation for competition.

**Joanne Richards** | Performance Team Director



Rhiannon Clarke



## PERFORMANCE ENHANCEMENT TEAM NATIONAL

Shannon Reynolds

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

### Canoe

Canoeing was one of the few sports able to complete its national championships for all disciplines and make Olympic Team selections. Jaime Roberts and Shannon Reynolds were selected in sprint kayak and will compete in the women's K4 event in Tokyo.

In Paracanoe Kathleen O'Kelly Kennedy competed in her first national championships in 2020 as a scholarship holder and will have a further opportunity to compete for Paralympic selection in 2021. Steven Lowther and Brodie Crawford placed six and ninth respectively in the Men's C1 at the Oceania Canoe Slalom Championships in Auckland.

As we begin a new Olympic and Paralympic cycle, a renewed focus has been placed on strengthening the pathway in WA as well as continuing to build opportunities in Paracanoe. To this end former scholarship holder and London Olympian Jesse Phillips has been appointed a Pathway Coach focusing on sprint kayak and Paracanoe. Jesse's experience as an athlete and coach will add to the coaching team under Head Coach Ramon Andersson.

### Sailing

At the Laser World Championships in February, Matt Wearn claimed silver and Luke placed seventh, his best result at this level. Wearn was also crowned National and Oceania Champion during the Sail Melbourne regatta confirming his position as one of the world's most consistent Laser sailors.

At the 49er fx World Championships Caitlin Elks and her partner Amelia Stabback (NSW) finished 11th and as the second Australian team, narrowly missed out on Olympic selection. Unfortunately, the COVID-19 pandemic prevented 470 class sailors from competing internationally in 2020, though Nia Jerwood and Monique de Vries still have their sights set on the delayed Tokyo Olympic Games.

Matt Jerwood joins the team in an expanded capacity as Pathway Coach and continues as the WA Sailing Squad Coordinator. WA sailors continue to perform at the highest level and Matt and Head Coach Belinda Stowell are busy working with the next generation.

### Water Polo

In January the Australian Stingers played a three-match series against reigning Olympic Champions USA in Brisbane, eventually losing the series 2-1, however showed they could push the world's leading team. Zoe Arancini, Lillian Hedges and Jessica Zimmerman all played in the winning match helping to enhance their standing as they compete for Olympic selection.

In a sign of the strength of water polo in WA, Luci Marsh, Jamie Oberman and Philippa Pedley were selected in the 20&U squad, from which the Junior World Championships Team will be selected. Marsh and Pedley along with Tess Hosking and Sofie Pontre were named among the Pathway to Paris Squad, that will train with the Stingers and are identified as potential Olympic athletes for the 2024 Games.

Domestically the Australian Water Polo League was cut short due to COVID-19 and the Sharks were unable to compete internationally in 2020.

Following consultation with partners Water Polo Australia and Water Polo WA, the decision was made to transition water polo from a WAIS run sport program, to a club based training environment, supported by WAIS. This unfortunately meant long time Head Coaches Paul Oberman and Georgina Kovacs-Muller, departed at the end of the year.

### Wheelchair Basketball

All competition both domestically and internationally was cancelled in 2020. WAIS athletes remained focused on maximising their training and development opportunities with access to training far better in WA compared to many of the national athletes in other states. 2021 sees the staff supporting the wheelchair basketball program expand to include Ryan Campbell as a performance physiotherapist, a role he also holds with the national team.

### Performance Services Program

#### Netball

The Suncorp Super Netball Series went ahead in a bubble arrangement in Queensland and Sunday Aryang made the most of the opportunity playing 13 games for the West Coast Fever. Courtney Bruce and Kaylia Stanton were also part of the Fever, finishing second in a close Grand Final. Following strong results, Sunday earned herself selection to the Australian Under 21 squad as well as a contract with the West Coast Fever in 2021. Nine scholars were selected into national development squads.

#### IAP

Before selections were postponed due to COVID-19, six athletes earned selection to the Australian Olympic Team. Artistic Swimmers Amie Thompson, Emily Rogers, Hannah Cross, Rose Stackpole and Jane Fruzynski were selected, with five of the eight members from Western Australia.

### ATHLETE TALENT PIPELINE STATUS

| COMPETITION PERFORMANCE | POTENTIAL TO PROGRESS |
|-------------------------|-----------------------|
| 84%                     | 78%                   |
| CHAMPION BEHAVIOURS     | TALENT SUPPLY         |
| 94%                     | 85%                   |

Stackpole and Fruzynski made the decision to retire from the sport following the postponement of the Games and were replaced with fellow WA athletes Hannah Burkhill and Alessandra Ho.

Laura Coles earned selection in the women's skeet shooting event, for what will be her first Olympic Games. In boxing Caitlin Parker and Alex Winwood earned Australia a quota place for the Games at the Asian / Oceanian Qualifying Event in Amman, Jordan.

### Looking Ahead

In addition to the expanded coaching teams in canoe and sailing, the National Performance Enhancement Team structure has been adjusted to strengthen the use of sport science to support athletes. To this, Adam Wolski has moved into the role of Physical Preparation Specialist and Paul Goods to Performance Scientist. Their expertise in preparing athletes and analysis will ensure WAIS athletes are in the best possible position to challenge for national team selections. The individual Athlete Program will remain overseen by Performance Services Program Manager Carolyn Morrison, with greater support being offered to these athletes.

**Karl Cooke** | Performance Team Director



Matt Wearn



## PERFORMANCE ENHANCEMENT TEAM PATHWAYS

Aleisha Power

The role of the Pathway Performance Enhancement Team is to progress athletes into a National Training Centre (NTC) or Professional Sports Team.

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

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

Across the pathway sports of hockey, cycling, rowing, and diving there were two graduates in 2020. All Pathway sports met their graduation targets for the 2020 Olympic cycle.

### Cycling

Head Coach, Matt Crampton, was seconded to Cycling Australia as Sprint Coach for the Podium Potential Academy and Assistant Coach for the National Team in July 2020. WAIS extended its current agreement with cycling until June 2021, enabling newly formed AusCycling to establish a viable strategy for track cycling in WA. In October, Oliver Bleddyn broke Cameron Meyer's under 19 state individual pursuit record by two seconds, posting a time of 3mins 17.08secs.

### Graduates

In January, Sam Welsford won his first elite title on the road at the Australian Road National Championships with criterium gold. Not to be outdone, fellow graduates Luke Durbridge

and Cameron Meyer also won gold at the championships. Meyer won the road race, becoming the first Australian to win the elite men's road race, time trial and criteriums titles. At the 2020 UCI Track World Championships in March, Matt Richardson won bronze in the team sprint to earn his first world championship medal. Richardson and Welsford were selected to the Australian Olympic Team for the Tokyo Games.

In October Jai Hindley finished second in the Giro d'Italia, becoming the first Western Australian and third Australian, to finish on the podium in one of the three grand tours in cycling.

### Diving

Sophie Ross graduated to the Adelaide Pillar Program in October, joining Nikita Hains who graduated the previous year. Head Coach Mat Helm was promoted to become a National Coach based in the Melbourne Pillar Program. Tommy Michael took over as head coach in October, bringing a wealth of experience from both his native United States where he coached at Northwestern University and University of Wisconsin. More recently, Tommy served as High Performance Coach for Diving Victoria.

### Graduates

Nikita Hains won bronze in the Women's 10m platform, and silver in the Women's 10m synchronised events at the FINA Grand Prix in February, before further competitions were cancelled due to COVID-19.

### Hockey

Aleisha Power became the latest WAIS athlete to graduate to the National High-Performance Program, taking the place of veteran goalkeeper Rachel Lynch. Penny Squibb was also re-selected

to the squad having been supported by WAIS as a training agreement athlete following her de-selection in 2019. WAIS scholars Renee Rockliff and Annie Gibbs were both selected to the Jillaroos, winning the series 4-0 over Japan in February.

**Graduates**

WAIS graduates Aran Zalewski, Tyler Lovell, Jake Harvie, Trent Mitton, Tom Wickham, Karri Somerville, and Georgia Wilson were all reselected to the reselected to National Teams. Unfortunately, the outbreak of COVID-19 denied both the Kookaburras and Hockeyroos an opportunity to defend their status as the number one and two teams in the world.

**Rowing**

Unfortunately, COVID-19 significantly impacted the competitive rowing schedule for 2020. Consequently, athletes had little opportunity to test themselves in national level competition. Focused on training improvements ahead of the next competitive opportunity, all have achieved personal bests during the year.

**Graduates**

WAIS graduates Jack Cleary, David Watts, Josh Hicks, Anabelle McIntyre, Bronwyn Cox, and Giorgia Patten were all reselected into the National Training Centre. Unfortunately, Lilly Tinapple decided to leave the sport following a break from the training centre during COVID-19. All graduated athletes returning to WA during the year have mentored the current crop of WAIS scholars, helping guide them towards future success.

**Looking Ahead**

In preparation for a new Olympic cycle the Pathway Performance Enhancement Team has undergone a restructure to better support and prepare athletes to graduate to national programs.

Michael Dobbin and Paul Turk join WAIS as Physical Preparation Specialists combining strength and conditioning

and physiology, and Bethanie Allanson as sport dietitian join the team. Their background working in AFL and other professional codes bringing a new approach. A new role of Performance Scientist has been introduced for rowing and will be filled by Martyn Binnie.

To provide better servicing to the individual athlete program, athletes have been split across the National and Pathway PETs, and Laura Piroballi joins the Pathway team as Performance Services Program Manager, overseeing the IAP and netball athletes.

**Neill Potts** | Performance Team Director

**ATHLETE PERFORMANCE KPI'S**

**2020 SCHOLARSHIP GRADUATIONS**

|             | ACTUAL | TARGET |
|-------------|--------|--------|
| Graduations | 2      | 3      |

**ATHLETE TALENT PIPELINE STATUS**

|                         |                       |
|-------------------------|-----------------------|
| COMPETITION PERFORMANCE | POTENTIAL TO PROGRESS |
| 61%                     | 58%                   |
| CHAMPION BEHAVIOURS     | TALENT SUPPLY         |
| 75%                     | 68%                   |



Matt Richardson



# PERFORMANCE SYSTEMS & ANALYTICS

Ben Pope

The Performance Systems and Analytics (PSA) department was established in 2020. Through broad consultation across the organisation two key focuses were identified for the team.

- Supporting business improvement by influencing performance systems.
- Support decision making with data and analytics.

### Performance Systems

WAIS has advanced athlete performance mapping, corporate reporting and tracking requirements. Collecting, tracking and reporting this data requires significant manual effort. Our objective has been to identify and reduce manual process and associated error by automating and streamlining practices. In 2020 our key achievements in this area were:

- Streamline an automated clothing order process.
- Implement an athlete led appointment booking system.

Completion of these projects significantly reduced time spent administering these activities and lead to more reliable reporting.

In addition to these projects, the PSA department has addressed athlete performance systems, managed internal staff consultation of workforce planning and supported the individual athlete planning policy. The department also conducted external market research analysis to support the development of the WAIS Community Engagement strategy.

### Data and Analytics

Through consultation with WAIS staff and stakeholders the department devised six strategic pillars that form the foundation to achieve our strategic goals.

Our key achievements in establishing the foundations of the strategy in 2020 were:

1. Conducting project results – Strategic pilot project.
2. Established metadata and data quality protocols.
3. Investigate, tested and identified key tools and technology.

These projects have been essential in establishing project protocols, goals and practices to support the development of the 2021 organisational plan.

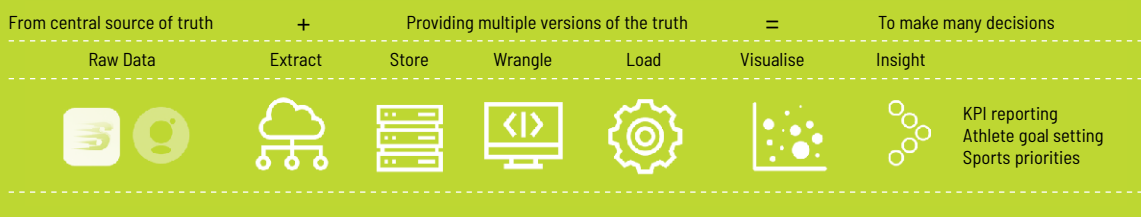
| OPTIMISE DECISION MAKING                                 |  |
|--|--|
| Strong decision architecture (business-information-data) | Advancing sports intelligence and analytics  |
| Collaboration and alignment with national network        | WAIS culture that values the role of data in decision-making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



## CASE STUDY: KEY STRATEGIC PILOT PROJECT

In a normal year, WAIS key performance indicators are percentage of Australian podium performances from WA athletes and supported by WAIS and percentage of national team representatives from WA athletes and supported by WAIS. Project Results was to automate this from source data in AMS and Gracenote. However, the wider purpose was to assess key technical aspects and inform our 2021 operational plan. It provided us with:

1. Built our key athlete and scholarship data sets in the managed data warehouse
2. Addressed our capability gap (need for a data scientist)
3. Build generic project schedule and timeline
4. Tested agile project management as preferred project management
5. Identified key data champions within the organisation



### 2021 Operational Plan

It is the objective of the PSA department to work with other departments to store, automate and deliver data to support decision making. We have prioritised four projects to be conducted in 2021. These projects were based on recommendations from the operational teams on what will have the greatest impact on athletes. We will explore three smaller administrative processes including the corporate reporting of KRAs.

| Projects Planned for 2021 |  |
|---------------------------|--|
| Project                   | Name   |
| 1                         | IAPP process development, tool development                             |
| 2                         | Swimming athlete framework, and benchmark data development             |
| 3                         | Pole Vault athlete framework and benchmark data development            |
| 4                         | Wheelchair basketball athlete framework and benchmark data development |

### KRA Athlete Performance Services

Following the adoption of the Athlete Management System (AMS) by the National Institute Network, the department has worked to advance the use of the AMS as the core of our athlete data systems. To achieve this in 2020, the department migrated historical data into the AMS, increased engagement with developer Fusion Sports, and undertook an organisation wide audit of its use. In 2021 we aim to work with our operational colleagues to migrate the majority of athlete specific data to AMS.

**Pene Newitt** | Performance Systems and Analytics Manager





## HIGH PERFORMANCE SPORT RESEARCH CENTRE

The WA High Performance Sport Research Centre (HPSRC) is a collaborative partnership between WAIS and the University of Western Australia (UWA).

The centre aims to provide WAIS sport programs with evidence-based, innovative solutions to performance-driven questions. The key intent of the Centre is to produce practical and applied research outcomes, which can subsequently be translated into the daily training environment of WAIS sport programs to optimise current practice and athlete success.

