



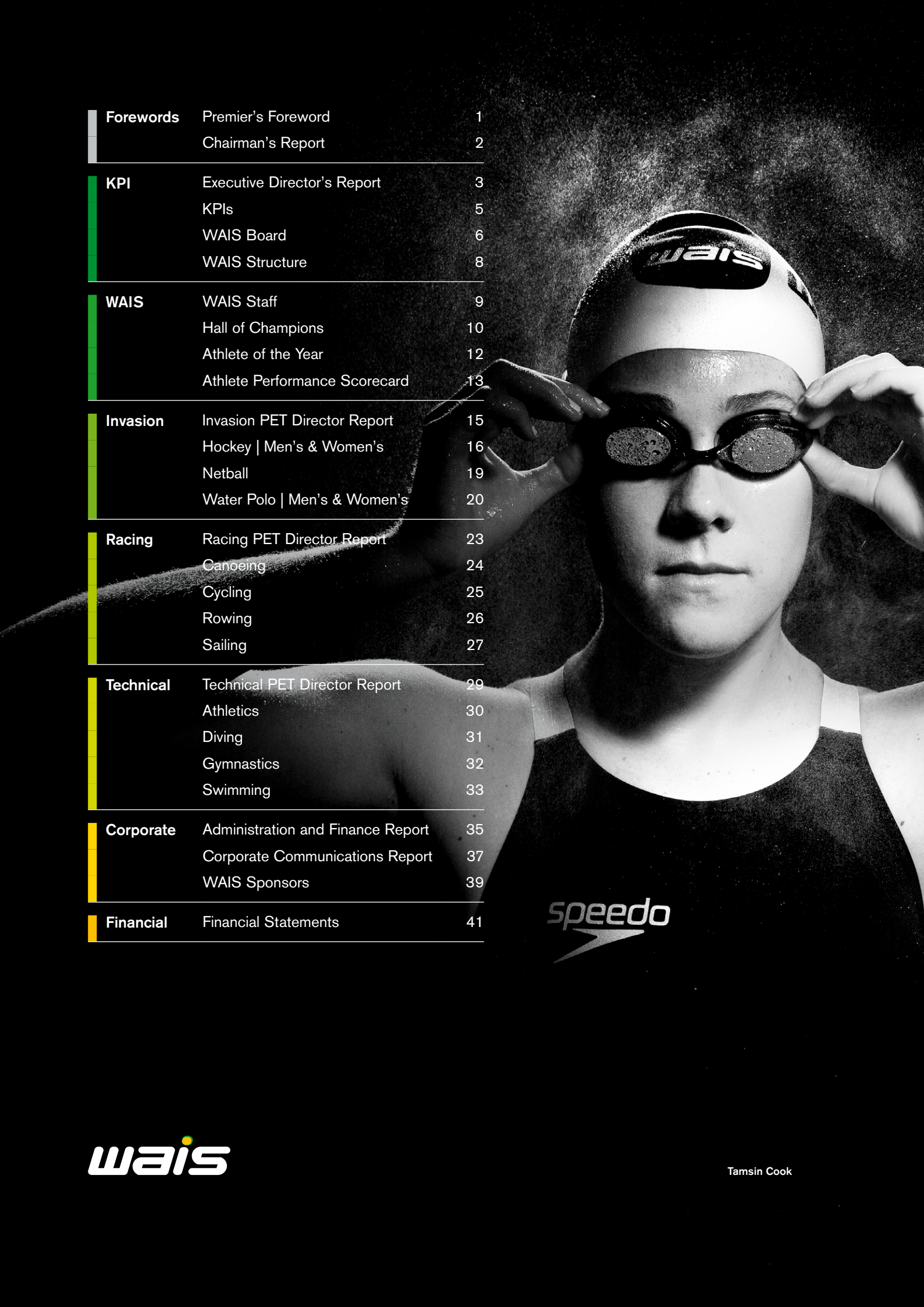
WAIS



2015-16 ANNUAL REPORT

WESTERN AUSTRALIAN INSTITUTE *of* SPORT

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PREMIER'S FOREWORD



As the patron for the Western Australian Institute of Sport, I have shared the excitement and anticipation in the lead up to the 2016 Rio de Janeiro Olympic and Paralympic Games.

Some 68 Western Australians were selected for Rio, both in terms of competition and in support of our athletes and I would like to take this opportunity to congratulate all our representatives.

It was a privilege to host the Farewell Dinner for Western Australia's Olympians in July and it provided a timely reminder of the hard work, endeavour and personal sacrifice that our elite athletes make in order to reach their sporting goals.

The State Government remains a proud contributor to Western Australia's high performance sporting success and it is particularly pleasing to reflect on the achievements at WAIS over the past financial year, as detailed in this Annual Report.

I am pleased that the \$33.7 million WAIS High Performance Service Centre delivered by the State Government has provided a world class training facility for our Rio Olympic and Paralympic athletes. This facility will ensure that WAIS remains central to the State's high

performance sporting pursuits for many years to come.

I would also like to take this opportunity to acknowledge the Chairman, Mr Peter Abery, Executive Director, Mr Steven Lawrence and the members of the WAIS Board who continue to drive Western Australia's high performance sporting outcomes.

It is also fitting to acknowledge the support of WAIS's strategic partners through its high performance operations, including the Department of Sport and Recreation, Lotterywest, the Australian Sports Commission and Venues West.

Colin Barnett MLA | Premier



CHAIRMAN'S REPORT

The Australian Sports Institute Network was created in response to our national failure to win a single gold medal at the 1976 Montreal Olympics. It is therefore important and critical that once every four years when the Olympics (and now Paralympics) come around we pay closer attention to the health of our national high performance sport system. WAIS first joined this national network in 1984 and has supported athletes to every Olympic Games since inception. Western Australians supported by WAIS have also contributed to Australian medal success at each of these Games. The WA contribution to the Rio team continued this trend, albeit at the lower end of our target range. However, all the athletes competed with the fierce competitiveness and displayed sportsmanship that ignites our national pride as a sporting nation.

We are also very proud of the WAIS supported athletes selected on the Australian Paralympic Team. The WA athletes range from the evergreen Wheelchair Basketballer, Brad Ness, who will compete at his fifth Paralympics to first timers such as Track and Field athlete Ella Pardy. We are particularly proud that our new High Performance Service Centre has provided a much greater opportunity for athletes with a disability to be supported by WAIS in their preparations for selection to and competition in Rio. While their results will not be known until after the publication of this report we are very confident that their endeavours will be a great reflection on all those who have supported them on their individual journeys.

Over the past year the WAIS Board has been evaluating a range of future state projects. The two most important of these being firstly the preparation for the revision of the WAIS strategic plan and secondly the selection of the sport programs to be operated during the 2017-20 Olympic cycle. The complexity of the national sports system and rapidly changing nature of the National Institute Network provides both a challenging and stimulating environment in which to set the WAIS strategic direction.

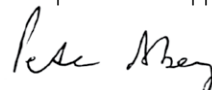
The WAIS Board was faced with difficult decisions in selecting the sports programs for the 2020 Olympiad. What is pleasing is that the improving collaboration of the National Institute Network under the ASC Australia's Winning Edge strategy has provided the opportunity for a more nationally focused but still locally determined process. While the work to finalise sport

programs continues it is appropriate to note the difficult decision made to recast our involvement in Women's Artistic Gymnastics. This decision was the outcome of a detailed and thorough process, and made in the best interests of the state for national success. It was however, a very difficult decision emotionally due to our 28 year history with the program and the successes of the program which are best characterised by 2010 World Champion on the Floor, Lauren Mitchell. Lauren remains the only Australian female gymnast to be crowned World Champion, a clearly outstanding result for the program.

WAIS continues to be well supported by the state government and our gratitude is extended to Minister of Sport and Recreation, Ms Davies for her interest and counsel on various matters. We also acknowledge the support of the Department of Sport and Recreation and VenuesWest.

I am delighted to be able to Chair a Board with a mix of skills, not only the required business, ethical and financial knowledge, but also a great passion and understanding of high performance sport from competitor, service provider and administrator perspectives. In reflecting on the Board can I acknowledge the retirement of Ms Fiona Tory as a Board Director. Fiona has served the Board for 15 years in various capacities including Chairman of the Finance Committee, Audit and Risk Committee and as Deputy Chair. Fiona's contribution has been significant in both time and quality and will remain in the many achievements made by WAIS during her tenure. The Minister of Sport and Recreation Ms Davies reappointed Ms Clover Maitland, the Very Reverend Richard Pengeley and Mr Neil McLean to further terms of three years each on the Board from 1 July 2016. The Board elected Mr McLean to the position of Deputy Chair to replace Ms Fiona Tory with effect from the same date.

Finally I would like to sincerely thank my co-directors for their ongoing voluntary involvement and contribution to the WAIS Board and organisation, and also our Executive Director Steven Lawrence for the leadership and passion he applies to his role.



Peter Abery | WAIS Chairman



EXECUTIVE DIRECTOR'S REPORT



For WAIS the Rio Olympics provided another indication that the WA sporting system remains strong and the role that WAIS plays in supporting Western Australian athletes in Australian international success valuable.

We did not achieve our target of 10% of national team representation largely due to the inclusion of Rugby 7s, a sport not as yet well developed in WA and traumatic injury to several athletes. However, all our athletes gave us reason to feel tremendous pride in being an Australian through their performances in the Olympic arena. Cyclist Sam Welsford and swimmer Tamsin Cook were outstanding as members of silver medal winning teams and are excellent examples of the quality of talent we have for the Tokyo cycle. To see WAIS graduates such as Diver, Maddison Keeney and Archer, Taylor Worth stand on an Olympic Podium is good evidence our approach to supporting athletes in some of the smaller sports can be very successful.

At the time of writing the WAIS Paralympians are in the final stages of preparation for their competition. Having watched many of them prepare over the past several years I am very confident the results they achieve will be ones of which they and all who have supported them will be incredibly proud of.

Over the reporting period (2015-16 financial year) the WAIS WA national team representation goal of 10% was met in aggregate across Olympic and Paralympic sports. The Olympic sport result of 11.2% was above our target range and exceeded expectations. Conversely WA Paralympic national team representation of 6.1% was below our target range and reflective of WA's strength in those sports who held World Championships during the 2015-16 financial year. The World Champion and Podium goals were also below our target range with the exception of World Champions in Olympic

sports. There is a high degree of variability in these two measure due to the relatively small number of World Champions or Podium place getters and the limited number of sports who hold World Championships in any given year. Sport by sport detail is provided in the Athlete Scorecard presented on page 13 of this report.

The evolution of the national sporting system over the past twenty years has seen sport develop an increased capacity to lead, manage and deliver significant parts of their sport national high performance pathways. This evolution has gained significant momentum since 2012 under the national high performance strategy, Australia's Winning Edge (AWE). As a result of this change the WAIS role in supporting a sports national strategy in most cases can no longer be accurately measured by our current Athlete performance KPIs. The WAIS Board in recognition of this situation will review the Institute's goals and KPIs as part of the process to prepare its 2017 and beyond strategic plan.

WAIS has continued to utilise its strategic management framework to monitor the status of Key Result Areas (KRA) and respond to strategic challenges identified. The Overall Status of these KRAs is considered to meet our expectations for sustained performance. A summary of key highlights for each KRA is provided below.

KRA: Athlete Performance Systems

The focus of this area is the planning and delivery of an integrated training and service delivery program for each of our athletes. All indicators of this KRA remain positive, however, below the "world's best" standard we have set

as our benchmark. With the Olympic cycle ended a project to evaluate and re-design, where required, our systems and approach will commence. Importantly this project will be integrated into the National Institute Network (NIN) agreed nationally coordinated and aligned performance service delivery strategy.

The need for new knowledge is imperative in a world where winning and losing is measured by millimetres and hundredths of a second and breaking World Records is almost passé. Therefore, the commencement of work towards achieving the goal of the WA High Performance Research Centre based at the WAIS High Performance Service Centre was very pleasing. This Centre is being founded on the basis of the thirty two year collaboration with the UWA School of Sport and Exercise Health but is committed to engagement with all WA Universities as well as the AIS and other interested partners.

KRA: Staff

The quality and engagement of WAIS staff remain and undeniable strength of WAIS. This strength shone through when assistance was required to cope with the impact of temporarily reduced staffing levels.

Following a review of our staff performance management framework work has commenced on making improvements to this framework. The goals of the project are to give greater clarity around expected performance outcomes and to place greater emphasis of staff knowledge and skills as well as modernise our approach to organisational culture.

Following the move to the new HPSC a review of the structure, staffing and operations of our Corporate Service Division was undertaken. This review confirmed the need for a revised structure in the areas of finance and facility operations. Following a successful recruitment process we have now bedded down the Finance and Operations Department staff structure.

KRA: Finance

While Western Australia is facing a difficult economic climate we have been very fortunate to receive a new four year funding agreement from the state government which will provide the foundation of our operations for the 2020 Olympic cycle.

As an outcome of the Corporate Service Division review mentioned above work is being undertaken to revise aspects of our finance department operations identified through external audits. This work will include the essential upgrade to our financial accounting and management systems.

KRA: Partnerships and Stakeholders

The NIN has continued to work positively over the past year with key projects in, aligning all members to a national high performance sport planning system, confirmation of a single national athlete categorisation framework and agreement to implement a national performance services strategy. These outcomes have the potential to create significant efficiencies in planning and management of sport national high performance athlete pathways in which we partner.

The decision to reduce investment in Gymnastics and increase investment in other sports is the outcome of a detailed and thorough process designed to ensure WA continues to improve its contribution to Australian international success. It is also a reflection of the evolution of the national sporting system to one where sports are the leaders and the institutes are now in the role of investing partners.

Feedback from our second annual partnership and stakeholder survey has returned another very positive response and very pleasingly with a significantly higher rate of return. The overall score indicated a slightly higher level of satisfaction with the way in which we engage with our partners and stakeholders across the organisation. The survey also indicated that our key partners were very positive of the value we add to their purpose. The survey also provided feedback on areas that we could improve on and work will be undertaken to refine minor aspects of process or approach identified for improvement.

KRA: Infrastructure

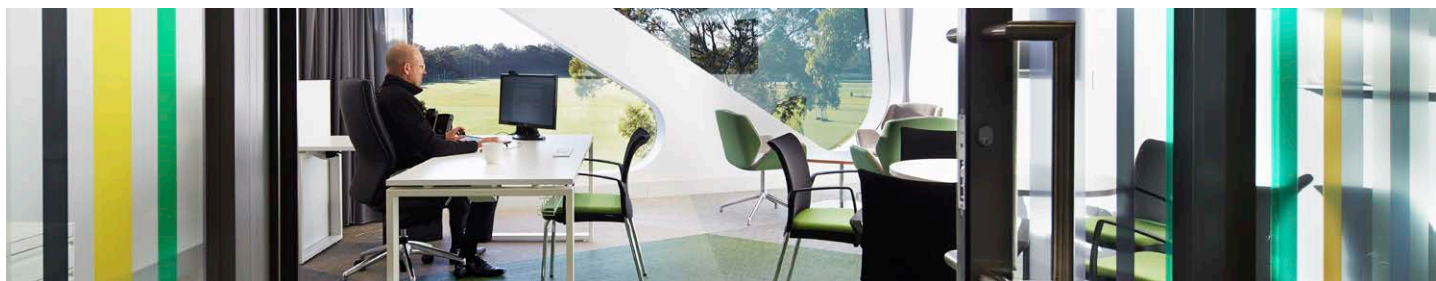
Not surprisingly the HPSC has been extremely well received by staff and athletes. Feedback has been overwhelmingly positive and it was very satisfying to hear that the athletes feel that the HPSC is a welcoming and motivating place for them to be.

Work has continued throughout the year to fully operationalise all aspects of the building with the only work remaining relating to bespoke and highly technical elements of the facility.

The sport specific infrastructure we access through Venues West continues to meet our needs and we note that facilities in need of repairs or upgrading are being dealt with in a proactive fashion to ensure the required standards are met.



Steven Lawrence | WAIS Executive Director



PURPOSE

To provide opportunities for talented Western Australian Athletes to achieve excellence in elite sport with support from their home environment.

VISION

To Produce Champions

GUIDING PRINCIPLES

The philosophies guiding WAIS operations are defined by the following principles.

International Focus

WAIS will prioritise resource allocation to support athletic performance at the international level.

Western Australian Significance

WAIS will give priority to sports important to the Western Australian community.

Partner to Value Add

WAIS will partner sports that provide national leadership and will allocate resources to enhance the support provided by them to their athletes.

Community Values

WAIS will maintain high community values in all aspects of its operation and recognise that WAIS athletes as role models are expected to reflect these values.

Goals

1. Maximise Western Australian contribution to Australia's International Success¹
2. Maximise Western Australian representation on significant Australian Teams
3. WAIS National representatives reflect the personal values of a champion

Note: 1 as defined by Australia's winning Edge Strategy <http://ausport.gov.au/>

Key Performance Indicators

- Percentage of Australian gold medal athletes from WA.
- Percentage of Australian gold medal athletes supported by WAIS.
- Percentage of national team representatives from WA.
- Percentage of national team representatives supported by WAIS.
- Percentage of WAIS national team representatives reflecting the personal values of champions.

Operational Principles

WAIS is a performance driven organisation and creates structures and systems aligned with the following two principles:

1. Athlete focussed
2. Coach led multidisciplinary approach

Performance Enhancement Critical Success Factors

WAIS core operations are focussed on attaining the following critical success factors:

1. **Quality Athletes:** identifying and engaging athletes with the attributes and attitude for high performance sport.
2. **Training environment:** providing for each identified athlete a daily training environment appropriate to achieve their performance goals inclusive of coaching, facilities, specialist service and equipment.
3. **Competition opportunities:** providing athletes with the required competition opportunities to maximise their competitive skills.
4. **Sport and life balance:** Ensuring identified athletes have the opportunity to engage in the required training and competition plan to meet their sporting and life goals and are supported to develop attitudes and behaviours reflective of community champions.

WAIS BOARD

Peter Abery FAICD (Chair)

Joined WAIS Board: 30/06/2012



Peter is a business and strategy consultant, a professional director and an accredited mediator. He is also an executive business coach and provides advice to boards. He has held numerous Managing Director and CEO positions in a variety of industries, both locally and internationally, has chaired both listed and unlisted companies and currently serves as a non executive director on three non for profit boards. He is also a senior educational facilitator for the AICD. He has a strong interest in sport and sporting organisations, and has consulted to DSR and the WAFC.

Fiona Tory (Deputy Chair)

Joined WAIS Board: 26/04/2001 (retired 30/06/2016)



Fiona brings a strong background in strategic marketing, business improvement and accounting. As a Marketing Manager with Rio Tinto Iron Ore, Fiona has gained strong experience in business process and organisational design. Having pursued a State-level athletics career in her younger years and as a keen runner, Fiona demonstrates a strong passion for sport and believes in the importance of athletes inspiring and encouraging young people to be engaged in sport at all levels. Fiona has instilled and fostered a love of sport in her three girls, all active participants in club and school-based sport activities. Fiona is also a member of the Australian Institute for Company Directors (AICD).

Steven Lawrence (Executive Director)

Joined WAIS Board: 09/09/2001



Steven Lawrence is the Executive Director of WAIS, having held this position since September 2001. Steve has a MEd in Exercise Physiology from the University of WA and worked closely for 16 years with the Australian national hockey programs as well as numerous WAIS Sport programs and athletes. He was awarded the Sport Australia medal in 2000 and has also served as chair of the National Elite Sports Council and as a board member of the International Association of Sport Performance Centres. His passion for excellence and belief in the value of high performance sport remains the driving force in his work.

Matthew Beevers

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.



Graham Brimage

Joined WAIS Board: 31/10/2014



Graham is currently the Director Strategic Policy & Regions with the Department of Sport and Recreation. He has extensive strategic planning, policy development and evaluation experience in the sport and recreation industry at Federal, State and local government levels. Graham has generated strategic engagement and shared policy agendas for sport with many mainstream portfolios, including education, environment, transport, water, local government, justice, Aboriginal Affairs, health, communities and tourism. As a volunteer Graham is heavily involved in delivery of the high profile Drug Aware Margaret River Pro.

Rachel Harris

Joined WAIS Board: 30/06/2009



Rachel works as a Sport and Exercise Medicine Doctor at Sports Medicine Glengarry, is the Underage Medical Lead and team Doctor for the Australian Rowing Team and Club Doctor for the South Fremantle Football Club. She is an Olympian from the Sydney 2000 Olympics, where she placed 12th in both the 800m freestyle and the 400m IM. Rachel is a gold medallist from the 800m freestyle at the 1998 Kuala Lumpur Commonwealth Games and a silver medallist in the 800m freestyle at the 1999 World Short Course Championships in Hong Kong. Rachel is also on the UWA Sports Advisory Board.

