

waiss

2013/2014
ANNUAL REPORT



THE WESTERN AUSTRALIAN INSTITUTE OF SPORT

2013/2014 ANNUAL REPORT



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PREMIER'S FOREWORD



COLIN BARNETT MLA: PREMIER

FROM THE PREMIER OF WESTERN AUSTRALIA and WAIS PATRON,
The Hon Colin Barnett MLA

After reflecting on the achievements of our West Australian athletes over the past 12 months, I am once again truly proud of their contribution to high performance sport supported through the Western Australian Institute of Sport.

It's wonderful to note how many of our home-grown athletes continue to thrive at all levels on the international stage, against the very best in the world.

With the 2014 Glasgow Commonwealth Games on the horizon, I am looking forward to cheering on our WA athletes as they again represent Australia with great distinction. As the patron of WAIS, I wish them every success.

In celebrating recent achievements, it is also important to note the WA State Government's long-term commitment to funding West Australian high performance sport in assisting our athletes to strive towards their sporting goals.

Highlighting the WA State Government's commitment is the \$33.7 million WAIS High Performance Service Centre which is currently under construction and on track for completion in early 2015 in time for our WA athletes to benefit ahead of the 2016 Rio de Janeiro Olympic and Paralympic Games.

This facility will provide WAIS with the very latest in sports science technology to continue their success well into the future under the strong leadership of the WAIS Board, led by Chairman Grant Boyce, and Executive Director Steven Lawrence.

I would also like to acknowledge the generous support of WAIS's strategic partners in its high performance endeavours, such as the Department of Sport and Recreation, Lotterywest, the Australian Sports Commission and Venues West. Without them the task of developing high performance athletes would be much more challenging.

In closing, I would like to reiterate my congratulations to the athletes and staff at the Western Australian Institute of Sport, for their achievements over the past 12 months and for the great pride they instil in Western Australia.

Colin Barnett MLA
Premier

CHAIRMAN'S REPORT



GRANT BOYCE: CHAIRMAN

One of the most satisfying things about being involved at WAIS is watching WA athletes competing in international events and pitting themselves against some of the best athletes in the world.

At the time of writing this report, the Glasgow Commonwealth Games have been understandably dominating the headlines. There are 32 athletes from Western Australia selected in the team and the majority are WAIS scholarship holders. There are also three WAIS coaches in the official Games party in an encouraging result for the organisation.

There has been much media in the past year regarding the behaviour of sports men and women and their service providers and we at WAIS are fully committed to providing a safe and ethical environment for athletes and staff. Great athletic results are important but we also want great people. In our strategic plan, one of our key performance indicators, measures the extent to which our athletes reflect the personal values of a champion.

Earlier in the year the WAIS Board made some important decisions about the future with the release of our updated strategic plan for the period 2013 to 2017. Preparation of the plan provided an opportunity to reflect on our achievements to date and to refine and set new targets for the future. In conjunction with the new plan we have made some considerable changes to our operating structure and the way we deliver services to the athletes. We are continually striving to improve the service delivery and the results that are achieved.

The new high performance service centre being constructed for WAIS is now really taking shape and we are anticipating hand over of the facility early next year. The facility will have state of the art research and applied testing capability through which WAIS can enhance its collaboration with UWA and other research institutions to ensure that WA continues to be a leading developer of high performance sports knowledge. The facility will also have hydrotherapy and recovery pools and that will be a first for our athletes. There will also be an indoor runway, specifically designed for pole vault and the throws program and environmental laboratories. The strength and conditioning facilities will be three times the size of the current area and will allow all of our athletes to access the gym. The athlete amenities will include a kitchen, lounge, a study hall and even day beds to enable athletes to enhance the utilisation of their time between training sessions. This will be a truly world class sport facility and we are all excited about the prospect of moving in.

We are as always very grateful to the State Government for the financial support that they provide to WAIS. And of course they have provided the funds to build the new high performance facility that I referred to earlier. We are also very grateful to the Minister for Sport and Recreation The Hon. Terry Waldron and his staff who are always very generous with their time and willingness to assist us. It is always a great pleasure dealing with the Minister and his office.

The Department of Sport and Recreation have again been of great assistance, and have had significant input into the planning and design of the new facility. Mr Ron Alexander, Director of the Department of Sport and Recreation, has been on the Board of WAIS for over ten years now and his input and wise counsel is always appreciated.

WAIS is accommodated at HBF Stadium and we are extremely grateful to Mr Graham Partridge, Chairman of the Venues West, and Mr David Etherton, Chief Executive Officer, for their continued support.

The athletes receive incredible support from the staff who are very capably lead by The Executive Director, Mr Steven Lawrence and his management team. Steve's management team during the year comprised of Mr Alan Black, Ramon Falzon, Michael Broadbridge, Simone Fountain, Sharon Foster and Natalie Jones.

During the year we welcomed Clover Maitland and Neil McLean on to the Board. I would like to personally thank all of the Board members who do an excellent job and their commitment to WAIS is outstanding.

Grant Boyce
CHAIRMAN

EXECUTIVE DIRECTOR'S REPORT

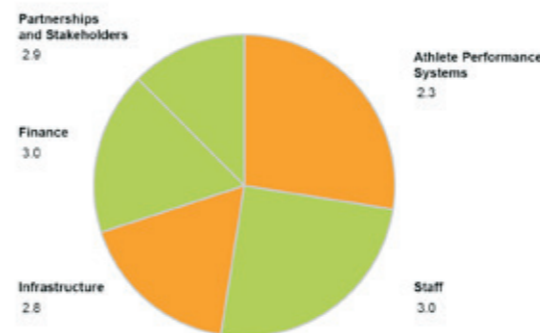


STEVEN LAWRENCE: EXECUTIVE DIRECTOR

The 2013/14 financial year was both a challenging and exciting one for WAIS. Headlining the challenges has been managing core operations in the final phase of our change management plan into the new operating model. This challenge was amplified by the existing need to work with sports as they managed their own changes brought about through implementation of the AIS Australia's Winning Edge (AWE) strategy. Athlete performances during the year provided highlights along with our new facility taking shape.

The board in crafting its 2013-17 strategic plan, re-confirmed its commitment to WA support of the AWE strategy by setting athlete performance goals aligned to maximising our contribution to the performance targets set within AWE. The results shown within the WAIS strategic scorecard in this report indicates that our contribution to national athlete performance targets has been positive and with significant talent and resources to continue to contribute beyond what our population size suggests.

The WAIS strategic management framework was also revised to ensure it remains relevant to the Institute's purpose and goals. The status of our strategic intent is summarised below but in overview shows that we continue to have many positive elements to build upon. The strategic management framework also highlights areas that need to be further developed to ensure we remain capable of providing athlete programs that continue to deliver high quality athletes to national teams and international podiums.



ATHLETE PERFORMANCE SYSTEMS

This strategic Key Result Area was formally called Internal Processes and was renamed to provide clearer evidence of our purpose and structure. The Performance Enhancement Division (PED) structure and revised athlete management systems became fully operational during 2013. Our assessment of their capability and capacity to continue to improve is very positive and clear objectives have been set to ensure this occurs. The quality of athlete performance planning and delivery reached another level and is something the PED staff can be very proud of. There are no doubt challenges as well as opportunities in ensuring

our systems are integrated into the developing national systems being created as part of the AWE. However, we are confident that our partnership focus and capability will ensure positive and productive outcomes.

STAFF

Through our strategic planning exercise it was identified that additional administrative support was required to release senior managers from tasks that were distracting them from their core responsibilities. To resolve this issue additional finance and administrative staff have been employed and the expected positive benefits largely realised. Significant work was done to enhance staff engagement through improved systems and processes. Consequently our level of staff engagement has reached record levels. In a business where staff discretionary effort can make the difference between winning and losing we remain confident in our people's capacity to achieve our vision. We continue to focus on staff professional development and performance management and this also contributed to staff capability. However, it's clear we need to invest in Human Resource management system software to ensure efficient management of this area and a funding commitment has been made to ensure this occurs.

INFRASTRUCTURE

While our current service centre facilities continue to be a limiting factor we can see our future facility nearing completion. It has been incredible to work with the facility project team, who represent multiple organisations, as they have strived to ensure they deliver a facility that meets the extremely high expectations we've set. Through the creative and diligent work of the team (and significant input from our staff and their colleagues at the AIS) the new facility will deliver beyond its original design capability. We look forward to the completion and commissioning of the new facility early in 2015.

FINANCE

Our financial position remains strong with Minister Waldron agreeing to provide a supplementary grant from the Sports Lottery Account to ensure we can operate our current programs through to the end of the Rio cycle. Our financial management systems and processes continue to receive positive reviews from the Office of the Auditor General. Various audits during the year have identified several opportunities for improvement. WAIS will therefore invest in a much needed upgrade to its financial management software during 2015 to ensure we can provide more efficient management of our financial systems.

STAKEHOLDERS AND PARTNERSHIPS

Our commitment to providing true partnership to sports in pursuit of international sporting excellence remains a core principle. We have reinforced this Key Result Area by highlighting our focus on ensuring that our stakeholders in international high performance sport are recognised and monitored as required. This focus is being realised by developing structured systems to actively seek and assess input from key stakeholder groups. The most important of these stakeholders are our athletes and staff who we'll now seek feedback from as part of operations. Feedback from our core partnerships with sport and government continue to indicate our approach and delivery meets their expectations.