### 2020 Activity

2020 was a successful year for the HPSRC, with two of our scholars, Rachel McCormick and Alannah McKay successfully

submitting their research thesis and graduating from UWA with a PhD. Alannah was also awarded the 2020 best student researcher award from the American College of Sports Medicine Conference (hosted online), and her thesis was awarded a Dean's list citation upon graduation (an award given to <5% of all submitted theses). The work stemming from these two PhDs has had significant uptake from the sports science community, as evidenced by our team's invite to present the collective findings at the 2020 International

### CURRENT HPSRC PHD SCHOLARS

|   | Project Theme   | Student            | Research Theme                     | Sport Impacted  |
|---|---|--------------------|------------------------------------|-----------------|
| 1 | Exploring the use of power meters for training prescription in flat water kayak         | Cruz Hogan         | Training and Competition           | Kayak           |
| 2 | Understanding the rate of force development and neuromuscular fatigue in sprint cycling | Shannon Connolly   | Performance Analysis               | Cycling         |
| 3 | Combined use of heat and hypoxia for training adaptation in athletes                    | Myles Dennis       | Environmental Physiology           | Swimming        |
| 4 | Towards an understanding of athlete demands in Olympic class sailing                    | Chelsie Winchcombe | Performance Analysis               | Sailing         |
| 5 | Training progression and development in junior rowing athletes                          | Sophie Watts       | Training and Competition           | Rowing          |
| 6 | Exploring the athletes gut biome: Influence of training and impacts on illness          | Bronwen Charlesson | Applied Nutrition / Athlete Health | All WAIS Sports |
| 7 | Optimising elite athlete psychological resilience                                       | Liz Murdoch        | Psychology and Resilience          | All WAIS Sports |
| 8 | Personalised bicycle saddles: An anatomical and performance approach                    | Matthew Howlett    | Sports Engineering                 | Cycling         |

Sport and Exercise Nutrition Conference (hosted online), and by the AIS policy document for best practice iron guidelines, distributed for use across the National Institute Network.

In addition to the work of these two scholars, the HPSRC has supported eight other PhD students. Collectively, these eight students brought in ~\$210,000 of scholarship funding from their respective universities, and they provided more than 3000 hours of sport science support direct to WAIS sports programs via their eight hours a week commitment to work integrated learning. Finally, our research team had 20 peer-reviewed scientific articles published or accepted in press during 2020, which is a significant contribution of knowledge to the broader sports science community.

### 2021 Focus

Looking to 2021, we have an exciting year ahead. We hope to see three PhD graduates from our program next year, in addition to four students joining us to undertake projects in new areas of interest for the HPSRC. Eoghan Trihy will join us from Ireland as a UWA PhD student to investigate how to utilise the dynamic wave created by a swimmer during freestyle swimming. Leanne Snyder will join us from Murdoch University, forging new collaborations for the HPSRC, where she will undertake a PhD to understand the movement demands of wheelchair basketball. Leslie Payne will join us from UWA as an honours candidate, where he will investigate the association between run-up kinematics and performance in pole vault. Finally, Michael Wijaya will join us as an honours candidate from UWA, where he will look to validate a pole clearance app currently in use by the pole vault program. In addition to our new students, we will undertake to improve our communication of research outcomes and impact in 2021, ensuring we can show the significant amount of connection we provide to the wider sports science community. Finally, we will also look to expand our areas of research focus, with new opportunities in data science and analytics looking likely in the year ahead.

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

## 2020 IN REVIEW

|   |  |
|---|--|
| Representation on NIN Research Committee                            |  |
| International conference invitation to present work from the centre |  |
| National Policy document AIS Iron BPG                               |  |
| 1   | International conference award   |
| 1   | PhD thesis acknowledged on the UWA Dean's list   |
| 2   | PhD Graduates  |
| 8   | Current PhD students embedded in WAIS sport programs                                       |
| 20  | Peer review publications in scientific journals read by the wider sports science community |
| \$210,000 pa  | In scholarship funding from partner universities   |
| >3,000 hours  | Of work integrated learning: Direct student contribution to WAIS Sports Science servicing  |

## 2021 FOCUS

|  |   |
|--|---|
| New collaborations                                   |   |
| Communication of outcomes. Quantification of impact. |   |
| Refine areas of research focus                       |   |
| 3  | PhD completions   |
| 4  | New students: Eoghan Trihy, Leanne Snyder, Leslie Payne, Michael Wijaya |



HPSRC Students with UWA Vice Chancellor Professor Amit Chakma and Pete Peeling



## CORPORATE SERVICES

Cameron Meyer

The Corporate Services department was presented with many challenges during 2020. In the first half of the year the team stepped up to support all staff to rapidly transition to working from home as COVID-19 sent Western Australia into lockdown. During lockdown WAIS successfully completed one of the most significant overhauls to ICT since formation. Moving to a new managed service provider (MSP) and upgrading or replacing most core systems. 2020 also completed the transition to a calendar financial year, fully aligning finances with the sporting calendars. Significant support was provided to the Performance Enhancement Division in the second half of the year as WAIS completed its workforce planning for the 2024 Paris Olympic and Paralympic cycles.

### Finance

During 2020 the finance team completed the transition to a calendar financial year, fully aligning budgeting and financial reporting with the sporting calendar. The team was also able to support the Department of Local Government Sport and Cultural Industries by temporarily deferring grant instalments to allow the DLGSC to redirect funding to sporting organisations severely impacted by COVID-19. In the final months of the year WAIS, migrated finance systems from Microsoft Dynamics 365 NAV 2017 to its successor Microsoft Dynamics 365 Business Central.

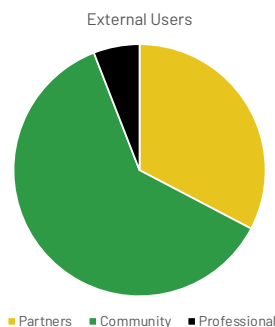
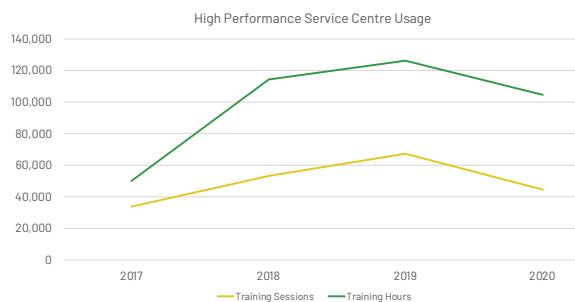
### ICT

The ICT team partnered with new MSP, FirstFocus to roll out significant upgrades to the ICT network. During the year systems were upgraded core office system to Microsoft 365, creating a more collaborative and secure environment. Legacy systems including Citrix, Document Management System, and others were replaced with SharePoint and the

suite of M365 apps, including Microsoft Teams which has proven invaluable with limited opportunities for face to face work with interstate and international colleagues. All staff were able to work from home at short notice during the COVID-19 lockdown, due to the hard work of our ICT and operations teams in partnership with our MSP.

### Facilities and Equipment

The High Performance Service Centre saw a significant drop in usage during 2020 as a result of restrictions put in place due to COVID-19.



## Occupational Health and Safety

|            | Lost Time Injury | Restricted Work Injury | Medical Treatment Injury | First Aid Injury |
|------------|------------------|------------------------|--------------------------|------------------|
| YTD Jun-20 | -                | -                      | -                        | -                |
| YTD Jun-19 | -                | -                      | -                        | -                |

There were no reportable occupational health and safety incidents during 2020. This can be attributed to WAIS' commitment to providing a safe work environment for both staff and athletes. WAIS continues to monitor all potential work place risks in line with its risk management policies to ensure this trend continues into the future.

## Unauthorised use of credit cards

Officers of the Institute hold corporate credit cards where their functions warrant usage of this facility. All cardholders are annually reminded of their obligations under the Institutes credit card policy. However, 16 employees mistakenly utilised their corporate credit card for personal purposes for a total of \$588 for the period 1 January 2020 to 31 December 2020. This is an increase on the previous period, per the table below. The total figures for personal usage are still extremely low compared to the total transaction completed via credit card. The matters were not referred for disciplinary action as the Chief Financial Officer noted immediate advice of the inappropriate use, prompt settlement of the personal use amount and that the nature of the expenditure was immaterial and characteristic of an honest mistake.

|  | 2020  | 2019  |
|--|-------|-------|
| Aggregate amount of personal use expenditure for the reporting period                        | \$588 | \$555 |
| Aggregate amount of personal use expenditure settled by the due date (within 5 working days) | \$588 | \$555 |
| Aggregate amount of personal use expenditure settled after the period (after 5 working days) | -     | -     |
| Aggregate amount of personal use expenditure outstanding at balance date                     | -     | -     |

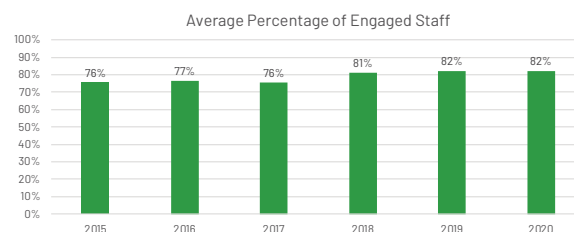
## Human Resources

### KRA Staff

#### Organisational Climate

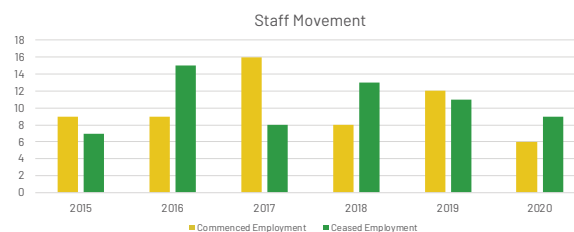
WAIS continues to foster a highly engaged workforce despite of the challenges that 2020 presented. The postponement of the 2020 Tokyo Olympics and Paralympics as well as most of the sporting calendar for 2020 has not impacted staff engagement levels, leaving WAIS in a strong position leading

into the rescheduled Olympics and Paralympics in 2021. Having engaged staff is a critical success factor in helping our athletes to reach their sporting goals and enabling WAIS to achieve its organisational objectives. Our metric to monitor engagement is through a bi-annual survey developed by the Gallup Organisation. WAIS is proud to be positively trending over the past five years and to be exceeding its target of an engagement rate of 80% or greater as shown below;



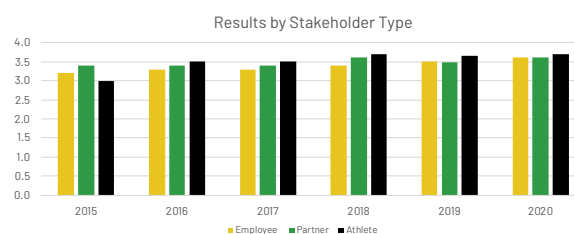
#### Staff Movement

During the year WAIS had turnover in line with previous years. The completion of workforce planning project to ensure it has the right mix of skills for the 2024 Paris cycle, will see new staff in performance services and coaching commence in early 2020. WAIS farewelled a number of staff during the year and is grateful for the commitment and passion they brought to their work during their time with us.



## KRA Stakeholders

WAIS continues to remain strongly engaged with key stakeholder groups. Productive relationships with stakeholders is key to WAIS delivering on its organisational objectives. WAIS works tirelessly to maintain its relationships which is demonstrated by consistently high results and positive feedback provided in its annual stakeholder survey. The trend over the past six years is shown below;



**Damien Fitzpatrick** | Corporate Services Manager

## Corporate Communications

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

### Media and Communications

The department organised 140 media stories across 2020, a 150% increase on 2019. Of the coverage 49 were achieved through print, 25 through television and 66 radio interviews. The COVID-19 pandemic significantly impacted sporting competition, though interest in WAIS athletes remained high, with the opportunity for feature stories on athletes and how WAIS and athletes were adapting to the pandemic.

Highlights of media coverage included two nation wide live crosses, the first with dual Olympian Blair Evans on Fox Sports on January 24 to mark six months to the Tokyo Olympic Games. On the 20th anniversary of the Sydney Olympic Games opening ceremony, September 15, artistic swimmer Hannah Burkhill featured on the Studio 10 morning show on Network 10.

Coverage of regional athletes included Zac Incerti on GWN and in the Broome Advertiser and Sophie Ross in the Albany Advertiser.

Several media opportunities were organised with the Minister for Sport including six months to the Tokyo Olympic and Paralympic Games, returning to training following COVID-19 shutdown and the installation of a new underwater camera motion analysis system at HBF Stadium.

### Brand and Partnerships

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

The ongoing support from the strategic partners of the Institute, the Department of Local Government Sport and Cultural Industries, with strategic support in supporting high performance sport and athlete pathways, VenuesWest for the use and provision of facilities for training and the National Institute Network for their national alliance continues to drive WA's high performance daily training environment.

2XU continues as the Official Apparel and Compression Partner of WAIS, with the high performance clothing appreciated by athletes and staff.

The department built on an existing supplier relationship to establish a partnership with Way Funky Pty Ltd, for the Funkita and Funky Trunks brands to become the Official Swimwear Partner of the Western Australian Institute of Sport. This new partnership benefits athletes across swimming, water polo, diving and artistic swimming.

### Stakeholder Engagement

Two separate stakeholder functions were held in 2020 with the corporate communications department providing internal project management services.

The 2020 Western Australian Hall of Champions dinner was held on November 2 at Crown Towers in Burswood. The event was attended by more than 340 people, the largest standalone Hall of Champions event. Dual Olympic swimming gold medallist Todd Pearson, world champion rower Amber Bradley and star WA golfer Terry Gale were individual inductions. The WA State Women's Hockey Team between 1985-1991, became the fourth team inducted with their record standing alone in global sporting dominance.

Due to COVID-19 the WAIS Annual Awards of Excellence were not held, with the event replaced with a cocktail function at the WAIS High Performance Service Centre. Around 80 staff, athletes and stakeholders attended to reflect on 2020 and thank the Minister for Sport, the Hon. Mick Murray MLA for his support as retires at the next election.

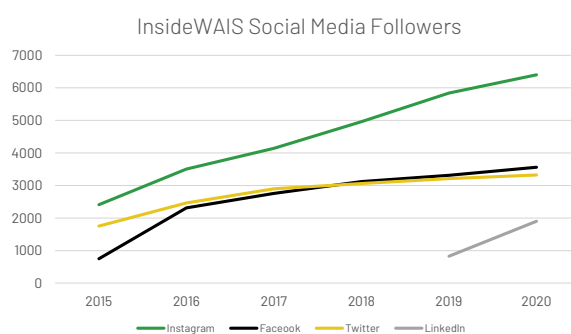
### WAIS Website

The WAIS website continues to be an important resource for providing information on the institute from news and results of athletes to information and policies to employment opportunities and more. Over calendar 2020 the website attracted 119,913 page views from 38,522 users, a 21% fall in page views and 14.34% fall in users on 2019. This fall can be attributed to the COVID-19 pandemic, which meant for the majority of 2020 there was limited or no sport happening to report on.

The most visited sections of the website are news and employment, showing the interest of following the results and news of WAIS athletes and potential employment opportunities.

### Social Media

The WAIS social media channels; Instagram, Facebook, Twitter and LinkedIn achieved above target growth in 2020.