The Very Reverend Richard Pengelley

Joined WAIS Board: 13/12/2010



Richard is the Anglican Dean of Perth and an Adjunct Lecturer in the School of Sport Science, Exercise and Health at UWA. A dual water polo Olympian, Richard has been a WAIS athlete and coach and has served on the board several times. He is particularly interested in athlete support and holistic development and good ethical practices within the organisation.

Clover Maitland OAM

Joined WAIS Board: 30/06/2013

Clover is a Research Associate with the Health Promotion Evaluation Unit within the School of Sport Science, Exercise and Health at the UWA. Prior to this she was a Senior Manager at the Heart Foundation responsible for a range of health promotion programs to address physical inactivity and unhealthy weight in WA. Clover was a Hockeyroo from 1993-2000 and is a dual Olympic Gold Medallist. She enjoys being part of environments such as WAIS where learning, improvement and excellence are valued, and still loves coaching and playing team sports.

**Todd Pearson** OAM

Joined WAIS Board: 30/06/2015

Todd Pearson is the current Managing Director of Statewide Oil Distributors and Roto Oil who are the strategic distributors of ExxonMobil lubricants to Western Australia and South Australia.



Todd has a Commerce Degree from Curtin University and is a Graduate of the Australian Institute of Company Director's program. He is a dual Olympic swimming gold medallist from the Sydney 2000 Games and is a past WAIS scholarship holder. He has maintained a strong interest in sport and particularly enjoys watching young elite athletes reach their full potential.

Neil McLean (Deputy Chair as of 1/07/2016)

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 Deputy Chairman of the UWA Human Research Ethics Committee. 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, 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.

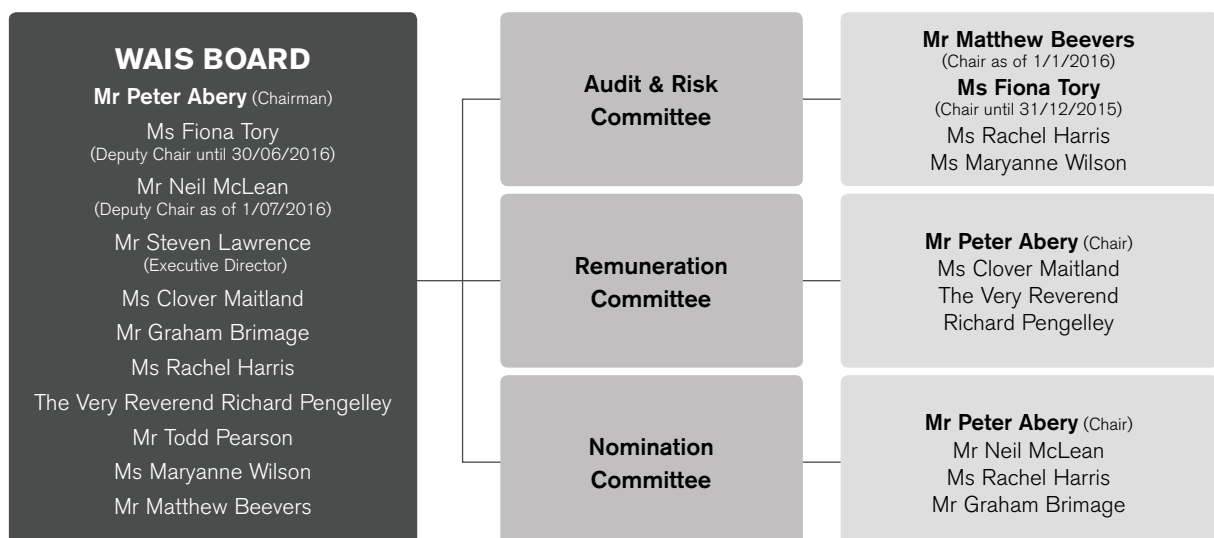
**Maryanne Wilson**

Joined WAIS Board: 30/06/2015

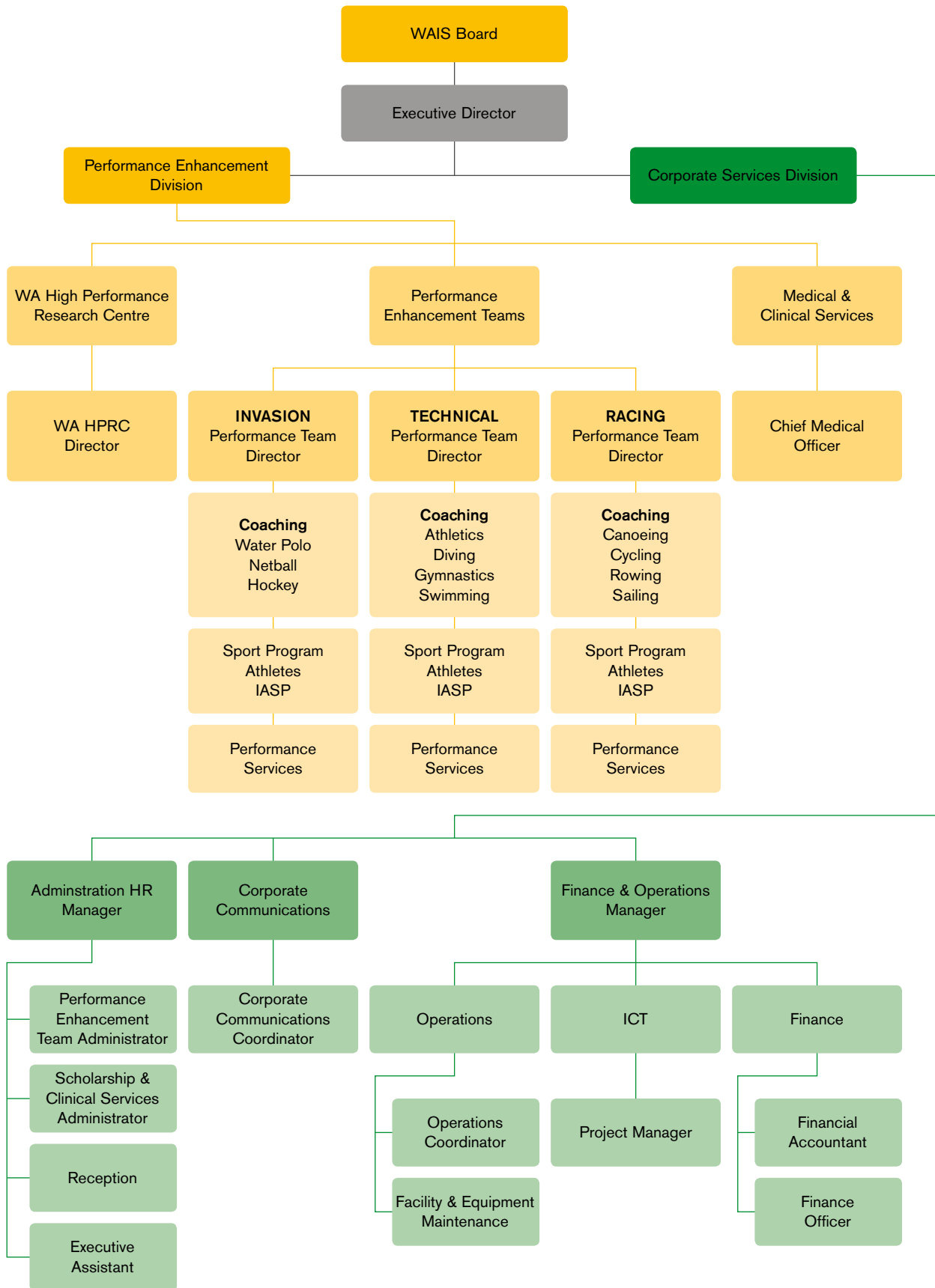
Maryanne is the Financial Controller at Clontarf Foundation, a Western Australian-based national organisation which exists to improve the education, self-esteem, life skills and employment prospects of young aboriginal men, using sport as the vehicle. She was previously the Chief Financial Officer of 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.



WAIS BOARD STRUCTURE



WAIS STRUCTURE



WAIS STAFF

EXECUTIVE

Steven Lawrence | Executive Director

CORPORATE SERVICES

Chris Abbott | Corporate Communications Coordinator

Chrissie Banwell | Receptionist & Scholarship Administrator

Damien Fitzpatrick | Finance & Operations Manager
(Commenced 13/01/16)

Darren Key | Maintenance Support Technician

Ellie Fazio | Performance Enhancement Teams Administrator

Harry McNally | Maintenance Support Technician

Kate Hedges | Receptionist (Commenced 05/09/2015)

Laura Reid | Executive Assistant

Melissa Kroeger | Financial Accountant
(Commenced 04/01/16)

Michael Hodder | Operations Coordinator
(Commenced 14/09/2015)

Michelle Duncan | Senior Finance Officer (Exited 07/08/15)

Rachel Mazza | Personal Assistant (Exited 25/09/15)

Ramon Falzon | Finance Manager (Exited 16/10/2015)

Sharon Foster | Administration Manager

Vicki Hamlin | Finance Officer

PERFORMANCE ENHANCEMENT TEAMS

Invasion

Alan Black | Performance Team Director (Exited 06/04/16)

Amanda Schonfeld | Athlete Education Officer
(Commenced 18/01/2016)

Chris O'Reilly | Mens Hockey Head Coach

Deanna Smith | Personal Excellence Advisor - Invasion Sports

Geish Hori | Strength & Conditioning Coach - Invasion Sports

Georgina Kovacs | Women's Waterpolo Coach

Jeremy Davy | Women's Hockey Head Coach

Kate Bobridge | Athlete Education Officer (Exited 23/12/15)

Marc Sim | Physiologist (Exited 16/02/16)

Michelle Wilkins | Netball Head Coach

Paul Goods | Physiologist - Invasion Sports
(Commenced 22/02/16)

Paul Oberman | Men's Water Polo Head Coach

Shayne Hanks | Psychologist - Invasion Sports

Terreen Stenvers | Nutritionist - Invasion Sports

Racing

Adrian Schonfeld | Psychologist - Racing Sports

Andrew Jackson | Cycling Senior Coach

Belinda Stowell | Sailing Head Coach

Clay Worthington | Cycling Head Coach

Emily Eaton | Nutritionist - Racing Sports

Garry Moss | Personal Excellence Advisor - Racing Sports

Greg Morgan | Strength & Conditioning Coach - Racing Sports

Martyn Binnie | Physiologist - Racing Sports

Matthew Doyle | Biomechanist - Racing Sports

Ramon Andersson | Head Canoe/Kayak Coach

Rhett Ayliffe | Rowing Head Coach

Teagan Colgan | Performance Team Director - Racing Sports

Technical

Alex Parnov | Pole Vault Head Coach

Alexey Korovin | Gymnastics Coach

Anastasia Umeh | Gymnastics Coach

Andrew Lyttle | Lead Biomechanist - Technical Sports

Bud McAllister | Swimming Head Coach

Clare Wood | Nutritionist - Technical Sports
(Commenced 08/02/16)

Dhana Antulov | Gymnastics Administration

Gilman Barnitt | Lead Strength & Conditioning Coach - Technical Sports

Grant Ward | Field Athletics Head Coach

Jenny Marsh | Personal Excellence Advisor - Technical Sports

Josh Fabian | Gymnastics Coach

Martine George | Head Gymnastics Coach

Matthew Helm | Diving Head Coach (Commenced 25/01/16)

Michael Broadbridge | Performance Team Director - Technical Sports

Michael Palfery | Swimming Senior Coach

Michelle McMurdo (nee Yardley) | Program Coordinator - Gymnastics & Swimming

Nikolai Lapchine | Gymnastics Coach

Paul Burgess | Pole Vault Coach

Regan Molyneaux | Gymnastics Coach

Sacha Fulton | Physiologist - Technical Sports

Shannon Roy | Head Coach - Diving (Exited 16/12/15)

Simone Allen | Dietician (Exited 28/01/16)

Tatiana Lapchina | Gymnastics Coach

Performance Enhancement Division

Carmel Goodman | Chief Medical Officer

Duncan Sullivan | Sports Physician

Matthew Burgin | High Performance Coordinator

Peter Steele | Sports Physician

HALL OF CHAMPIONS



Rechele Hawkes

The Western Australian Hall of Champions perpetuates the achievements of Western Australia's best athletes. Entrance to the Hall signifies that the athlete has achieved at the highest level of their sport in a manner befitting a champion.

In 2015, Western Australian football legend Stan Lazaridis earned induction into the WA Hall of Champions, where he was joined by cricketing great Adam Gilchrist. Existing Hall of Champion member, Rechele Hawkes received just the seventh elevation to legend status, within the Hall's illustrious ranks.

RECHELE HAWKES - LEGEND

In a glittering career, Rechele Hawkes became the world's most decorated hockey player. From her international debut in 1985 until her retirement in 2000, she won multiple gold medals at the sport's major tournaments - Olympic Games (1988,1996,2000), World Cup (1994,1998) and Champions Trophy (1991,1993,1995,1997,1999). She also won gold at the 1998 Kuala Lumpur Commonwealth Games.

The Hockeyroos entered the Atlanta Olympics as the undisputed favourite, having compiled an unbeaten streak of 31 matches heading into the Games. Led by Hawkes' brilliance in the midfield, the team defeated South Korea 3-1 in the final.

Following her second Olympic triumph, Hawkes took some time away from the sport to consider her future. The lure of a home Olympics saw her commit to the team for another four years. In May 1998, she was co-captain of the team that won the World Cup in the Netherlands. Shortly before the Kuala Lumpur Commonwealth Games she suffered a broken arm but managed to regain full fitness in time to lead the side to an historic gold medal, trouncing England in the final 8-1.

Hawkes was accorded the honour of reading the Athletes' oath at the opening ceremony of the Sydney Olympics. Two weeks later, she claimed her third Olympic gold medal in what would be the last game of her international career. She retired having played 279 internationals, an Australian record.

STAN LAZARIDIS

A fleet-footed left winger or fullback, Stan Lazaridis is Western Australia's most capped player with 72 appearances for the Socceroos, 60 in 'A' internationals. He took part in four World Cup campaigns - was in the squad that competed in Germany 2006 and played in the 1997 FIFA Confederations Cup Final.

Lazaridis also represented the "Olyroos" as one of three overage players at the 2000 Sydney Olympics.

Born in Perth, Lazaridis began his career in the WA State Premier League with Kingsway Olympic, Stirling Macedonia and Floreat Athena, before playing three seasons in the N.S.L. with West Adelaide.

In 1995, Lazaridis joined English Premier League Club West Ham for a then record WA transfer fee of £300,000. He played 88 times for the London club over four seasons before moving to First Division club Birmingham City for a fee of £1.7Million.

Lazaridis was an integral part of The Blues' promotion to the Premier League - scoring from the spot in the 2002 First Division Playoff Final against Norwich - as Birmingham won on penalties.

After 222 appearances - including the 2001 League Cup Final - Lazaridis returned home to Perth to finish his career with Perth Glory, retiring in 2008.

ADAM GILCHRIST

Adam Gilchrist, born in the northern New South Wales town of Bellingen on November 14, 1971, retired from international cricket in 2008 widely acclaimed as the greatest-ever wicketkeeper-batsman in Tests and one-day internationals.

He moved to Western Australia in August 1994 after struggling to gain a permanent place in the NSW side and quickly developed into a highly-accomplished wicketkeeper and an enterprising and aggressive left-hand batsman.

A marvellous entertainer, his explosive hitting delighted the fans and demoralised the opposition.

When he retired he was the only player to have hit a hundred sixes in Test history, he held the record number of dismissals in Tests (416) and ODIs (472), his 17 Test centuries and 16 ODI hundreds were the most by a wicketkeeper. He holds the unique record of scoring at least 50 in successive World Cup finals (54 in 1999, 57 in 2003 and 149 in 2007) and is one of only three men to have played in three World Cup wins.

In the third Ashes Test at the WACA Ground in December 2006 Gilchrist hammered four sixes and 12 fours in reaching his century off 57 deliveries, the second fastest century in Test cricket.

A Wisden Cricketer of the Year in 2002 and the one-day international player of the year in 2003 and 2004, Gilchrist was inducted into Sport Australia's Hall of Fame in 2012 and the Australian Cricket Hall of Fame in 2015.

HERB ELLIOTT MEDAL

2015 saw the inaugural presentation of the Herb Elliott Medal. The medal, struck in honour of the champion middle distance runner, is presented to the Western Australian athlete whose efforts are recognised as most inspirational over the voting period.

Western Australian golfer Minjee Lee was the inaugural recipient of the Herb Elliott Medal, with Herb on hand to present the award. Lee's efforts in winning the Kingsmill Championship in Virginia in her debut season on the LPGA Tour was ranked ahead of Adam Voges' debut test century against the West Indies and Caitlin Bassett's achievements with the Australian Diamonds.



Adam Gilchrist



Stan Lazaridis

ATHLETE OF THE YEAR

WAIS Athlete of the Year Melissa Hoskins

Caitlin Bassett and Melissa Hoskins made history at the 2015 WAIS Annual Dinner after being jointly awarded WAIS Athlete of the Year at the Institute's night of celebrations at HBF Stadium last October.

Bassett became the first netballer to win the prestigious award, whilst Hoskins was the first female cyclist to earn distinction as Athlete of the Year, with the prize shared for just the second time in the award's history, following the 2008 trophy going to Olympic champions Steve Hooker (pole vault) and 470 sailing duo Elise Rechichi and Tessa Parkinson.

A strong list of candidates for the WAIS Athlete of the Year was narrowed to four finalists, with Bassett and Hoskins joined by FINA World All Star water polo player Aaron Younger and the world's second ranked laser sailor Matt Wearn.

The selection committee deemed Bassett's role in shooting Australia to a third straight Netball World Cup win and Hoskins' efforts in helping the Australian women's team pursuit to a drought breaking world cham-

pionship win at the 2015 Track World Championships in France, in world record time, as equally deserving of the top award.

WAIS swimmer Tamsin Cook edged out a stellar field of candidates that included Nina Kennedy (pole vault), Damian Fyfe (swimming), Conor Nicholas (sailing) and Alex Rendell (cycling) for the Junior Athlete of the Year.

Swimming was a big winner on the night, with the Challenge Podium Performance Centre announced as the WAIS Program of the Year, whilst Michael Palfrey - who heads up the program - also took to stage to accept the WAIS Coach of the Year Award.

The Challenge Podium Performance Centre earned distinction as WAIS Program of the Year, ahead of the WAIS Hockey Men's and WAIS Sailing Programs, whilst Palfrey accepted Coach of the Year honours ahead of his colleagues Belinda Stowell (Sailing) and Michelle Wilkins (Netball).

Popular wheelchair basketball athlete Brad Ness was awarded the WAIS Personal Excellence Award, highlighting his incredible achievements in sport, with his business (Manga Pizza) and through his role supporting the Red Dust Heelers program that supports causes close to his heart.

Also presented at the 2015 WAIS Annual Dinner, the Wally Foreman Foundation presented three scholarships to WAIS athletes Sharon Jarvis (para-equestrian), Lyndsay Pekin (athletics) and Jaime Roberts (kayaking), with funding set to provide each with unique assistance as they pursue their sporting goals.



WAIS Netball Program coach Michelle Wilkins accepting Caitlin Bassett's WAIS Athlete of the Year award on her behalf.