The following content of this report provides content that celebrates the many operational achievements by both athletes and staff over the past year. My personal congratulations to staff and athletes on what has been achieved and also for their obvious passion and commitment to ensuring we continue to be a vibrant and successful high performance sports institute within our national sports system. Finally, my thanks to the Board, under the Chairmanship of Grant Boyce, for their guidance and direction. Without their individual and collective input, the WAIS way forward would not be as clear as it is and our operations not as purposeful as they are.

Steven Lawrence
EXECUTIVE DIRECTOR

WAIS BOARD



MR GRANT BOYCE
(CHAIRMAN)

Grant is a chartered accountant with his own practice. Before that he was a partner in Ernst and Young and worked in their Perth and New York offices. He is also currently a non-executive director of a listed biotechnology company that is in the ASX 200. Grant is an Olympian in the sport of hockey and has a very keen interest in high performance sport.



MR RON ALEXANDER

Ron is the Director General of the Department of Sport and Recreation. In his role, Ron has overseen the development and implementation of the industry's first ever five-year strategic plan, along with the State Sporting Facilities Plan. The department has gained the status as the lead government agency on a number of significant community and industry issues, including the new Perth Stadium project. Ron's passion for sport, recreation, people and education has paved the way for him to forge a successful professional career.



DR RACHEL HARRIS

Rachel works as a Doctor at the Sonic HealthPlus Osborne Park Clinic and also as the 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 in 1999. She was a WAIS scholarship holder from 1994-2001. She has been on the WAIS Board since 2009 and is also a member of the WA Commonwealth Games Executive Committee.



MR STEVEN LAWRENCE
(EXECUTIVE DIRECTOR)

Steven Lawrence is the Executive Director of WAIS, holding 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. Steve has also served as chair of the National Elite Sports Council and a board member of the International Association of Sport Performance Centres.



MS DEBORAH LEAVITT

Deborah has spent her career in various media roles here in Australia and in America. She is currently a senior manager with ABC Radio. As a lifelong sport enthusiast-far more successful as a viewer and supporter than athlete-she feels to be on the WAIS Board is a true thrill and honour. She is particularly interested in the growing role media, and social media specifically, plays to help or hinder the life of an elite athlete.



MR PETER ABERY

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



REV. CANON RICHARD
PENGENLY

Richard is the Director of Service Learning and Leadership and Assistant Chaplain at CCGS. He enjoys taking groups of students and staff to do educationally based service work in Fiji, Cambodia and many remote Indigenous communities in WA. A dual Olympian in the sport of water polo, he has been a WAIS athlete and has been on the board several times over the years. He is particularly interested in athlete support and holistic development and good ethical practices within the organisation.



MRS FIONA TORY

Board Member Fiona Tory brings to the WAIS Board a strong background in strategic marketing and accounting. As Principal Marketing Analyst 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 important role of athletes to inspire and encourage young people engaged in sport at all levels.



CLOVER MAITLAND

Clover Maitland OAM is currently a PhD candidate and Sessional Lecturer within the School of Sport Science, Exercise and Health at 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 part of the Australian Women's Hockey Team 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 playing team sports.



NEIL MCLEAN

Neil is a clinical psychologist and lecturer in psychology at the University of WA. He has held academic and clinical positions in Australia, Canada, Scotland and England. He is currently Deputy Chairman of the UWA Human Research Ethics Committee and is on the WA/NT/SA Psychologists Board. 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 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.

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:

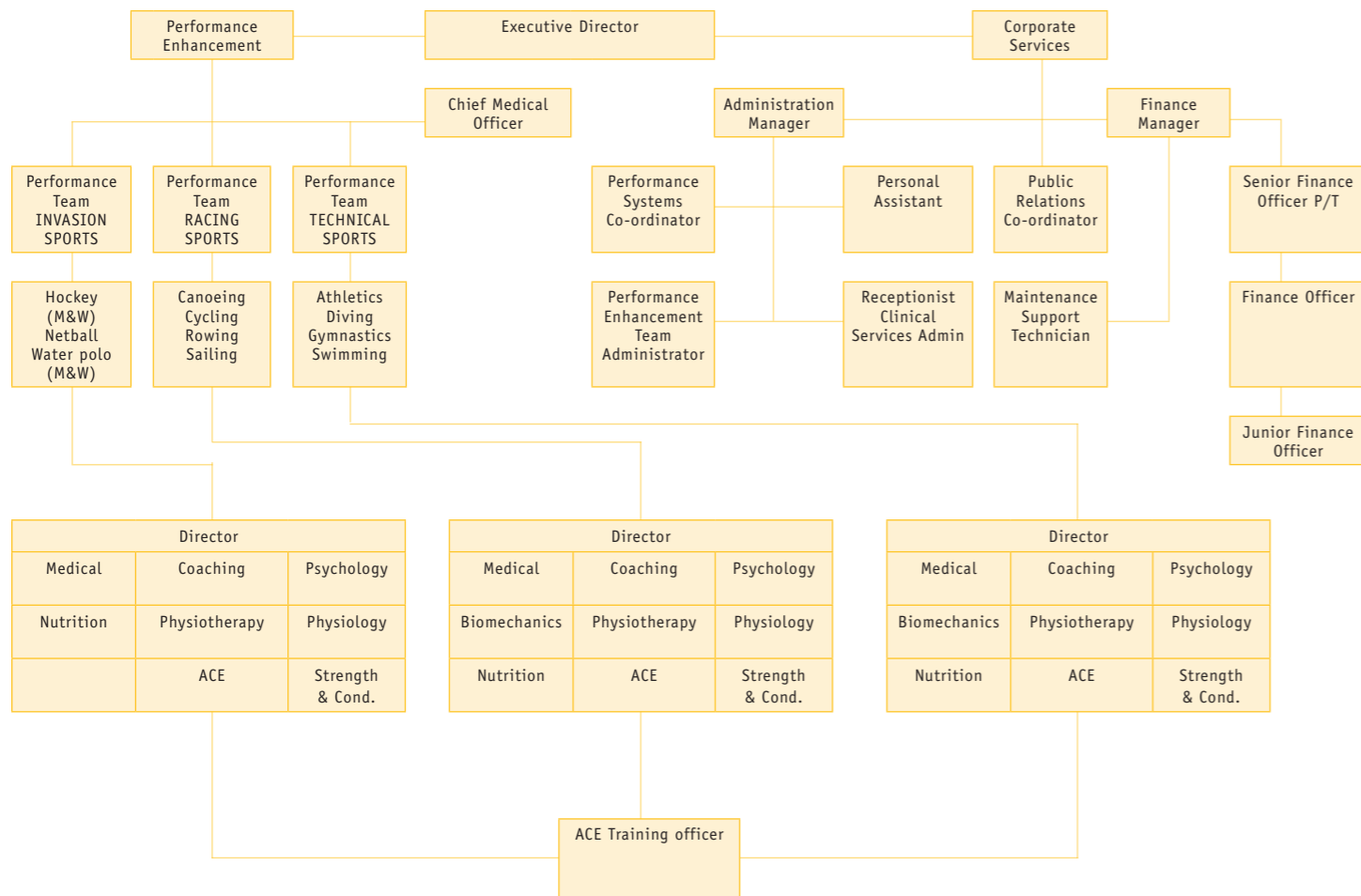
1. Athlete focussed
2. Coach led multidisciplinary approach

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 STRUCTURE



WAIS STAFF

PERFORMANCE ENHANCEMENT TEAMS

INVASION:

Chris O'Reilly
 Jeremy Davy
 Michelle Wilkins
 Paul Oberman
 Peter Szilagyi (resigned effective 19/8/2013)
 Georgina Kovacs (commenced 9/12/2013)
 Shayne Hanks (commenced 1/7/2013)
 Marc Sim
 Gavin Williams
 Geish Hori
 Terreen Stenvers (commenced 17/2/2014)
 Julie Meek (resigned effective 5/2/2014)
 Alan Black
 Carmel Goodman (Chief Medical Officer, Sports Physician)
 Dr Peter Steele (Sports Physician)
 Alison Low (Physiotherapist)
 Andrew Standford (Physiotherapist)
 Danielle Woodhouse (Physiotherapist)
 Michael Wood (Physiotherapist)
 Nina Crowhurst (Physiotherapist)

RACING:

Belinda Stowell
 Darryl Benson (resigned 7/5/2014)
 Lincoln Handley (resigned effective 1/5/2014)
 Ramon Andersson
 Clayton Worthington
 Simon Jones (resigned effective 16/8/2013)
 Simone Fountain (commenced 1/09/2013)
 Adrian Schonfeld
 Martyn Binnie (commenced 1/08/2013)
 Greg Morgan
 Anne Wynne
 Clare Wood (resigned effective 17/1/2014)
 Emily Eaton (commenced 20/02/2014)
 Matt Doyle
 Dr Carmel Goodman (Chief Medical Officer, Sports Physician)
 Dr Peter Steele (Sports Physician)
 Alison Low (Physiotherapist)
 Brett Slocombe (Physiotherapist)
 Chris Perkin (Physiotherapist)
 Joanne Norcott (Physiotherapist)
 Andrew Hayden (Physiotherapist)
 John Annear (Physiotherapist)
 JP Caneiro (Physiotherapist)
 Linda Spagnolo (Physiotherapist)

TECHNICAL:

Michael Broadbridge
 Alex Parnov
 Paul Burgess (commenced 12/5/2014)
 Grant Ward
 Michael Palfrey
 Shannon Roy (commenced 2/09/2013)
 Iris Deng (contracted not renewed, ending 30/6/13, however was offered an extension to 31 august 2013)
 Stacey Umeh (commenced 9/09/2013)
 Alexey Korovin (commenced 3/01/2014)
 Martine George
 Nikolai Laphine
 Tatiana Lapchina
 Michelle Yardley
 Josh Fabian
 Regan Molyneaux
 Matt Burgin
 Sacha Fulton
 Gilman Barnitt
 Jenny Marsh
 Simone Allen
 Andrew Lyttle
 Koji Honda (PhD)
 Trenton Warburton (PhD)
 Bud (Sidney) McAllister (commenced 19/04/2014)
 Dr Carmel Goodman (Chief Medical Officer, Sports Physician)
 Dr Peter Steele (Sports Physician)
 Dr Duncan Sullivan (Sports Physician)
 Alison Low (Physiotherapist)
 Brett Slocombe (Physiotherapist)
 Chris Perkin (Physiotherapist)
 Joanne Norcott (Physiotherapist)
 Prue Newnham (Physiotherapist)

CORPORATE SERVICES

CORPORATE COMMUNICATIONS:

Chris Abbott

ADMINISTRATION:

Sharon Foster (commenced 17/09/2013)
 Natalie Jones (resigned 24/09/2013)
 Laura Reid
 Ellie Fazio
 Rebecca Robertson (commenced 19/07/2013)
 Julie Arentz (resigned effective 30/07/2013)
 Chrissie Banwell (commenced 21/10/2013)

Finance:

Ramon Falzon
 Michelle Duncan
 Honnie Dobber
 Rachel Mazza (commenced 23/10/2013)

HALL OF CHAMPIONS



DANIELLE WOODHOUSE AND THE HON. TERRY WALDRON

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.