The use of the InsideWAIS accounts on social media allows the department to take people inside the Institute and provide a behind the scenes look of athlete training and preparation, as well as updating the public on recent results and upcoming competition. The use of video across training videos, how to and nutrition proved the most popular, particularly during lockdown.

LinkedIn has proven to be an increasingly popular platform for delivering information, with the number of followers more than doubling across 2020. Across the four main platforms WAIS has 15,183 followers a 15.14% increase on 2019.

**Ross Willox** | Corporate Communications Coordinator

# WAIS SPORT AND COMMUNITY PARTNERS

## Principal Partner



## Strategic Partners



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

VENUES WEST



THE UNIVERSITY OF  
**WESTERN  
AUSTRALIA**

National Institute Network

## Corporate Partners



Athlete Scholarship Fund



WA Government Olympic & Paralympic  
Direct Athlete Grant



International Scholarship Fund



Athlete Scholarship Fund



Official Apparel and Compression Partner



Official Swimwear Partner

## Recognised Training Centres



RECOGNISED  
OLYMPIC  
TRAINING CENTRE



Centre for  
Paralympic  
Excellence



**wais**



## FINANCIAL CONTENTS

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## 2021 ESTIMATES

# STATEMENT OF COMPREHENSIVE INCOME

|   | Estimate (\$)<br>2021 |
|---|-----------------------|
| <b>INCOME FROM STATE GOVERNMENT</b>       |                       |
| State grants                              | (8,013,902)           |
| Services received free of charge          | (2,538,944)           |
| <b>Total income from State Government</b> | <b>(10,552,846)</b>   |
| <b>INCOME FROM OTHER SOURCES</b>          |                       |
| Commonwealth grants and contributions     | -                     |
| Interest revenue                          | (37,046)              |
| Contribution from sporting bodies         | (1,267,431)           |
| Other revenue                             | (141,203)             |
| Gain on disposal of non-current assets    | (30,000)              |
| <b>Total income from other sources</b>    | <b>(1,475,681)</b>    |
| <b>Total Income</b>                       | <b>(12,028,527)</b>   |
| <b>COST OF SERVICES</b>                   |                       |
| Employee Benefits Expense                 | 5,551,213             |
| Supplies and services                     | 2,760,976             |
| Depreciation and amortisation expense     | 256,659               |
| Accommodation expense                     | 2,225,087             |
| Other Expenses                            | 1,933,828             |
| <b>Total cost of services</b>             | <b>12,727,762</b>     |
| <b>(SURPLUS) / DEFICIT FOR THE PERIOD</b> | <b>699,235</b>        |

2021 ESTIMATES

## STATEMENT OF FINANCIAL POSITION

|                                      | Estimate (\$) 2021 |
|--------------------------------------|--------------------|
| <b>ASSETS</b>                        |                    |
| <b>Current Assets</b>                |                    |
| Cash and cash equivalents            | 10,655,270         |
| Receivables                          | 94,885             |
| Other current assets                 | 150,000            |
| Inventories                          | 75,000             |
| <b>Total Current Assets</b>          | <b>10,975,155</b>  |
| <b>Non-Current Assets</b>            |                    |
| Property, plant and equipment        | 888,186            |
| Intangibles                          | -                  |
| <b>Total Non-Current Assets</b>      | <b>888,186</b>     |
| <b>Total Assets</b>                  | <b>11,863,341</b>  |
| <b>LIABILITIES</b>                   |                    |
| <b>Current Liabilities</b>           |                    |
| Payables                             | 904,336            |
| Provisions                           | 638,710            |
| Other current liabilities            | 150,000            |
| <b>Total Current Liabilities</b>     | <b>1,693,046</b>   |
| <b>Non-Current Liabilities</b>       |                    |
| Provisions                           | 246,764            |
| <b>Total Non-Current Liabilities</b> | <b>246,764</b>     |
| <b>Total Liabilities</b>             | <b>1,939,810</b>   |
| <b>NET ASSETS</b>                    | <b>9,923,531</b>   |
| <b>Equity</b>                        |                    |
| Accumulated surplus                  | (699,235)          |
| Retained earnings                    | 10,622,765         |
| <b>TOTAL EQUITY</b>                  | <b>9,923,531</b>   |

## 2021 ESTIMATES

# STATEMENT OF CASH FLOWS

|   | Estimate (\$) 2021  |
|---|---------------------|
| <b>Forecast opening cash balance</b>                      | <b>11,495,362</b>   |
| <b>Cash flows from State Government</b>                   |                     |
| State grants  | 8,013,902           |
| <b>Net cash provided by State Government</b>              | <b>8,013,902</b>    |
| Utilised as follows:                                      |                     |
| <b>Cash flows from operating activities</b>               |                     |
| <b>Payments</b>   |                     |
| Employee benefits   | (5,459,037)         |
| Supplies and services                                     | (2,433,420)         |
| Accommodation   | (511,669)           |
| GST Payments on purchases                                 | -                   |
| Other payments  | (1,667,857)         |
| GST Payments to the ATO                                   | -                   |
|   | <b>(10,071,983)</b> |
| <b>Receipts</b>   |                     |
| Commonwealth grants and contributions                     | 0                   |
| Interest received   | 37,046              |
| Receipts from sporting bodies                             | 1,267,431           |
| Other receipts  | 141,203             |
|   | 1,445,681           |
| <b>Net cash used in operating activities</b>              | <b>(8,626,302)</b>  |
| <b>Cash flows from investing activities</b>               |                     |
| <b>Payments</b>   |                     |
| Purchase of non-current physical assets                   | (257,692)           |
| <b>Receipts</b>   |                     |
| Proceeds from the sale of non-current physical assets     | 30,000              |
| <b>Net cash used in investing activities</b>              | <b>(227,692)</b>    |
| <b>Net increase in cash and cash equivalents</b>          | <b>(840,092)</b>    |
| <b>Cash and cash equivalents at the end of the period</b> | <b>10,655,270</b>   |

# INDEPENDENT AUDITOR'S REPORT



## Auditor General

### INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

#### WESTERN AUSTRALIAN INSTITUTE OF SPORT Report on the Financial Statements

##### **Opinion**

I have audited the financial statements of the Western Australian Institute of Sport which comprises the Statement of Financial Position as at 31 December 2020, the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows for the year then ended, as well as notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Western Australian Institute of Sport for the year ended 31 December 2020 and the financial position at the end of that period. They are in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

##### **Basis for Opinion**

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

##### **The Board's Responsibilities for the Financial Statements**

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

In preparing the financial statements, the Board is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Institute.

##### **Auditor's Responsibilities for the Audit of the Financial Statements**

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

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website at [https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). This includes the identification and assessment of the risk of material misstatement due to fraud arising from management override of controls. This description forms part of my auditor's report.

### **Report on Controls**

#### ***Opinion***

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

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

In my opinion, in all material respects, the controls exercised by the Western Australian Institute of Sport are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions during the year ended 31 December 2020.

#### ***The Board's Responsibilities***

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

#### ***Auditor General's Responsibilities***

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

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

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

#### ***Limitations of Controls***

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

## Report on the Key Performance Indicators

### **Opinion**

I have undertaken a reasonable assurance engagement on the key performance indicators of the Western Australian Institute of Sport for the year ended 31 December 2020. The key performance indicators are the Under Treasurer approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Western Australian Institute of Sport are relevant and appropriate to assist users to assess the Institute's performance and fairly represent indicated performance for the year ended 31 December 2020.

### **Matter of Significance**

The Western Australian Institute of Sport received an exemption from the Under Treasurer from reporting its effectiveness indicators the 'Percentage of national team representatives from WA and supported by the Western Australian Institute of Sport', 'Percentage of Australian podium performances from WA and supported by the Western Australian Institute of Sport' and 'Percentage of the Western Australian Institute of Sport scholarship holder national team representatives reflecting the personal value of a champion' for the year ended 31 December 2020.

The exemption was approved due to the cancellation or postponement of major sporting competitions due to the COVID-19 pandemic restrictions. Consequently, these indicators have not been reported. My opinion is not modified in respect of this matter.

### **The Board's Responsibility for the key performance indicators**

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

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

### **Auditor General's Responsibility**

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the entity's performance, and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

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

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

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

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

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

This auditor's report relates to the financial statements and key performance indicators of the Western Australian Institute of Sport for the year ended 31 December 2020 included on the Institute's website. The Institute's management is responsible for the integrity of the Institute's website. This audit does not provide assurance on the integrity of the Institute's website. The auditor's report refers only to the financial statements and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.



ALOHA MORRISSEY  
ASSISTANT AUDITOR GENERAL FINANCIAL AUDIT  
Delegate of the Auditor General for Western Australia  
Perth, Western Australia  
12 March 2021



# WESTERN AUSTRALIAN INSTITUTE OF SPORT (INC) ANNUAL FINANCIAL STATEMENTS

For the reporting period ended 31 December 2020

## CERTIFICATION OF FINANCIAL STATEMENTS

The accompanying financial statements of the Institute have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the reporting period ending on 31 December 2020 and the financial position as at 31 December 2020.

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



**Mr Neil McLean**  
Chair  
Western Australian Institute of Sport  
8 March 2021



**Mr Steven Lawrence**  
Chief Executive Officer  
Western Australian Institute of Sport  
8 March 2021



**Mr Damien Fitzpatrick**  
Chief Financial Officer  
Western Australian Institute of Sport  
8 March 2021



# FINANCIAL STATEMENTS

## STATEMENT OF COMPREHENSIVE INCOME

|   | Note                   | 12 Months<br>31 December 2020<br>\$ | 18 Months<br>31 December 2019<br>\$ |
|---|------------------------|-------------------------------------|-------------------------------------|
| <b>COST OF SERVICES</b>                                     |                        |                                     |                                     |
| <b>Expenses</b>   |                        |                                     |                                     |
| Employee benefits expense                                   | 2.1(a)                 | 5,072,636                           | 7,112,361                           |
| Supplies and services                                       | 2.2                    | 2,956,037                           | 5,811,070                           |
| Depreciation and amortisation expense                       | 4.1(a), 4.2(a), 4.3(a) | 328,633                             | 470,881                             |
| Finance costs   | 6.4                    | 451                                 | -                                   |
| Accommodation expenses                                      | 2.2                    | 923,974                             | 2,747,651                           |
| Other expenses  | 2.2                    | 1,270,028                           | 2,174,072                           |
| Loss on disposal of non-current assets                      | 3.4                    | 18,142                              | -                                   |
| <b>Total cost of services</b>                               |                        | <b>10,569,901</b>                   | <b>18,316,035</b>                   |
| <b>Income</b>   |                        |                                     |                                     |
| Interest revenue  | 3.3                    | 20,034                              | 98,254                              |
| Contribution from sporting bodies                           | 3.2                    | 1,303,326                           | 2,032,282                           |
| Other revenue   | 3.5                    | 350,947                             | 230,513                             |
| Gain on disposal of non-current assets                      | 3.4                    | -                                   | 21,829                              |
| <b>Total Income</b>   |                        | <b>1,674,307</b>                    | <b>2,382,878</b>                    |
| <b>Total income other than income from State Government</b> |                        | <b>1,674,307</b>                    | <b>2,382,878</b>                    |
| <b>NET COST OF SERVICES</b>                                 |                        | <b>8,895,594</b>                    | <b>15,933,157</b>                   |
| <b>INCOME FROM STATE GOVERNMENT</b>                         |                        |                                     |                                     |
| State grants  | 3.1                    | 11,889,302                          | 16,122,671                          |
| Services received free of charge                            | 3.1                    | 1,399,494                           | 3,939,732                           |
| <b>Total income from State Government</b>                   |                        | <b>13,288,796</b>                   | <b>20,062,403</b>                   |
| <b>SURPLUS / FOR THE PERIOD</b>                             |                        | <b>4,393,202</b>                    | <b>4,129,246</b>                    |
| <b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>            |                        | <b>4,393,202</b>                    | <b>4,129,246</b>                    |

Statement of Comprehensive Income for the year ended 31 December 2020.  
The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.



## FINANCIAL STATEMENTS

# STATEMENT OF FINANCIAL POSITION

|                                      | Note   | 31 December 2020<br>\$ | 31 December 2019<br>\$ |
|--------------------------------------|--------|------------------------|------------------------|
| <b>ASSETS</b>                        |        |                        |                        |
| <b>Current Assets</b>                |        |                        |                        |
| Cash and cash equivalents            | 6.1    | 10,904,215             | 5,404,609              |
| Receivables                          | 5.1    | 84,767                 | 128,927                |
| Other current assets                 | 5.3    | 116,047                | 159,344                |
| Inventories                          | 5.2    | 108,127                | 124,314                |
| <b>Total Current Assets</b>          |        | <b>11,213,156</b>      | <b>5,817,194</b>       |
| <b>Non-Current Assets</b>            |        |                        |                        |
| Property, plant and equipment        | 4.1    | 795,594                | 803,850                |
| Right of Use Asset                   | 4.2    | 59,547                 | -                      |
| Intangibles                          | 4.3    | 30,065                 | 55,836                 |
| <b>Total Non-Current Assets</b>      |        | <b>885,206</b>         | <b>859,686</b>         |
| <b>Total Assets</b>                  |        | <b>12,098,362</b>      | <b>6,676,880</b>       |
| <b>LIABILITIES</b>                   |        |                        |                        |
| <b>Current Liabilities</b>           |        |                        |                        |
| Payables                             | 5.4    | 1,323,223              | 366,336                |
| Employee Related Provisions          | 2.1(b) | 604,055                | 584,845                |
| Lease Liabilities                    | 6.2    | 46,698                 | -                      |
| Other current liabilities            | 5.5    | 245,491                | 161,198                |
| <b>Total Current Liabilities</b>     |        | <b>2,219,467</b>       | <b>1,112,379</b>       |
| <b>Non-Current Liabilities</b>       |        |                        |                        |
| Provisions                           | 2.1(b) | 165,821                | 244,629                |
| <b>Total Non-Current Liabilities</b> |        | <b>165,821</b>         | <b>244,629</b>         |
| <b>Total Liabilities</b>             |        | <b>2,385,288</b>       | <b>1,357,008</b>       |
| <b>NET ASSETS</b>                    |        | <b>9,713,074</b>       | <b>5,319,872</b>       |
| <b>Equity</b>                        |        |                        |                        |
| Accumulated surplus                  |        | 9,713,074              | 5,319,872              |
| <b>TOTAL EQUITY</b>                  |        | <b>9,713,074</b>       | <b>5,319,872</b>       |

Statement of Financial Position as at 31 December 2020.  
The Statement of Financial Position should be read in conjunction with the accompanying notes.