ATHLETE PERFORMANCE SCORECARD

		National Representation			Podium Performances		Gold Medallists	
		WAIS Competitors	WA Other	WAIS Target	WAIS Competitors	WA Other	WAIS Competitors	WA Other
SPORT PROGRAMS	Athletics	3	0	3	0	0	0	0
	Canoeing - Sprint	3	0	5	0	0	0	0
	Cycling - Road	1	0	2	0	0	0	0
	Cycling - Track	1	0	3	1	0	1	0
	Diving	0	1	1	0	0	0	0
	Gymnastics - Women	1	0	2	0	0	0	0
	Netball	2	0	2	2	0	2	0
	Rowing	2	1	3	0	1	0	0
	Sailing	8	1	8	0	0	0	0
	Swimming	1	1	2	0	0	0	0
	Water Polo - Men	3	0	3	0	0	0	0
	Water Polo - Women	3	0	3	0	0	0	0
	TOTAL	28	4	37	3	1	3	0
	Percent of Team	10.1%	1.4%		3.8%	1.3%	9.4%	0.0%
WA Combined % of team	11.6%			5.1%		9.4%		
IASP - OLYMPIC	Synchronised Swimming	4	0	3	0	0	0	0
	Archery	0	2	1	0	0	0	0
	Badminton	0	0	0	0	0	0	0
	Boxing	1	0	0	0	0	0	0
	Canoeing - Slalom	2	0	1	0	0	0	0
	Cycling - BMX	3	0	2	0	0	0	0
	Cycling - Mountain Bike	0	0	1	0	0	0	0
	Football Women	0	2	1	0	0	0	0
	Gymnastics Men	0	0	0	0	0	0	0
	Gymnastics Rhythmic	0	0	1	0	0	0	0
	Gymnastics Trampoline	0	1	1	0	0	0	0
	Judo	0	0	0	0	0	0	0
	Shooting - Shotgun	1	0	0	0	0	0	0
	Triathlon	2	0	1	0	0	0	0
	Volleyball - Beach	0	1	0	0	0	0	0
	Weightlifting	1	0	0	0	0	0	0
	TOTAL	14	6	12	0	0	0	0
	Percent of Team	9.1%	3.9%		0.0%	0.0%	0.0%	0.0%
	WA Combined % of team	13.0%			0.0%		0.0%	
TOTAL OLYMPIC SPORTS	9.7%	2.3%		3.7%	1.2%	9.4%	0.0%	
WA Combined % of team	12.1%			4.9%		9.4%		
IASP - PARALYMPIC	Para Athletics	3	0	3	3	0	1	0
	Boccia	0	0	0	0	0	0	0
	Para Canoe	0	0	1	0	0	0	0
	Para Cycling - Road	1	0	1	0	0	0	0
	Para Cycling - Track	0	0	1	0	0	0	0
	Para Rowing	0	0	0	0	0	0	0
	Para Sailing	2	0	2	2	0	0	0
	Para Swimming	1	0	1	0	0	0	0
	Para Triathlon	2	0	2	0	0	0	0
	TOTAL PARALYMPIC SPORTS	9	0	11	5	0	1	0
	Percent of Team	6.1%	0.0%		4.5%	0.0%	2.6%	0.0%
WA Combined % of team	6.1%			4.5%		2.6%		
TOTAL - ALL SPORTS	51	10	60	8	1	4	0	
Percent of Team	8.8%	1.7%		4.2%	0.5%	5.7%	0.0%	
WA Combined % of team	10.6%			4.7%		5.7%		

INVASION

Glencora McGhie

INVASION | PET DIRECTOR REPORT

The WAIS Invasion Sports Performance Enhancement Team (PET) has achieved some outstanding results in 2015/16. There have been record number of athletes on National teams in Netball and Water Polo and the results of the Hockey athletes have been encouraging with selections to national squads.

Invasion team support staff have continued to seek new ways to assist the team's athletes and coaches. Performance Psychology have implemented a neuro-feedback program 'Muse' with Athletes in the Hockey and Netball programs. The Muse aims to increase mindfulness meditation and thereby facilitate increased calmness and decision making in stressful or anxious situations. The Physiology staff ran a research project to examine if the phytochemicals found in tart cherry juice may improve sleep quality, recovery measures and next day (24 h post-exercise) performance in male water polo players. While the Racing Team Biomechanist in a collaborative project applied learnings from Racing sports in work with Men's and Women's Water polo to utilise drones for overhead video feedback back for coaches about plays and athlete spacing. Personal Excellence in response the ANZ Women's Netball expansion developed a program to assist athletes in self-branding. The object of the program is to provide athletes with skills in self-branding through a series of self-promotional workshops to enhance their personal chances of being recruited by an ANZ team. Geish Hori the Strength Coach for the Invasion team, delivered specific movements, drills and pattern stimuli to improve reaction and agility for Hockey and Water polo players.

The quality of the Invasion team's coaches continues to be recognised by their national sport organisations. As the National Assistant Men's Water Polo Coach Paul

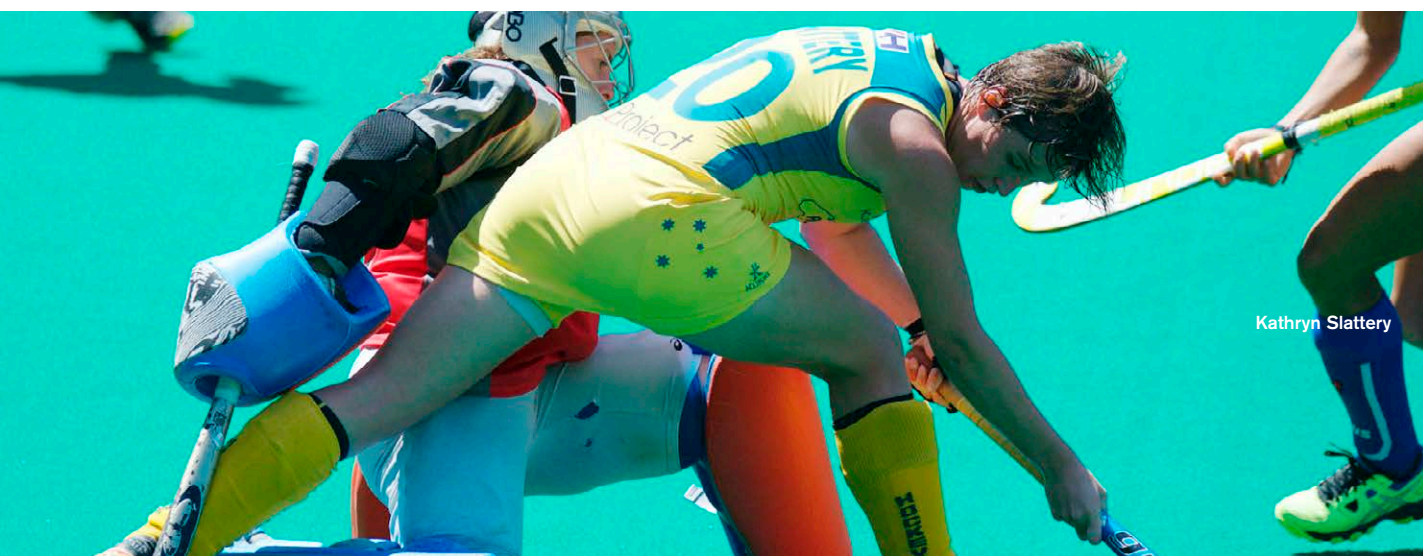
Oberman continued his duties in assisting prepare the team for the Olympics at various national camps and international tours. Georgina Kovacs, Women's Water polo coach used the senior World Championships as a coaching development opportunity as well as assisting at various national training camps. Hockey Coaches Jeremy Davey and Chris O'Reilly assisted on U23 and U21 National tours, while Netball coach Michelle Wilkins continued to support both state and national pathways through her roles as the Western Sting coach and national team selector.

Three IASP Wheelchair basketball men were selected to the Rio Paralympic team while unfortunately the women's Wheelchair team missed out on Paralympic selection. The opening of the WAIS HSPC has had a particularly positive impact on the Wheelchair basketball athletes. The access to a court for shooting practice in such close vicinity and ease to the weights floor, recovery centre, change rooms, meeting rooms and kitchen has allowed significantly greater engagement with this highly talented and committed group of athletes.

I would like to thank the members of the Invasion PET and the admin support team for their continued support of the athletes and the collaborative working relationship they have with each other.

Tegan Colgan

Acting Invasion Performance Team Director



Kathryn Slattery

HOCKEY



Tyler Lovell

HOCKEY MEN'S

The WAIS Men's Hockey Program provided athlete highlights at junior and senior international level in 2015/16, with members selected on the Kookaburras' World League and Champions Trophy successes.

With the Kookaburras focussing on a strong depth of talent ahead of Rio 2016, a number of scholarship athletes received the opportunity to represent their country over the reporting period. The Kookaburras claimed a World League title in India in November of 2015, with Fergus Kavanagh, Tyler Lovell, Aran Zalewski and Trent Mitton all featuring, whilst in June 2016, Lovell, Zalewski and Mitton helped the Australian national team to a Champions Trophy title in the UK.

WAIS had a strong presence in the Kookaburras squad that contested the Oceania Cup in New Zealand in October 2015, with five scholarship athletes wearing the green and gold of Australia. Kavanagh, Lovell, Zalewski, Mitton and Tristan Clemons all gained international caps.

WAIS youngster Frazer Gerrard capped a fine campaign at the National U21 Championships in Canberra by being named Player of the Tournament. The WA side finished second following a strong showing through the event.

Frazer was joined by fellow WAIS athlete Matt Bird in the Burras' squad (U21 national team) for the Sultan of Johor Cup in Malaysia. WAIS Program head coach Chris O'Reilly was the assistant coach with this group, whilst he was also selected to lead a National Futures

Camp on the Gold Coast last January. WAIS athletes; Alec Rasmussen, Matthew Bird, Jake Harvie, Hayden Walker and Frazer Gerrard all represented Australia in a Junior World Cup Qualifier on the Gold Coast during this period in a positive return for the underpinning talent in this state.

James Benetti, Simon Benetti and Marshall Roberts earned experience as members of an Australian U23 squad which hosted New Zealand in a five test series in Canberra.

The Program sought innovation across 2015/16 with weekly Psychology - Culture workshops driven by Invasion Team Psychologist Shayne Hanks. These sessions focused on enhancing squad reputation and reinforcing professional standards both on and off the field.

An addition to previous training protocols also saw WAIS goalkeeping talent, train with weights attached to hands and legs, to increase agility and sequence of movement.

WAIS Invasion PET physiology conducted research projects that examined agility of goal keepers through a reflex board, whilst GPS tracking of athletes provided accurate logging of time and distance athletes were engaging in during matches, relative to success.

Program Athletes

Craig Boyne	Alec Rasmussen
Chris Bausor	Graeme Begbie
Frank Main	Matthew Fisher
Ross Hall	Brayden King
Marshall Roberts	Coby Green
James Benetti	Jake Harvie
Simon Benetti	Joseph Kenny
Hayden Walker	Tom Wickham
Mathew Bird	Tristan Clemons
Frazer Gerrard	

National Team Representation

Sultan of Johor Cup - Malaysia:

Matthew Bird, Frazer Gerrard

Oceania Cup - New Zealand: Tristan Clemons

Australia v India Test Series: Tristan Clemons

U23 Australia v New Zealand Series: James Benetti, Simon Benetti, Marshall Roberts

Junior World Cup Qualifier: Alec Rasmussen, Matthew Bird, Jake Harvie, Hayden Walker, Frazer Gerrard

Major Title Winners

Oceania Cup - New Zealand: Tristan Clemons

Coaching Achievements

Sultan of Johor Cup - Malaysia:

Chris O'Reilly (assistant coach)

National Futures Camp: Chris O'Reilly

HOCKEY WOMEN'S

The WAIS women's water polo program saw three athletes compete at the 2015 FINA World Championships in Russia, and gain selection onto the Australian Olympic Team for the 2016 Rio Olympic Games.

The Australian Stingers team that finished fourth at the World Championships in Kazan, Russia featured WAIS athletes; Gemma Beadsworth, Glencora McGhie and Zoe Arancini. Arancini had a standout tournament for Australia, earning selection in the FINA World All Stars team at the conclusion of the tournament.

At the end of 2015, an Australian team featuring Beadsworth, McGhie and Arancini won gold at the Rio Test Event, with Australia defeating rivals, the USA for the title.

The same three athletes earned selection in Australia's final 13 member squad for the 2016 Rio Olympic Games, with Beadsworth preparing for a third Olympics, McGhie a second, whilst Arancini was named for her Olympic representative debut.

WA athletes; Jessica Zimmerman, Genevieve Longman, Tess Hosking and Dayna O'Leary were all included in the Australian U20 squad, with Zimmerman and Longman both selected to represent Australia at the Junior World Championships in Greece.

WAIS program coach Georgina Kovacs was heavily involved with national team programs across the operational year, attending the senior World Championships as a coaching development opportunity, whilst assisting an Australian Senior B Team in a tour of Japan, as well as assisting the national senior, junior and youth programs on camps, whilst undertaking an AIS Performance Coach Program in Canberra.

The WAIS program has also embraced innovations in online teaching protocols, with an iBook teaching guide that provides athletes with information and video over a range of water polo elements, including; swimming, legwork, passing, shooting, game drills and goal keeping skills. This is aimed at improving talent pathway and technical enhancements in developing athletes.

Development of weekly dryland training sessions have been designed and implemented through program physiologist Paul Goods. These sessions factor fitness and positional requirements, and have included a focus on altitude sessions, watt bike sets and plyometric exercises to promote explosive power.

Program Athletes

Kate Denning	Aleisha Power
Kyra Flynn	Annie Gibbs
Penny Squibb	Phillipa Morgan
Georgia Wilson	Sienna Archer
Erin Flynn	Shan�ea Tonkin
Aimee Clark	Sara Foster
Teagan Gmeiner	Jemma Green
Preah Hetherington	Candyce Peacock
Ashleigh McNess	Renee Rockliff

National Team Representation

U/23 National Squad: Penny Squibb, Georgia Wilson, Aleisha Power

U/21 National Squad: Georgia Wilson, Aleisha Power, Candyce Peacock, Shanea Tonkin, Pippa Morgan

Coaching Achievements

U/23 National Squad: Jeremy Davy (assistant coach)

U/21 National Squad: Jeremy Davy (assistant coach)

Ashleigh Nelson





Ashleigh Brazill

NETBALL

The WAIS Netball Program had two members on the victorious Australian Diamonds team that won a world title at the 2015 World Cup in Sydney. The 2015/16 year was also focused on promoting youth talent with a number of initiatives aimed at boosting pathway development, which bore success through five athletes earning invitation for a national 19/U tour camp in New Zealand whilst also producing a member of the Australian 21/U squad.

The Australian Diamonds reinforced their status as the best team in the world in August 2015, after securing an 11th World Cup title at the quadrennial tournament hosted in Sydney. WAIS scholarship athletes Caitlin Bassett and Natalie Medhurst both represented Australia as the Diamonds defeated New Zealand 58-55 in the gold medal match, with WAIS Program head coach Michelle Wilkins a selector for the Australian Diamonds squad.

Bassett shot 48 goals at 94% accuracy for the Diamonds, in an effort that helped seal her the honour of being jointly awarded the 2015 WAIS Athlete of the Year (with track cyclist Mel Hoskins). Bassett was the first WAIS Netball Program athlete to claim the award.

Kaylia Stanton was a member of the Australian 21/U squad that played practise matches against the Australian Diamonds and New Zealand Silver Ferns in the lead up to the World Cup.

Following their World Cup win, the Diamonds retained the Constellation Cup trophy, with WAIS athletes; Caitlin Bassett, Natalie Medhurst, April Brandley and Ash Brazill contributing to this success. The same athletes were also members of a Diamonds tour squad that competed in England.

West Coast Fever finished the 2015 ANZ Championship season in third place on the Australian Conference ladder to earn a finals berth for the first time in the club's history. Fever bowed out in the elimination final, after a 60-53 defeat against the NSW Swifts.

WAIS had five members of an Australian 19/U squad that travelled on a tour camp to New Zealand for a series of fixtures. WAIS athletes; Jess Anstiss, Sophie Garbin, Annika Lee-Jones, Nicole Lendich and Phoebe Wilcox were all members of the representative squad, following a strong showing at the National 21/U championships.

In the Australian National Netball League, the Western Sting again enjoyed a productive campaign, to finish with a bronze medal.

Underpinning a strong year on court, the WAIS Netball Program was proactive in searching innovations to boost its pathway talent. A key attribute of this approach was an

integration of WAIS program training with the West Coast Fever squad. Specialist goal shooting sessions were also created for WAIS scholarship talent, led by elite Australian Diamonds athletes, providing learning opportunities, in addition to the direct daily training environment sessions.

The WAIS Netball Program was also active in supporting Research Projects, with athletes engaging in a UWA Sleep Study, whilst the Program also contributed to a Performance Psychology MUSE Program, focused on mindfulness.

Program Athletes

Caitlin Bassett	Nicole Lendich
Natalie Medhurst	Jess Anstiss
Ashleigh Brazill	Natalie Bright
Kate Beveridge	Sophie Garbin
Shae Bolton	Phoebe Wilcox
Kaylia Stanton	Kim Shepherd
Courtney Bruce	Helen Taylor
Josie Janz	Verity Simmons
Numi Tupaea	April Brandley (Letton)
Ingrid Colyer	Olivia Lewis
Annika Lee - Jones	

National Team Representation

2015 World Cup - Australia:

Caitlin Bassett, Natalie Medhurst

2015 Constellation Cup Series: Caitlin Bassett, Natalie Medhurst, April Brandley, Ashleigh Brazill

Diamonds England Tour: Caitlin Bassett, Natalie Medhurst, April Brandley, Ashleigh Brazill

21/U National Squad: Kaylia Stanton

19/U New Zealand Tour: Jess Anstiss, Sophie Garbin, Annika Lee-Jones, Nicole Lendich, Phoebe Wilcox

Major Title Winners

2015 World Cup - Australia: Caitlin Bassett, Natalie Medhurst

2015 Constellation Cup Series: Caitlin Bassett, Natalie Medhurst, April Brandley, Ashleigh Brazill

2015 WAIS Athlete of the Year: Caitlin Bassett

Coaching Achievements

National Selector: Michelle Wilkins

21/U National Team: Michelle Wilkins (assistant coach)

Western Sting: Michelle Wilkins

West Coast Fever: Michelle Wilkins (specialist coach), Tasha Richards (assistant coach)

WA Netball High Performance Program: Tasha Richards



WATER POLO



Aaron Younger

MEN'S WATER POLO

WAIS had three members of its men's water polo squad compete at the 2015 FINA World Championships in Russia highlighting a 2015/16 campaign that also saw the Torpedoes win the National League and claim the 18/U National Club Championship.

WAIS scholarship athletes; Aaron Younger, Joel Swift and George Ford were all selected as members of the Australian Sharks national team that competed and finished eighth at the FINA World Championships in Kazan, Russia in 2015. WAIS head coach Paul Oberman was an assistant with the Sharks team and fulfilled the role of Team Manager.

Australia finished second in Group C before losing a penalty shootout to Greece in their quarterfinal. Australia faced the USA in the seventh place play-off but lost 6-10 to finish eighth overall.

The Australian men's national team prepared for the 2016 Olympic Games by competing at the World League Super Finals in China with the team finishing fifth overall. Younger, Swift and Ford were also members of this squad.

WAIS had representatives in the Australian men's University Games team, with Lachlan Pethick joined by Will Mackay and Andrew Ford. The Australians finished seventh.

Mackay and Ford were also members of the Australian World Junior World Championships team that finished eighth in Kazakhstan. WAIS athlete Jordan Kremers Taylor was also selected, whilst Pethick earned selection but withdrew.

The UWA Torpedoes broke a long standing drought in the men's national water polo league when they claimed victory over the Victorian Seals, whilst the good

news continued for WA water polo and UWA when their 18/U side won the national championships held at HBF Stadium in Perth in early 2016.

George Ford, Andrew Ford, Lachlan Pethick, Tim Putt and Jed Thompson represented the Torpedoes in their title success, whilst WAIS train-on athletes Tom Rigoll and Tom Powell also assisted the championship win.

The WAIS men's water polo program assisted with several research programs over the course of 2015/15, with a Mental Toughness Research Project administered through Notre Dame, whilst athletes were involved in Cherry Juice Sleep Enhancement/Recovery research study.

The use of a reaction board to test goal keeper's reactions provided a useful innovation over the operational year, whilst Leadership workshops were driven through the WAIS Personal Excellence department with demonstrated success.