At the 2013 WAIS Annual Dinner, one new inductee was bestowed into the Hall of Champions and an existing member was elevated to Legend status within the Hall. They were:

Danielle Woodhouse (Water Polo)
Ric Charlesworth (Hockey)

Danielle Woodhouse (nee Gusterson), born in Bentley, WA in 1969, played water polo for Australia during the team's golden era from 1995 through to the historic Sydney Olympics triumph in 2000.

Sharing goalkeeping duties for some of that time with NSW's Liz Weekes, Woodhouse, who played alongside her immensely talented sister, Bridgette, was regarded as world-class.

A powerhouse with her local club Triton, Woodhouse played 154 games for Australia between 1993 and 2000.

Later known as the Stingers, the women's water polo team won the world cup in Sydney in 1995 before taking silver in the Olympic Year Tournament behind the Netherlands in 1996.

They added more silverware in 1997 in France with a world cup bronze and then Woodhouse was in goals during another bronze medal triumph, at the world championships in Perth in 1998.

Through that period, the Australians went unbeaten for 14 months before settling for silver against the Dutch at the 1999 world cup in Winnipeg, Canada.

Richard (Ric) Charlesworth, born in Subiaco, WA in 1952, is a legend of Australian men's hockey representing his country 227 times between 1972 and 1988. Short in stature, powerfully-built and possessing brilliant speed and lateral movement, he was an explosive



THE HON. TERRY WALDRON WITH RIC CHARLESWORTH

inside-forward and in his prime was rated the best player in the world.

He was selected for the five Olympic Games from 1972 to 1988, though Australia missed the 1980 Games in Moscow because of political pressure. He bought home an Olympic medal (silver) from the 1978 Games in Montreal.

Hockey's records lack precise detail of Charlesworth's career, indicating only that he captained Australia "more than 130 times: from 1977 to 1983 and scored "more than 90 goals in international matches.

Charlesworth took up playing hockey at the age of six, his interest nurtured by a primary school teacher, Alfred Thrope, and his junior coach, Doug McKenzie.

His career soon blossomed: he was selected in the state junior side (1966-67), made his first division debut at the age of 16 in 1968, represented the States colts from 1968 to 1971 and in 1981 to 1984.

Charlesworth played in six Champions' Trophy tournaments from 1980 to 1988, winning gold medals in 1983 and 1985. He also contested four World Cup tournaments from 1975 to 1986.

His career highlight came in 1986 when Australia won the World Cup in London. He was the leading goalscorer of the tournament, voted best player and named in the World XI for the fifth time. He was previously chosen after the 1978 and 1982 World Cups and the 1976 and 1984 Olympics.

As a cricketer, Charlesworth was a dogged left-hand batsman and brilliant fields-man, representing WA 47 times from 1972-79 scoring 2327 runs with a highest score of 101 not out. He captained WA four times.

In 1983 Charlesworth took over the reins as coach of the Australian Women's hockey team. His triumphs with the team include the 1996 Olympic gold medal, two World Cup gold medals (1994 & 1998), Champions Trophy titles (1993, 1995, 1997) and the Commonwealth Games gold medal in 1998.

ATHLETE OF THE YEAR



KIM MICKLE

WAIS ATHLETE OF THE YEAR

Australian athletics star Kim Mickle was named the WAIS Athlete of the Year at the 2013 WAIS Annual Dinner, in recognition of her stellar achievements across the 12 month voting period.

It was a year that saw Mickle win a silver medal at the 2013 IAAF Athletics World Championships in Moscow and extend her personal best (66.60m) to within 20cm of the Australian National record. The popular javelin thrower received the award over fellow finalists Glencora McGhie (water polo) and Lauren Reynolds (BMX).

Mickle medalled in every competition she competed at across the competition season in a remarkable campaign that highlighted the consistency that has made her one of the world's top ranked javelin throwers.



WAIS COACH OF THE YEAR

Mickle's coach Grant Ward claimed the WAIS Coach of the Year Award in recognition of his achievements in assisting Kim to her significant heights in 2013.

Ward is Mickle's long-standing coach, and oversaw a program that assisted the javelin thrower to podium finishes in every competition she entered for the year, most notably a silver medal at the 2013 IAAF Athletics World Championships in Moscow.



WAIS PROGRAM OF THE YEAR

The Western Australian Institute of Sport's Canoeing Program was heralded as the WAIS Program of the Year for 2013, with head coach Ramon Andersson accepting the award that reflected the program's success in qualifying four athletes onto the Australian senior World Championship team.

The WAIS Canoeing Program succeeded in assisting Jesse Phillips, Stephen Bird, Brodie Holmes and Alana Nicholls onto the senior Australian team for the World Championships in Germany, whilst also guiding athletes onto under-age national teams and positively engaging with WAIS service provision, to enhance the culture and success of the program.



WAIS JUNIOR ATHLETE OF THE YEAR

U23 Rowing World Champions Alex Hagan and Hannah Vermeersch were named as WAIS Junior Athletes of the Year, after the duo formed part of the Australian women's four squad that won a world title at the U23 World Champs in Austria.

The pair also medalled at the senior World Championships, capping a highly successful campaign for the 2012 London Olympians.



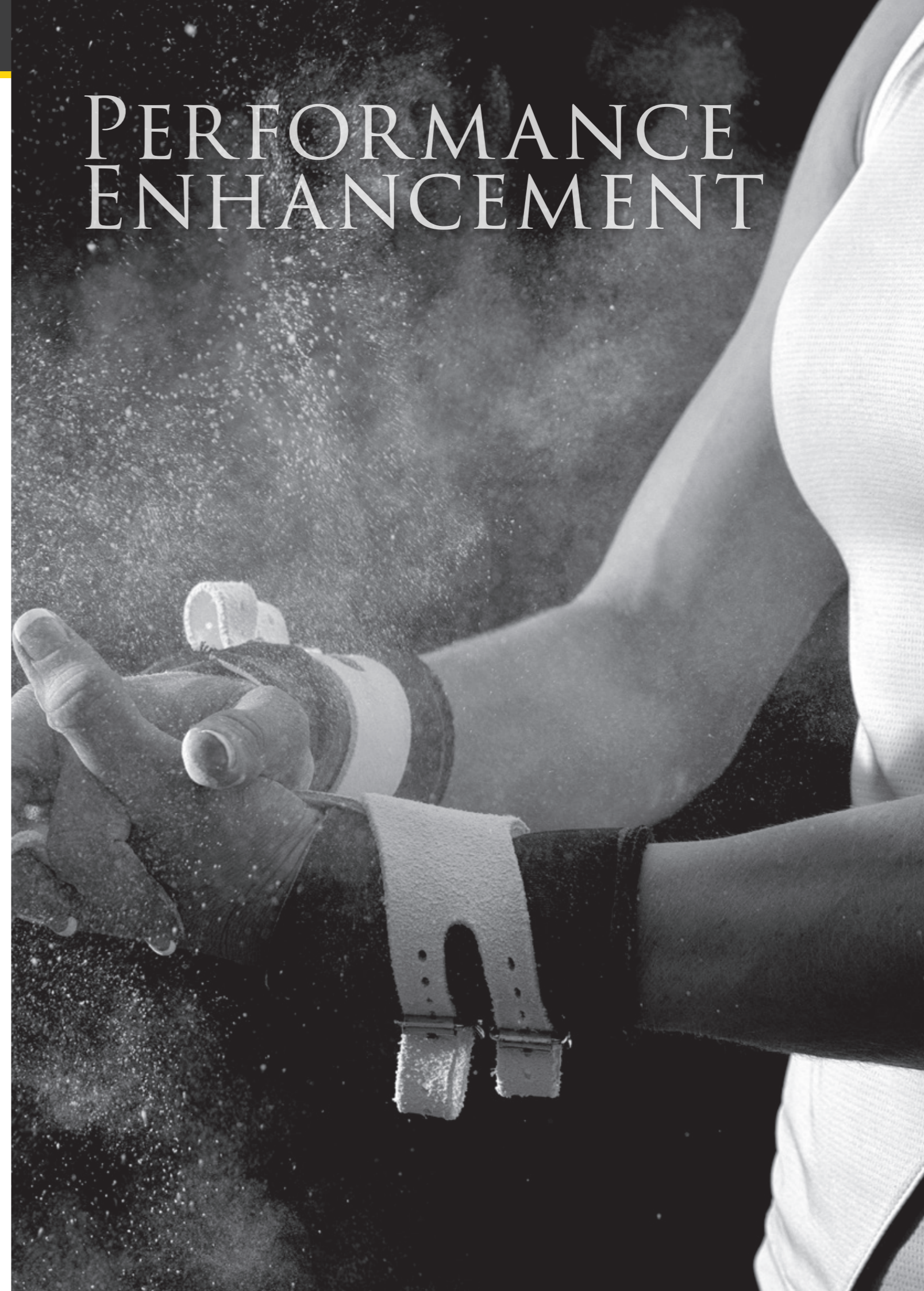
WAIS ATHLETE CAREER AND EDUCATION EXCELLENCE AWARD

WAIS Canoeing Program athletes Jesse Phillips and Stephen Bird were jointly awarded the WAIS Athlete Career and Education Excellence Award for their efforts in establishing a meaningful sponsorship arrangement with Mining Company, Brierty.