## FINANCIAL STATEMENTS

# STATEMENT OF CHANGES IN EQUITY

|   | Note | Accumulated surplus<br>\$ | Total equity<br>\$ |
|---|------|---------------------------|--------------------|
| <b>Balance at 1 July 2018</b>             |      | 1,190,626                 | 1,190,626          |
| Total comprehensive income for the period |      | 4,129,246                 | 4,129,246          |
| <b>Balance at 31 December 2019</b>        |      | <b>5,319,872</b>          | <b>5,319,872</b>   |
| <b>Balance at 1 January 2020</b>          |      | <b>5,319,872</b>          | <b>5,319,872</b>   |
| Total comprehensive income for the period |      | 4,393,202                 | 4,393,202          |
| <b>Balance at 31 December 2020</b>        |      | <b>9,713,074</b>          | <b>9,713,074</b>   |

Statement of Changes in Equity for the year ended 31 December 2020.  
The Statement of Changes in Equity should be read in conjunction with the accompanying notes.



## FINANCIAL STATEMENTS

# STATEMENT OF CASH FLOWS

|   | Note | 12 Months<br>31 December 2020<br>\$ | 18 Months<br>31 December 2019<br>\$ |
|---|------|-------------------------------------|-------------------------------------|
| <b>CASH FLOWS FROM STATE GOVERNMENT</b>                             |      |                                     |                                     |
| State grants  |      | 11,889,302                          | 16,122,671                          |
| <b>Net cash provided by State Government</b>                        |      | <b>11,889,302</b>                   | <b>16,122,671</b>                   |
| Utilised as follows:  |      |                                     |                                     |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                         |      |                                     |                                     |
| <b>Payments</b>   |      |                                     |                                     |
| Employee benefits   |      | (4,964,987)                         | (7,275,209)                         |
| Supplies and services   |      | (2,386,096)                         | (4,393,724)                         |
| Accommodation   |      | (109,328)                           | (263,481)                           |
| GST payments on purchases   |      | (287,760)                           | (499,394)                           |
| Other payments  |      | (958,624)                           | (2,120,887)                         |
| GST payments to the ATO   |      | (409,019)                           | (1,359,554)                         |
|   |      | <b>(9,115,814)</b>                  | <b>(15,912,249)</b>                 |
| <b>Receipts</b>   |      |                                     |                                     |
| Interest received   |      | 25,436                              | 92,853                              |
| GST receipts on sales / grants                                      |      | 1,355,754                           | 1,853,753                           |
| Other receipts  |      | 1,561,576                           | 2,250,379                           |
|   |      | 2,942,766                           | 4,196,985                           |
| <b>Net cash used in operating activities</b>                        |      | <b>(6,173,048)</b>                  | <b>(11,715,264)</b>                 |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                         |      |                                     |                                     |
| <b>Payments</b>   |      |                                     |                                     |
| Purchase of non-current physical assets                             |      | (176,603)                           | (340,992)                           |
| <b>Receipts</b>   |      |                                     |                                     |
| Proceeds from the sale of non-current physical assets               |      | 4,495                               | 28,727                              |
| <b>Net cash used in investing activities</b>                        |      | <b>(172,108)</b>                    | <b>(312,265)</b>                    |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                         |      |                                     |                                     |
| <b>Payments</b>   |      |                                     |                                     |
| Principal elements of lease payments                                |      | (44,540)                            | -                                   |
| <b>Net cash used in financing activities</b>                        |      | <b>(44,540)</b>                     | <b>-</b>                            |
| <b>Net increase in cash and cash equivalents</b>                    |      | 5,499,606                           | 4,095,142                           |
| Cash and cash equivalents at the beginning of the period            |      | 5,404,609                           | 1,309,467                           |
| <b>CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL PERIOD</b> |      | <b>10,904,215</b>                   | <b>5,404,609</b>                    |

Statement of Cash Flows for the year ended 31 December 2020.

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



# FINANCIAL STATEMENTS

## NOTES TO THE FINANCIAL STATEMENTS

### 1. Basis of preparation

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

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

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

These annual financial statements were authorised for issue by the Accountable Authority of the Institute on 8 March 2021.

#### Statement of compliance

These general purpose financial statements are prepared in accordance with:

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

The *Financial Management Act 2006* and the Treasurer's Instructions take precedence over AASs. Several AASs are modified by TIs to vary application, disclosure format and wording. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

#### Basis of preparation

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

#### Judgements and estimates

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

#### Comparative Information

During the 2017-18 Financial Year the WAIS Board endorsed a proposal to change WAIS' financial year to follow a calendar year. The 2019 comparative period represents an 18 month transition period as WAIS moved to a calendar year reporting period, therefore the current period is 12 months to 31 December 2020 and the comparative period is 18 months to 31 December 2019.

#### Contributed equity

AASB Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated by the Government (the owner) as contributions by owners (at the time of, or prior to, transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by T1 955 *Contributions by Owners made to Wholly Owned Public Sector Entities* and have been credited directly to Contributed Equity.

The transfers of net assets to/from other agencies, other than as a result of a restructure of administrative arrangements, are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal.

## NOTES TO THE FINANCIAL STATEMENTS

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

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

|   | Note   | 2020<br>\$       | 2019<br>\$       |
|---|--------|------------------|------------------|
| Employee benefits expenses  | 2.1(a) | 5,072,636        | 7,112,361        |
| Employee related provisions   | 2.1(b) | 769,876          | 829,474          |
| Other expenditure   | 2.2    | 5,150,039        | 10,723,793       |
| <b>2.1(a) Employee benefits expenses</b>  |        |                  |                  |
| Wages and salaries <sup>(a)</sup>   |        | 4,063,562        | 5,699,055        |
| Termination Benefits <sup>(b)</sup>   |        | 155,442          | 251,434          |
| Annual leave  |        | 336,349          | 482,694          |
| Long service leave  |        | 89,933           | 66,401           |
| Superannuation <sup>(c)</sup>   |        | 427,350          | 612,777          |
|   |        | <b>5,072,636</b> | <b>7,112,361</b> |
| (a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component.  |        |                  |                  |
| (b) Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Institute is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value. |        |                  |                  |
| (c) The amount recognised in the profit or loss of the Statement of Comprehensive Income comprises employer contributions paid to superannuation funds. External Superannuation institutions administer the superannuation schemes.   |        |                  |                  |
| <b>2.1(b) Employee related provisions</b>   |        |                  |                  |
| <b>CURRENT</b>  |        |                  |                  |
| <b>Employee benefits provision</b>  |        |                  |                  |
| Annual leave <sup>(a)</sup>   |        | 229,174          | 286,185          |
| Long service leave <sup>(b)</sup>   |        | 321,898          | 265,905          |
|   |        | <b>551,072</b>   | <b>552,090</b>   |
| <b>Other provisions</b>   |        |                  |                  |
| Employment on-costs <sup>(c)</sup>  |        | 52,983           | 32,755           |
|   |        | <b>52,983</b>    | <b>32,755</b>    |
| <b>Total current employee related provisions</b>  |        | <b>604,055</b>   | <b>584,845</b>   |

## NOTES TO THE FINANCIAL STATEMENTS

|  | 2020<br>\$     | 2019<br>\$     |
|--|----------------|----------------|
| <b>NON-CURRENT</b>   |                |                |
| <b>Employee benefits provision</b>   |                |                |
| Long service leave <sup>(b)</sup>  | 157,688        | 228,811        |
| <b>Other provisions</b>  |                |                |
| Employment on-costs <sup>(c)</sup>   | 8,133          | 15,818         |
| <b>Total non-current employee related provisions</b>   | <b>165,821</b> | <b>244,629</b> |
| <b>Total employee related provisions</b>   | <b>769,876</b> | <b>829,474</b> |
| (a) Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after the reporting period.   |                |                |
| (b) Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after the reporting period. Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Institute has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.<br><br>The annual and long service leave provision is calculated at the present value of expected future payments to be made in relation to services provided by employees upto the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match the estimated future cashflows. |                |                |
| (c) <b>Employment on-costs:</b> The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.<br><br>Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses, Note 2.2 (apart from the unwinding of the discount (finance cost))' and are not included as part of the Institute's 'employee benefits expense'. The related liability is included in 'Employment on costs provision'   |                |                |
| <b>Employment on-cost provision</b>  |                |                |
| Carrying amount at start of period   | 48,573         | 59,188         |
| Movements during period  | 12,542         | (10,615)       |
| <b>Carrying amount at end of year</b>  | <b>61,115</b>  | <b>48,573</b>  |
| <b>Key sources of estimation uncertainty – long service leave</b>  |                |                |
| Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.  |                |                |



## NOTES TO THE FINANCIAL STATEMENTS

|  | 2020<br>\$       | 2019<br>\$        |
|--|------------------|-------------------|
| <p>Several estimates and assumptions are used in calculating an Institute's long service leave provision. These include:</p> <ul style="list-style-type: none"> <li>• expected future salary rates;</li> <li>• discount rates;</li> <li>• employee retention rates; and</li> <li>• expected future payments.</li> </ul> <p>Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision. Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.</p> |                  |                   |
| <b>2.2 Other expenditure</b>   |                  |                   |
| <b>Supplies and services</b>   |                  |                   |
| Travel   | 313,832          | 988,498           |
| Consultants and contractors  | 630,228          | 998,399           |
| Communication  | 34,769           | 68,164            |
| Venue hire, sports related repairs and maintenance   | 1,509,159        | 2,884,250         |
| Events   | 7,571            | 93,184            |
| Training and development   | 34,791           | 142,261           |
| Other  | 425,687          | 636,314           |
| <b>Total supplies and services expenses</b>  | <b>2,956,037</b> | <b>5,811,070</b>  |
| <b>Accommodation expenses</b>  |                  |                   |
| HPSC lease   | 923,974          | 2,747,651         |
| <b>Total accommodation expenses</b>  | <b>923,974</b>   | <b>2,747,651</b>  |
| <b>Other</b>   |                  |                   |
| Equipment repairs & maintenance  | 92,798           | 152,477           |
| General administration expenses  | 7,580            | 26,054            |
| Sport programs   | 852,928          | 1,417,744         |
| Sport science  | 64,590           | 49,835            |
| Marketing & promotion  | 27,905           | 67,928            |
| Employment on-costs  | 224,227          | 460,034           |
| <b>Total other expenses</b>  | <b>1,270,028</b> | <b>2,174,072</b>  |
| <b>Total other expenditure</b>   | <b>5,150,039</b> | <b>10,732,793</b> |
| <b>Supplies and services:</b>  |                  |                   |
| Supplies and services are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.  |                  |                   |
| <b>Repairs, maintenance and cleaning costs</b> are recognised as expenses as incurred.   |                  |                   |
| <b>Accommodation:</b>  |                  |                   |
| Accommodation expenses are recognised as an expense in the reporting period they are incurred. They represent the fair value of the HPSC lease which includes a cash component and services free of charge provided by VenuesWest as part of their Community Service Obligation.   |                  |                   |

## NOTES TO THE FINANCIAL STATEMENTS

|  | Note | 2020<br>\$        | 2019<br>\$        |
|--|------|-------------------|-------------------|
| <p><b>Other:</b><br/>Other operating expenses generally represent the day-to-day running costs incurred in normal operations.</p> <p><b>Building and infrastructure maintenance and equipment repairs and maintenance:</b> Repairs and maintenance costs are recognised as expenses as incurred, except where they relate to the replacement of a significant component of an asset. In that case, the costs are capitalised and depreciated.</p> <p><b>Employee on-cost</b> includes workers' compensation insurance and other employment on-costs. The on costs liability associated with the recognition of annual and long service leave liabilities is included at Note 2.(b) Employee related provisions. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.</p> |      |                   |                   |
| <p><b>3. Our funding sources</b></p> <p><b>How we obtain our funding</b><br/>This section provides additional information about how the Institute obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary revenue and income received by the Institute and the relevant notes are:</p>   |      |                   |                   |
| Income from State Government   | 3.1  | 13,288,796        | 20,062,403        |
| Contributions from sporting bodies   | 3.2  | 1,303,326         | 2,032,282         |
| Interest revenue   | 3.3  | 20,034            | 98,254            |
| Net gain / (loss) on disposal of non-current assets  | 3.4  | (18,142)          | 21,829            |
| Other Revenue  | 3.5  | 350,947           | 230,513           |
| <p><b>3.1 Income from State Government</b></p>   |      |                   |                   |
| Sports Lotteries Funding grant   |      | 9,601,200         | 11,570,590        |
| Consolidated Funding grant   |      | 2,288,102         | 4,552,081         |
|  |      | <b>11,889,302</b> | <b>16,122,671</b> |
| <p><b>Services received free of charge from other State Government Agencies</b><br/>Determined on the basis of the following estimates provided by agencies:</p>   |      |                   |                   |
| VenuesWest – Accommodation   |      | 830,103           | 2,469,164         |
| VenuesWest – Venue hire  |      | 569,391           | 1,470,568         |
|  |      | <b>1,399,494</b>  | <b>3,939,732</b>  |
|  |      | <b>13,288,796</b> | <b>20,062,403</b> |
| <p><b>Grants</b> are recognised as income when the Institute obtains control of the grant funding. The Institute is deemed to have assumed control when the grant is received or receivable.</p> <p><b>Services received free of charge</b> are recognised as income (and assets or expenses) equivalent to the fair value of the assets, or the fair value of those services that can be reliably determined and which would have been purchased if not donated.</p> <p>The impact of AASB 15 and AASB 1058 has not resulted in a change to accounting policy for Income from State Government.</p>   |      |                   |                   |

## NOTES TO THE FINANCIAL STATEMENTS

|   | Note | 2020<br>\$      | 2019<br>\$     |
|---|------|-----------------|----------------|
| <b>3.2 Contributions from Sporting Bodies</b>   |      |                 |                |
| Contributions from sporting bodies  |      | 1,303,326       | 2,032,282      |
| <b>Contributions from sporting bodies</b> are recognised as income when the Institute obtains control of the contribution. Agreements with sporting bodies do not contain performance obligations for contributions and therefore as per AASB 1058 the Institute is deemed to have assumed control when the contribution is received or receivable.<br>The impact of AASB 15 and AASB 1058 has not resulted in a change to accounting policy for Contributions from sporting bodies.                                      |      |                 |                |
| <b>3.3 Interest revenue</b>   |      |                 |                |
| Interest received from deposits   |      | 20,034          | 98,254         |
| <b>3.4 Net gain / (loss) on disposal of non-current assets</b>  |      |                 |                |
| <b>Costs of Disposal of Non-Current Assets</b>  |      |                 |                |
| Plant, equipment and vehicles   |      | (18,142)        | -              |
| <b>Proceeds from Disposal of Non-Current Assets</b>   |      |                 |                |
| Plant, equipment and vehicles   |      | -               | 21,829         |
| <b>Net gain / (loss)</b>  |      | <b>(18,142)</b> | <b>21,829</b>  |
| <b>Realised and unrealised gains</b> are usually recognised on a net basis. Gains and losses on the disposal of non-current assets are presented by deducting from the proceeds on disposal the carrying amount of the asset and related selling expenses. Gains and losses are recognised in profit or loss in the statement of comprehensive income (from the proceeds of sale).  |      |                 |                |
| <b>3.5 Other Revenue</b>  |      |                 |                |
| Other   |      | 350,947         | 230,513        |
| <b>Other revenue</b> is recognised at the transaction price when the Institute transfers control of the services to customers. Revenue is recognised for the major activities as follows:<br>Revenue is recognised at a point-in-time for venue hire, athlete recharges, tours and gifted assets. The performance obligations for these charges are satisfied when services have been provided. These services are typically charged in arrears and therefore other revenue is recognised when the revenue is receivable. |      |                 |                |
| <b>4. Key assets</b>  |      |                 |                |
| <b>Assets the Institute utilises for economic benefit or service potential</b>  |      |                 |                |
| This section includes information regarding the key assets the Institute utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets:  |      |                 |                |
| Property, plant and equipment   | 4.1  | 795,594         | 803,850        |
| Right of Use Asset  | 4.2  | 59,547          | -              |
| Intangibles   | 4.3  | 30,065          | 55,836         |
| <b>Total key assets</b>   |      | <b>885,206</b>  | <b>859,687</b> |