Program Athletes

- | | |
|-----------------------|------------------|
| Edward Slade | Lach Pethick |
| James Fannon | Damian Williams |
| George Ford | Jacob Jones |
| Will Mackay | Jed Thompson |
| Alex Bogunovich | Tim Putt |
| Andrew Ford | Jack Marshall |
| Fraser Smith | Nicholas Elphick |
| Jordan Kremers Taylor | Aaron Younger |
| Joshua Zekulich | Joel Swift |
| Nicholas Hughes | |

National Team Representation

2015 World Championships - Russia:

Aaron Younger, Joel Swift, George Ford

2015 World University Games - South Korea:

Lach Pethick, Will Mackay, Andrew Ford

2015 Junior World Championships - Kazakhstan:

Andrew Ford, Jordan Kremers Taylor, Will Mackay

2016 World League Intercontinental Cup - Japan:

Joel Swift, George Ford

2016 World League Final - China:

Aaron Younger, Joel Swift, George Ford

Major Title Winners

Australian National League: George Ford, Andrew Ford, Lach Pethick, Tim Putt, Jed Thompson

Australian 18/U National Club Championships:

Tim Putt, Jed Thompson

Coaching Achievements

2015 World Championships - Russia:

Paul Oberman (team manager/assistant coach)

2016 World League Qualifiers and Final:

Paul Oberman (team manager/assistant coach)

Australian Born 2000 European Tour:

Andras Jo-Kavacs (assistant coach)

WOMEN'S WATER POLO

The WAIS women's water polo program saw three athletes compete at the 2015 FINA World Championships in Russia, and gain selection onto the Australian Olympic Team for the 2016 Rio Olympic Games.

The Australian Stingers team that finished fourth at the World Championships in Kazan, Russia featured WAIS athletes; Gemma Beadsworth, Glencora McGhie and Zoe Arancini. Arancini had a standout tournament for Australia, earning selection in the FINA World All Stars team at the conclusion of the tournament.

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The same three athletes earned selection in Australia's final 13 member squad for the 2016 Rio Olympic Games, with Beadsworth preparing for a third Olympics, McGhie a second, whilst Arancini was named for her Olympic representative debut.

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WAIS program coach Georgina Kovacs was heavily involved with national team programs across the operational year, attending the senior World Championships as a coaching development opportunity, whilst assist-

ing an Australian Senior B Team in a tour of Japan, as well as assisting the national senior, junior and youth programs on camps, whilst undertaking an AIS Performance Coach Program in Canberra.

The WAIS program has also embraced innovations in online teaching protocols, with an iBook teaching guide that provides athletes with information and video over a range of water polo elements, including; swimming, legwork, passing, shooting, game drills and goal keeping skills. This is aimed at improving talent pathway and technical enhancements in developing athletes.

Development of weekly dryland training sessions have been designed and implemented through program physiologist Paul Goods. These sessions factor fitness and positional requirements, and have included a focus on altitude sessions, watt bike sets and plyometric exercises to promote explosive power.

Program Athletes

Gemma Beadsworth	Kassia Ralston
Glencora McGhie	Kate Abbey-Wardale
Zoe Arancini	Tess Hosking
Lillian Hedges	Dayna O'Leary
Eliesha Browne	Abbey Grosse
Cathryn Earl	Sofie Pontre
Jessica Zimmerman	Sofia Chaves
Genevieve Longman	

National Team Representation

2015 World Championships - Russia:

Gemma Beadsworth, Glencora McGhie, Zoe Arancini

2015 Rio Test Event:

Gemma Beadsworth, Glencora McGhie, Zoe Arancini

2015 Junior World Championships - Greece:

Jessica Zimmerman, Genevieve Longman

2016 World League Intercontinental Cup - USA:

Gemma Beadsworth, Glencora McGhie, Zoe Arancini

2016 World League Final - China:

Gemma Beadsworth, Glencora McGhie, Zoe Arancini

Major Title Winners

2015 Rio Test Event:

Gemma Beadsworth, Glencora McGhie, Zoe Arancini

Coaching Achievements

Senior National B Squad:

Georgina Kovacs (assistant coach)

Australian Junior National Team:

Georgina Kovacs (assistant coach)

RACING



Sam Welsford

RACING | PET DIRECTOR REPORT

The commitment to achieve excellence by the staff and athletes within the Racing PET has resulted in another year of strong performances.

The coaching expertise at WAIS is world renown as we have consistently managed to attract and develop first class coaches. In the Racing team our coaches are in high demand by national programs as demonstrated by the number of appointments to international tours. Rowing Coach Rhett Ayliffe and Canoeing Coach Ramon Andersson travelled to the World Championships with Rhett also being selected to the Olympic coaching team. Cycling Coach Clay Worthington was national head coach for the Junior Road World Championships and Sailing coach Belinda Stowell attended the Medemblik ISAF Sailing Championships as part of the national coaching team. The talent, dedication and attention to detail our coaches' show to each and every athlete in their programs is unwavering.

The team's Performance Service professionals continue to create best practice in the daily training environment whilst striving for next practice. Strength coach Greg Morgan and Canoeing coach Ramon Andersson undertook Eccentric strength training aimed at improving maximum and muscular strength and direct correlation with functional lifts. UWA PHD student Maddison Jones continues her research into how the use of electronic devices may affect sleep in athletes, and how this may in turn lead to impaired sporting performance.

The team works hard to keep connection with those IASP athletes who spend the majority of their time outside of WA in other training locations or on international tours. This work allows us to integrate these athletes when home with the remainder of the IASP athletes whose primary DTE is in WA and are supported by the capable Racing support staff.

All coaches and Performance Service providers participate annually in personal and professional development opportunities. The AIS two year Performance Coach Leadership course has become a highly sought after opportunity. The Racing team has Sailing Coach Belinda Stowell and Cycling Coach Clay Worthington moving into their second year of the course. The residential lab based course, creates connection with other coaches from other sports and fosters immersive experiences with individual reflection assessment. Other staff have undertaken a variety courses aimed at either enhancing their technical or general professional knowledge and skills.

The team continues to be well supported by administration services provided by the admin team.

Teagan Colgan

Racing Performance Team Director



Matthew Wearn

CANOEING



Daniel Bowker

The WAIS Canoeing Program had the first officially selected WA athlete onto the 2016 Australian Olympic Team after Stephen Bird earned selection in the K1 200m for Rio. Bird was also one of three WAIS athletes to represent Australia at the 2015 World Championships with the program also achieving age-group selections at World Championship level.

Bird claimed victory at the 2016 Australian National Championships held in Perth, which earned him selection on to the Australian Olympic Team, after he had earlier won the first selection trial in Adelaide. Selection, confirmed Bird for a second Olympic campaign for his country, with the announcement also seeing him become the first Western Australian on the team for Brazil.

In 2015, Bird competed with WAIS training partner Jesse Phillips in the men's K2 200m at the World Championships in Italy, whilst fellow WAIS scholarship holder Alana Nicholls was a member of the women's K4 500m.

WAIS program head coach Ramon Andersson oversaw the women's team on the 2015 Senior World Championships, whilst assist program coach Michael Pond was the coach of the 200m paddling group.

Shannon Reynolds represented Australia at U23 level in Portugal, whilst emerging duo Ben Harris and Luke Morton both made their debut at U18 level.

In May, Bird was selected for a World Cup series in Europe, where he was joined by fellow Olympic selected athletes and WAIS Individual Athlete Support Program beneficiaries Daniel Bowker and Ferenc Szekszardi.

For the second year in succession, members of the WAIS program attended an altitude camp in the Perisher Valley, as a pre-cursor to a busy and important domestic campaign. Another innovation across 2015/16, saw WAIS athletes undertake occlusion training as part of injury rehabilitation programs with evidenced benefits.

WAIS athletes were also part of a research study, examining the benefits of ischaemic pre-conditioning, which exposes athletes to monitored blood flow restriction, to boost performance.

Program Athletes

Alana Nicholls	Samuel (Sam) McTigue
Jaime Roberts	Nicholas Pond
Jesse Phillips	Luke Morton
Stephen Bird	Yale Steinepreis
Brodie Holmes	Ben Harris
Shannon Reynolds	Mark Stowe
Todd Brewer	Caitlin Burt-Poloai
Alexander Graham	Monique Carbone

National Team Representation

2015 Sprint Canoe World Championships - Italy:

Alana Nicholls, Steve Bird, Jesse Phillips

2015 Sprint Canoe Jnr & U23 World Championships - Portugal:

Shannon Reynolds (U23), Luke Morton (Jnr), Ben Harris (Jnr)

2016 World Cup Series:

Daniel Bowker, Stephen Bird

Major Title Winners

2016 National Championships:

Stephen Bird (K1 200m)

Coaching Achievements

2015 Sprint Canoe World Championships - Italy:

Ramon Andersson, Michael Pond

CYCLING

The WAIS Cycling Program celebrated two new world champions in 2015/16, with track success at both junior and senior international level.

Sam Welsford announced himself as a star of Australian track cycling after winning a national championship in the men's individual pursuit at the Track Nationals in Adelaide. This effort earned him selection for the senior world championships in the UK, where he debuted as a member of the Australian men's team pursuit, with the squad going on to defeat hosts Great Britain in a thrilling final.

At the junior track world championships in Kazakhstan, Alex Rendell won gold in the men's team pursuit as Australia claimed the title for the sixth straight year. Rendell was joined in action by fellow WAIS athlete Tahlay Christie, who finished fourth in the women's team sprint, seventh in the keirin and ninth in the sprint.

At the Junior Track Championships, emerging talent Jade Haines won national titles in the individual pursuit, scratch race and criterium. WAIS athletes also enjoyed success on the road, with Darcy Pirotta and Michael Storer both capturing titles at the Junior Road Championships. Pirotta was crowned criterium champion, with Storer taking out road race honours.

Track cyclist Melissa Hoskins earned the distinction of becoming the first female cyclist to win the WAIS Athlete of the Year award at the 2015 Annual Dinner. Hoskins' efforts in winning a world championship title earlier in the 2015 year played a central role in her selection.

The new High Performance Service Centre allowed for a greater emphasis on heat chamber and humidity training, whilst a wide range of education programs tapped into areas of focus such as; skill acquisition, improved warmup and recovery, nutrition, travel planning and strength and conditioning.

Significant work was also carried out in the area of performance psychology, in areas including; growth mindset, overcoming adversity, managing anxiety, goal setting and re-setting and critical thinking.

Program Athletes

Isabella King	Niken Jefferies
Sam Welsford	Kye Bonser
Elissa Wundersitz	Rebecca Stevenson
Luke Zaccaria	Matt Richardson
Tahlay Christie	Luke Howe
Alex Rendell	Julian Krohn
Michael Storer	Tyler Lindorff
Darcy Pirotta	Rihana Pezaj
Jade Haines	Kieran Scott

National Team Representation

2015 Road World Championships - USA:

Michael Storer (Jnr)

2015 Junior Track World Championships -

Kazakhstan: Alex Rendell, Tahlay Christie

World Cup Series: Elissa Wundersitz, Isabella King, Sam Welsford

Oceania Championships: Kye Bonser

2016 Track World Championships - England:

Sam Welsford

Major Title Winners

2015 Junior Track World Championships -

Kazakhstan: Alex Rendell (Team Pursuit)

2016 Track World Championships - England:

Sam Welsford (Team Pursuit)

World Cup Series: Sam Welsford (Team Pursuit), Isabella King (Team Pursuit)

2016 Track National Championships:

Sam Welsford (Individual Pursuit)

2016 Junior Track National Championships:

Tahlay Christie (Time Trial, Keirin, Sprint), Jade Haines (Individual Pursuit, Scratch Race, Criterium)

2016 Junior Road National Championships:

Michael Storer (Road Race), Darcy Pirotta (Road Criterium)

Coaching Achievements

2015 Road World Championships - USA:

Clay Worthington

WA State Senior & U19 Head Coach: Clay Worthington

WA State U17 & U15 Head Coach: Andrew Jackson



Jade Haines



ROWING

Christopher Morgan and David Watts



WAIS had a high quality group of athletes represent at the 2015 World Rowing Championships in Aiguebelette, France, with success carried over into the 2016 domestic season.

David Watts collected a world championship silver medal as a member of the men's quad scull in France, whilst in the women's lightweight four, Maia Simmonds and the Australian crew finished fourth.

London Olympians Alex Hagan and Hannah Vermeersch competed in the women's eight, finishing in eighth place.

WAIS coach Rhett Ayliffe coached the Australian men's double scull crew to a fifth place finish at the senior championships.

In the age-group world championships, Chris Hayes picked up a bronze medal in the men's quad scull at the U23 titles in Plovdiv, whilst Georgia Wheeler, competing at the Junior Championships in Rio de Janeiro finished fifth in the women's double scull.

Rhys Grant earned Australia qualification for the 2016 Rio Olympic Games by finishing second at the final Olympic selection regatta in Switzerland in the men's single scull, ensuring Australia will contest the event at the Games in Brazil.

Grant earned the opportunity to qualify Australia's seat, after winning the President's Cup at the 2016 Interstate Rowing Regatta in Penrith in March, whilst Perry Ward earned silver in the Penrith Cup for the men's lightweight four.

At the Australian Rowing Championships, Watts won dual gold, as a member of the victorious men's quad scull and double scull, Ward earned a win in the men's lightweight double scull, Sam Marsh won gold in the men's U23 quad scull as well as picking up silver in the U21 double scull.

Bronwyn Cox and Bree Kennedy-Smith won gold in the U23 women's four whilst Annabelle McIntyre and Georgia Wheeler combined for silver in the women's U23 double scull.

With an emerging core of talented athletes developing in the WAIS Rowing Program, innovations have been designed to help boost the services provided to the athlete group. In 2015/16, the WAIS program provided fridge services at the rowing sheds, to provide post session recovery food, whilst physio Leon Vogels engaged in weekly gym and on-water sessions to assist with recovery and injury prevention with positive results.

With Rhett Ayliffe a member of the senior coaching staff within Rowing Australia, stronger links with the national program have been developed to better idea share with WAIS service providers, coaches and athletes.

The WAIS Rowing Program also engaged with a sleep study regarding the use of technology and sleep.

Program Athletes

Hannah Vermeersch	Bronwyn Cox
Maia Simmonds	Annabelle McIntyre
Rhys Grant	Bree Kennedy-Smith
Christopher Hayes	Alex Hagan
Mitchell Boros	Perry Ward
James Kerr	Sam Marsh
Georgia Wheeler	

National Team Representation

2015 Rowing World Championships - France:

David Watts, Maia Simmonds, Alex Hagan, Hannah Vermeersch

2015 U23 World Championships - Bulgaria:

Chris Hayes

2015 U19 World Championships - Brazil:

Georgia Wheeler

2016 Olympic Qualification Regatta - Switzerland:

Rhys Grant, Alex Hagan

2016 U23 World Championships - the Netherlands:

James Kerr, Mitchell Boros, Georgia Wheeler

Major Title Winners

2016 Australian Rowing Championships:

Rhys Grant (men's single scull), David Watts (men's quad scull, men's double scull), Perry Ward (men's lightweight double scull), Sam Marsh (U23 men's quad scull), Bronwyn Cox (U23 women's four), Bree Kennedy-Smith (U23 women's four)

Coaching Achievements

2015 Rowing World Championships - France:

Rhett Ayliffe



SAILING

The WAIS Sailing Program celebrated new world champions over the 2015-16 year, whilst Carrie Smith earned selection for the 2016 Rio Olympic Games in the women's 470 class.

Smith's selection, represented one of the more incredible efforts on the 2016 Australian Olympic Team, after she overcame a serious bout of illness that had left her unable to train, for the best part of a year.

Smith and her crewmate Jaime Ryan competed at the 470 World Championships in Israel in late 2015, and managed a ninth place finish, which secured Australia's boat for the Olympic Games in 2016. The pair had only been back in full training for a matter of weeks, before qualifying for the medal round in Israel, capping a remarkable comeback. The pair were officially selected to fill Australia's place in women's 470 for Rio, in May.

Conor Nicholas was shortlisted for the 2015 WAIS Junior Athlete of the Year, after he won a Youth World Championship title in the men's Laser Radial class. At the 2016 Youth World Championships, Alistair Young followed in Nicholas' footsteps to win gold in the laser radial, whilst 420 sailors Nia Jerwood and Lisa Smith earned a silver medal at the same championships, before finishing fourth at senior 420 World Championships later in the year.

Matthew Wearn held a top two international ranking throughout the year and finished fourth at the Laser World Championships in Mexico in May 2016.

Caitlin Elks (women's 49erFX), David Gilmour (49er) and Luke Elliott (laser) all competed for Australia over the course of 2015-16, as members of the Australian Sailing Squad. Smith and Wearn were members of the Australian Sailing Team.

WAIS coach Belinda Stowell served the role of Team Leader as Australia was awarded the Best Performing Nation at the Youth World Championships. Stowell also coached Jerwood and Smith at the 420 World Championships, as the youngsters were very close to achieving a podium finish.

Program Athletes

David Gilmour	Lisa Smith
Matthew Wearn	Alistair Young
Caitlin Elks	Conor Nicholas
Carrie Smith	Jacinta Ainsworth
Luke Elliot	Elyse Ainsworth
Mark Spearman	Hayley Clark
Lachlan Gilmour	Annabelle Davies
Emerson Carlberg	Monique De Vries
Nia Jerwood	Zoe Thomson

National Team Representation

2015 470 World Championships - Israel: Carrie Smith

2015 Laser World Championships - Canada:

Matt Wearn, Luke Elliott

2015 49er World Championships - Argentina:

Caitlin Elks, David Gilmour

2015 Laser Youth World Championships - Malaysia:

Alistair Young

2015 Laser Radial Youth World Championships -

Canada: Conor Nicholas

2016 470 World Championships - Argentina:

Carrie Smith

2016 Laser World Championships - Mexico: Matt Wearn

2016 49er World Championships - USA:

Caitlin Elks, David Gilmour

Australian Youth Sailing Team: Nia Jerwood, Lisa Smith

Major Title Winners

2015 Laser Youth World Championships - Malaysia:

Alistair Young

2015 Laser Radial Youth World Championships -

Canada: Conor Nicholas

2016 National Championships:

Conor Nicholas (laser radial), Zoe Thompson (laser radial), David Gilmour (49er)

Coaching Achievements

Australian Youth Sailing Team: Belinda Stowell

420 World Championships: Belinda Stowell



Carrie Smith



TECHNICAL

Nina Kennedy

TECHNICAL | PET DIRECTOR REPORT

The Technical Performance Team has achieved mixed results during the 2015/16 year. The positive programs were Swimming and Diving while the Gymnastics and Athletics programs were compromised by serious injuries to key athletes.

The Swimming Program continues to have success with two athletes selected for Rio 2016. Tamsin Cook, from the Challenge High Performance Centre and coached by Michael Palfery, made her first Olympic Team while Blair Evans made her second after successfully overcoming injuries and shifting to Bud McAllister's Northern High Performance Centre.

The success of both athletes has resulted from successful strategies being implemented across all service disciplines. As an example, Personal Excellence Advisor Jenny Marsh planned and facilitated a tailored education program for Tamsin two years prior to Rio selection. This involved many hours of meetings with parents, the school, athlete and coach. The result was outstanding from both a sport and education perspective.

Both programs have a talented group of swimmers developing for potential Tokyo 2020 selection. Zac Incerti, Alex Miligan and George Harley are names to look out for in the future. A dedicated performance service team supports both WAIS programs, in particular biomechanist Andrew Lyttle and physiologist Sacha Fulton - who provide athletes and coaches with immediate feedback to aid performance improvement.

Swimmers from other club programs, including Brianna Throssell, have been transitioned to the Individual Athlete Scholarship Program. WAIS is also currently facilitating a significant project regarding markerless technology and fluid dynamics in partnership with Swimming Australia.

The Diving Program acquired a new Head Coach at the beginning of 2016. Olympic silver medallist Matt Helm has taken control of the program and is producing outstanding results. It is anticipated that all three current athletes will make National Team selection standards during 2016 following impressive performances at International Junior level. The selection and performance of Maddison Keeney at Rio was also a highlight and demonstrates the value of the WAIS Diving program.

The Gymnastics Program has had a difficult year with a serious knee injury to senior gymnast Lauren Mitchell in October 2015 affecting her Olympic preparations. A meticulous recovery plan was implemented by the team to allow Lauren to compete at the 2016 Nationals, however the failure of the National team to qualify for Rio effectively ended her chances of selection. Credit should be given to physiotherapist Jo Norcott for managing her recovery program. Physiologist Sacha Fulton introduced specific innovative conditioning for floor routines during 2015 which had a positive impact on performance.

The Athletics program's marquee athlete Kim Mickle, was also hampered by a significant shoulder injury which has required a full nine month rehabilitation program. Fortunately, full recovery was made just in time for her Rio selection. Once again, a fantastic team approach to her recovery was implemented; led by Dr Carmel Goodman and physiotherapist Linda Spagnolo. Other throws athletes had moderate results or were also affected by injury. The Pole Vault athletes failed to improve on personal bests during 2015/16 which was very disappointing. This, combined with injury to Liz Parnov, resulted in no selections from this program for Rio.