The pair proactively sought sponsorship assistance with their partner, and did so separate to their achievements in high performance sport and university studies.

ATHLETE PERFORMANCE SCORECARD 13/14

SUMMER OLYMPIC SPORTS (benchmark)	WAIS STATUS	KPI – NATIONAL TEAM (AT BENCHMARK EVENT) 2013			KPI – WORLD CLASS PERFORMANCE 2013		
		WAIS TARGET	WAIS ACTUAL	WAIS% AUST NO	WAIS ACTUAL	AUST NO	WAIS% AUST NO
Athletics	Program	2	1	2%	1	3	33%
Canoe/Kayak - Flatwater	Program	4	4	17%	0	6	0%
Cycling (Track)	Program	1	2	13%	1	12	8%
Diving	Program	0	1	13%	0	0	0%
Football (Women)	IASP	2	2	10%	0	0	0%
Gymnastics (Artistic) - Women	Program	0	0	0%	0	0	0%
Hockey - Men	Program	2	2	11%	2	18	11%
Hockey - Women	Program	2	2	11%	2	18	0%
Rowing	Program	5	7	13%	2	21	10%
Sailing	Program	2	2	4%	0	4	0%
Swimming	Program	3	0	0%	0	33	0%
Water Polo - Men	Program	3	2	15%	0	0	0%
Water Polo - Women	Program	2	2	15%	2	13	15%
Archery	IASP	1	2	17%	0	0	0%
Badminton	IASP	0	0	0%	0	0	0%
Boxing	IASP	0	0	0%	0	0	0%
Canoe/Kayak - Slalom	IASP	2	1	10%	0	2	0%
Cycling (MB & BMX)	IASP	1	1	9%	1	2	50%
Equestrian	IASP	1	1	4%	0	0	0%
Fencing	IASP	0	0	0%	0	0	0%
Gymnastics (Rhythmic)	IASP	0	0	0%	0	0	0%
Gymnastics (Trampoline)	IASP	0	0	0%	0	0	0%
Shooting (Pistol)	IASP	0	0	0%	0	0	0%
Shooting (Rifle)	IASP	1	1	20%	0	0	0%
Synchronised Swimming	IASP	3	3	38%	0	0	0%
Tae Kwon Do	IASP	0	0	0%	0	1	0%
Tennis	IASP	0	0	0%	0	0	0%
Triathlon	IASP	0	1	14%	0	2	0%
Volleyball (Beach)	IASP	0	0	0%	0	0	0%
Volleyball (Indoor)	IASP	1	1	8%	0	0	0%
TOTAL		52	40	10%	11	135	8%
NON OLYMPIC SPORTS	WAIS STATUS	WAIS TARGET	WAIS ACTUAL	% TEAM	WAIS ACTUAL	AUST NO	% TEAM
Netball	Program	1	1	8%	1	12	8%
TOTAL		1	1	8%	1	12	8%
SUMMER PARALYMPIC SPORTS	WAIS STATUS	WAIS TARGET	WAIS ACTUAL	% TEAM	WAIS ACTUAL	AUST NO	% TEAM
Athletics	IASP	2	2	4%	2	30	7%
Cycling	IASP	2	2	11%	1	14	7%
Equestrian	IASP	2	1	9%	0	1	0%
Powerlifting	IASP	0	0	0%	0	0	0%
Swimming	IASP	1	1	5%	2	27	7%
Wheelchair Basketball	IASP	7	7	29%	7	24	28%
Sailing	IASP	2	2	33%	2	3	67%
TOTAL		16	15	15%	14	99	14%
GRAND TOTAL		55	54	11%	20	240	11%

PERFORMANCE
ENHANCEMENT

PERFORMANCE ENHANCEMENT TEAM – INVASION SPORTS

The WAIS Invasion Sports Performance Enhancement Team (PET) has achieved some outstanding results in 2013/14 culminating in some excellent performances by our athletes at Commonwealth Games and throughout the High Performance pathway. There have been record number of athletes on National teams in Netball and Water Polo and the results of the Hockey athletes have been outstanding.

WAIS Invasion Sport Coaches have had a busy year with WAIS Men's Water Polo coach Paul Oberman continuing his work as assistant National Men's Water Polo coach and WAIS Women's Water Polo Coach Georgina Kovacs being involved in State coaching and assistant to the National Junior team. WAIS Netball coach Michelle Wilkins now holds a role as National Selector and as an assistant coach of the Australian 21/U team whilst both Hockey coaches, Chris O'Reilly and Jeremy Davy continue to work collaboratively with the highly successful National Hockey Program based in Perth.

The Invasion Sport Individual Athlete Program (IASP) scholarship holders had an outstanding year with athletes earning selection for the 2014 Glasgow Commonwealth Games, including six on the hockey teams. Three WAIS athletes won a World Cup title with the Kookaburras in the Netherlands, whilst the Australian Wheelchair Basketball Men claimed Gold at the World Championships in Korea with five WAIS athletes in the team. The Australian Women's Football team also qualified for the FIFA Women's World Cup next year, with two WAIS athletes likely to make the team.

There have been a number of additions to the Invasion Sports PET in the last financial year. Shayne Hanks who has had extensive experience in the corporate World, Team sports and for the Navy has joined the team as the Performance Psychologist. He has done some excellent work with educating athletes in building mental toughness and is driving the evaluation of the Building High Performance Athletes Education Program. Marc Sim a PhD graduate who has previously worked with WAIS on a part time basis replaces Martyn Binnie as the Invasion Sport Physiologist. Marc attended an International Physiology conference in Amsterdam and is using that knowledge in the WAIS Invasion Sports Daily Training Environment. Terreen Stenvers has come on board as the WAIS nutritionist with extensive experience with the West Coast Eagles among others and Gavin Williams is the new ACE counsellor who comes to WAIS from the Western Force.

The major innovation with the athlete performance systems has been the WAIS wide use of Athlete Performance Enhancement Plans (APEP). These plans cover all aspects of athlete performance and track their progress in twelve key areas allowing closer monitoring and detailed analysis of athlete tracking. The plans are discussed on a monthly basis by the Invasion Sport PET and interventions are put in place where necessary based on the information provided. The APEPs become the driving force behind the performance planning for the athletes and increasingly provide a link between the National Institute Network and the National Sporting Organisations.

Over the last year the emphasis on ensuring that all athletes have the best chance of training and competing in peak condition and injury free has continued. The Invasion sports have increased the investment in this area and continue to have monthly Medical Meetings with the WAIS Chief Medical Officer Carmel Goodman for Water Polo, Netball and Women's Hockey with Doctor Peter Steele in charge of Hockey men. This approach has ensured that all athletes get timely Medical support and lessens the likelihood of significant and long term injury.

I would like to thank the members of the Invasion PET for their continued support of the athletes and the collaborative working relationship they have with each other. I would also like to thank all the Corporate Services staff who allow things to run smoothly and particular to Ellie Fazio in the PET meetings and Laura Reid with Scholarships.

Alan Black – Performance Team Director



HOCKEY MENS

Program Summary

The WAIS men's Hockey Program was highlighted in 2013/14 by three scholarship holders featuring in a World Cup win for the Kookaburras in the Netherlands.

The Kookaburras defended their world title, defeating the hosts 6-1 in the final. WA's Fergus Kavanagh, Aran Zalewski and Tyler Lovell were all part of the Australian squad.

Zalewski and Lovell were also members of a youthful Australian team that claimed fourth place at the World League Finals in India, before Lovell was joined by WAIS athlete Trent Mitton in competing in Malaysia at the Azlan Shah Cup, where Australia won gold.

Fergus Kavanagh, Aran Zalewski and Tyler Lovell were members of the Kookaburras side that won the Oceania Cup in late 2013 in New Zealand, whilst a month earlier Zalewski and Lovell featured in the Kookaburras' gold medal success at the Perth International Super Series.

WAIS athlete Frank Main was selected for the Burras' squad for the 2013 Junior World Cup held in India. The Australian team finished in fifth place.

The 2013/14 year was rounded out by the news that Fergus Kavanagh, Aran Zalewski, Trent Mitton and Kiel Brown were all selected for the Kookaburras for the 2014 Commonwealth Games.