## NOTES TO THE FINANCIAL STATEMENTS

## 4.1 Property, plant and equipment

|                                    | HPSC<br>Improvements | Plant,<br>Equipment<br>& Vehicles | Office<br>Equipment | WIP           | Total          |
|------------------------------------|----------------------|-----------------------------------|---------------------|---------------|----------------|
|                                    | \$                   | \$                                | \$                  | \$            | \$             |
| <b>2020</b>                        |                      |                                   |                     |               |                |
| Carrying amount at start of period | 33,013               | 581,619                           | 33,270              | 155,948       | 803,850        |
| Additions                          | -                    | 433,436                           | -                   | -             | 433,436        |
| Disposals                          | -                    | (24,687)                          | -                   | -             | (24,687)       |
| Transfers                          | -                    | -                                 | -                   | (145,384)     | (145,384)      |
| Depreciation                       | (13,070)             | (247,315)                         | (11,237)            | -             | (271,622)      |
| Carrying amount at end of period   | <b>19,943</b>        | <b>743,053</b>                    | <b>22,034</b>       | <b>10,564</b> | <b>795,594</b> |

**Initial Recognition**

Items of property, plant and equipment and infrastructure, costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no or nominal cost, the cost is valued at its fair value at the date of acquisition. Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total).

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

**Subsequent Measurement**

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

|   | 2020<br>\$     | 2019<br>\$     |
|---|----------------|----------------|
| <b>4.1(a) Depreciation and impairment</b>   |                |                |
| <b>Charge for the period</b>  |                |                |
| HPSC improvements   | 13,070         | 18,409         |
| Plant, equipment and vehicles   | 247,315        | 395,642        |
| Office equipment  | 11,237         | 18,428         |
|   | <b>271,622</b> | <b>432,479</b> |
| As at 31 December 2020, there were no indications of impairment to property, plant and equipment or infrastructure.           |                |                |
| There are no surplus assets as at 31 December 2020.   |                |                |
| Please refer to note 4.3 for guidance in relation to the impairment assessment that has been performed for intangible assets. |                |                |

**Finite useful lives**

All infrastructure, property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits. The exceptions to this rule include assets held for sale, land and investment properties.

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

## NOTES TO THE FINANCIAL STATEMENTS

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

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

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

### Impairment

Non-financial assets, including items of plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost is written down to its recoverable amount, an impairment loss is recognised through profit or loss.

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

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

|  | 2020<br>\$    | 2019<br>\$ |
|--|---------------|------------|
| <b>4.2 Right of Use Asset</b>  |               |            |
| <b>Opening balance</b>   | -             | -          |
| Additions on adoption of AASB16 – Property Plant and Equipment   | 90,787        | -          |
| Depreciation   | (31,240)      | -          |
| <b>Carrying amount at end of period</b>  | <b>59,547</b> | <b>-</b>   |
| Additions to right-of-use assets during the 2020 financial year were \$90,787 (2019: \$-)  |               |            |
| <b>Initial recognition</b>   |               |            |
| Right-of-use assets are measured at cost including the following:  |               |            |
| <ul style="list-style-type: none"> <li>the amount of the initial measurement of lease liability</li> <li>any lease payments made at or before the commencement date less any lease incentives received</li> <li>any initial direct costs, and</li> <li>restoration costs, including dismantling and removing the underlying asset</li> </ul> |               |            |
| The Institute has elected not to recognise right-of-use assets and lease liabilities for short term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.             |               |            |
| <b>Subsequent Measurement</b>  |               |            |
| The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.   |               |            |

## NOTES TO THE FINANCIAL STATEMENTS

|   | 2020<br>\$  | 2019<br>\$   |
|---|---|--|
| <p><b>Depreciation and impairment of right-of-use assets</b></p> <p>Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets.</p> <p>If ownership of the leased asset transfers to the Institute at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.</p> <p>Right-of-use assets are tested for impairment when an indication of impairment is identified.</p>  |   |  |
| <p><b>4.2(a) Depreciation and impairment</b></p> <p><b>Charge for the period</b></p> <p>Plant, equipment and vehicles</p>   | 31,240  | -  |
| <p><b>Total right-of-use asset depreciation</b></p>   | <b>31,240</b>   | <b>-</b>   |
| <p><b>Lease Interest Expense</b></p> <p>The total cash outflow for leases in 2020 was \$44,540 (2019: \$-).</p> <p>The Institute's leasing activities and how these are accounted for:</p> <p>The Institute has a lease for equipment. The Institute recognises leases as right-of-use assets and associated lease liabilities in the Statement of Financial Position.</p> <p>The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in note 6.2.</p>   | 451   | -  |
| <p><b>4.3 Intangibles</b></p> <p><b>2020</b></p> <p>Carrying amount at start of period</p> <p>Additions</p> <p>Disposals</p> <p>Amortisation expense</p>  | <p><b>Software \$</b></p> <p>55,836</p> <p>-</p> <p>-</p> <p>(25,771)</p> | <p><b>Total \$</b></p> <p>55,836</p> <p>-</p> <p>-</p> <p>(25,771)</p> |
| <p><b>Carrying amount at end of period</b></p> <p><b>Initial recognition</b></p> <p>Acquisitions of intangible assets costing \$5,000 or more and internally generated intangible assets costing \$5,000 or more that comply with the recognition criteria as per AASB 138.57 (as noted below), are capitalised.</p> <p>Costs incurred below these thresholds are immediately expensed directly to the Statement of Comprehensive Income.</p> <p>Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.</p> <p>An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:</p> <p>(a) the technical feasibility of completing the intangible asset so that it will be available for use or sale;</p> <p>(b) an intention to complete the intangible asset, and use or sell it;</p> <p>(c) the ability to use or sell the intangible asset;</p> <p>(d) the intangible asset will generate probable future economic benefit;</p> <p>(e) the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and</p> <p>(f) the ability to measure reliably the expenditure attributable to the intangible asset during its development.</p> | <b>30,065</b>   | <b>30,065</b>  |

## NOTES TO THE FINANCIAL STATEMENTS

|  | Note | 2020<br>\$    | 2019<br>\$     |
|--|------|---------------|----------------|
| Costs incurred in the research phase of a project are immediately expensed.  |      |               |                |
| <b>Subsequent measurement</b>  |      |               |                |
| The cost model is applied for subsequent measurement of intangible assets, requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.  |      |               |                |
| <b>4.3(a) Amortisation and impairment</b>  |      |               |                |
| <b>Charge for the period</b>   |      |               |                |
| Software   |      | 25,771        | 38,402         |
| <b>Total amortisation for the period</b>   |      | <b>25,771</b> | <b>38,402</b>  |
| As at 31 December 2020 there were no indications of impairment to intangible assets.   |      |               |                |
| The Institute held no goodwill or intangible assets with an indefinite useful life during the reporting period. At the end of the reporting period there were no intangible assets not yet available for use.  |      |               |                |
| Amortisation of finite life intangible assets is calculated on a straight line basis at rates that allocate the asset's value over its estimated useful life. All intangible assets controlled by the Institute have a finite useful life and zero residual value. Estimated useful lives are reviewed annually. |      |               |                |
| The estimated useful lives for each class of intangible asset are:   |      |               |                |
| Software (a): 3 to 5 years   |      |               |                |
| <b>Impairment of intangible assets</b>   |      |               |                |
| <b>Computer Software</b>   |      |               |                |
| Software that is an integral part of the related hardware is recognised as part of the tangible asset. Software that is not an integral part of the related hardware is recognised as an intangible asset. Software costing less than \$5,000 is expensed in the year of acquisition.                            |      |               |                |
| <b>5. Other assets and liabilities</b>   |      |               |                |
| This section sets out those assets and liabilities that arose from the Institute's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:   |      |               |                |
| Receivables  | 5.1  | 84,767        | 128,927        |
| Inventories  | 5.2  | 108,127       | 124,314        |
| Other current assets   | 5.3  | 116,047       | 159,344        |
| Payables   | 5.4  | 1,323,223     | 366,336        |
| Other liabilities  | 5.5  | 245,491       | 161,197        |
| <b>5.1 Receivables</b>   |      |               |                |
| Current  |      |               |                |
| Receivables  |      | 84,767        | 128,927        |
| Allowance for impairment of receivables  |      | -             | -              |
| <b>Total Current</b>   |      | <b>84,767</b> | <b>128,927</b> |
| Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.  |      |               |                |

## NOTES TO THE FINANCIAL STATEMENTS

|   | Note | 2020<br>\$       | 2019<br>\$     |
|---|------|------------------|----------------|
| <b>5.2 Inventories</b>  |      |                  |                |
| Current   |      |                  |                |
| Inventories held:   |      |                  |                |
| - Finished goods  |      | -                | -              |
| At cost or net realisable value   |      | 108,127          | 124,314        |
| <b>Total Current</b>  |      | <b>108,127</b>   | <b>124,314</b> |
| Inventories are measured at the lower of cost and net realisable value. Costs are assigned on a method most appropriate for each class.   |      |                  |                |
| <b>5.3 Other Current Assets</b>   |      |                  |                |
| Prepayments   |      | 111,036          | 153,942        |
| Accrued income  |      | 5,011            | 5,402          |
| <b>Total Current</b>  |      | <b>116,047</b>   | <b>159,344</b> |
| Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.                            |      |                  |                |
| <b>5.4 Payables</b>   |      |                  |                |
| Current   |      |                  |                |
| Trade Payables  |      | 205,816          | 265,635        |
| GST Liability   |      | 683,540          | 39,032         |
| Accrued Termination Payments  |      | 171,746          | -              |
| Olympic Selection Funding   |      | 224,000          | -              |
| Other Payables  |      | 38,121           | 61,699         |
|   |      | <b>1,323,223</b> | <b>366,336</b> |
| Payables are recognised at the amounts payable when the Institute becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value as settlement is generally within 30 days. |      |                  |                |
| <b>5.5 Other current liabilities</b>  |      |                  |                |
| Accrued expenses  |      | 245,491          | 161,198        |
| <b>Total</b>  |      | <b>245,491</b>   | <b>161,198</b> |
| <b>6. Financing</b>   |      |                  |                |
| This section sets out the material balances and disclosures associated with the financing and cash flows of the Institute.  |      |                  |                |
| Cash and cash equivalents   | 6.1  | 10,904,215       | 5,404,609      |
| Lease Liabilities   | 6.2  | 46,698           | -              |
| Non-cancellable lease commitments   | 6.3  | 861,103          | 68,011         |
| Finance cost  | 6.4  | 451              | -              |



## NOTES TO THE FINANCIAL STATEMENTS

|   | 2020<br>\$        | 2019<br>\$       |
|---|-------------------|------------------|
| <b>6.1 Cash and cash equivalents</b>  |                   |                  |
| Deposits  | -                 | 2,000,000        |
| Cash at Bank  | 10,903,915        | 3,404,309        |
| Cash on hand  | 300               | 300              |
|   | <b>10,904,215</b> | <b>5,404,609</b> |
| For the purpose of the statement of cash flows, cash and cash equivalent assets comprise cash on hand and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.  |                   |                  |
| <b>6.2 Lease Liabilities</b>  |                   |                  |
| Current   | 46,698            | -                |
|   | <b>46,698</b>     | <b>-</b>         |
| <b>Initial measurement</b>  |                   |                  |
| The Institute measures a lease liability, at the commencement date, at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Institute uses the incremental borrowing rate provided by Western Australia Treasury Corporation.  |                   |                  |
| Lease payments included by the Institute as part of the present value calculation of lease liability include:   |                   |                  |
| <ul style="list-style-type: none"> <li>• fixed payments (including in-substance fixed payments), less any lease incentives receivable;</li> <li>• variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;</li> <li>• amounts expected to be payable by the lessee under residual value guarantees;</li> <li>• the exercise price of purchase options (where these are reasonably certain to be exercised);</li> <li>• payments for penalties for terminating a lease, where the lease term reflects the Institute exercising an option to terminate the lease.</li> </ul> |                   |                  |
| The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.  |                   |                  |
| Periods covered by extension or termination options are only included in the lease term by the Institute if the lease is reasonably certain to be extended (or not terminated).   |                   |                  |
| Variable lease payments, not included in the measurement of lease liability, that are dependent on sales, are recognised by the Institute in profit or loss in the period in which the condition that triggers those payments occurs.   |                   |                  |
| This section should be read in conjunction with note 4.2 Right-of-use assets.   |                   |                  |
| <b>Subsequent measurement</b>   |                   |                  |
| Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.   |                   |                  |