The Technical Team Individual Athlete Support Program scholarship holders produced 13 2016 Olympians and six Paralympians across three sports. Every one of these athletes were supported at various times by the Technical Team staff and we are very proud of their achievements.

Michael Broadbridge

WAIS Performance Enhancement Team Director -
Technical Sports

ATHLETICS



Liz Parnov

Three WAIS athletes achieved selection for the Junior World Championships over the 2015-16 reporting period whilst major injury jeopardised the Olympic selection hopes of two senior scholarship holders.

Competing at the 2015 IAAF World Championships in Beijing, Commonwealth Games champion Kim Mickle damaged her right shoulder in the qualifying round, requiring a complete reconstruction. By virtue of Mickle's form preceding her injury, she was selected for the 2016 Rio Olympic Games, having previously achieved the A-Qualifying standard set within the selection criteria window. Mickle's selection was dependant on a successful shoulder rehab and proving fitness in advance of August's Olympic Games.

Pole vaulter Liz Parnov won the women's title at the 2016 Australian Athletics Championships, after clearing 4.30m. The national title provided Parnov with half the selection criteria for Rio selection, with the qualifying standard measured at 4.50m, which is also her personal best.

A devastating training injury at the WAIS facility in Perth however, ended her Rio hopes, with Parnov landing awkwardly in a training fall, suffering a fracture to the tibia in her right leg.

WAIS pole vaulters Nina Kennedy and Emma Philippe booked their ticket to the 2016 Junior World

Championships in Poland after finishing in the top two positions at the Australian Junior Championships held in Perth. Middle distance runner Matthew Ramsden also earned selection for the Australian Spark squad.

The installation of a throws curtain within the WAIS High Performance Service Centre provided a useful innovation for the field scholarship holders at WAIS, with the purpose of the technology, allowing athletes to thrown modified javelins indoors, allowing training to occur when weather or outdoor training facilities (bookings, school carnivals) are prohibitive. The technology also allows video feedback and biomechanical analysis, providing performance enhancement servicing capabilities for WAIS throwing sport athletes.

Program Athletes

Henri Brown	Liz Parnov
Cruz Hogan	Kimberley Mickle
Nina Kennedy	Luke Cann
Emma Philippe	Jake Stein
Morgan Ward	

National Team Representation

2015 Athletics World Championships - China:

Kim Mickle, Nina Kennedy

Major Title Winners

2016 Australian Athletics Championships:

Liz Parnov (pole vault)

2016 Australian Junior Athletics Championships:

Nina Kennedy (pole vault)

Coaching Achievements

2015 Athletics World Championships - China:

Grant Ward Alex Parnov



DIVING

The development of the three most senior WAIS scholarship holders within the WAIS Diving Program continued to gain momentum in 2015/16 with each athlete posting encouraging results over the course of the reporting period.

The program saw just its third head coach take charge over of the course of the year, with Athens Olympic medallist Matthew Helm taking over head coaching duties from Shannon Roy, who resigned to take up a national coaching role in Singapore.

At the beginning of the 2015/16 reporting period, Teju Williamson claimed gold at the Elite Junior Diving Championships in Sydney, in the A group 10m platform, with bronze in the 3m springboard.

In the B age group, Tamara Irvine snared gold in the 1m and 3m springboard, whilst Nikita Hains provided evidence of her talents, finishing fourth on platform, fourth in the 3m springboard and fifth in the 1m.

Williamson earned a surprise World Cup call-up in December after teaming with South Australian Taneka Kovchenko to win the 10m synchro in Melbourne. The pair finished ahead of Olympic medallists Melissa Wu and Brittany Broben.

Hains earned an opportunity to compete internationally in Europe through a Junior International Tour, finishing first in the 10m platform at the Amsterdam Open in the Netherlands.

At the 2016 Open Nationals and Diving Selection Trials, Tamara Irvine impressed, to finish fourth in the final of the women's 10m platform. Irvine, was also seventh in the 3m springboard.

Williamson finished fifth in the 10m platform, whilst Hains was seventh.

Since the move to the WAIS High Performance Service Centre, the WAIS Diving Program has instigated improved dry-land training facilities, with capabilities added in trampoline, harness and matting.

Head coach Matt Helm was successful in undertaking a Performance Coaching Leadership Program through the AIS, whilst these skills have been engaged, with Helm working with Diving WA to drive a coaching mentorship program with local coaches to help develop pathways with the national elite program pathway.

Program Athletes

Teju Williamson	Tamara Irvine
Alex Smedley	Nikita Hains

National Team Representation

2016 World Cup - Brazil: Teju Williamson

2016 Junior International Tour: Nikita Hains



GYMNASTICS

Emily Little

National title wins to Olympians Lauren Mitchell and Emily Little highlighted the 2015-16 WAIS Gymnastics Program, with both athletes recording impressive returns to competition from injury.

Lauren Mitchell returned to competition at the Australian Gymnastics Championships in May, following an ACL injury that had sidelined her for the best part of a year. Mitchell made a triumphant return, winning a national title on Beam, following a routine that earned 14.025 points.

Emily Little was close to career best form at the 2016 Championships having built back to peak fitness following a 18 month break from the sport and a wrist injury to win the Vault title, after scoring an impressive 15.012. Little also scored silver in the All Around final and added silver on Floor.

Mitchell and Little were overlooked for the one available place on offer for women's artistic gymnastics on the 2016 Australian Olympic Team, with Victorian Larissa Miller selected to fill the spot. Australia missed qualifying a team for Rio, after finishing 14th in team qualifying at the 2015 World Championships and again falling outside the quota positions at the 2016 Rio Test Event.

Little competed for Australia at the Rio Test Event, posting a third place finish on Vault, whilst she was again in representative action at June's Anadia World Cup event in Portugal, finishing fifth on Vault and Floor. Mitchell had earned selection for the World Cup in Portugal, but withdrew through injury.

School holiday training programs, where gymnasts stay for the day at the WAIS HPSC have been a positive innovation. The athletes have greater time flexibility, without the rush for school and they can have meals at

WAIS, are available for blood tests and can see service providers where scheduling would otherwise make this prohibitive. The innovation also allows for later training starts and earlier finishes which has evidenced improved recovery.

The specific floor conditioning designed with heart rate monitoring has been a positive step forward, helping to build and maintain fitness in a number of the senior gymnasts. Recovery pump boots have been a sound investment for the program and ensure the gymnasts can recover adequately after training, travel, and competition.

Program Athletes

Lauren Mitchell	Eleanor Griffith
Emily Little	Sophie Mahoney
Yasmin Collier	Sophie Prince
Paige James	Sarah Stacey
Aya Meggs	Sidney Stephens
Darcy Norman	Dayna Sulaiman
Niamh Collins	Sasha King
Lily Gresele	Clara Kolm

National Team Representation

2015 Gymnastics World Championships -

Scotland: Emily Little

2016 Pacific Rim Championships - USA: Emily Little

2016 Rio Test Event - Brazil: Emily Little

2016 Anadia World Cup - Portugal:

Lauren Mitchell, Emily Little

Major Title Winners

2016 Australian Gymnastics Championships:

Emily Little (Vault), Lauren Mitchell (Beam)

Coaching Achievements

2015 Gymnastics World Championships -

Scotland: Martine George

2016 Pacific Rim Championships - USA:

Martine George

2016 Rio Test Event - Brazil: Martine George

2016 Anadia World Cup - Portugal: Martine George



SWIMMING

The WAIS Swimming Program enjoyed a stellar 2015-16 year, earning three awards at the 2015 WAIS Annual Dinner, with athletes earning junior world championships wins, national titles and Olympic selection.

Blair Evans qualified for a second Olympic Games campaign after winning a national title in the women's 400m individual medley at the 2016 Australian Swimming Championships. Evans' selection remarkably, is her first Australian senior team representation since she came home from London with a silver medal on Olympic debut.

Evans was joined on the Australian Swimming Team for Rio by emerging talent Tamsin Cook, who qualified for Brazil by finishing second in the women's 400m freestyle. Cook also finished inside the top six of the women's 200m free, boosting her chances of competing in the women's 4x200m freestyle relay team.

IASP swimming athlete Brianna Throssell also earned Olympic selection, finishing second in the 200m butterfly. Rio will be Throssell's Olympic debut.

Cook earned herself title of WAIS Junior Athlete of the Year for 2015, after winning two Junior World Championship titles in Singapore. Cook won the women's 400m free, before anchoring the 4x200m freestyle team to gold, whilst she also collected silver, after finishing second in the women's 200m fly.

Damian Fyfe won a silver medal in the men's 4x200m freestyle in Singapore, with coach Michael Palfery - who coaches both Fyfe and Cook - awarded Coach of the Year at the WAIS Annual Dinner for his role in preparing the talented duo for international success.

Palfery oversees the Challenge Podium Performance Centre, and this program earned Program of the Year honours for its impressive output over 2014-15.

Rhys Mainstone enjoyed a consistent campaign over the open water world cup series, to finish third overall. Mainstone also won a national title in the men's 5km open water, and was second in the men's 10km event.

At the 2016 Oceania Championships - Zac Incerti and Hadley Lindsay both returned medal winning performances for Australia.

The WAIS Swimming Program was also active in program innovations and research across 2015-16, with monthly benchmark testing in physiology, helping identify performance benchmarks for emerging athletes.

Dr Amar El-Sallam is undertaking research into marker-less technology and fluid dynamics, which is hoped to improve training and competition practises.

Members of the WAIS Swimming Program have also been active participants in, altitude and heat studies, with both areas relating to performance outcomes.

Program Athletes

Tamsin Cook	Alex Milligan
Damian Fyfe	George Harley
Grace Hull	Blair Evans
Zac Incerti	Hadley Lindsay

National Team Representation

2015 Junior World Championships - Singapore:

Tamsin Cook, Damian Fyfe

Oceania Championships - Fiji: Zac Incerti, Hadley Lindsay

Major Title Winners

2015 Junior World Championships - Singapore:

Tamsin Cook (400m freestyle, 4x200m freestyle relay)

Australian National Championships: Blair Evans (400m IM)

Coaching Achievements

2015 Junior World Championships - Singapore:

Michael Palfery

2015 WAIS Coach of the Year: Michael Palfery



Blair Evans



CORPORATE

Ryan Bailie

ADMINISTRATION & FINANCE REPORT

Staff

Following the move into the new WAIS High Performance Service Centre, an Operations Coordinator was appointed to coordinate and administrate the operational functions within the building. Michael Hodder commenced in this role in September 2015.

Ramon Falzon, Finance Manager and Michelle Duncan, Senior Finance Officer resigned in 2015. Following this, a restructure of the finance department occurred, and the Finance Manager role was re-designed to include further accountability and responsibility in Facility Operations. Damien Fitzpatrick, Finance and Operations Manager commenced in January 2016. To account for the change in responsibility in this role, a Financial Accountant, Melissa Kroeger was appointed to support the Finance and Operations Manager. Melissa commenced in January 2016.

Rachel Mazza, Personal Assistant to the Executive Director tendered her resignation. This position was reclassified to an Executive Assistant role, and filled by existing WAIS employee, Laura Reid. Laura was previously performing the Performance Systems Coordinator role. Chrissie Banwell, the Receptionist/Clinical Services Administrator was promoted to perform the scholarship administration component of the Performance Systems Coordinator role, and a part-time receptionist, Kate Hedges was appointed to backfill reception.

Athlete Education Officer for the Developing Champions program and Building High Performance Athletes, Kate Bobridge resigned from her position effective December 2015. Amanda Schonfeld was appointed in this position.

Diving Coach, Shannon Roy resigned from his position as Head Coach of the Diving Program to take up an opportunity overseas. Mathew Helm commenced in this position in January 2016, on secondment from Diving Australia.

In February 2016, Paul Goods commenced in the position of Physiologist, Invasion Sports, following the resignation of Marc Sim, who resigned to take on a role in the Eastern States.

February also saw the commencement of Clare Wood in the Dietitian role for Technical Sports. Clare took over this role from Simone Allen, who resigned in January 2016.

Alan Black resigned from his role as Performance Team Director, Invasion Sports, effective April 2016. A High Performance Coordinator position was developed to provide assistance to the Performance Team Directors

of Technical Sports and Racing Sports, with the Invasion sports programs being split to fall under the management of these two Performance Team Directors. Existing WAIS employee, Mathew Burgin commenced in this role in May 2016.

At 30 June 2016, WAIS employed a total of forty seven full-time, eight part-time and twenty two casual staff.

Partnerships

The realisation of the WAIS High Performance Service Centre was achieved during the 2014/15 years, with many critical partnerships underpinning the successful transition from the old WAIS facility into our new home.

The strategic assistance of the Department for Sport and Recreation (DSR) and the Department of Building and Management Works (BMW) in conjunction with our venue partners Venues West was invaluable throughout the year.

The consultancy and expertise of Project Manager Ms Tanya Cavanagh has been highly regarded, and continues to aide the smooth changeover into the WAIS HPSC across the many challenges this project has raised.

Financial Systems

The budgeting model has been further refined during the 2015/16 financial year to aid in improved planning for the future. Early planning work has begun for a major upgrade or replacement of the Institute's financial system to be completed in the coming financial year. This will deliver significant improvements to financial management and reporting within the Institute.

Human Resources

A Human Resources Information System was implemented during the year, resulting in improved quality of practices and information management, and improved efficiencies in resource requirements.

A project to review employee position description was also completed, with the aim to align all position descriptions with the organisations Strategic plan.

An induction system was also invested in and developed specific to WAIS needs. This system allows for online induction for new employees to occur, and provides for annual policy compliance updates for all staff also to be administrated.

Further refinement to the Human Resources reporting also occurred during the year, with a dashboard developed to display Climate, Stakeholder and Values survey data, allowing comparative reports to be drawn.

ADMINISTRATION & FINANCE REPORT

Information Technology

The Institute migrated all key systems to new server hardware in the first half of the financial year, and upgraded data links to its main service providers to remove ICT infrastructure as a productivity bottleneck. The Institute continues to work closely to ensure its systems are secure and up to date.

Operations

2015/16 has seen WAIS spend its first full year in the new High Performance Service Centre. The year has been spent working through building defects, and bedding down the new facility. The HPSC has been a major boost for both athletes and staff, with overwhelmingly positive feedback received from all stakeholders. The

many features of the new facility will provide Western Australian athletes an edge for many years to come.

Unauthorised Use of Credit Cards

Officers of the Institute hold corporate credit cards where their functions warrant usage of this facility. Despite each cardholder being reminded of their obligations annually under the Institute's credit card policy, three employees mistakenly utilised the corporate credit card for personal purposes. The matters were not referred for disciplinary action as the Chief Finance Officer noted prompt settlement of the personal use amount, and, that the nature of the expenditure was immaterial and characteristic of an honest mistake.

	2016 \$
Aggregate amount of personal use expenditure for the reporting period	351
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	351
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	-
Aggregate amount of personal use expenditure outstanding at balance date	-



CORPORATE COMMUNICATIONS REPORT

The WAIS Corporate Communications Department was responsible for driving management of the increased media interest in WAIS and its athletes in the lead up to the 2016 Rio Games.

WAIS Corporate Communications assisted a large amount of media requests through print, television, radio and digital sources, whilst an increased emphasis on social media coordination saw growth across all WAIS social channels. The WAIS website launched a new design in 2015-16, with the primary communication tool now fully integrated for smart phone and tablet technology, whilst strategic partnership building and event management also formed important scope within the department's brief for the reporting year.

Staff

The WAIS Corporate Communications Department was led by its sole full-time staff member, Mr Chris Abbott in the role of Corporate Communications Coordinator. This role oversaw all WAIS publications, website communications, social media activations, media management, coordination of the new clothing agreement with 2XU, branding exercises, key strategic partnerships and planning of the Institute's primary stakeholder engagement function, the WAIS Annual Dinner.

Media

The 2015-16 reporting period was largely focused on the planning and management of media and public interest relating to the 2016 Rio Olympic and Paralympic Games. Media forecasts and longlists for the Games were produced, highlighting potential selections and key media interest. These resources were provided to local media outlets and were designed to promote and improve media engagement. Key contacts were developed with The West Australian newspaper and The Sunday Times, with regular content evidenced in both publications. Regular Road To Rio segments were supported on 6PR and Sport FM radio stations, whilst all major television networks featured content on WAIS athletes and attended organised media events or interview opportunities, related to Olympic or Paralympic athletes. Press releases for all officially selected WA Olympic or Paralympic athletes were sent, ensuring the WA Institute of Sport remained the central point of contact for media management for local press looking to cover the Rio Games.

Communication Tools

The WAIS website (www.wais.org.au) underwent a relaunch in the 2015-16 reporting period, moving to a new interface that supports digital technology such as smart phones and tablets. The design of the website created an improved dynamic and enhanced the corporate identity of the WA Institute of Sport.

Over the 2015-16 year, the WAIS website received 117,794 page views from 29,150 users. The top age range of visitors, were 25-34 (33.50%), followed by 18-25 (27.50%), whilst the gender breakdown saw 54% male to 46% female of web traffic.

The WAIS Weekly Newsletter is sent each Thursday, to a distribution list of over 750 subscribers. This service provides news and results from WAIS and keeps interested stakeholders informed of all activities related to WAIS in a timely and professional manner. This service is also shared via the WAIS social media channels to ensure the information reaches a larger audience.

The WAIS Annual Report is produced by WAIS Corporate Communications and includes financial statements, audited by the office of the Auditor General. This report is tabled in state parliament and is intended to be an accurate and fair reflection of the Western Australian Institute of Sport's operations over each financial year.

Social Media

The Western Australian Institute of Sport embraces social media as a way of communicating directly with interested stakeholders and is active across; Twitter, Facebook and Instagram platforms. Social media also allows WAIS to positively engage with State and National Sporting Organisations, whilst the platforms also create unique ways for WAIS to directly promote its athletes and operations directly to interested parties.

- The WAIS twitter account (@InsideWAIS) had 2130 followers at the end of the 2015-16 financial year. This included a total impression reach of 895.6k for the reporting period.
- The WAIS Facebook page (@InsideWAIS) had 2206 likes at the end of the 2015-16 financial year,

CORPORATE COMMUNICATIONS REPORT

with numbers increasing by more than 200% over the reporting period.

- The WAIS Instagram account (@InsideWAIS had 3229 followers to the end of the 2015-16 financial year. Instagram remains the WA Institute of Sport's most popular and followed social media account, driven largely by the visual and instantaneous nature of its feed.

WAIS is also piloting accounts in Snapchat and LinkedIn to ensure that it continues to provide supporters and stakeholders with regular and direct communication.

PARTNERSHIPS

Principal Partner

The **Government of Western Australia** continues to provide important support to WAIS in allowing the Institute to achieve its purpose of providing opportunities for talented Western Australians to achieve excellent in elite sport with support from their home environment. The WA Government's continued support of high performance sport in WA is gratefully acknowledged.

Strategic Partners

The **Department of Sport and Recreation** provides WAIS a strategic alliance in supporting athlete sporting pathways in Western Australia.

VenuesWest assists WAIS through the provision of venues and facilities for our athletes and sport programs.

The **National Institute Network (NIN)** provides national support and alliance in the WA Institute of Sport's operational purpose to drive WA's high performance daily training environment.

CORPORATE

The WAIS Corporate Communications department played a central role in forming a new clothing partnership with Australian brand 2XU. 2XU had previously been an official compression garment supplier, but in 2015-16, came on board as official clothing provider to the Western Australian Institute of Sport.

The 2015 WAIS Annual Dinner was hosted on October 17 at HBF Stadium. Over 450 guests, VIPs, athletes and staff attended, with the Dinner the WA Institute of Sport's largest stakeholder engagement event on the calendar. The Corporate Communications department undertakes internal management of the project in conjunction with external organising partners Impact Communications, with valuable support provided by iKOM Creative Solutions.

WAIS continued to benefit from the strong support offered by the Carbine Club, which provides scholarships to WAIS athletes, assisting with financial support for athletes emerging in junior international competition. WAIS in turn, provides support to Carbine Club events, with athletes made available as guest speakers for fundraising functions.

Strong links with Lotterywest were forged over 2015-16 with the installation of a public art piece located within the WAIS HPSC. The design added an artistic flair to the athlete thoroughfare, with Lotterywest continuing its long and valued support of WAIS.



Sam Welsford

SPONSORS

PRINCIPAL PARTNER



STRATEGIC PARTNERS

NIN

(National Institute Network)



Department of Sport and Recreation

CORPORATE SPONSORS



Carbine Club
(International Scholarship Fund)

PROGRAM SPONSORS



SUPPLIER/ PROVIDER



(IT Services)



(Clothing Supplier)

TRAINING CENTRE STATUS



RECOGNISED OLYMPIC TRAINING CENTRE





FINANCIAL

Emily Little

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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

I have audited the accounts and financial statements of the Western Australian Institute of Sport.