WAIS Program Athletes

Fergus Kavanagh
Kiel Brown
Tyler Lovell
Trent Mitton
Aran Zalewski



PROGRAM PARTNERS



Craig Boyne
Nathan McGuire
Tristan Clemons
Chris Bausor
Daniel Sampey
Daniel Robertson
Frank Main
Ross Hall
Marshall Roberts
Simon Benetti
James Benetti
Hayden Walker

Australian Representatives

Fergus Kavanagh – 2014, World Cup, The Netherlands / 2013, Oceania Cup, New Zealand
Aran Zalewski – 2014, World Cup, The Netherlands / 2014, World League Finals, India / 2013, Oceania Cup, New Zealand
Tyler Lovell – 2014, World Cup, The Netherlands / 2014, World League Finals, India / 2014, Azlan Shah Cup, Malaysia / 2013, Oceania Cup, New Zealand
Trent Mitton – 2014, Azlan Shah Cup, Malaysia
Frank Main – 2013, Junior World Cup, India

Major Title Winners

Fergus Kavanagh – 2014, World Cup, The Netherlands
Aran Zalewski – 2014, World Cup, The Netherlands
Tyler Lovell – 2014, World Cup, The Netherlands



PROGRAM PARTNERS



HOCKEY WOMENS

Program Summary

WAIS athletes Jayde Taylor and Ashleigh Nelson were part of a resurgent Australian women's hockey team in 2013/14 that saw the Hockeyroos reach the final of the 2014 World Cup in the Netherlands.

The Hockeyroos lost the final 2-0 to the hosts, but produced a campaign that saw the team re-emerge as one of the strongest sides in the world.

The WA duo were also selected to compete for the Hockeyroos at the 2014 Glasgow Commonwealth Games.

The program saw two WAIS Olympians retire in the 12 month period with both Fiona Boyce and Kobie McGurk calling time on their decorated careers.

Kathryn Slattery was selected for the Australian Jillaroos squad for the 2013 Junior World Cup campaign in Germany, with the Australian team finishing in sixth place.

The WA Diamonds finished runners-up in the 2013 Australian Hockey League competition after a penalty shootout defeat against Queensland following a 0-0 draw in the final. The competition was hosted in Hobart.

WAIS Hockey Program athletes were involved in WAIS physiologist Martyn Binnie's research project studying the positive effects of sand running opposed to grass running on athlete conditioning. Program innovations included physiological data collection via GPS and heart rate monitors.

WAIS Program Athletes

Kate Denning
Alessia Robinson
Kathryn Slattery

Katy Symons
Kyra Flynn
Penny Squibb
Georgia Wilson
Erin Flynn
Aimee Clark
Teagan Gmeiner
Preah Hetherington
Ashleigh McNess
Aleisha Power
Fiona Boyce
Ashleigh Nelson
Jayde Taylor

Kobie McGurk
Katy Symons
Kyra Flynn
Caitlin Pascov
Alessia Robinson
Katelyn Smith
Karla Barrett
Penny Squibb
Kathryn Slattery
Kersten Smith
Erin Flynn
Kate Denning
Georgia Wilson

Australian Representatives

Jayde Taylor – 2014, World Cup, the Netherlands
Ashleigh Nelson – 2014, World Cup, the Netherlands / 2013, World League, Argentina
Kobie McGurk – 2013, International Super Series, Perth
Kathryn Slattery – 2013, Junior World Cup, Germany

Coaching Achievements

Jeremy Davy – 2013, Australian Assistant Coach, Junior World Cup, Germany / 2014, Head Coach WA U18, National U18 Championships, Melbourne / 2013, WA Assistant Coach, Australian Hockey League, Hobart

NETBALL



PROGRAM PARTNERS



Program Summary

WAIS athlete Caitlin Bassett played a lead role in the Australian Diamonds' success in the 2013 Constellation Cup. Played over five matches across New Zealand and Australia, the Diamonds overcame dropping the first match to win the series 4-1 and reclaim the trophy.

The 2013 Fast 5 tournament was hosted in New Zealand, with WA pair Ashleigh Brazill and Courtney Bruce representing the Australian team that claimed silver, behind the host country.

Courtney Bruce also picked up a silver medal at the 2013 World Youth Championships in Glasgow, playing alongside fellow WAIS athlete Kaylia Stanton.

WA athletes were well represented across the national age squads, with Bruce and Stanton joined by Numi Tupaea and Denise Shepley in the 21/U squad. The national 19/U squad contained Annika Lee Jones, Nicole Lendich, Jess Anstiss, Numi Tupaea and Kim Shepherd, whilst Natalie Bright and Sophie Garbin earned selection in the 17/U national squad.

The West Coast Fever finished the 2014 season in ninth place, with four wins and nine defeats. The Melbourne Vixens defeated the Queensland Firebirds for the ANZ Championship title.

The Australian Commonwealth Games team for the 2014 Glasgow Games was announced in May, with Caitlin Bassett and Natalie Medhurst both earning selection.

The WAIS Netball Program engaged in two research projects across 2013/14, with a study into sleep quality and quantity monitored across a one week competition period along with a research project carried out by WAIS Physiologist Martyn Binnie, studying the effects of soft

sand as a training surface for rehabilitation and conditioning of athletes in team sports.

WAIS Program Athletes

Caitlin Bassett
Shae Bolton
Ashleigh Brazill
Kate Beveridge
Kaylia Stanton
Courtney Bruce
Josie Janz
Numi Tupaea
Ingrid Colyer
Annika Lee - Jones
Nicole Lendich
Natalie Medhurst

Chelsea Pitman
Jess Anstiss
Natalie Bright
Sophie Garbin
Susan Fuhrmann
Andrea Gilmore
Sarah East
Denise Shepley
Kim Shepherd
Ellie Smart
Jessica Penny
Verity Simmons
Alicia Janz

Australian Representatives

Caitlin Bassett – 2013, Constellation Cup, Australia and New Zealand
Courtney Bruce – 2013, World Youth Championships, Glasgow
Kaylia Stanton – 2013, World Youth Championships, Glasgow
Major Title Winners

Coaching Achievements

Michelle Wilkins – 2014, Australian Diamonds Selector / 2014, Assistant Coach, Australian 21/U national squad, Australian Centre of Excellence



PROGRAM PARTNERS



WATER POLO MENS

Program Summary

The WAIS men's water polo program had two athletes selected in the Australian men's national team for the 2013 Water Polo World Championships in Barcelona.

Aaron Younger and Joel Swift were members of the Australian Sharks team that finished eighth after narrowly losing their quarter final with Olympic champion Croatia 7-6 in extra-time. The Australians went on to lose to Serbia 13-7 in the seventh place play-off. WAIS coach Paul Oberman was selected as the Sharks' Assistant Coach for the Championships.

WAIS athletes Aaron Younger, Edward Slade and George Ford were members of the Australian Sharks team at the 2014 World League Finals in Dubai, where the Australians finished fourth, after losing their bronze medal match with Montenegro 12-9 in extra-time.

Seven WA athletes competed at the 2013 World University Games in Kazan, Russia with the Australian team finishing fourth. WAIS scholarship holders; Edward Slade, James Fannon, Nick Redbond, George Ford, Nicholas Hughes, Fraser Smith and Andrew Ford all represented Australia.

George Ford and Luke Pavillard were selected for the 2013 World Junior Championships in Hungary with the Australian team finishing eighth overall.

Western Australia – coached by Paul Oberman won the 18/U national championships with WAIS athletes Joshua Zekulich, Alex Bogunovic, Lachlan Pethick and Luke Pavillard all involved in the title win.

The WAIS men's water polo program undertook a specialised training program of inviting former national team representatives to provide current WA athletes with position specific training and mentoring. These innovations were particularly successful with centre back and centre forward athletes. Weekly stability and flexibility sessions were introduced to increase core-strength and prevent injuries, whilst

research projects assisted the program by devising tracking systems to measure athlete's distances covered during matches, as well as data capture of athlete workrate.

WAIS Program Athletes

Aaron Younger
Joel Swift
James Fannon
George Ford
Daniel Lawrence
Luke Quinlivan
Edward Slade
Nic Hughes
Jordan Kremers Taylor
Will Mackay
Luke Pavillard

Nicholas Redbond
Fraser Smith
Alex Bogunovich
Andrew Ford
Joshua Zekulich
Lachlan Pethick
Sam Quinn
Luca Altieri
Luca Albano
Tom Sangster
Davis Verboon

Australian Representatives

Aaron Younger – 2013, World Championships, Barcelona / 2014, World League Finals, Dubai
Joel Swift – 2013, World Championships, Barcelona / 2014, World League Finals, Dubai
George Ford – 2014, World League Finals, Dubai / 2013, World University Games, Russia / 2013, World Championships 20/U, Hungary
Edward Slade – 2013, World University Games, Russia
James Fannon – 2013, World University Games, Russia
Nick Redbond – 2013, World University Games, Russia
Nicholas Hughes – 2013, World University Games, Russia
Fraser Smith – 2013, World University Games, Russia
Andrew Ford – 2013, World University Games, Russia
Luke Pavillard – 2013, World Championships 20/U, Hungary

Coaching Achievements

Paul Oberman – 2013, Australian Men's National Team Assistant Coach, World Championships, Barcelona / WA State U18 Head Coach

WATER POLO WOMENS



PROGRAM PARTNERS



Program Summary

WAIS athletes Glencora McGhie and Zoe Arancini were both members of the Australian Stingers squad that claimed a silver medal at the 2013 World Championships in Barcelona.

The Australian team made it to the gold medal match where they were defeated 8-6 by hosts Spain. Both McGhie and Arancini scored for Australia in the final.

WAIS athlete Eliesha Browne was selected in the Australian team for the 2013 World University Games in Russia, with the Australian team finishing their campaign in fifth place.

Australia's women's team for the 2013 Junior World Championships contained WA athletes Cathryn Earl, Lilian Hedges and Jessica Zimmerman. The team finished seventh.