## NOTES TO THE FINANCIAL STATEMENTS

|   | Note  | 2020<br>\$        | 2019<br>\$       |
|---|-------|-------------------|------------------|
| <b>6.3 Non-cancellable arrangements - VenuesWest</b>  |       |                   |                  |
| Maturity Analysis of payments to VenuesWest   |       |                   |                  |
| Within 1 year   |       | 189,193           | 68,011           |
| Later than 1 year and not later than 5 years  |       | 671,909           | -                |
| Later than 5 years  |       | -                 | -                |
|   |       | <b>861,103</b>    | <b>68,011</b>    |
| The Institute has entered into a arrangement with VenuesWest, for the use of the WAIS High Performance Service Centre. This arrangement is exempted from the requirements of AASB 16 (as outlined in T1 916) and as such, payments made by WAIS under this arrangement are expensed as incurred. The arrangement is non-cancellable with four terms of five years each, with rent payable monthly in advance. At this time no option to extend has been taken up. Contingent rent provisions within the agreement require that the minimum payments shall be increased by the higher of CPI or 3% annually (rent is increased by 3% annually for the first term) and by a current market rent valuation in the final year of each term. |       |                   |                  |
| <b>6.4 Finance cost</b>   |       |                   |                  |
| Property plant and equipment  |       | 451               | -                |
|   |       | <b>451</b>        | <b>-</b>         |
| 'Finance cost' includes the interest component of lease liability repayments, and the increase in financial liabilities and non-employee provisions due to the unwinding of discounts to reflect the passage of time.   |       |                   |                  |
| <b>7. Financial Instruments and Contingencies</b>   |       |                   |                  |
| Financial instruments   | 7.1   |                   |                  |
| Contingent assets   | 7.2.1 |                   |                  |
| Contingent liabilities  | 7.2.2 |                   |                  |
| <b>7.1 Financial Instruments</b>  |       |                   |                  |
| The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the period are:  |       |                   |                  |
| <b>Financial Assets</b>   |       |                   |                  |
| Deposits  |       | -                 | 2,000,000        |
| Cash and cash equivalents   |       | 10,904,215        | 3,404,609        |
| Financial assets measured at amortised cost   |       | 84,767            | 128,927          |
| <b>Total Financial Assets</b>   |       | <b>10,988,982</b> | <b>5,533,536</b> |
| <b>Financial Liabilities</b>  |       |                   |                  |
| Payables  |       | 1,323,233         | 366,336          |
| Financial Liabilities Measured at Amortised Cost  |       | 893,407           | 100,702          |
| <b>Total Financial Liabilities</b>  |       | <b>2,216,640</b>  | <b>467,038</b>   |
| The amount of financial assets (financial liabilities) at amortised cost excludes GST recoverable (payable to) from the ATO.  |       |                   |                  |

## NOTES TO THE FINANCIAL STATEMENTS

|  | Note | 2020<br>\$ | 2019<br>\$ |
|--|------|------------|------------|
| <b>7.2.1 Contingent assets</b><br>There are no contingent assets.  |      |            |            |
| <b>7.2.2 Contingent liabilities</b><br>There are no contingent liabilities.  |      |            |            |
| <b>8. Other disclosures</b><br>This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report. |      |            |            |
| Events occurring after the end of the reporting period   | 8.1  |            |            |
| Initial application of Australian Accounting Standards   | 8.2  |            |            |
| Key management personnel   | 8.3  |            |            |
| Related party transactions   | 8.4  |            |            |
| Affiliated bodies  | 8.5  |            |            |
| Remuneration of auditors   | 8.6  |            |            |
| Equity   | 8.7  |            |            |
| Supplementary financial information  | 8.8  |            |            |
| Explanatory statement  | 8.9  |            |            |

**8.1 Events occurring after the end of the reporting period**

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

**8.2 Initial application of Australian Accounting Standards**

During the previous reporting period, the Institute transitioned its reporting period to a calendar year. Accordingly, comparative information in these financial statements is for the 18 months ended 31 December 2019. Due to the timing of the transition, the Institute was not permitted to early adopt AASB 15, AASB 16 or AASB 1058 in its 31 December 2019 financial statements. As a result, these standards were adopted for the first time from 1 January 2020.

**(a) AASB 15 Revenue from Contract with Customers and AASB 1058 Income of Not-for-Profit Entities**

AASB 15 Revenue from Contracts with Customers replaces AASB 118 Revenue and AASB 111 Construction Contracts for annual reporting periods on or after 1 January 2019. Under the new model, an entity shall recognise revenue when (or as) the entity satisfies a performance obligation by transferring a promised good or service to a customer and is based upon the transfer of control rather than transfer of risks and rewards.

AASB 15 focuses on providing sufficient information to the users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from the contracts with customers. Revenue is recognised by applying the following five steps:

- Identifying contracts with customers
- Identifying separate performance obligations
- Determining the transaction price of the contract
- Allocating the transaction price to each of the performance obligations
- Recognising revenue as each performance obligation is satisfied.

Revenue is recognised either over time or at a point in time. Any distinct goods or services are separately identified and any discounts or rebates in the contract price are allocated to the separate elements.

In addition, income other than from contracts with customers are subject to AASB 1058 Income of Not-for-Profit Entities. Income recognition under AASB 1058 depends on whether such a transaction gives rise to liabilities or a contribution by owners related to an asset (such as cash or another asset) recognised by the Institute.

## NOTES TO THE FINANCIAL STATEMENTS

The Institute adopts the modified retrospective approach on transition to AASB 15 and AASB 1058. No comparative information is restated under this approach, and the Institute recognises the cumulative effect of initially applying the Standard as an adjustment to the opening balance of accumulated surplus/(deficit) at the date of initial application (1 January 2020).

Under this transition method, the Institute elects not to apply the standards retrospectively to non-completed contracts at the date of initial application.

Refer to Note 3.1, 3.2 and 3.5 for the revenue and income accounting policies adopted from 1 January 2020.

Adopting AASB 15 and AASB 1058 has had not material effect on the Institute's financial statements.

**(b) AASB 16 Leases**

AASB 16 Leases supersedes AASB 117 Leases and related Interpretations. AASB 16 primarily affects lessee accounting and provides a comprehensive model for the identification of lease arrangements and their treatment in the financial statements of both lessees and lessors.

The Institute applies AASB 16 Leases from 1 January 2020 using the modified retrospective approach. As permitted under the specific transition provisions, comparatives are not restated. The cumulative effect of initially applying this Standard is recognised as an adjustment to the opening balance of accumulated surplus/(deficit).

The main changes introduced by this Standard include identification of lease within a contract and a new lease accounting model for lessees that require lessees to recognise all leases (operating and finance leases) on the Statement of Financial Position as right-of-use assets and lease liabilities, except for short term leases (lease terms of 12 months or less at commencement date) and low-value assets (where the underlying asset is valued less than \$5,000). The operating lease and finance lease distinction for lessees no longer exists.

Under AASB 16, the Institute takes into consideration all operating leases that were off balance sheet under AASB 117 and recognises:

- a) right of use assets and lease liabilities in the Statement of Financial Position, initially measured at the present value of future lease payments, discounted using the incremental borrowing rate (1.3%) on 1 January 2020;
- b) depreciation of right-of-use assets and interest on lease liabilities in the Statement of Comprehensive Income; and
- c) the total amount of cash paid as principal amount, which is presented in the cash flows from financing activities, and interest paid, which is presented in the cash flows from operating activities, in the Statement of Cash Flows.

The Institute measures concessionary leases that are of low value terms and conditions at cost at inception. There is no financial impact as the Institute is not in possession of any concessionary leases at the date of transition.

The right-of-use assets are assessed for impairment at the date of transition and the Institute has not identified any impairments to its right-of-use assets.

On transition, the Institute has elected to apply the following practical expedients in the assessment of their leases that were previously classified as operating leases under AASB 117:

- (a) A single discount rate has been applied to a portfolio of leases with reasonably similar characteristics;
- (b) The Institute has relied on its assessment of whether existing leases were onerous in applying AASB 137 Provisions, Contingent Liabilities and Contingent Assets immediately before the date of initial application as an alternative to performing an impairment review. The Institute has adjusted the ROU asset at 1 January 2020 by the amount of any provisions included for onerous leases recognised in the statement of financial position at 31 December 2019;
- (c) Where the lease term at initial application ended within 12 months, the Institute has accounted for these as short-term leases;
- (d) Initial direct costs have been excluded from the measurement of the right-of-use asset;
- (e) Hindsight has been used to determine if the contracts contained options to extend or terminate the lease.

The Institute has not reassessed whether existing contracts are, or contained a lease at 1 January 2020. The requirements of paragraphs 9-11 of AASB 16 are applied to contracts that came into existence post 1 January 2020.

There were no arrangement during the previous financial year that were considered to be leases under AASB 16 which would be required to be accounted for as a lease during the current financial year. The initial application of leases as per AASB 16 were in relation to leases that were established in May 2021.

## NOTES TO THE FINANCIAL STATEMENTS

|   | 12 Months<br>31 December 2020<br>\$ | 18 Months<br>31 December 2019<br>\$ |
|---|-------------------------------------|-------------------------------------|
| <b>8.3 Key management personnel</b>   |                                     |                                     |
| The Institute has determined that key management personnel include cabinet ministers, board members, and, senior officers of the Institute. No expenses are incurred to compensate Ministers and those disclosures may be found in the Annual Report on State Financials. |                                     |                                     |
| <b>Compensation of Members of the Institute</b>   |                                     |                                     |
| The number of members of the Institute, whose total of fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:  |                                     |                                     |
| <b>Remuneration Band (\$)</b>   |                                     |                                     |
| 0 - 10,000  | 9                                   | 10                                  |
|   | \$                                  | \$                                  |
| Short term benefits   | 8,000                               | 8,000                               |
| Other long term benefits  | -                                   | -                                   |
| <b>Total remuneration of members of the accountable authority</b>   | <b>8,000</b>                        | <b>8,000</b>                        |
| Total remuneration includes the superannuation expense incurred by the Institute.   |                                     |                                     |
| <b>Compensation of other key management personnel</b>   |                                     |                                     |
| The number of senior officers, other than senior officers reported as members of the accountable authority, whose total fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year fall within the following bands are:              |                                     |                                     |
| <b>Remuneration Band (\$)</b>   |                                     |                                     |
| 40,001 - 50,000   | 1                                   | 1                                   |
| 60,001 - 70,000   | -                                   | 2                                   |
| 70,001 - 80,000   | -                                   | 1                                   |
| 100,001 - 110,000   | -                                   | 1                                   |
| 120,001 - 130,000   | 1                                   | -                                   |
| 150,001 - 160,000   | 1                                   | -                                   |
| 160,001 - 170,000   | 1                                   | 2                                   |
| 170,001 - 180,000   | 2                                   | -                                   |
| 200,001 - 210,000   | -                                   | 1                                   |
| 240,001 - 250,000   | -                                   | 1                                   |
| 250,001 - 260,000   | 1                                   | -                                   |
| 380,001 - 390,000   | -                                   | 1                                   |
|   | \$                                  | \$                                  |
| Short term benefits   | 1,065,849                           | 1,303,451                           |
| Other long term benefits  | 11,615                              | 19,197                              |
| <b>Total remuneration of other key management personnel</b>   | <b>1,077,464</b>                    | <b>1,322,648</b>                    |
| The total remuneration includes the superannuation expense incurred by the Institute. The figures for the 18 months 31 December 2019 have been restated to include the inadvertent omission of a key management personnel.  |                                     |                                     |

## NOTES TO THE FINANCIAL STATEMENTS

|   | 2020<br>\$       | 2019<br>\$       |
|---|------------------|------------------|
| <b>8.4 Related party transactions</b>   |                  |                  |
| The Institute is an incorporated association and a wholly owned public sector entity that is controlled by the state of Western Australia. In conducting its activities, the Institute is required to pay various taxes and levies based on the standard terms and conditions that apply to all tax and levy payers to the State and entities related to State.   |                  |                  |
| <b>Related parties of the Institute include:</b>  |                  |                  |
| <ul style="list-style-type: none"> <li>• all cabinet ministers and their close family members, and their controlled or jointly controlled entities;</li> <li>• all senior officers and their close family members, and their controlled or jointly controlled entities;</li> <li>• other agencies and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements (i.e. wholly owned public sector entities); and</li> <li>• associates and joint ventures of a wholly owned public sector entity,</li> </ul> |                  |                  |
| <b>Material transactions with related parties:</b>  |                  |                  |
| During the year an officer forming part of WAIS's key management personnel was also contracted to provide medical services to support WAIS athletes, with a total value of \$117,400.   |                  |                  |
| <b>8.5 Affiliated bodies</b>  |                  |                  |
| The Wally Forman Foundation is an affiliated body of the Institute that receives administration support. The Wally Forman Foundation is not subject to operational control by the Institute.  |                  |                  |
| <b>8.6 Remuneration of auditors</b>   |                  |                  |
| Auditing the accounts, financial statements and key performance indicators  | 55,000           | 55,825           |
| <b>8.7 Equity</b>   |                  |                  |
| Balance at start of period  | 5,319,873        | 1,190,626        |
| Result for the period   | 4,393,201        | 4,129,246        |
| <b>Balance at end of period</b>   | <b>9,713,074</b> | <b>5,319,873</b> |

## NOTES TO THE FINANCIAL STATEMENTS

|   | 2020<br>\$    | 2019<br>\$ |
|---|---------------|------------|
| <b>8.8 Supplementary financial information</b>  |               |            |
| <b>(a) Write-offs</b>   |               |            |
| During the 12 month period to 31 December 2020 the Institute disposed of assets with an original cost of \$545,335 and carrying value of \$24,687, mostly attributed to the retirement of legacy ICT hardware, the Institute also wrote off \$299 in bad debts. No write offs were made during the 18 month period to 31 December 2019 under the Institute's authority.   |               |            |
| Asset write-off carrying value  | 24,687        | -          |
| Bad debt write-off  | 299           | -          |
| <b>The Institute</b>  | <b>24,986</b> | <b>-</b>   |
| <b>8.9 Explanatory statement</b>  |               |            |
| All variances are between the actual results for the 12 months to 31 December 2020 and the actual results for 18 months to 31 December 2019, and the 2020 estimates which were prepared for the 12 month period to 31 December 2020. Narratives are provided for selected major variances which are greater than 10% and \$1 million for the Statement of Comprehensive Income, Statement of Cash Flows and the Statement of Financial Position. This has resulted in a higher than normal number of variance explanations. |               |            |

## NOTES TO THE FINANCIAL STATEMENTS

|   | Note | Actual<br>12 Months to<br>31 December 2020<br>\$ | Actual<br>18 Months to<br>31 December 2019<br>\$ | Variance<br>between actual<br>results for<br>2020 and 2019<br>\$ |
|---|------|--|--|--|
| <b>Statement of Comprehensive Income</b>                    |      |  |  |  |
| <b>EXPENSES</b>   |      |  |  |  |
| Employee benefits expense                                   | 1    | 5,072,636  | 7,112,361  | (2,039,725)  |
| Supplies and services                                       | 2    | 2,956,037  | 5,811,070  | (2,855,033)  |
| Depreciation and amortisation expense                       |      | 328,633  | 470,881  | (142,248)  |
| Finance Cost  |      | 451  | -  | 451  |
| Accommodation expense                                       | 3    | 923,974  | 2,747,651  | (1,823,677)  |
| Other expenses  |      | 1,270,028  | 2,174,072  | (904,044)  |
| Loss on disposal of non-current assets                      |      | 18,142   | -  | 18,142   |
| <b>Total Cost of Services</b>                               |      | <b>10,569,901</b>                                | <b>18,316,035</b>                                | <b>(7,746,133)</b>   |
| <b>INCOME</b>   |      |  |  |  |
| <b>Revenue</b>  |      |  |  |  |
| Interest revenue  |      | 20,034   | 98,254   | (78,220)   |
| Contribution from sporting bodies                           |      | 1,303,326  | 2,032,282  | (728,956)  |
| Other revenue   |      | 350,947  | 230,513  | 120,434  |
| Gain/(loss) on disposal of non-current assets               |      | -  | 21,829   | (21,829)   |
| <b>Total income other than income from State Government</b> |      | <b>1,674,307</b>                                 | <b>2,382,878</b>                                 | <b>(708,571)</b>   |
| <b>NET COST OF SERVICES</b>                                 |      | <b>8,895,594</b>                                 | <b>15,993,157</b>                                | <b>(7,037,562)</b>   |
| <b>INCOME FROM STATE GOVERNMENT</b>                         |      |  |  |  |
| State Grants  | 4    | 11,889,302                                       | 16,122,671                                       | (4,233,369)  |
| Services received free of charge                            | 5    | 1,399,494  | 3,939,732  | (2,540,238)  |
| <b>Total Income from State Government</b>                   |      | <b>13,288,796</b>                                | <b>20,062,403</b>                                | <b>(6,773,607)</b>   |
| <b>(DEFICIT) / SURPLUS FOR THE PERIOD</b>                   |      | <b>4,393,202</b>                                 | <b>4,129,246</b>                                 | <b>265,956</b>   |
| <b>TOTAL COMPREHENSIVE (LOSS) / INCOME FOR THE PERIOD</b>   |      | <b>4,393,202</b>                                 | <b>4,129,246</b>                                 | <b>265,956</b>   |