The financial statements comprise the Statement of Financial Position as at 30 June 2016, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the financial position of the Western Australian Institute of Sport at 30 June 2016 and its financial performance and cash flows for the year then ended. They are in accordance with Australian Accounting Standards and the Treasurer's Instructions.

Board's Responsibility 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 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.

Auditor's Responsibility 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 based on my audit. The audit was conducted in accordance with Australian Auditing Standards. Those Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Institute's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial statements.

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

Report on Controls

I have audited the controls exercised by the Western Australian Institute of Sport during the year ended 30 June 2016.

Controls exercised by the Western Australian Institute of Sport 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.

Opinion

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 30 June 2016.

Board's Responsibility for Controls

The Board is responsible for maintaining an adequate system of internal control to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of public and other property, and the incurring of liabilities are in accordance with the Financial Management Act 2006 and the Treasurer's Instructions, and other relevant written law.

Auditor's Responsibility for the Audit of Controls

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the controls exercised by the Western Australian Institute of Sport based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the adequacy of controls to ensure that the Institute complies with the legislative provisions. The procedures selected depend on the auditor's judgement and include an evaluation of the design and implementation of relevant controls.

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

Report on the Key Performance Indicators

I have audited the key performance indicators of the Western Australian Institute of Sport for the year ended 30 June 2016.

The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide information on outcome achievement and service provision.

Opinion

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 30 June 2016.

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 controls as the Board determines necessary to ensure that the key performance indicators fairly represent indicated performance.

INDEPENDENT AUDITOR'S REPORT

Auditor's Responsibility for the Audit of Key Performance Indicators

As required by the Auditor General Act 2006, my responsibility is to express an opinion on the key performance indicators based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the key performance indicators. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments the auditor considers internal control relevant to the Board's preparation and fair presentation of the key performance indicators in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the relevance and appropriateness of the key performance indicators for measuring the extent of outcome achievement and service provision.

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

Independence

In conducting the above audits, I have complied with the independence requirements of the Auditor General Act 2006 and Australian Auditing and Assurance Standards, and other relevant ethical 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 30 June 2016 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.



GLEN CLARKE
DEPUTY AUDITOR GENERAL
Delegate of the Auditor General for Western Australia
Perth, Western Australia
7 September 2016

WESTERN AUSTRALIAN INSTITUTE OF SPORT (INC) ANNUAL FINANCIAL STATEMENTS

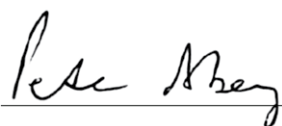
Year Ended 30 June 2016

CERTIFICATION OF FINANCIAL STATEMENTS

The accompanying financial statements of the Western Australian Institute of Sport (Inc.) have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2016 and the financial position as at 30 June 2016.

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

Dated this 5th of September 2016



Mr Peter Abery
Chairman
Western Australian Institute of Sport (Inc)



Mr Steven Lawrence
Chief Executive Officer
Western Australian Institute of Sport (Inc)



Mr Damien Fitzpatrick
Chief Financial Officer
Western Australian Institute of Sport (Inc)



FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME

	Notes	2016 \$	2015 \$
COST OF SERVICES			
Expenses			
Employee benefits expense	6	5,739,139	5,336,844
Supplies and services	7	3,209,098	3,490,965
Depreciation and amortisation expense	8	291,430	268,046
Accommodation expenses	9	1,687,532	673,489
Other expenses	10	1,358,309	968,128
Loss on disposal of non-current assets	15	-	931
Total cost of services		12,285,508	10,738,403
Income			
Revenue			
Commonwealth grants and contributions	11	-	46,000
Interest revenue	12	89,477	130,253
Contribution from sporting bodies	13	1,665,808	1,549,590
Other revenue	14	37,889	113,477
Gain on disposal of non-current assets	15	20,316	
Total Revenue		1,813,490	1,839,320
Total income other than income from State Government		1,813,490	1,839,320
NET COST OF SERVICES		10,472,017	8,899,083
INCOME FROM STATE GOVERNMENT			
State grants	16	7,076,112	7,952,016
Services received free of charge	16	1,868,766	1,355,832
Total income from State Government		8,944,878	9,307,848
(DEFICIT) / SURPLUS FOR THE PERIOD		(1,527,139)	408,765
TOTAL COMPREHENSIVE (LOSS) / INCOME FOR THE PERIOD		(1,527,139)	408,765

For the year ended 30 June 2016.

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

	Notes	2016 \$	2015 \$
ASSETS			
Current Assets			
Cash and cash equivalents	17	1,011,065	3,083,851
Receivables	19	65,434	124,799
Other current assets	20	422,732	169,374
Inventories	18	4,242	4,597
Total Current Assets		1,503,473	3,382,621
Non-Current Assets			
Property, plant and equipment	21	1,261,832	1,080,396
Total Non-Current Assets		1,261,832	1,080,396
Total Assets		2,765,305	4,463,017
LIABILITIES			
Current Liabilities			
Payables	23	475,218	544,862
Provisions	24	958,858	880,054
Other current liabilities	25	50,861	255,999
Total Current Liabilities		1,484,937	1,680,915
Non-Current Liabilities			
Provisions	24	131,804	106,399
Total Non-Current Liabilities		131,804	106,399
Total Liabilities		1,616,741	1,787,314
NET ASSETS		1,148,564	2,675,703
Equity			
Accumulated surplus	26	1,148,564	2,675,703
TOTAL EQUITY		1,148,564	2,675,703

For the year ended 30 June 2016.
The Statement of Financial Position should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN EQUITY

	Notes	Accumulated surplus \$	Total equity \$
Balance at 1 July 2014	26	2,266,938	2,266,938
Total comprehensive income for the year		408,765	408,765
Balance at 30 June 2015		2,675,703	2,675,703
Balance at 1 July 2015		2,675,703	2,675,703
Total comprehensive income for the year		(1,527,139)	(1,527,139)
Balance at 30 June 2016		1,148,564	1,148,564

For the year ended 30 June 2016.
The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS

	Notes	2016 \$	2015 \$
CASH FLOWS FROM STATE GOVERNMENT			
State grants		7,076,112	7,952,016
Net cash provided by State Government		7,076,112	7,952,016
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(5,890,891)	(5,179,143)
Supplies and services		(3,138,194)	(2,454,179)
Accommodation		(178,094)	(80,757)
GST payments on purchases		(358,177)	(366,299)
Other payments		(1,359,440)	(921,087)
GST payments to the ATO		(600,237)	(700,173)
		(11,525,034)	(9,701,638)
Receipts			
Commonwealth grants and contributions		-	46,000
Interest received		94,698	130,253
GST receipts on sales		910,196	984,087
Other receipts		1,764,452	1,595,686
		2,769,346	2,756,026
Net cash used in operating activities	27	(8,755,688)	(6,945,612)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current physical assets		(462,120)	(957,414)
Receipts			
Proceeds from the sale of non-current physical assets		68,909	57,875
Net cash used in investing activities		(393,211)	(899,539)
Net increase in cash and cash equivalents		(2,072,786)	106,865
Cash and cash equivalents at the beginning of the financial year		3,083,851	2,976,986
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR	17	1,011,065	3,083,851

For the year ended 30 June 2016.

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

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

1. Australian Accounting Standards

General

The Western Australian Institute of Sport (Inc.)'s ('the Institute's') financial statements for the year ended 30 June 2016 have been prepared in accordance with Australian Accounting Standards. The term 'Australian Accounting Standards' includes Standards and Interpretations issued by the Australian Accounting Standard Board (AASB).

The Institute has adopted any applicable new and revised Australian Accounting Standards from their operative dates.

Early adoption of standards

The Institute cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 *Application of Australian Accounting Standards and Other Pronouncements*. There has been no early adoption of Australian Accounting Standards that have been issued or amended (but not operative) by the Institute for the annual reporting period ended 30 June 2016.

2. Summary of significant accounting policies

a. General Statement

The Institute is a not-for-profit reporting entity that prepares general purpose financial statements in accordance with Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB as applied by the Treasurer's instructions. Several of these are modified by the Treasurer's Instructions to vary application, disclosure, format and wording.

The *Financial Management Act 2006* and the Treasurer's Instructions impose legislative provisions that govern the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statements of Accounting Concepts and other authoritative pronouncements of the AASB.

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.

b. Basis of Preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest dollar (\$).

Note 3 'Judgements made by management in applying accounting policies' discloses judgements that have been made in the process of applying the Institute's accounting policies resulting in the most significant effect on amounts recognised in the financial statements.

Note 4 'Key sources of estimation uncertainty' discloses key assumptions made concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

c. Reporting Entity

The reporting entity comprises the Western Australian Institute of Sport Inc. ('the Institute').

d. Income*Revenue recognition*

Revenue is recognised and measured at the fair value of consideration received or receivable. Revenue is recognised for the major business activities as follows:

Sale of goods

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership transfer to the purchaser and can be measured reliably.

Provision of services

Revenue is recognised by reference to the stage of completion of the transaction.

Interest

Revenue is recognised as the interest accrues.

Grants, donations, gifts and other non-reciprocal contributions

Revenue is recognised at fair value when the Institute obtains control over the assets comprising the contributions, usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Gains

Realised or unrealised gains are usually recognised on a net basis. These include gains arising on the disposal of non-current assets.

e. Property, Plant and Equipment*Capitalisation/expensing of assets*

Items of property, plant and equipment costing \$5,000 or more with an estimated useful life of 2 years or greater are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment costing less than \$5,000 are immediately expensed direct to the Statement of Comprehensive Income (other than where they form part of a group of similar items which are significant in total).

Initial recognition and measurement

Property, plant and equipment are initially recognised at cost.

For items of property, plant and equipment acquired at no cost or for nominal cost, the cost is the fair value at the date of acquisition.

Depreciation

All non-current assets 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.

Leased improvements are depreciated over the shorter of the asset's useful life and the lease term.

Depreciation is calculated using the straight line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

Plant, equipment and vehicles	3-15 years
Office equipment	3-10 years
Leased improvements	20-40 years

NOTES TO THE FINANCIAL STATEMENTS

f. Impairment of Assets

Property, plant and equipment are tested for any indication of impairment at the end of each reporting period. 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 recoverable amount, an impairment loss is recognised in profit or loss. As the Institute is a not-for-profit entity, unless a specialised asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

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 falling replacement costs.

The recoverable amount of assets identified as surplus assets is the higher of fair value less costs to sell and the present value of future cash flows expected to be derived from the asset. Surplus assets carried at fair value have no risk of material impairment where fair value is determined by reference to market-based evidence. Where fair value is determined by reference to depreciated replacement cost, surplus assets are at risk of impairment and the recoverable amount is measured. Surplus assets at cost are tested for indications of impairment at the end of each reporting period.

There were no indicators of impairment at 30 June 2016.

g. Leases

The Institute holds operating leases for the office building and for two multifunctional office printers. Lease payments are expensed on a straight line basis over the lease term as this represents the pattern of benefits derived from the leased property and equipment.

h. Financial Instruments

In addition to cash, the Institute has two categories of financial instrument:

- Receivables; and
- Financial liabilities measured at amortised cost.

Financial instruments have been disaggregated into the following classes:

Financial Assets

- Cash and cash equivalents
- Receivables

Financial Liabilities

- Payables

Initial recognition and measurement of financial instruments is at fair value which normally equates to the transaction cost or the face value. Subsequent measurement is at amortised cost using the effective interest method.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is not material.

i. Cash and Cash Equivalents

For the purpose of the Statement of Cash Flows, cash and cash equivalent (and restricted 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.

j. Accrued salaries

Accrued salaries (see note 25 'Other current liabilities') represent the amount due to staff but unpaid at the end of the financial year. Accrued salaries are settled within a fortnight of the financial year end. The Institute considers the carrying amount of accrued salaries to be equivalent to its fair value.

k. Inventories

Inventories are measured at the lower of cost and net realisable value. Costs are assigned by the method most appropriate for each particular class of inventory, with the majority being measured on a first in first out basis.

Inventories not held for resale are measured at cost unless they are no longer required, in which case they are measured at net realisable value.

l. Receivables

Receivables are recognised at original invoice amount less an allowance for any uncollectible amounts (i.e. impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off against the allowance account. The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the Institute will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days. Refer to note 32 'Financial Instruments' and note 19 'Receivables'.

m. Payables

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. Refer to note 32 'Financial Instruments' and note 23 'Payables'.

n. Provisions

Provisions are liabilities of uncertain timing or amount and are recognised where there is a present legal or constructive obligation as a result of a past event and when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at the end of each reporting period. Refer to note 24 'Provisions'.

i. Provisions - Employee Benefits

All annual leave and long service leave provisions are in respect of employees' services up to the end of the reporting period.

Annual Leave

Annual leave that is not expected to be settled wholly within 12 months after the end of the reporting period and is therefore considered to be 'other long-term employee benefits'. The annual leave liability is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

The provision for annual leave is classified as a current liability as the Institute does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

NOTES TO THE FINANCIAL STATEMENTS

Long Service Leave

Long service leave is not expected to be settled wholly within 12 months after the end of the reporting period and is therefore recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

Unconditional long service leave provisions are classified as current liabilities as the Institute does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period. Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Institute has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

Superannuation

Superannuation contributions are made to GESB or other fund providers on behalf of employees of the Institute in compliance with the Commonwealth Government's Superannuation Guarantee (Administration) Act 1992. Contributions to these accumulation schemes extinguishes liability for superannuation charges in respect of employees who are not members of the Pension Scheme or GSS.

The Institute has no liabilities under the Pension Scheme or the GSS.

Refer also to note 6(b) 'Superannuation expense'.

*ii. Provisions - Other**Employment on-costs*

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' and are not included as part of the Institute's 'Employee benefits expense'. The related liability is included in 'Employment on-costs provision'. Refer to note 10 'Other expenses' and note 24 'Provisions'.

o. Assets and Services Received Free of Charge or for Nominal Cost

Assets or services received free of charge or for nominal cost that the Institute would otherwise purchase if not donated, are recognised as income at the fair value of the assets or services where they can be reliably measured. A corresponding expense is recognised for services received. Receipts of assets are recognised in the Statement of Financial Position.

Assets or services received from other State Government agencies are separately disclosed under Income from State Government in the Statement of Comprehensive Income. Refer to note 16 'Income from State Government'.

p. Comparative Figures

Comparative figures are, where appropriate, reclassified to be comparable with the figures presented in the current financial year.

3. Judgements made by management in applying accounting policies

The preparation of financial statements requires management to make judgements about the application of accounting policies that have a significant effect on the amounts recognised in the financial statements. The Institute evaluates these judgements regularly.

Operating lease commitments

The Institute has a lease for a building for office accommodation. It has been determined that the lessor retains substantially all the risks and rewards incidental to ownership. Accordingly, this lease has been classified as an operating lease.

4. Key sources of estimation uncertainty

The Institute makes key estimations and assumptions concerning the future. These estimates and assumptions 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.

Long Service Leave

Several estimations and assumptions used in calculating the Institute's long service leave provision include expected future salary rates, salary inflation, discount rates, employee retention rates and expected future payments. Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision.

5. Disclosure of changes in accounting policy and estimates

Initial application of an Australian Accounting Standard

The Institute has applied the following Australian Accounting Standards effective for annual reporting periods beginning on or after 1 July 2015 that impacted on the Institute.

AASB 2013-9 Amendments to Australian Accounting Standards - Conceptual Framework, Materiality and Financial Instruments

Part C of this Standard defers the application of AASB 9 to 1 January 2017. The application date of AASB 9 was subsequently deferred to 1 January 2018 by AASB 2014-1. The Institute has not yet determined the application or the potential impact of AASB 9.

AASB 2014-8 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014) - Application of AASB 9 (December 2009) and AASB 9 (December 2010) [AASB 9 (2009 & 2010)]

This Standard makes amendments to AASB 9 Financial Instruments (December 2009) and AASB 9 Financial Instruments (December 2010), arising from the issuance of AASB 9 Financial Instruments in December 2014. The Institute has not yet determined the application or the potential impact of AASB 9.

AASB 2015-3 Amendments to Australian Accounting Standards arising from the Withdrawal of AASB 1031 Materiality

This Standard completes the withdrawal of references to AASB 1031 in all Australian Accounting Standards and Interpretations, allowing that Standard to effectively be withdrawn. There is no financial impact.

Future impact of Australian Accounting Standards not yet operative

The Institute cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 *Application of Australian Accounting Standards and Other Pronouncements* or by an exemption from TI 1101. Consequently, the Institute has not applied early any of the following Australian Accounting Standards that have been issued that may impact the Institute. Where applicable, the Institute plans to apply these Australian Accounting Standards from their application date.

NOTES TO THE FINANCIAL STATEMENTS

		Operative for reporting periods beginning on/after
AASB 9	<i>Financial Instruments</i> This Standard supersedes AASB 139 Financial Instruments: Recognition and Measurement, introducing a number of changes to accounting treatments. The mandatory application date of this Standard is currently 1 January 2018 after being amended by AASB 2012-6, AASB 2013-9, and AASB 2014-1 <i>Amendments to Australian Accounting Standards</i> . The Institute has not yet determined the application or the potential impact of the Standard.	1 Jan 2018
AASB 15	<i>Revenue from Contracts with Customers</i> This Standard establishes the principles that the Institute shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from a contract with a customer. The Institute has not yet determined the application or the potential impact of the Standard.	1 Jan 2018
AASB 16	<i>Leases</i> This Standard introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. The Institute has not yet determined the application or the potential impact of the Standard.	1 Jan 2019
AASB 1057	<i>Application of Australian Accounting Standards</i> This Standard lists the application paragraphs for each other Standard (and Interpretation), grouped where they are the same. There is no financial impact.	1 Jan 2016
AASB 2010-7	<i>Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Int 2, 5, 10, 12, 19 & 127]</i> This Standard makes consequential amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 9 in December 2010. The mandatory application date of this Standard has been amended by AASB 2012-6 and AASB 2014-1 to 1 January 2018. The Institute has not yet determined the application or the potential impact of the Standard.	1 Jan 2018
AASB 2014-1	<i>Amendments to Australian Accounting Standards</i> Part E of this Standard makes amendments to AASB 9 and consequential amendments to other Standards. It has not yet been assessed by the Institute to determine the application or potential impact of the Standard.	1 Jan 2018

NOTES TO THE FINANCIAL STATEMENTS

<i>AASB 2014-4</i>	<i>Amendments to Australian Accounting Standards - Clarification of Acceptable Methods of Depreciation and Amortisation [AASB 116 & 138]</i>	1 Jan 2016
	The adoption of this Standard has no financial impact for Institute as depreciation and amortisation is not determined by reference to revenue generation, but by reference to consumption of future economic benefits.	
<i>AASB 2014-5</i>	<i>Amendments to Australian Accounting Standards arising from AASB 15</i>	1 Jan 2018
	This Standard gives effect to the consequential amendments to Australian Accounting Standards (including Interpretations) arising from the issuance of AASB 15. The Institute has not yet determined the application or the potential impact of the Standard.	
<i>AASB 2014-7</i>	<i>Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)</i>	1 Jan 2018
	This Standard gives effect to the consequential amendments to Australian Accounting Standards (including Interpretations) arising from the issuance of AASB 9 (December 2014). The Institute has not yet determined the application or the potential impact	
<i>AASB 2015-1</i>	<i>Amendments to Australian Accounting Standards - Annual Improvements to Australian Accounting Standards 2012-2014 Cycle [AASB 1, 2, 3, 5, 7, 11, 110, 119, 121, 133, 134, 137 & 140]</i>	1 Jan 2016
	These amendments arise from the issuance of International Financial Reporting Standard Annual Improvements to IFRSs 2012-2014 Cycle in September 2014, and editorial corrections. The Institute has not yet determined the application or the potential impact of the Standard.	
<i>AASB 2015-2</i>	<i>Amendments to Australian Accounting Standards - Disclosure Initiative: Amendments to AASB 101 [AASB 7, 101, 134 & 1049]</i>	1 Jan 2016
	This Standard amends AASB 101 to provide clarification regarding the disclosure requirements in AASB 101. Specifically, the Standard proposes narrow-focus amendments to address some of the concerns expressed about existing presentation and disclosure requirements and to ensure entities are able to use judgement when applying a Standard in determining what information to disclose in their financial statements. There is no financial impact.	
<i>AASB 2015-6</i>	<i>Amendments to Australian Accounting Standards - Extending Related Party Disclosures to Not-for-Profit Public Sector Entities [AASB 10, 124 & 1049]</i>	1 Jul 2016
	The amendments extend the scope of AASB 124 to include application by not-for-profit public sector entities. Implementation guidance is included to assist application of the Standard by not-for-profit public sector entities. There is no financial impact.	