Gemma Beadsworth made a senior international return for the Australian Stingers after coming out of retirement for the 2014 Intercontinental Cup in the US, where she was joined by fellow WAIS athletes Eliesha Browne, Lilian Hedges and Jessica Zimmerman. Australia produced an impressive campaign to win gold.

The World League Finals were held a month later in June, with Glencora McGhie, Eliesha Browne, Lilian Hedges and Jessica Zimmerman helping Australia to a bronze medal with a 7-2 win over hosts China.

The program has seen an increase in targeted fitness levels through specialised cross-training sessions created by WAIS program physiologist Marc Sim. Sim has also worked on adapted training programs for injured athletes to ensure fitness levels are maintained. WAIS program psychologist Shayne Hanks has led regular team psychology sessions with the group, and a research project is being carried out with a specialised training device set to test goalkeepers' reaction and reflexes.

WAIS Program Athletes

Glencora McGhie
Zoe Arancini
Eliesha Browne
Ebony Neesham
Cathryn Earl
Jessica Zimmerman
Lillian Hedges
Madeleine Quinn
Kassia Ralston

Monique Rebelo
Tess Hosking
Kate Abbey- Wardale
Millie Martino
Pia Rodgers
Genevieve Longman
Gemma Beadsworth
Mercedes Ralph

Australian Representatives

Glencora McGhie – 2013, World Championships, Barcelona / 2014, World League Finals, China
Zoe Arancini – 2013, World Championships, Barcelona
Gemma Beadsworth – 2014, Intercontinental Cup, USA
Eliesha Browne – 2014, Intercontinental Cup, USA / 2014, World League Finals, China / 2013, World University Games, Russia
Lilian Hedges – 2014, Intercontinental Cup, USA / 2014, World League Finals, China
Jessica Zimmerman – 2014, Intercontinental Cup, USA / 2014, World League Finals, China
Major Title Winners
Gemma Beadsworth – 2014, Intercontinental Cup, USA
Eliesha Browne – 2014, Intercontinental Cup, USA
Lilian Hedges – 2014, Intercontinental Cup, USA
Lilian Hedges – 2014, Intercontinental Cup, USA
Jessica Zimmerman – 2014, Intercontinental Cup, USA

Coaching Achievements

Georgina Kovacs – Head Coach Women's Junior National Team, 2013, Tour of Canada and US



PERFORMANCE ENHANCEMENT TEAM - RACING SPORTS

I would like to acknowledge the efforts of the staff and athletes within the Racing PET. Their commitment to achieving excellence is outstanding. This extends to the Administration and Finance teams who provide fantastic support to all of our staff and athletes.

The Racing Sports PET staff is to be commended for their collaborative approach to providing support to our athletes within the Daily Training Environment. The staff is embedded into the programs delivering key support services to the athletes on a day to day basis. WAIS staff regularly travel with teams to ensure that they are exposed to the competition environments and this approach has provided consistency with the service delivery and the opportunity for the staff to see the full picture of the athletes' training-performance cycle.

The introduction and application of the Athlete Performance Enhancement Plan has provided great improvements in tracking athletes' progress. This style of reporting has been embraced by the staff and drives discussion and actions to ensure that athletes are provided the best opportunity to meet their performance goals.

An excellent showing of all of our coaches' capabilities has this year been rewarded, with the opportunity to assist their National Sporting Organisations with international duties, touring with national teams for their respective sports.

In an exciting announcement earlier this year, Clayton Worthington (Head Coach - Cycling) was awarded Cycling Australia's Coach of the Year. Clayton together with Belinda Stowell (Head Coach - Sailing) were both accepted to join the AIS' Coach Leadership program that will provide an opportunity for them to continue to grow and develop. Ramon Andersson's (Head Coach - Canoe Sprint) contribution to the Canoeing Program was recognised when he accepted the award for WAIS Program of the Year at last year's Annual Dinner. Lincoln Handley (Head Coach - Rowing) completed a fantastic domestic season for the Rowing program prior to his departure from WAIS. Lincoln's departure instigated the recruiting process and we were able to secure Olympic Gold Medal Coach, Rhett Ayliffe who has joined the team.

Four IASP racing sport athletes competed for Australia at the 2014 Sochi Winter Olympic Games, with Greta Small (Alpine Skiing), Lucy Chaffer (Skeleton) and Gareth Nichols and Lucas Mata (Bobsleigh) all representing Australia with distinction. Cyclist Luke Durbridge followed in Cameron Meyer's footsteps by making his debut at the Tour de France as a member of the Orica-GreenEDGE squad. Durbridge also earned selection for the Glasgow Commonwealth Games where he was joined in the cycling team by fellow WAIS scholarship holders Melissa Hoskins and Scott Sunderland. Triathlete Ryan Bailie enjoyed a break through year to also earn Glasgow Commonwealth Games selection whilst pushing his world ranking closer towards the top ten.

Simone Fountain - Performance Team Director



CANOEING

Program Summary

The WAIS Canoeing Program had four athletes competing at the 2013 World Championships in Germany and a further five athletes competing at the inaugural Junior and U23 World Championships in Canada.

Olympians Jesse Phillips and Stephen Bird combined in the men's K2 200m at the World Championships in Germany, setting a personal best time to win the B Final, 10th overall.

Alana Nicholls qualified for two finals at the World Championships, finishing ninth in the A Final of the women's K1 500m, and seventh in the Australian women's K4 500m crew.

Brodie Holmes made his world championship debut, competing in the men's K1 200m relay, alongside Bird, Phillips and Lachlan Tame. The team finished fourth in their heat, missing out on a spot in the finals.

At the Junior and U23 World Championships hosted in Canada, Shannon Reynolds qualified for the final of the junior women's K4 500m, with the Australian team finishing eighth. Reynolds also contested the K1 200m, but didn't progress past the semi final stage.

Todd Brewer - competing in his first Australian representative team - raced in the U23 men's K1 200m event, but missed a finals berth, after being eliminated at the semi final stage.

Jaymee Lee Martin and Pheobe George combined to compete in the women's U23 K2 500m event but like Brewer and Reynolds in the K1 200m, bowed out at the semi-final stage.

Jesse Phillips and Stephen Bird won a fifth national championship, winning gold in the men's K2 200m at the 2014 Australian National Sprint Championships in Adelaide. Alana Nicholls won a fourth women's



PROGRAM PARTNERS



K1 500m title, and also claimed a women's K4 500m title as a member of a composite boat.

The results earned Phillips, Bird and Nicholls selection for the 2014 World Championships, with fellow WAIS kayaker Jaime Roberts also earning selection in what will be her world championship debut.

Four WAIS athletes earned selection for the Junior and U23 World Championships, with Alex Graham, Nick Pond, Sam McTigue and Shannon Reynolds all receiving national team call ups.

WAIS Program Athletes

- Stephen Bird
- Alana Nicholls
- Jesse Phillips
- Daniel Bowker
- Brodie Holmes
- Todd Brewer
- Brendan Rice
- Shannon Reynolds
- Alexander Graham
- Phoebe George
- Jaime Roberts
- Samuel McTigue
- Nicholas Pond
- Jaymee Lee Martin

Australian Representatives

- Jesse Phillips - 2013, World Championships, Germany
- Stephen Bird - 2013, World Championships, Germany
- Alana Nicholls - 2013, World Championships, Germany
- Brodie Holmes - 2013, World Championships, Germany



PROGRAM PARTNERS



CYCLING

Program Summary

WAIS cyclist Cameron Meyer became only the second Western Australian to ride the Tour de France in 2013, when he competed for professional road team Orica-GreenEDGE. Meyer won a stage as a member of the Team Time Trial for GreenEDGE during the tour.

August was a successful month for the WAIS Cycling Program, with Sam Welsford and Tian Beckett winning rainbow jerseys at the Junior Track World Championships in Scotland. Welsford was a member of the Australian team pursuit squad that won gold, whilst Beckett won the women's team sprint. Welsford added bronze in the men's madison and Beckett captured bronze in the 500m time trial. Kelsey Robson and Elissa Wundersitz claimed bronze in the women's team pursuit, breaking a junior world record in the process, before Wundersitz added individual silver in the women's points race. WAIS coach Clay Worthington was a member of the Australian coaching staff, with his efforts later earning him Cycling Australia's top coaching award for the year.

The 2013 Junior, U23 and Elite Road World Championships were held in Italy with Emily McRedmond, Brad Lindfield and Cameron Meyer representing Australia in their respective categories.

At the 2014 World Track Cycling Championships in Columbia, Isabella King and Melissa Hoskins claimed bronze as members of the Australian women's team pursuit. Australia defeated Poland for third place.

Luke Durbridge was selected for Orica-GreenEDGE to follow in Cameron Meyer's footsteps and compete at 2014 Tour de France. He is set to become only the third Western Australian to achieve the feat.

WAIS cyclists Scott Sunderland, Melissa Hoskins and Luke Durbridge were named in the Australian team for the 2014 Glasgow Commonwealth Games. Sunderland was named in the track squad, whilst Durbridge will ride road, and Hoskins will contest both track and road events.

Sam Welsford earned selection for the 2014 Junior Track World Championships to be held in South Korea, whilst his WAIS training partner Michael Storer earned selection for the Australian team to compete at the 2014 Junior Road World Championships in Spain.