**Major Actual (2020) and Comparative (2019) Variance Narratives**

- Employee benefits expenditure is down 28.7% compared to 2019 primarily due to the transition to a calendar financial year. The 2020 figures account for the 12 months to 31 December 2020 while the 2019 comparative figures account for the 18 month transition year. Staff movements (including staff terminations) and salary progressions during the year have partially offset the decrease to the extent of approximately \$300K.
- Supplies and services are down 49.1% compared to 2019 primarily due to the difference in reporting periods as outlined in point 1. Travel restrictions in place for most of the year, reductions in venue hire, utilities and the cancellation of the Athlete of the Year awards due to COVID-19 have also contributed to the reduction. Decreased expenditure in performance services consulting and change in accounting treatment of leased rowing boats as per AASB16 further contributed to the reduction. Increased medical expenditure, ICT upgrades, equipment purchases and cleaning expenditure have partially offset the decrease. Other increases consistent with normal inflationary increases have also partially offset the decrease.
- Accommodation expense is down 66.4% compared to 2019 primarily due to the difference in reporting periods as outlined in point 1. VenuesWest also provided rent relief of approximately \$900K for the period of 23 March - 22 September 2020 to lessen the impact of COVID-19, further contributing to the reduction in expenditure.
- State grants are down 26.3% compared to 2019 actuals primarily due to the difference in reporting periods as outlined in point 1. The reduction was partially offset by changes in timing of the grants being received and an additional one off grant of \$1.022 million in relation to a Temporary Operational Funding Adjustment.
- Services free of charge are down 64.5% compared to 2019 primarily due to the difference in reporting periods as outlined in point 1. VenuesWest also provided rent relief for the period of 23 March - 22 September 2020 to lessen the impact of Covid-19. WAIS also had reduced venue hire expenditure due to COVID-19 restrictions further contributing to the reduction in expenditure.



## NOTES TO THE FINANCIAL STATEMENTS

|   | Note | Actual<br>2020<br>\$ | Estimate<br>2020<br>\$ | Variance between<br>actual results<br>for Estimate and<br>Actuals<br>\$ |
|---|------|----------------------|------------------------|---|
| <b>Statement of Comprehensive Income</b>                    |      |                      |                        |   |
| <b>EXPENSES</b>   |      |                      |                        |   |
| Employee benefits expense                                   |      | 5,072,636            | 5,655,459              | (582,822)   |
| Supplies and services                                       |      | 2,956,037            | 3,462,176              | (506,139)   |
| Depreciation and amortisation expense                       |      | 328,633              | 340,845                | (12,212)  |
| Finance cost  |      | 451                  | -                      | 451   |
| Accommodation expense                                       | 1    | 923,974              | 2,216,339              | (1,292,365)   |
| Other expenses  |      | 1,270,028            | 1,593,299              | (323,271)   |
| Loss on disposal of non-current assets                      |      | 18,142               | -                      | 18,142  |
| <b>Total Cost of Services</b>                               |      | <b>10,569,901</b>    | <b>13,268,118</b>      | <b>(2,698,216)</b>  |
| <b>INCOME</b>   |      |                      |                        |   |
| <b>Revenue</b>  |      |                      |                        |   |
| Interest revenue  |      | 20,034               | 69,240                 | (49,206)  |
| Contribution from sporting bodies                           |      | 1,303,326            | 1,311,006              | (7,680)   |
| Other revenue   |      | 350,947              | 216,122                | 134,825   |
| Gain on disposal of non-current assets                      |      | -                    | -                      | -   |
| <b>Total income other than income from State Government</b> |      | <b>1,674,307</b>     | <b>1,596,368</b>       | <b>77,939</b>   |
| <b>NET COST OF SERVICES</b>                                 |      | <b>8,895,594</b>     | <b>11,671,750</b>      | <b>(2,777,155)</b>  |
| <b>INCOME FROM STATE GOVERNMENT</b>                         |      |                      |                        |   |
| State Grants  | 2    | 11,889,302           | 8,843,362              | 3,045,940   |
| Services received free of charge                            | 3    | 1,399,494            | 2,594,829              | (1,195,335)   |
| <b>Total Income from State Government</b>                   |      | <b>13,288,796</b>    | <b>11,438,191</b>      | <b>1,850,605</b>  |
| <b>(DEFICIT) / SURPLUS FOR THE PERIOD</b>                   |      | <b>4,393,202</b>     | <b>(233,559)</b>       | <b>4,626,761</b>  |
| <b>TOTAL COMPREHENSIVE (LOSS) / INCOME FOR THE PERIOD</b>   |      | <b>4,395,202</b>     | <b>(233,559)</b>       | <b>4,626,761</b>  |

**Major Actual (2020) and Estimates (2020) Variance Narratives**

- Accommodation expenditure is down 58.3% compared to estimates primarily due to rent relief provided by VenuesWest for the period of 23 March – 22 September 2020 to lessen the impact of COVID-19. VenuesWest also waived contracted rent increases for the same period.
- State grants are up 34.4% compared to estimates primarily due to changes in timing of the grants being received and an additional one off grant of \$1.022 million in relation to a Temporary Operational Funding Adjustment.
- Services free of charge are down 46.1% compared to estimates primarily due to rent relief provided by VenuesWest for the period of 23 March – 22 September 2020 to lessen the impact of COVID-19. WAIS also had reduced venue hire expenditure due to COVID-19 restrictions further contributing to the reduction in expenditure.

## NOTES TO THE FINANCIAL STATEMENTS

|  | Note | Actual<br>31 December 2020<br>\$ | Actual<br>31 December 2019<br>\$ | Variance<br>between actual<br>results for<br>2020 and 2019<br>\$ |
|--|------|----------------------------------|----------------------------------|--|
| <b>Statement of Financial Position</b> |      |                                  |                                  |  |
| <b>ASSETS</b>                          |      |                                  |                                  |  |
| <b>Current Assets</b>                  |      |                                  |                                  |  |
| Cash and cash equivalents              | 1    | 10,904,215                       | 5,404,609                        | 5,499,606  |
| Receivables                            |      | 84,767                           | 128,927                          | (44,160)   |
| Other current assets                   |      | 116,047                          | 159,344                          | (43,297)   |
| Inventories                            |      | 108,127                          | 124,314                          | (16,187)   |
| <b>Total Current Assets</b>            |      | <b>11,213,156</b>                | <b>5,817,194</b>                 | <b>5,395,962</b>   |
| <b>Non-Current Assets</b>              |      |                                  |                                  |  |
| Property, plant and equipment          |      | 795,594                          | 803,850                          | (8,256)  |
| Right of Use Asset                     |      | 59,547                           | -                                | 59,547   |
| Intangibles                            |      | 30,065                           | 55,836                           | (25,771)   |
| <b>Total Non-Current Assets</b>        |      | <b>885,206</b>                   | <b>859,686</b>                   | <b>25,520</b>  |
| <b>Total Assets</b>                    |      | <b>12,098,362</b>                | <b>6,676,880</b>                 | <b>5,421,482</b>   |
| <b>LIABILITIES</b>                     |      |                                  |                                  |  |
| <b>Current Liabilities</b>             |      |                                  |                                  |  |
| Payables                               |      | 1,323,223                        | 366,336                          | 956,887  |
| Provisions                             |      | 604,055                          | 584,845                          | 19,210   |
| Lease Liabilities                      |      | 46,698                           | -                                | 46,698   |
| Other current liabilities              |      | 245,491                          | 161,198                          | 84,293   |
| <b>Total Current Liabilities</b>       |      | <b>2,219,467</b>                 | <b>1,112,379</b>                 | <b>1,107,088</b>   |
| <b>Non-Current Liabilities</b>         |      |                                  |                                  |  |
| Provisions                             |      | 165,821                          | 244,629                          | (78,808)   |
| <b>Total Non-Current Liabilities</b>   |      | <b>165,821</b>                   | <b>244,629</b>                   | <b>78,808</b>  |
| <b>Total Liabilities</b>               |      | <b>2,385,288</b>                 | <b>1,357,008</b>                 | <b>9,028,280</b>   |
| <b>NET ASSETS</b>                      |      | <b>9,713,074</b>                 | <b>5,319,872</b>                 | <b>4,393,202</b>   |
| <b>Equity</b>                          |      |                                  |                                  |  |
| Accumulated surplus                    |      | 9,713,074                        | 5,319,872                        | 4,393,203  |
| <b>TOTAL EQUITY</b>                    |      | <b>9,713,074</b>                 | <b>5,319,872</b>                 | <b>4,393,203</b>   |

## Major Actual (2020) and Comparative (2019) Variance Narratives

- Cash and cash equivalents are up 101.8% compared to 2019 primarily due to the change in timing of receipt of funding and associated GST payable to the AT0. Cash on hand as at 31 December 2020 represents a cash balance 12 months prior to the next state government funding sports lottery funding instalment and 6 months prior to the next Consolidated Fund instalment. Reduced expenditure due to COVID-19 restrictions and the balance of the State Government's Olympic Athlete funding to be distributed to athletes have also contributed to the higher cash balance.

## NOTES TO THE FINANCIAL STATEMENTS

|  | Note | Actual<br>31 December 2020<br>\$ | Estimate<br>31 December 2020<br>\$ | Variance between<br>actual results<br>for Estimate and<br>Actuals<br>\$ |
|--|------|----------------------------------|------------------------------------|---|
| <b>Statement of Financial Position</b> |      |                                  |                                    |   |
| <b>ASSETS</b>                          |      |                                  |                                    |   |
| <b>Current Assets</b>                  |      |                                  |                                    |   |
| Cash and cash equivalents              | 1    | 10,904,215                       | 5,286,736                          | 5,617,479   |
| Receivables                            |      | 84,767                           | 85,000                             | (233)   |
| Other current assets                   |      | 116,047                          | 154,000                            | (37,954)  |
| Inventories                            |      | 108,127                          | 115,000                            | (6,873)   |
| <b>Total Current Assets</b>            |      | <b>11,213,156</b>                | <b>5,640,736</b>                   | <b>5,572,420</b>  |
| <b>Non-Current Assets</b>              |      |                                  |                                    |   |
| Property, plant and equipment          |      | 795,594                          | 873,641                            | (78,047)  |
| Right of Use Assets                    |      | 59,547                           | -                                  | 59,547  |
| Intangibles                            |      | 30,065                           | -                                  | 30,065  |
| <b>Total Non-Current Assets</b>        |      | <b>885,206</b>                   | <b>873,641</b>                     | <b>11,565</b>   |
| <b>Total Assets</b>                    |      | <b>12,098,362</b>                | <b>6,514,377</b>                   | <b>5,583,985</b>  |
| <b>LIABILITIES</b>                     |      |                                  |                                    |   |
| <b>Current Liabilities</b>             |      |                                  |                                    |   |
| Payables                               | 2    | 1,323,223                        | 160,000                            | 1,163,223   |
| Provisions                             |      | 604,055                          | 490,344                            | 113,711   |
| Lease Liabilities                      |      | 46,698                           | -                                  | 46,698  |
| Other current liabilities              |      | 245,491                          | 146,364                            | 99,127  |
| <b>Total Current Liabilities</b>       |      | <b>2,219,467</b>                 | <b>796,708</b>                     | <b>1,422,759</b>  |
| <b>Non-Current Liabilities</b>         |      |                                  |                                    |   |
| Provisions                             |      | 165,821                          | 370,561                            | (204,740)   |
| <b>Total Non-Current Liabilities</b>   |      | <b>165,821</b>                   | <b>370,561</b>                     | <b>(204,740)</b>  |
| <b>Total Liabilities</b>               |      | <b>2,385,288</b>                 | <b>1,167,269</b>                   | <b>1,218,019</b>  |
| <b>NET ASSETS</b>                      |      | <b>9,713,074</b>                 | <b>5,347,108</b>                   | <b>4,365,966</b>  |
| <b>Equity</b>                          |      |                                  |                                    |   |
| Accumulated surplus                    |      | 9,713,074                        | 5,347,108                          | 4,365,966   |
| <b>TOTAL EQUITY</b>                    |      | <b>9,713,074</b>                 | <b>5,347,108</b>                   | <b>4,365,966</b>  |

**Major Actual (2020) and Estimates (2020) Variance Narratives**

- Cash and cash equivalents are up 106.3% compared to estimates at year-end primarily due to the change in timing of receipt of funding. Cash on hand as at 31 December 2020 represents a cash balance 12 months prior to the next state government funding sports lottery instalment and 6 months prior to the next Consolidated Fund instalment, whereas the comparative period represents the cash balance as 31 December 2019, with the next instalment due 6 months later. Covid-19 has also resulted in less expenditure in 2020 which has enabled higher cash balances to be retained.
- Payables are up by 727% compared to estimates primarily due to the timing change of the State Government grant funding and the associated GST payable on the grant (\$683K). The balance of the State Government's Olympic Athlete funding to be distributed to athletes (\$224K) and a higher than estimated balance of accounts payable has also contributed to the increase.