NOTES TO THE FINANCIAL STATEMENTS

AASB 2015-8	<i>Amendments to Australian Accounting Standards - Effective Date of AASB 15</i>	1 Jan 2017
	This Standard amends the mandatory effective date (application date) of AASB 15 Revenue from Contracts with Customers so that AASB 15 is required to be applied for annual reporting periods beginning on or after 1 January 2018 instead of 1 January 2017. The Institute has not yet determined the application or the potential impact of AASB 15.	
AASB 2016-2	<i>Amendments to Australian Accounting Standards - Disclosure Initiative: Amendments to AASB 107</i>	1 Jan 2017
	This Standard amends AASB 107 Statement of Cash Flows (August 2015) to require disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes. There is no financial impact.	
AASB 2016-4	<i>Amendments to Australian Accounting Standards - Recoverable Amount of Non-Cash-Generating Specialised Assets of Not-for-Profit Entities</i>	1 Jan 2017
	This Standard clarifies that the recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 Fair Value Measurement. The Authority has not yet determined the application or the potential impact.	

NOTES TO THE FINANCIAL STATEMENTS

	2016 \$	2015 \$
6. Employee benefits expense		
Wages and salaries (a)	4,796,836	4,393,168
Annual leave	365,810	383,687
Long service leave	103,020	111,292
Superannuation (b)	473,474	448,697
	5,739,139	5,336,844
(a) Includes the value of the fringe benefit to the employee plus the fringe benefits tax component.		
(b) External Superannuation institutions administer the superannuation schemes.		
Employment on-costs expenses, such as workers' compensation insurance, are included at note 10 'Other expenses'.		
Employment on-costs liability is included at note 24 'Provisions'.		
7. Supplies and services		
Travel	887,302	761,749
Consultants and contractors	572,944	488,192
Communication	51,220	60,128
Venue hire, sports related repairs and maintenance (a)	1,191,185	1,766,727
Events	93,573	96,013
Training and development	93,386	94,909
Other	319,489	223,247
	3,209,098	3,490,965
(a) Venue hire is inclusive of Services Received Free of Charge amounting to \$349,987 for 2015/16 and \$763,100 for 2014/15		
8. Depreciation expense		
Leasehold improvements	8	51,088
Plant, equipment and vehicles	282,846	215,269
Office equipment	8,576	1,689
	291,430	268,046
9. Accommodation expense		
Lease rentals (a)	1,687,532	673,489
	1,687,532	673,489
(a) Lease rentals is inclusive of Services Received Free of Charge amounting to \$1,518,779 for 2015/16 and \$592,732 for 2014/15		

NOTES TO THE FINANCIAL STATEMENTS

	2016 \$	2015 \$
10. Other expenses		
Equipment repairs & maintenance	101,948	19,496
General administration expenses	35,105	60,735
Sport programs	700,326	461,761
Scholarships	41,698	8,702
Sport science	77,330	63,258
Marketing & promotion	45,757	43,065
Employment on-costs (a)	356,145	311,111
	1,358,309	968,128
(a) Includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liability is included at note 24 'Provisions'. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.		
11. Commonwealth grants and contributions		
Australian Sports Commission / AIS funding	-	46,000
	-	46,000
The fundings include non-reciprocal grants from the Australian Sports Commission grant and the Australian Institute of Sport grant. The terms of the grant are that it must be used to fund athlete career education. The grant has been recognised in its entirety upon receipt as the only condition set by the grantor relates to how the grant can be expended and there are no performance measures in terms of service delivery.		
12. Interest revenue		
Interest received from deposits	89,477	130,253
	89,477	130,253
13. Contributions from sporting bodies		
Contributions from sporting bodies	1,665,808	1,549,590
14. Other revenue		
Sponsorship	15,000	64,020
Other	22,889	49,457
	37,889	113,477

NOTES TO THE FINANCIAL STATEMENTS

	2016 \$	2015 \$
15. Net gain / (loss) on disposal of non-current assets		
<u>Costs of Disposal of Non-Current Assets</u>		
Plant, equipment and vehicles	48,593	58,806
<u>Proceeds from Disposal of Non-Current Assets</u>		
Plant, equipment and vehicles	68,909	57,875
Net gain / (loss)	20,316	(931)
16. Income from State Government		
Sports Lotteries Funding grant	5,378,390	5,349,514
Consolidated Funding grant	490,679	1,428,464
Special grant	1,207,043	1,174,038
	7,076,112	7,952,016
Services received free of charge from other State Government Agencies (a)		
Determined on the basis of the following estimates provided by agencies:		
VenuesWest - Accommodation	1,518,779	592,732
VenuesWest - Venue hire	349,987	763,100
	1,868,766	1,355,832
	8,944,878	9,307,848
(a) Assets or services received free of charge or for nominal cost are recognised as revenue at fair value of the assets and/or services that can be reliably measured and which would have been purchased if they were not donated. Contributions of assets or services in the nature of contributions by owners are recognised direct to equity.		
17. Cash and cash equivalents		
Deposits	-	2,012,902
Cash at Bank	1,010,365	1,070,249
Cash on hand	700	700
	1,011,065	3,083,851
18. Inventories		
Current		
Inventories held for resale:		
- Finished goods		
At cost or net realisable value	4,242	4,597
Total Current	4,242	4,597

NOTES TO THE FINANCIAL STATEMENTS

	2016 \$	2015 \$
19. Receivables		
Current		
Receivables	65,434	126,190
Allowance for impairment of receivables (1)	-	(1,391)
Total Current	65,434	124,799
Reconciliation of changes in the allowance for impairment of receivables:		
Balance at start of period	1,391	6,931
Doubtful debts expense	-	1,391
Amounts recovered during the period	(1,391)	(6,931)
Total Current	-	1,391
(1) Receivables aged over 3 months are impaired. Hence an adequate provision has been made.		
20. Other assets		
Current		
Prepayments	422,732	164,154
Accrued income	-	5,220
Total Current	422,732	169,374
21. Property, plant and equipment		
Leasehold Improvements		
At cost	21,000	6,000
Accumulated Depreciation	(6,008)	(6,000)
	14,992	-
Plant, equipment and vehicles		
At cost	2,809,039	2,421,426
Accumulated Depreciation	(1,624,484)	(1,377,577)
	1,184,556	1,043,849
Office Equipment		
At cost	78,758	49,445
Accumulated Depreciation	(21,474)	(12,898)
	57,284	36,547
Capital Work In Progress	5,000	-
	1,261,832	1,080,396

NOTES TO THE FINANCIAL STATEMENTS

Reconciliations of the carrying amounts of property, plant and equipment at the beginning and end of the reporting period are set out in the table below.

	Leasehold Improvements	Plant, equipment and vehicles	Office equipment	Capital WIP	Total
	\$	\$	\$	\$	\$
2016					
Carrying amount at start of year	-	1,043,849	36,547	-	1,080,396
Additions	15,000	472,148	29,313	5,000	521,460
Disposals	-	(48,592)	-	-	(48,592)
Depreciation	(8)	(282,846)	(8,576)	-	(291,430)
Carrying amount at end of year	14,992	1,184,556	57,284	5,000	1,261,832
2015					
Carrying amount at start of year	51,088	396,804	1,942	-	449,834
Additions	-	921,120	36,294	-	957,414
Disposals	-	(58,806)	-	-	(58,806)
Depreciation	(51,088)	(215,269)	(1,689)	-	(268,046)
Carrying amount at end of year	-	1,043,849	36,547	-	1,080,396

22. Impairment of assets

There were no indications of impairment to property, plant and equipment at 30 June 2016.

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.

All surplus assets at 30 June 2016 have either been classified as assets held for sale or written-off.

	2016 \$	2015 \$
23. Payables		
Current		
Trade payables	258,933	277,364
Other payables	216,285	267,498
	475,218	544,862

NOTES TO THE FINANCIAL STATEMENTS

	2016 \$	2015 \$
24. Provisions		
Current		
Employee benefits provision		
Annual leave (a)	374,178	351,913
Long service leave (b)	523,967	471,573
	898,145	823,486
Other provisions	-	-
Employment on-costs (c)	60,713	56,568
	60,713	56,568
	958,858	880,054
Non-current		
Employee benefits provision	-	-
Long service leave (b)	123,323	99,572
Other provisions	-	-
Employment on-costs (c)	8,481	6,827
	8,481	6,827
	131,804	106,399
	1,090,662	986,453
(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. Assessments indicate that actual settlement of the liabilities will occur as follows:		
Within 12 months of reporting date	315,372	292,113
More than 12 months after reporting date	58,806	59,800
	374,178	351,913
(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. Assessments indicate that actual settlement of the liabilities will occur as follows:		
Within 12 months of reporting date	131,566	85,132
More than 12 months after reporting date	515,724	486,013
	647,290	571,145
(c) 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		

NOTES TO THE FINANCIAL STATEMENTS

	2016 \$	2015 \$
payments. The associated expense, apart from the unwinding of the discount (finance cost), is disclosed in note 10 'Other expenses'.		
Movements in Other Provisions		
Movements in each class of provisions during the financial year, other than employee benefits, are set out below.		
<u>Employment on-cost provision</u>		
Carrying amount at start of period	63,395	49,010
Additional provisions recognized	5,799	14,385
Payments	-	-
Carrying amount at end of period	69,194	63,395
25. Other current liabilities		
Other payables	-	-
Accrued salaries	5,749	170,529
Accrued expenses	45,111	85,470
Total	50,861	255,999
26. Equity		
Accumulated Surplus		
Balance at start of year	2,675,703	2,266,938
Result for the period	(1,527,139)	408,765
Balance at end of year (a)	1,148,564	2,675,703
(a) Refer to Statement of Changes in Equity on page 60		
27. Notes to the Statement of Cash Flows		
<u>Reconciliation of Cash</u>		
Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:		
Cash and cash equivalents	1,011,065	3,083,851
	1,011,065	3,083,851
Reconciliation of net cost of services to net cash flows provided by/(used in) operating activities		
Net cost of services	(10,472,017)	(8,899,083)
Non-cash items:		
Depreciation and amortisation expense	291,430	268,046
Resources received free of charge	1,868,766	1,355,832
Net gain on sale of property, plant and equipment	(20,316)	931
(Increase)/decrease in assets:		
Current receivables(a)	59,365	6,741
Current inventories	356	3,662

NOTES TO THE FINANCIAL STATEMENTS

	2016 \$	2015 \$
Other current assets	(292,898)	(74,122)
Increase/(decrease) in liabilities:		
Current payables(a)	(92,774)	268,787
Current provisions	78,804	130,791
Other current liabilities	(205,138)	60,528
Non-current provisions	25,405	(32,380)
Net GST payments(b)	(44,888)	(47,040)
Changes in GST receivables/payables	48,219	11,695
Net cash (used in) operating activities	(8,755,688)	(6,945,612)
(a) Note that the Australian Taxation Office (ATO) receivable/payable in respect of GST and the receivable/payable in respect of the sale/purchase of non-current assets are not included in these items as they do not form part of the reconciling items.		
(b) This is the net GST paid/received, i.e. cash transactions.		
28. Commitments		
Non-cancellable operating lease commitments		
Within 1 year	191,160	184,729
Later than 1 year and not later than 5 years	823,734	796,023
Later than 5 years	3,786,444	3,927,657
	4,801,337	4,908,409
Lease Commitments		
Commitments in relation to leases contracted for at the reporting date but not recognised in the financial statements are payable as follows:		
Within 1 year	154,225	15,404
Later than 1 year and not later than 5 years	264,169	21,823
Later than 5 years	-	-
	418,394	37,227
The Institute has entered into a property lease, for the WAIS High Performance Service Centre, which is a non-cancellable lease with four terms of five years each, with rent payable monthly in advance. Contingent rent provisions within the lease agreement require that the minimum lease payments shall be increased by CPI annually (rent increase is 3% annual for the first term, and then the higher of 3% or CPI thereafter) and by a current market rent valuation in the final year of each term.		

NOTES TO THE FINANCIAL STATEMENTS

	2016 \$	2015 \$
Capital expenditure commitments		
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within 1 year	48,077	-
Later than 1 year and not later than 5 years	-	-
	48,077	-

Note: Commitments are inclusive of GST

29. Events occurring after the end of the reporting period

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

30. Contingent liabilities and contingent assets

Contingent liabilities

In addition to the liabilities included in the financial statements, there are no more contingent liabilities.

Contingent assets

In addition to the assets included in the financial statements, there are no more contingent assets.

31. Explanatory statement

All variances between the actual results for 2016 and 2015 are shown below. Narratives are provided for selected major variances, which are greater than 5% and \$214,000 for the Statement of Comprehensive Income and Statement of Cash Flows, and 5% and \$89,000 for the Statement of Financial Position.

	Variance Note	Actual 2016 \$	Actual 2015 \$	Variance between actual results for 2016 and 2015 \$
Statement of Comprehensive Income				
Expenses				
Employee benefits expense	A	5,739,139	5,336,844	402,295
Supplies and services	B	3,209,098	3,490,965	(281,867)
Depreciation and amortisation expense		291,430	268,046	23,384
Accommodation expense	C	1,687,532	673,489	1,014,043
Other expenses	D	1,358,309	968,128	390,181
Loss on disposal of non-current assets			931	(931)
Total Cost of Services		12,285,508	10,738,403	1,547,105

NOTES TO THE FINANCIAL STATEMENTS

	Variance Note	Actual 2016 \$	Actual 2015 \$	Variance between actual results for 2016 and 2015 \$
Income				
Revenue				
Commonwealth grants and contributions		-	46,000	(46,000)
Interest revenue		89,477	130,253	(40,776)
Contribution from sporting bodies		1,665,808	1,549,590	116,218
Other revenue		37,889	113,477	(75,588)
Gain/(loss) on disposal of non-current assets		20,316	-	20,316
Total income other than income from State Government		1,813,490	1,839,320	(25,830)
NET COST OF SERVICES				
		10,472,017	8,899,083	1,572,934
INCOME FROM STATE GOVERNMENT				
State Grants	E	7,076,112	7,952,016	(875,904)
Services received free of charge	B,C	1,868,766	1,355,832	512,934
Total Income from State Government		8,944,878	9,307,848	(362,970)
SURPLUS / (DEFECIT) FOR THE PERIOD		(1,527,139)	408,765	(1,935,904)
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD		(1,527,139)	408,765	(1,935,904)

Major Actual (2016) and Comparative (2015) Variance Narratives

- A) Employee benefits expense increased by \$402,000 (7.5%) due to an increase in FTE, with additional support staff required to service the HPSC Altitude House and recovery centre, together with a standard salary increase (1.5%) for most staff.
- B) Supplies and services decreased by \$282,000 (8.1%), largely due to a lower level of spend on items of non-capital equipment (higher in 2015 with the setup of the High Performance Sport Centre), and a decrease in venue (including the portion of services received free of charge).
- C) Accommodation expense increased by \$1.0 million (150.6%) due to an increase in the annual amount of accommodation expenses and the corresponding services received free of charge arising from the new lease for the WAIS High Performance Service Centre.
- D) The increase in Other expenses \$390,000 (40.3%) is mainly due to an increase in services delivered to athletes reflected by greater Sport Program expenses, and increases in some WAIS High Performance Service Centre operating costs.
- E) The decrease in State Grant income of \$876,000 (11.0%) is due to a higher advance partial payment of the future year operating grant in 2015 compared to 2016.

NOTES TO THE FINANCIAL STATEMENTS

	Variance Note	Actual 2016 \$	Actual 2015 \$	Variance between actual results for 2016 and 2015 \$
Statement of Financial Position				
ASSETS				
Current Assets				
Cash and cash equivalents	F	1,011,065	3,083,851	(2,072,786)
Receivables		65,434	124,799	(59,365)
Other current assets	G	422,732	169,374	253,358
Inventories		4,242	4,597	(356)
Total Current Assets		1,503,473	3,382,621	(1,879,148)
Non-Current Assets				
Property, plant and equipment	H	1,261,832	1,080,396	181,436
Total Non-Current Assets		1,261,832	1,080,396	181,436
Total Assets		2,765,305	4,463,017	(1,697,712)
LIABILITIES				
Current Assets				
Payables		475,218	544,862	(69,644)
Provisions		958,858	880,054	78,804
Other current liabilities	I	50,861	255,999	(205,138)
Total Current Liabilities		1,484,937	1,680,915	(195,978)
Non-Current Liabilities				
Provisions		131,804	106,399	25,405
Total Non-Current Liabilities		131,804	106,399	25,405
Total Liabilities		1,616,741	1,787,314	(170,573)
NET ASSETS		1,148,564	2,675,703	(1,527,138)
Equity				
Accumulated surplus		1,148,564	2,675,703	(1,527,139)
TOTAL EQUITY		1,148,564	2,675,703	(1,527,139)

Major Actual (2016) and Comparative (2015) Variance Narratives

- F) Cash balance at year-end decreased by \$2.07 million (205%) due to a lower advanced payment of future year funding in 2016 compared to 2015, together with higher employee benefits expense, accommodation expense, and other operating expenses.
- G) Increase in Other current assets by \$253,000 (59.9%) as a result of prepaid salary and wages at 30 June 2016 for the July period, together with prepaid travel expenses for advance domestic and international travel bookings.
- H) Property, plant and equipment increased by \$181,000 (14.4%) with sports program and sports science assets purchased including major items javelin curtain, kayaks, rowing trailer, camera systems, metabolic measurement systems, together with asset disposals including a gymnastics bus and sailing 49er boat.
- I) Decrease in other current liabilities by \$205,000 (403.3%) due to the 30 June 2015 year-end salary and wages accrual (with June days worked paid in July 2015). June 2016 days worked paid in June 2016, hence no comparative accrual at 30 June 2016.

NOTES TO THE FINANCIAL STATEMENTS

	Variance Note	Actual 2016 \$	Actual 2015 \$	Variance between actual results for 2016 and 2015 \$
Statement of Financial Position				
CASH FLOWS FROM STATE GOVERNMENT				
State grants	J	7,076,112	7,952,016	(875,904)
Net cash provided by State Government		7,076,112	7,952,016	(875,904)
Utilised as follows:				
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee benefits	K	(5,890,891)	(5,179,143)	(711,748)
Supplies and services	L	(3,138,194)	(2,454,179)	(684,015)
Accommodation		(178,094)	(80,757)	(97,337)
GST payments on purchases		(358,177)	(366,299)	8,122
Other payments	L	(1,359,440)	(921,087)	(438,353)
GST payments to the ATO		(600,237)	(700,173)	99,936
		(11,525,034)	(9,701,638)	(1,823,396)
Receipts				
Commonwealth grants and contributions		-	46,000	(46,000)
Interest received		94,698	130,253	(35,555)
GST receipts on sales		910,196	984,087	(73,891)
Other receipts		1,764,452	1,595,686	168,766
		2,769,346	2,756,026	13,320
Net cash used in operating activities		(8,755,688)	(6,945,612)	(1,810,076)
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments				
Purchase of non-current physical assets	M	(462,120)	(957,414)	495,294
Receipts				
Proceeds from the sale of non-current physical assets		68,909	57,875	11,034
Net cash used in investing activities		(393,211)	(899,539)	506,328
Net increase in cash and cash equivalents		(2,072,786)	106,865	(2,179,651)
Cash and cash equivalents at the beginning of the financial year		3,083,851	2,976,986	106,865
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR		1,011,065	3,083,851	(2,072,786)

Major Actual (2016) and Comparative (2015) Variance Narratives

- J) State grant receipts decreased by \$876,000 (11%) due to a lower advanced payment of future year funding in 2016 compared to 2015.
- K) Employee benefits payments increased by \$712,000 (13.7%) due to an increase in FTE, with additional support staff required to service the HPSC Altitude House and recovery centre, together with a standard salary increase (1.5%) for most staff. In addition, the payment of June/July 2016 payroll being made in June 2016 (compared to June/July 2015 payroll being paid in July 2015) has contributed to the increased cash outflow.