WAIS Program Athletes

- | | |
|-------------------|------------------|
| Isabella King | Luke Zaccaria |
| Elissa Wundersitz | Jade Haines |
| Sam Welsford | Cameron Meyer |
| Reece Tucknott | Melissa Hoskins |
| Matthew Jackson | Scott Sunderland |
| Tahlay Christie | Luke Durbridge |
| Niken Jefferies | Travis Meyer |
| Alex Rendell | Kelsey Robson |
| Michael Storer | Trent Derocourt |
| Emily McRedmond | Bradley Linfield |
| Darcy Pirotta | Tian Beckett |

Australian Representatives

- Melissa Hoskins - 2014, Track World Championships, Columbia
- Isabella King - 2014, Track World Championships, Columbia
- Cameron Meyer - 2013, Road World Championships, Italy
- Brad Lindfield - 2013, U23 Road World Championships, Italy
- Emily McRedmond - 2013, Junior Road World Championships, Italy
- Sam Welsford - 2013, Junior Track World Championships, Scotland
- Tian Beckett - 2013, Junior Track World Championships, Scotland
- Elissa Wundersitz - 2013, Junior Track World Championships, Scotland
- Kelsey Robson - 2013, Junior Track World Championships, Scotland
- Major Title Winners
- Sam Welsford - 2013, Junior Track World Championships, Scotland, Men's Team Pursuit
- Tian Beckett - 2013, Junior Track World Championships, Scotland, Women's Team Sprint

Coaching Achievements

Clay Worthington - 2013, Head Coach, Junior Track World Championships, Scotland / 2013, Cycling Australia Coach of the Year

ROWING

Program Summary

WAIS rowers Alex Hagan and Hannah Vermeersch won a bronze medal at the 2013 World Rowing Championships in South Korea in September. Competing alongside Australian teammates Charlotte Sutherland and Lucy Stephan in the women's four crew finished third behind crews from USA and Canada.

WA rower Perry Ward competed in the men's lightweight quad scull in South Korea, finishing in fifth place in the final. Hagan and Vermeersch were also members of the Australian women's eight crew, with that boat also finishing fifth in their final. Maia Simmonds missed out on a finals appearance, but did regroup to win the B Final along with Alice McNamara in the women's lightweight double scull.

At the U23 World Championships in Austria in July, Hagan and Vermeersch again joined Sutherland and Stephan in the women's four to win a world championship title in the women's four.

In February, Maia Simmonds won a World Cup gold medal in Sydney, in the women's lightweight double scull, rowing with Hannah Every-Hall. Alex Hagan earned gold in the women's coxless pair along with Pauline Frasca. Perry Ward picked up a bronze medal in the men's lightweight double scull, competing with Adam Kachyckj.

At the Australian Rowing Championships, Perry Ward won a national title in the men's lightweight single scull. Alex Hagan was a member of a composite women's eighth boat that won a national title, whilst Hannah Vermeersch was a member of a composite women's coxless four that claimed silver.

Following strong domestic form, Alex Hagan, Hannah Vermeersch, Perry Ward and Maia Simmonds were all selected for the 2014 Rowing World Championships in the Netherlands, to be contested in August.

SAILING

Program Summary

Western Australian Institute of Sport sailors Carrie Smith and Ella Clark won a Youth World Championship in Cyprus in the women's 420 class. The duo were competing at youth level for the last time, having previously finished fourth and second at their two earlier attempts in the class.

WA's Mark Spearman competed in the Laser radial class in Cyprus, finishing seventh overall. WA pair Lachlan Gilmour and Thomas Blaauw finished 29th in the men's 420 class.

Two crews featuring WAIS athletes competed at the 49erFX World Championships in France in September, with Caitlin Elks recording a ninth placed finish alongside Olivia Price. Western Australians Tessa Parkinson and Chelsea Hall finished in 15th place overall. Elks' top ten result earned her a position on the 2014 Australian Sailing Team.

Matthew Wearn at just 18 years of age, competed at the Laser World Championships in Oman, finishing 10th overall.

WAIS athletes Nia Jerwood, Lisa Smith, Emerson Carlberg, Lachy Gilmour and Alistair Young earned selection to compete at the 2014 Youth World Championships in Portugal.

The WAIS Sailing Program has placed a specific priority on tracking athlete physical preparation and conditioning, which has seen weekly training sessions run at WAIS under the guidance of program physiologist Martyn Binnie that allows the support team to track and measure each athletes development closely.

This information is shared through the WAIS Sailing Program's support staff and provides specialised feedback on the effectiveness of the program's training workload and creates opportunities to target individual goals and improvements.



PROGRAM PARTNERS



This year the National Rowing Program has introduced new testing protocols and a new online athlete monitoring tool designed to better track and measure each athlete's performance. Furthermore, under the guidance of new WAIS Head Coach Rhett Ayliffe and talent pathway coordinator Verity Keogh, WAIS recently conducted talent ID testing on schoolgirl rowers with the aim to uncover the next crop of WA rowing talent and to further develop the pathway into the WAIS program.

WAIS Program Athletes

Alex Hagan	Brendan Murray
Hannah Vermeersch	Jess Bowyer
Tom Gatti	Emma Jones
Maia Simmonds	Matthew Cochran
Perry Ward	Hannah Jansen
Cam Brewer	David Watts

Australian Representatives

Alex Hagan – 2013, Rowing World Championships, South Korea / 2013, U23 Rowing World Championships, Austria
 Hannah Vermeersch – 2013, Rowing World Championships, South Korea / 2013, U23 Rowing World Championships, Austria
 Perry Ward – 2013, Rowing World Championships, South Korea
 Maia Simmonds – 2013, Rowing World Championships, South Korea
Major Title Winners
 Alex Hagan – 2013, U23 Rowing World Championships, Women's Four, Austria
 Hannah Vermeersch – 2013, U23 Rowing World Championships, Women's Four, Austria

Coaching Achievements

Lincoln Handley – 2013, Rowing World Championships, Coach, South Korea



PROGRAM PARTNERS



WAIS Program Athletes

Ella Clark
 Carrie Smith
 Mark Spearman
 Matthew Wearn
 Caitlin Elks
 Lachlan Gilmour
 Luke Elliot
 David Gilmour
 Emerson Carlberg
 Nia Jerwood
 Lisa Smith
 Alistair Young
 Conor Nicholas
 Thomas Blaauw
 Ella Giudice
 Tessa Parkinson
 Kate Lathouras

Australian Representatives

Carrie Smith – 2013, Youth World Championships, Cyprus
 Ella Clark – 2013, Youth World Championships, Cyprus
 Mark Spearman – 2013, Youth World Championships, Cyprus
 Caitlin Elks – 2013, 49erFX World Championships, France
 Tessa Parkinson – 2013, 49erFX World Championships, France
 Matthew Wearn – 2013, Laser World Championships, Oman

Major Title Winners

Carrie Smith – 2013, Youth World Championships, Cyprus, 420 class
 Ella Clark – 2013, Youth World Championships, Cyprus, 420 class

Coaching Achievements

Belinda Stowell – 2013, Coaching Staff, Youth World Championships, Cyprus

PERFORMANCE ENHANCEMENT TEAM – TECHNICAL SPORTS

The establishment of the Northern High Performance Training Centre (HPTC) in the sport of swimming was a major initiative during 2013/14. The recruitment of international coach Bud McAllister (formerly Janet Evan's coach) was a coup for WAIS and Swimming Western Australia. This is the second HPTC now operating with the additional two centres to be established in the 2016-20 quadrennial.

The Challenge High Performance Training Centre was awarded Podium Performance Centre status by Swimming Australia (SAL) in December 2013. This resulted from extensive consultation and partnership with underpinning clubs West Coast and University of Western Australia as well as VenuesWest. The Challenge program has a direct pathway of athletes flowing from below which will provide sustainability to the High Performance squad.

The replacement of the athletics track was completed in February 2014 and has provided a World class Athletics training venue.

Negotiations for the expansion of the Women's Gymnastics Program into Arena 2 at Challenge Stadium were concluded and a new floor purchased. This has resulted in an enhanced training environment for the Rio 2016 targeted athletes in the current Training Centre.

Coaches from within the Technical Team continue to perform at an outstanding level. Grant Ward was awarded Athletics Australia and WAIS Coach of the Year in recognition of the outstanding results by athlete Kim Mickle at the 2013 World Championships. Swimming Senior Coach Michael Palfery was awarded National Youth Coach of the Year by ASCTA in recognition of the performances of his swimmers at the National Age Championships. Martine George was chosen as a coach for the Women's Artistic Gymnastics Team at the Glasgow Commonwealth Games.

The highlight of the year for the Technical Team was the Silver medal from Kim Mickle at the 2013 Athletics World Championships. Kim then followed this with a new Australian record in the domestic season.

Competing at the 2013 IPC Swimming World Championships in Montreal, Canada, Kat Downie won a silver medal in the Women's 200 m Individual Medley SM10 and bronze medal in the Women's 100 m Backstroke S10. [14] [15]. She was also awarded an Order of Australia Medal in the 2014 Australia Day Honours.

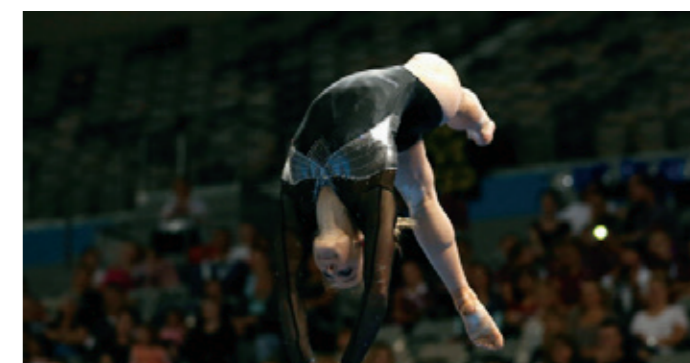
11 athletes from the WAIS Technical Team Sports earned qualification for the 2014 Glasgow Commonwealth Games.