## NOTES TO THE FINANCIAL STATEMENTS

|   | Note | Actual<br>12 Months to<br>31 December 2020<br>\$ | Actual<br>18 Months to<br>31 December 2020<br>\$ | Variance<br>between actual<br>results for<br>2020 and 2019<br>\$ |
|---|------|--|--|--|
| <b>Statement of Cash Flows</b>                                    |      |  |  |  |
| <b>CASH FLOWS FROM STATE GOVERNMENT</b>                           |      |  |  |  |
| State grants  | 1    | 11,889,302                                       | 16,122,671                                       | (4,233,369)  |
| <b>Net cash provided by State Government</b>                      |      | <b>11,889,302</b>                                | <b>16,122,671</b>                                | <b>(4,233,369)</b>   |
| Utilised as follows:  |      |  |  |  |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                       |      |  |  |  |
| <b>Payments</b>   |      |  |  |  |
| Employee benefits   | 2    | (4,964,987)                                      | (7,275,209)                                      | 2,310,222  |
| Supplies and services   | 3    | (2,386,096)                                      | (4,393,724)                                      | 2,007,628  |
| Accommodation   |      | (109,328)  | (263,481)  | 154,153  |
| GST payments on purchases   |      | (287,760)  | (499,394)  | 211,634  |
| Other payments  | 4    | (958,624)  | (2,120,888)                                      | 1,162,264  |
| GST payments to the ATO   |      | (409,019)  | (1,359,554)                                      | 950,535  |
|   |      | <b>(9,115,814)</b>                               | <b>(15,912,249)</b>                              | <b>6,796,436</b>   |
| <b>Receipts</b>   |      |  |  |  |
| Interest received   |      | 25,436   | 92,853   | (67,417)   |
| GST receipts on sales   |      | 1,355,754  | 1,853,753  | (497,999)  |
| Other receipts  |      | 1,561,576  | 2,250,379  | (688,803)  |
|   |      | <b>2,942,766</b>                                 | <b>4,196,985</b>                                 | <b>(1,254,219)</b>   |
| <b>Net cash used in operating activities</b>                      |      | <b>(6,173,048)</b>                               | <b>(11,715,264)</b>                              | <b>5,542,216</b>   |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                       |      |  |  |  |
| <b>Payments</b>   |      |  |  |  |
| Purchase of non-current physical assets                           |      | (176,603)  | (340,992)  | 164,389  |
| <b>Receipts</b>   |      |  |  |  |
| Proceeds from the sale of non-current physical assets             |      | 4,495  | 28,727   | (24,232)   |
| <b>Net cash used in investing activities</b>                      |      | <b>(172,108)</b>                                 | <b>(312,265)</b>                                 | <b>140,157</b>   |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                       |      |  |  |  |
| <b>Payments</b>   |      |  |  |  |
| Principal elements of lease payments                              |      | (44,540)   | -  | (44,540)   |
| <b>Net cash used in financing activities</b>                      |      | <b>(44,540)</b>                                  | <b>-</b>   | <b>(44,540)</b>  |
| Net increase in cash and cash equivalents                         |      | 5,499,606  | 4,095,142  | 1,404,464  |
| Cash and cash equivalents at the beginning of the financial year  |      | 5,404,609  | 1,309,467  | 4,095,142  |
| <b>CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR</b> |      | <b>10,904,215</b>                                | <b>5,404,609</b>                                 | <b>5,499,606</b>   |

**Major Actual (2020) and Comparative (2019) Variance Narratives**

- Cash Flows from State Government are down 26.3% compared to 2019 primarily due to the transition to a calendar financial year. The 2020 figures account for the 12 months to 31 December 2020 while the 2019 comparative figures account for the 18 month transition year. The reduction was partially offset by changes in timing of the grants being received and an additional one off grant of \$1.022 million in relation to a Temporary Operational Funding Adjustment.
- Employee benefits are down 31.8% compared to 2019 primarily due to the difference in reporting periods as outlined in point 1. Savings due to staff vacancies during the period further contributed to the reduction.
- Supplies and Services are down 44.7% compared to 2019 primarily due to the difference in reporting periods as outlined in point 1. Savings resulting from travel restrictions due to COVID-19, payroll tax relief and savings in utilities from the HPSC being shut down during COVID-19 lockdown have also contributed to the reduction. This is partially offset with increases in medical expenditure, cleaning and equipment.
- Other payments are down 54.8% compared to 2019 primarily due to the difference in reporting periods as outlined in point 1. Reduced research centre costs and the cancellation of the WAIS Athlete of the Year awards further contributed to the reduction.

## NOTES TO THE FINANCIAL STATEMENTS

|   | Note | Actual<br>12 Months to<br>31 December 2020<br>\$ | Estimate<br>18 Months to<br>31 December 2020<br>\$ | Variance between<br>actual results<br>for Estimate and<br>Actuals<br>\$ |
|---|------|--|--|---|
| <b>Statement of Cash Flows</b>                                    |      |  |  |   |
| <b>CASH FLOWS FROM STATE GOVERNMENT</b>                           |      |  |  |   |
| State grants  | 1    | 11,889,302                                       | 8,843,362  | 3,045,940   |
| <b>Net cash provided by State Government</b>                      |      | <b>11,889,302</b>                                | <b>8,843,362</b>                                   | <b>3,045,940</b>  |
| Utilised as follows:  |      |  |  |   |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                       |      |  |  |   |
| <b>Payments</b>   |      |  |  |   |
| Employee benefits   |      | (4,964,987)                                      | (5,554,378)  | 589,391   |
| Supplies and services   | 2    | (2,386,096)                                      | (3,424,948)  | 1,038,852   |
| Accommodation   |      | (109,328)  | (220,929)  | 111,601   |
| GST payments on purchases   | 3    | (287,760)  | -  | (287,760)   |
| Other payments  |      | (958,624)  | (1,031,109)  | 72,485  |
| GST payments to the ATO   |      | (409,019)  | -  | (409,019)   |
|   |      | <b>(9,115,814)</b>                               | <b>(10,231,364)</b>                                | <b>1,115,550</b>  |
| <b>Receipts</b>   |      |  |  |   |
| Interest received   |      | 25,436   | 69,240   | (43,804)  |
| GST receipts on sales   | 3    | 1,355,754  | -  | 1,355,754   |
| Other receipts  |      | 1,561,576  | 1,527,128  | 34,448  |
|   |      | <b>2,942,766</b>                                 | <b>1,596,368</b>                                   | <b>1,346,398</b>  |
| <b>Net cash used in operating activities</b>                      |      | <b>(6,173,048)</b>                               | <b>(8,634,986)</b>                                 | <b>2,461,938</b>  |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                       |      |  |  |   |
| <b>Payments</b>   |      |  |  |   |
| Purchase of non-current physical assets                           |      | (176,603)  | (250,000)  | 73,397  |
| <b>Receipts</b>   |      |  |  |   |
| Proceeds from the sale of non-current physical assets             |      | 4,495  | -  | 4,495   |
| <b>Net cash used in investing activities</b>                      |      | <b>(172,108)</b>                                 | <b>(250,000)</b>                                   | <b>77,892</b>   |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                       |      |  |  |   |
| <b>Payments</b>   |      |  |  |   |
| Principal elements of lease payments                              |      | (44,540)   | -  | (44,540)  |
| <b>Net cash used in financing activities</b>                      |      | <b>(44,540)</b>                                  | <b>-</b>   | <b>(44,540)</b>   |
| Net increase in cash and cash equivalents                         |      | 5,499,606  | (41,635)   | 5,541,242   |
| Cash and cash equivalents at the beginning of the financial year  |      | 5,404,609  | 5,328,371  | 76,238  |
| <b>CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR</b> |      | <b>10,904,215</b>                                | <b>5,286,736</b>                                   | <b>5,617,479</b>  |

**Major Actual (2020) and Estimates (2020) Variance Narratives**

- Cash Flows from State Government are up 34.4% compared to estimates primarily due to changes in timing of the grants being received, as well as an additional one off payment of \$1.022 million received during the period in relation to a Temporary Operational Funding Adjustment.
- Supplies and services are down 29% compared to estimates primarily due to savings resulting from travel restrictions due to COVID-19, payroll tax relief and savings in utilities from the HPSC being shut down during COVID-19 lockdown have also contributed to the reduction. This is partially offset with increases in medical expenditure, cleaning and equipment.
- During the development of estimates and the WAIS budget process, all income and expenditure is prepared net of GST resulting in Cash flow variances compared to estimates.


# KEY PERFORMANCE INDICATORS

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## CERTIFICATION OF KEY PERFORMANCE INDICATORS

We hereby certify that the key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the Institute's performance, and fairly represent the performance of the Institute for the financial year ending on 31 December 2020.

Dated this 8 March 2021



**Mr Neil McLean**

Chair

Western Australian Institute of Sport



**Mr Steven Lawrence**

Chief Executive Officer

Western Australian Institute of Sport



## KEY PERFORMANCE INDICATORS

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

| Agency level desired outcomes   | Key Effectiveness Indicators   |
|---|--|
| Maximise Western Australian representation on significant Australian Teams    | <b>Representation:</b> Percentage of national team representatives from WA and supported by WAIS                                   |
| Maximise Western Australian Contribution to Australia's International Success | <b>Podiums:</b> Percentage of Australian podium performances from WA and supported by WAIS   |
| WAIS National representatives reflect the personal values of a champion       | <b>Champions:</b> Percentage of WAIS scholarship holder national team representatives reflecting the personal values of a champion |
| Key Efficiency Indicators   |  |
| The average cost of service provision per WAIS athlete                        |  |
| Corporate Service costs as a percentage of WAIS total operating costs         |  |

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

### 1. Effectiveness Indicators

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

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

Australia aims to be an internationally competitive sporting nation, and the National High-Performance Sport Strategy 2024, has defined goals and targets to measure Australian international success. WAIS is committed to supporting Australia's international competitiveness and has aligned its goals to supporting the targets (excluding the Winter Olympic and Winter Paralympic targets) set within the National High-Performance Sport Strategy 2024.

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

All effectiveness indicators in 2020 were to be assessed by athlete contribution to, and performance at, the 2020 Olympic and Paralympic Games. However, due to the COVID-19 pandemic, these Games were postponed until 2021 and all other significant Olympic and Paralympic sport competitions cancelled. Therefore, WAIS athletes have not had the opportunity to participate in any effectiveness indicator benchmark events during the reporting period. As a result, no data is available to report on our effectiveness indicators.

## 2. Efficiency Indicators

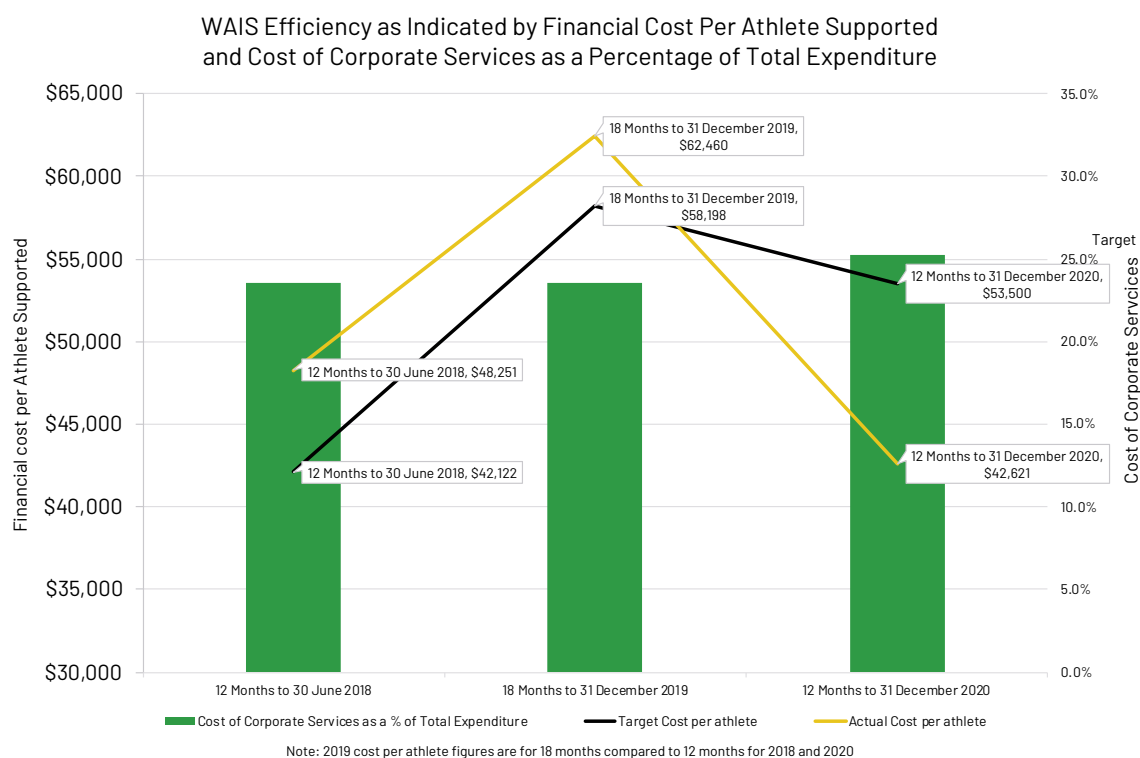
WAIS efficiency KPIs are measured by the average expenditure per athlete and the cost of corporate services as a percentage of total expenditure. These measures together can be used to demonstrate the extent to which WAIS is responding to its responsibility to provide cost efficient management of support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

### Cost per Athlete

The number of athletes at the Western Australian Institute of Sport comprises athletes in sport programs and those supported through the IAP. Athletes are awarded a scholarships in one of five categories based upon their current and forecast competition performance. The cost per supported athlete for the 12 months ending 31 December 2020 was \$42,621. The 2020 figure is significantly lower than the target cost of \$53,500. The variance is primarily due to reduced expenditure over the period resulting from COVID-19 restrictions. The main cost reductions include travel, which was restricted for much of the year and venue hire, which is reduced due to lower needs and rent relief provided by VenuesWest to reduce the impact of COVID-19 on its tenants. The 2020 figure is also down substantially compared to 2019, due to the transition period to calendar financial year reporting 18 months compared to 12.

### Corporate Service Cost

The cost of delivering corporate services as a percentage of total expenditure at 25.3% is up on prior years, and is slightly above the target of 25% set by the WAIS Board. The increase in corporate services expenditure as a percentage of total expenditure is primarily due to significant decreases in expenditure within the Performance Enhancement Division related to the impact of the COVID-19 pandemic on WAIS operations. Travel (down 65% compared to budget) and venue hire (down 35% compared to budget) were the major areas impacted. Additional expenditure within Corporate Service during the year primarily within ICT and equipment (up 26% compared to budget) as a direct result of COVID-19 restrictions requiring setting staff up to be able to work remotely further contributed to the increase. The target is based on the average cost of corporate services at similar organisations, the New South Wales Institute of Sport and the Victorian Institute of Sport. A comparison to previous years results indicates that cost increases in 2020 were minor and well managed and therefore corporate services continue to delivered in a cost efficient manner.



Note: The 2019 estimates which have been used for the 2019 target figure have been extrapolated to provide an 18 month comparison.









AUSTRALIAN SAILING TEAM

HAMILTON ISLAND GREAT BARRIER REEF AUSTRALIA

B. MASSIE

HAMILTON ISLAND GREAT BARRIER REEF AUSTRALIA

BLK AUSTRALIA BLK

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Western Australian Institute of Sport  
Mt Claremont, Western Australia 6010  
PO Box 139, Claremont, Western Australia 6910  
P: 08 9387 8166 | F: 08 9383 7344 | E: [wais@wais.org.au](mailto:wais@wais.org.au) | [wais.org.au](http://wais.org.au)