NOTES TO THE FINANCIAL STATEMENTS

- L) Supplies and services and Other payments increased by \$684,000 (27.9%) and \$438,000 (47.6%) due to an increase in services delivered to athletes with greater Sport Program expenses, and overall increases in operating costs of the WAIS High Performance Service Centre.
- M) Payments for purchase of non-current physical assets decreased by \$495,000 (51.7%) as a result of the higher equipment setup costs associated with the relocation into the High Performance Sports Centre in late 2014/15 financial year.

32. Financial instruments

(a) Financial risk management objectives and policies

Financial instruments held by the Institute are cash and cash equivalents, Treasurer's advances and receivables and payables. The Institute has limited exposure to financial risks. The Institute's overall risk management program focuses on managing the risks identified below.

Credit risk

Credit risk arises when there is the possibility of the Institute's receivables defaulting on their contractual obligations resulting in financial loss to the Institute.

The maximum exposure to credit risk at end of the reporting period in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any allowance for impairment, as shown in the table below.

The Institute trades only with recognised, creditworthy third parties. The Institute has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Institute's exposure to bad debts is minimal. At the end of the reporting period there were no significant concentrations of credit risk.

The Institute only holds funds with major Australian financial institutions and when investing splits funds across at least two institutions when invested funds exceed \$500,000.

Liquidity risk

Liquidity risk arises when the Institute is unable to meet its financial obligations as they fall due.

The Institute is exposed to liquidity risk through its trading in the normal course of business.

The Institute has appropriate procedures to manage cash flows by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

Market risk

Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Institute's income or the value of its holdings of financial instruments. The Institute does not trade in foreign currency and is not materially exposed to other price risks (for example, equity securities or commodity prices changes). The Institute does not hold any long-term debt obligations, thus the Institute does not have exposure to market risk for changes in interest rates.

(b) Categories of Financial Instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of each reporting period are:

	2016 \$	2015 \$
Financial Assets		
Cash and cash equivalents	1,011,065	3,083,851
Loans and receivables (a)	65,434	130,019
Financial Liabilities		
Financial liabilities measured at amortised cost	421,880	730,343
(a) The amount of receivables excludes GST recoverable from the ATO (statutory receivable).		

NOTES TO THE FINANCIAL STATEMENTS

(c) Financial Instrument Disclosures**Credit risk**

The following table disclose the Institute's maximum exposure to credit risk and the ageing analysis of financial assets. The Institute's maximum exposure to credit risk at the end of the reporting period is the carrying amount of financial assets as shown below. The table discloses the ageing of financial assets that are past due but not impaired and impaired financial assets. The table is based on information provided to senior management of the Institute.

The Institute does not hold any collateral as security or other credit enhancement relating to the financial assets it holds.

Ageing analysis of financial assets

	Carrying Amount	Not past due and not impaired	Past due but not impaired				Impaired financial assets
			Up to 1 month	1-3 months	3 months to 1 year	1-5 years	
	\$	\$	\$	\$	\$	\$	\$
2016							
Cash and cash equivalents	1,011,065	1,011,065	-	-	-	-	-
Receivables (a)	65,434	23,317	32,624	9,493	-	-	-
	1,076,499	1,034,382	32,624	9,493	-	-	-
2015							
Cash and cash equivalents	3,083,851	3,083,851	-	-	-	-	-
Receivables (a)	130,019	74,304	-	55,715	-	-	-
	3,213,870	3,158,155	-	55,715	-	-	-

(a) The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).

Liquidity risk and interest rate exposure

The following table details the Institute's interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities. The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amounts of each item.

NOTES TO THE FINANCIAL STATEMENTS

33. Remuneration of members of the accountable authority and senior officersRemuneration of Members of the Institute including the Executive Director

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:

	2016 \$	2015 \$
Remuneration Band (\$)		
0 - 10,000	10	9
230,001 - 240,000	1	1
Base remuneration and superannuation	209,745	214,756
Annual leave and long service leave accruals	8,509	(36,311)
Other benefits	28,922	19,908
Total remuneration of members of the accountable authority	247,177	198,353

Total remuneration includes the superannuation expense incurred by the Institute.

Remuneration of senior officers

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:

	2016 \$	2015 \$
1 - 10,000	-	-
20,001 - 30,000	-	1
50,001 - 60,000	1	-
90,001 - 100,000	1	-
100,001 - 110,000	-	1
110,001 - 120,000	1	1
120,001 - 130,000	1	-
130,001 - 140,000	-	1
140,001 - 150,000	-	2
150,001 - 160,000	1	-
160,001 - 170,000	1	-
Base remuneration and superannuation	606,259	643,861
Annual leave and long service leave accruals	52,018	24,630
Other benefits	47,271	6,134
	705,548	674,625

The total remuneration includes the superannuation expense incurred by the Institute.

Termination payments incurred by the Institute amounted to \$45,309 (2015: \$0). Settlement of annual leave balances of \$39,390 (2015: \$6,134) arose for these employees.

NOTES TO THE FINANCIAL STATEMENTS

	2016 \$	2015 \$
34. Remuneration of Auditor		
Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:		
Auditing the accounts, financial statements and key performance indicators	53,000	51,800
35. Schedule of income and expenses by service		
The Institute only has one service therefore a separate statement of service is not required.		
36. Supplementary financial information		
(a) Write-offs		
During the financial year, \$237 (2015: \$20,168) was written off the Institute's assets under the authority of:		
The accountable authority	237	20,168

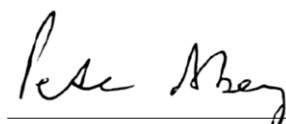
KEY PERFORMANCE INDICATORS

30 June 2016


CERTIFICATION OF KEY PERFORMANCE INDICATORS

We hereby certify that the accompanying key performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the performance of the Western Australian Institute of Sport (Inc.), and fairly represent the performance of the Western Australian Institute of Sport (Inc.) for the financial year ended 30 June 2016.

Dated this 5th of September 2016



Mr Peter Abery
Chairman
Western Australian Institute of Sport (Inc)



Mr Steven Lawrence
Chief Executive Officer
Western Australian Institute of Sport (Inc)



Government Goal	Agency Level Desired Outcomes	Key Effectiveness Indicators
Results based service delivery Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians	Maximise Western Australian representation on significant Australian Teams	Percentage of national team representatives from WA and supported by WAIS
	Maximise Western Australian Contribution to Australia's International Success as defined by Australia's Winning Edge Strategy	1. Percentage of Australian podium performances from WA and supported by WAIS 2. Percentage of Australian gold medal athletes from WA and supported by WAIS
	WAIS National representatives reflect the personal values of a champion	Percentage of WAIS national team representatives reflecting the personal values of a champion
Service	Key Efficiency Indicator	
Providing identified athletes with a daily training environment (inclusive of coaching, facilities, equipment, specialist services and competition opportunities) appropriate to achieve their targeted performance goals in high performance sport in a cost efficient manner	The indicator used is the average cost of service provision per WAIS athlete	

Desired Outcome: Talented Western Australian Athletes to achieve excellence in elite sport with support from their home environment.

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

1. Effectiveness Indicators

WAIS provides opportunities for talented Western Australian Athletes to achieve excellence in elite sport with support from their home environment.

An elite athlete is defined by the national institute network as being an athlete who is of Australian Open team standard in his or her sport.

Australia aims to be an internationally competitive sporting nation and the Australian Sports Commission has defined goals and targets to measure our international success within its 2013 strategy 'Australia's Winning Edge'. 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 Australia's Winning Edge.

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

The target for the three competition performance indicators is set with an aim of Western Australian's contributing to Australia's international success at a level proportional to our state's population as a percentage of the national. Currently the target for each of these KPIs is set at 10% with an acceptable range considered between 9-11%.

The national system for sports are designed to suit the specific circumstances of each sport. Therefore, WAIS can play one of several different roles within a sport's national system. In some sports this will require WAIS to prepare developing level athletes to ultimately move to a higher level or different training location (professional athletes or athletes based in a national program supported by another sports institute). Those Western Australian athletes who contribute to Australia's international success but are not currently on a WAIS scholarship are not included in KPI score calculation. This means that the KPI score assessing the WAIS contribution to Australia's international success in any year may potentially underestimate the true WA athlete involvement.

The fourth KPI assesses the personal values of WAIS national team representatives. This KPI is aligned to achieving our vision of producing champions who are not only successful on the sporting field but also reflect community values in the way they act both on and off the sporting field. Athletes are internally assessed on WAIS defined personal values as part of our routine athlete planning and monitoring process. The Institute's aim is for the behaviour of all WAIS national representatives to meet the defined expectations of a Champion. The behaviour of each athlete is assessed against the WAIS Athlete Code of Behaviour.

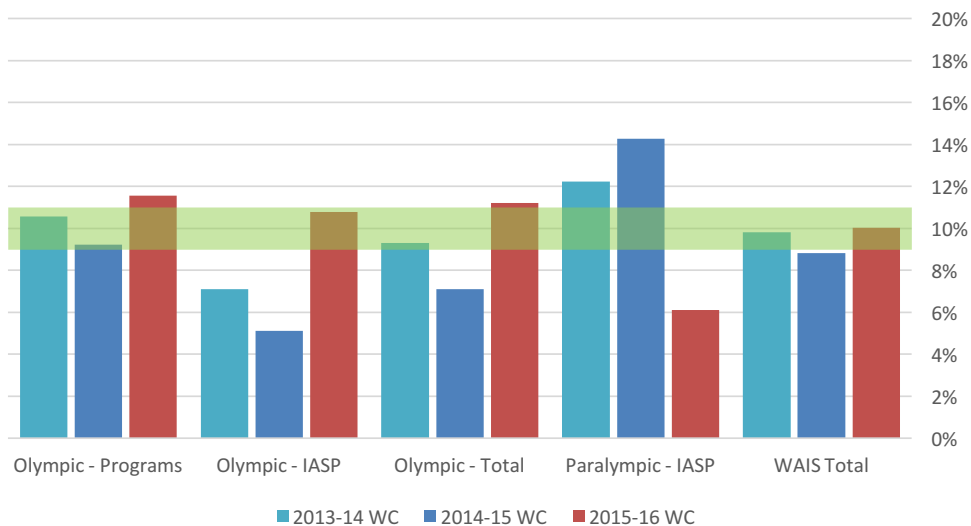
In 2015/16 there was only one competition target, the 2015/16 World Championships in Olympic and Paralympic sports and events. The graphs below present the WAIS athlete contribution to World Championships in either Olympic events or Paralympic events for each of the KPIs. The data presented within each graph shows the WAIS overall score for each KPI and the two WAIS scholarship program categories, These categories are:

- Olympic Sport Programs - these are programs where WAIS manages and controls the training program for athletes (for reporting purposes only WAIS includes Netball within this category), and,
- the Individual Athlete Support Program (IASP) which is a services based program for athletes who train inexternally coached programs in both Olympic and Paralympic events.

KEY PERFORMANCE INDICATORS

1.1 Percentage of National Team Representatives from WA and supported by WAIS

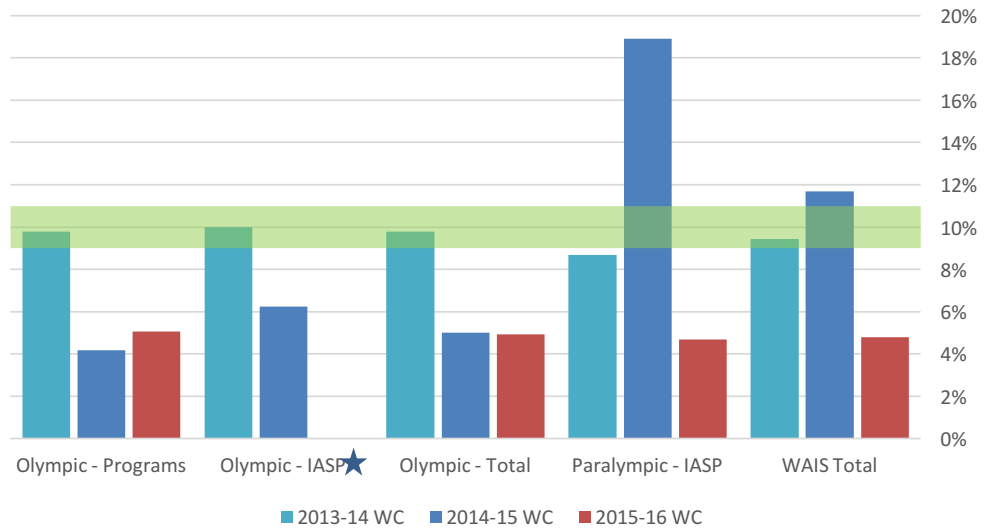
The 2015/16 overall national team representation at World Championships was within our acceptable target range at 10.0%. The overall Olympic sport result (Olympic-Total) was above our target range at 11.2% with strong representation across a range of sports. Results in both Olympic and Paralympic sports supported by the IASP display higher levels of variability than sport programs sports. This is a reflection of the strength of the state sport association athlete pathways in these sports which do not have enough athletic talent to produce sustainable results and consequentially do not justify a sport program level of investment. The Paralympic sport result (Paralympic-IASP) of 6.1% is in contrast to the prior year result of 14.3% and below target. The additional factor contributing to this variability is the relatively small number of Paralympic sports who have World Championships on an annual basis. However, all WAIS Paralympians targeted to represent at 2015 World Championships were selected on their sport's national team.

WAIS contribution to Australian World Championship Representation**1.2 Percentage of Australian Podium Performances from WA and supported by WAIS**

Podium Performances are those performances that result in either a gold, silver or bronze medal for an athlete at a targetted event. In 2015/16 WAIS fell below its target for World Championship podium performances with 4.8% of Australian Medalists supported by WAIS. The change from the prior year is reflective of the high variability associated with both Olympic and Paralympic sports supported by the IASP as described within the national team representation KPI commentary. The Olympic-Programs results indicate an improvement over the prior year but still below our target. The potential to achieve podium results in any given year is determined by the number of athletes with the performance capability to achieve a podium performance immediately prior to competition. The timeframe to develop an identified talent to being capable of a podium performance is variable based on the sport and individual potential but normally requires 6-10 years of dedicated training. The 2015/16 results for this KPI are a reflection of the small number of athletes podium ready in the 27 Sports which held World Championships during the reporting period and not the quality of their actual performances at these events.

KEY PERFORMANCE INDICATORS

WAIS contribution to Australian World Championship Podium Performances

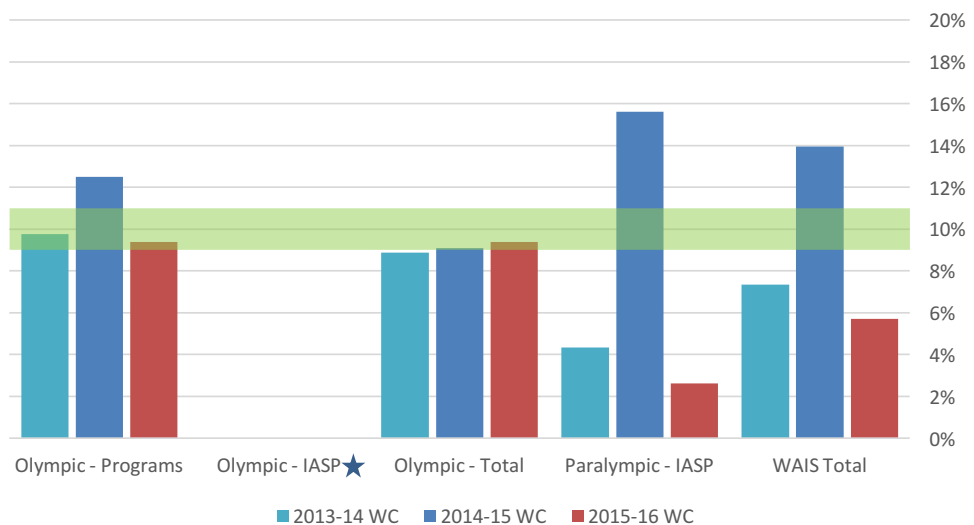


Note: No Olympic IASP athletes achieved a Podium performance at a 2015/16 world championship.

1.3 Percentage of Australian Gold Medal Athletes from WA and supported by WAIS

5.7% of Australian World Champions during the reporting period were supported by WAIS. The 2015/16 result is largely influenced by the Paralympic sport outcomes. WA athlete development pathways in most Paralympic sports are relatively under developed (compared to able bodied sports) and therefore limits the number of athletes with the capability to be internationally competitive that WAIS is able to assist. The results for Olympic sports at 9.4% was within our target range. The annual outcome for this KPI is highly variable for reasons highlighted in commentary for the national team representation and Podium Performance KPIs and the relative small numbers of Australian's who achieve the title of World Champion in a given year.

WAIS contribution to Australian World Championship Gold medallists



Note: No Olympic IASP athletes achieved a Gold medal performance at a world championship event over the three years being measured.

KEY PERFORMANCE INDICATORS

1.4 Percentage of WAIS national team representatives reflecting the personal values of champions

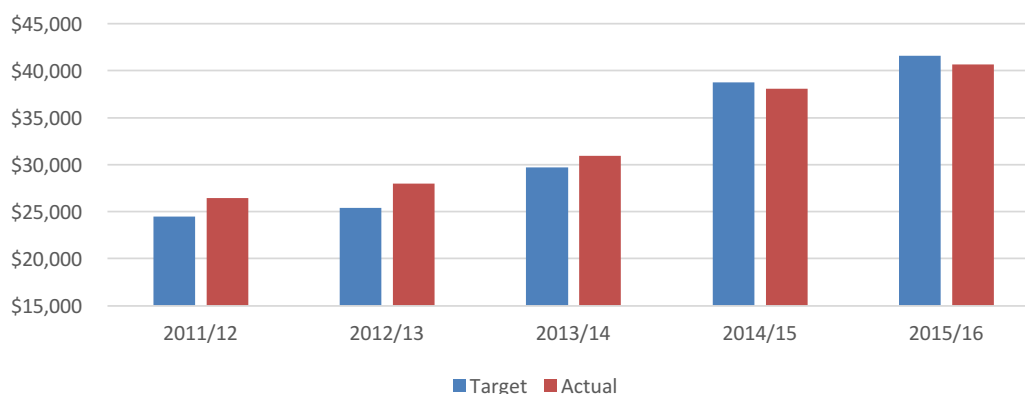
WAIS assessed 27 of 29 (93%) national team athletes who train within the WAIS Daily Training Environment as meeting our behavioural expectations during the year. The actions which resulted in the two athletes not meeting our expectations were all assessed as being minor with none resulting in sanctions by either WAIS or their sports governing body. This result is an improvement to the 2014/15 result when 25 of 28 (89%) national team representatives were assessed as meeting our expectations. From 2015/16 only athletes who train within the WAIS DTE, and are under the direct management of WAIS staff will be included when calculating the values score, the 2014/15 comparative figures have been restated to reflect this change.

2. Efficiency Indicators

The indicator used is the average cost of providing services to athletes. It assesses the extent to which WAIS is responding to its responsibility to provide opportunities for talented Western Australian athletes through cost efficient management of support systems to meet the high performance requirements of our talented athletes. The cost per athlete is determined on the total operating expenditure of the Western Australian Institute of Sport.

The number of athletes at the Western Australian Institute of Sport comprises athletes in sport programs and those supported through the Individual Athlete Support Program. Athlete Scholarships are awarded in one of five categories based upon current and forecast competition performance. The number of athletes within a sport program remains relatively consistent, however the athletes making up those particular squads may change during the year. The sport programs focussed their efforts and resources towards athletes capable of representing Australia at the 2015/16 World Championships and the 2016 Olympic and Paralympic Games. The actual cost per athlete for the year ending 30 June 2016 was \$40,680, which is 2.15% lower than the target for the year which was established at \$41,572. The cost per athlete increased by 6.83% from the previous year. The 2015/16 financial year saw the Institute complete the move to the new purpose built \$33.73 million High Performance Service Centre. Associated accommodation expenses saw an increase of 256% year on year, this was the main contributing factor to the increased cost per athlete. Internationally Australia's competitor nations have been significantly increasing their investment in service provision to elite athletes in recent years. To remain competitive in this environment the Institute has also increased its investment in its athletes. To keep within budgetary constraints the total number of athletes on scholarship with the Institute has been steadily reduced over time to allow the level of service provision to the remaining athletes to be increased, which is reflected in the trend of increased cost per athlete supported over time. Increased service focus areas have included coaching, travel, and medical servicing. For this reason the Institute feels a comparison between target and actual cost is a better measure of efficiency.

WAIS Efficiency as Indicated by Financial Cost Per Athlete Supported





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