Koji Honda and Trenton Warburton continue to complete their PhD studies in the sport programs of Swimming and Athletics. Koji's research will provide valuable insight into compound fluid dynamics relative to swimming while Trenton's project is aimed at analysis of force relative to the properties of a pole in Pole Vault.

The Technical Sports Performance Team meets on a monthly basis to analyse the performance of athletes in each sport program. Individual Performance Enhancement Plans are the key tool used to track improvement. These plans encompass a holistic approach towards development with critical success factors identified and addressed.

I would like to thank the dedicated team for the tremendous work they have done during 2013/14 and look forward to more success in 2015.

Michael Broadbridge – Performance Team Director



ATHLETICS

Program Summary

WA javelin thrower Kim Mickle won a world championship silver medal at the 2013 IAAF World Championships in Moscow.

In a career best performance, Mickle threw 66.60m to take second place in the women's javelin final in a competition where she extended her personal best three times.

Mickle's Moscow heroics earned her top honours at three prestigious award ceremonies, winning the WAIS Athlete of the Year, Athletics Australia's Athlete of the Year and the WA Sports Star of the Year Award all within the space of five weeks.

Grant Ward – who led Kim Mickle to her world championship silver medal – was also recognised, winning the WAIS Coach of the Year, Athletics Australia Coach of the Year and WA Sports Star Coach of the Year Awards.

In March, Mickle set a new Australian women's javelin national record, when she threw 66.83m for victory at the Melbourne World Challenge, before claiming a ninth national title at the Australian Athletics Championships in Melbourne in April. The Championships, which doubled as selection trials, qualified Mickle for the 2014 Commonwealth Games.

WAIS pole vaulter Liz Parnov claimed a national title and Commonwealth Games selection at the Australian Athletics Championships, after winning the women's event with a best clearance of 4.20m. Parnov won on countback from WA training partner Emma Philippe, who along with another WA vaulter, Nina Kennedy, was selected for the 2014 IAAF Junior World Championships.



PROGRAM PARTNERS



Vicky Parnov earned a Glasgow Commonwealth Games call up in June after a domestic season that saw her clear a B-Qualifying height.

WAIS throws coach Grant Ward and WAIS pole vault coach Alex Parnov were selected onto the Australian Track and Field coaching team to travel to the 2014 Glasgow Commonwealth Games, for their work in guiding athletes onto the Australian team.

WAIS Program Athletes

Morgan Ward
Emma Philippe
Cruz Hogan
Nina Kennedy
Vicky Parnov
Liz Parnov
Kim Mickle
Henri Brown

Australian Representatives

Kim Mickle – 2013, Athletics World Championships, Russia

Coaching Achievements

Grant Ward – 2013, Javelin Coach, Athletics World Championships, Russia

DIVING

Program Summary

WAIS Diving Program athlete Maddison Keeney was selected to compete at her first senior World Championship event in 2013 as a member of the Australian team in Barcelona.

Keeney competed in the 3m synchro and 1m springboard events, and qualified for the final of the 3m synchro, finishing eighth alongside partner Sherilyse Gowlett. Keeney – at 17 years of age – finished 18th in qualifying in the 1m springboard meaning she missed the final.

Keeney ended her 2013 campaign, with gold on 1m and silver on 3m springboard at the Australian Open National Championships, before making a bright start to 2014 by winning a gold medal in the 3m springboard at the Madrid Grand Prix.

Maddison Keeney earned a Commonwealth Games berth at the Australian Selection trials in Melbourne, after a dominant campaign that saw her win gold in the 1m, 3m and 3m synchro events. She was selected to contest all three events in Glasgow.

Josh Ong was selected for an invitational meet in Dresden after making finals in the 1m and 3m springboard at Open Nationals. Ong qualified for the final of the boys' 3m springboard, finishing in 12th place, whilst placing 21st in the boys' 1m springboard in his first international competition. WAIS coach Shannon Roy was selected on the Australian coaching team.

Josh Ong performed well at the Australian Junior Elite Championships in Sydney to earn selection for the Australian Junior World Championships team, whilst Teju Williamson was selected for the Australian National Junior Squad. Ong won gold on 1m and silver on 3m, whilst Williamson snared silver on the 10m platform.



PROGRAM PARTNERS



Athletes within the WAIS Diving squad conducted training sessions with WAIS athletes from other sports programs in an attempt to broaden their awareness of the traits required to be a successful athlete. Sports such as kayaking and gymnastics were investigated with the program initiative set to continue through other sports.

WAIS Program Athletes

Maddison Keeney
Alex Smedley
Tamara Irvine
Maddison Keeney
Joshua Ong
Sally Hackett
Deanne Cummins
Teju Williamson
Tianna Furness

Australian Representatives

Maddison Keeney – 2013, World Championships, Barcelona

Coaching Achievements

Shannon Roy – 2014, Youth Invitational Meet, Dresden

GYMNASTICS

Program Summary

Western Australian Institute of Sport gymnasts Lauren Mitchell and Olivia Vivian earned selection onto the Australian team for the 2014 Glasgow Commonwealth Games.

Selection for the pair represented successful comebacks, with Mitchell returning after a long injury lay-off through a shoulder reconstruction, whilst Vivian had been hampered by a stress fracture in her back. Glasgow will be Vivian's Commonwealth debut, whilst for Mitchell, she will compete in her second campaign, having won four gold in Delhi.

Three WAIS gymnasts competed at the Nadia Comaneci Invitational event in the USA in 2014, with Yasmin Collier, Aya Meggs and Darcy Norman all representing Australia. Collier claimed first place on vault, Norman was first on bars and Meggs was second on vault and bars. The same three athletes competed at the Jesolo Invitational competition in Italy during March.

Despite suffering a badly bruised hand, Olivia Vivian travelled and competed at the Korea Cup, winning her first world cup medal, a bronze on bars. Lauren Mitchell also competed at the tournament.

The WAIS Gymnastics Program undertook a significant innovation in 2014 to expand the surface training space on floor, which consisted of purchasing a new floor and installing it within the Gymnastics Training Centre in Mt Claremont. The new floor provides the program with access to a world class training facility and brings the apparatus equipment in line with top international standards.

An increased initiative into athlete medical tracking was engaged in 2013/14 which has allowed crucial training modifications to be made. The project has also better mapped the percentage of time athletes are



PROGRAM PARTNERS



missing training, leading to improvements in injury management and injury rehabilitation.

WAIS Program Athletes

Lauren Mitchell
Olivia Vivian
Gillian Chan
Francesca Fusha
Aya Meggs
Darcy Norman
Yasmin Collier
Paige James
Lily Gresele
Amy Mackay
Sarah Stacey
Dayna Sulaiman
Niamh Collins

Makayla Felix
Eleanor Griffith
Sophie Mahoney
Sophie Prince
Sidney Stephens
Nikola Chung
Georgia Simpson
Briana Ciupac
Brooke Callcott
Nikita Hains
Madeleine Clark-Carlile
Molly McKenzie
Sarah Stacey
Anna Mackay

Australian Representatives

Lauren Mitchell – 2014, Doha World Cup, Qatar / 2014, Korea World Cup, South Korea
Olivia Vivian – 2014, Doha World Cup, Qatar / 2014, Korea World Cup, South Korea
Yasmin Collier – 2014, Nadia Comaneci Invitational, USA / 2014, Jesolo Invitational, Italy / 2014, Pacific Rim Championships, Canada
Aya Meggs – 2014, Nadia Comaneci Invitational, USA / 2014, Jesolo Invitational, Italy / 2014, Pacific Rim Championships, Canada
Darcy Norman – 2014, Nadia Comaneci Invitational, USA / 2014, Jesolo Invitational, Italy / 2014, Pacific Rim Championships, Canada

SWIMMING

Program Summary

WAIS open water swimmer Rhys Mainstone represented Australia at the 2013 World Championships in Barcelona, finishing 13th in the men's 10km open water event.

WA's Holly Barratt competed at the World University Games in Russia, featuring in three finals, in the 50m butterfly, 4x100m freestyle and 4x100m medley relays. Barratt also set two new personal bests in competition.

Katherine Downie won silver and bronze medals at the 2013 IPC World Championships in Canada. The Paralympian received silver in the women's 200m IM and bronze in the 100m backstroke, whilst also returning a fourth place finish in the 100m free and a sixth place finish 50m free.

In January, Bud McAllister accepted the head coaching role at the Northern Suburbs High Performance Service Centre. McAllister joined WAIS after successful coaching stints in his native USA and more recently in Wales.

Katherine Downie earned selection for the 2014 Glasgow Commonwealth Games after winning gold in the women's 200m IM at the selection trials in Brisbane. Downie's success also qualified her for the Australian team to compete at the Para Pan Pacs in California in August.

WAIS swimmers Yolane Kukla, Damian Fyfe and Tamsin Cook all won national titles at the 2014 Australian Age Championships in Sydney. Fyfe and Cook earned selection for the following Oceania Championships in Auckland, with both winning further titles in New Zealand.



PROGRAM PARTNERS



WAIS swimmers were honoured at the WA Swimming Awards, with; Katherine Downie winning the Multi-Class Swimmer of the Year, Yolane Kukla taking out the Age Swimmer of the Year, Eamon Sullivan scooping the Swimmer's Swimmer Award, Adelaide Hart the President's Trophy and Tamsin Cook handed the Bob Bestman Trophy. WAIS coach Michael Palfrey was anointed the Coach of the Year.

WAIS Program Athletes

Blair Evans
Yolane Kukla
Katherine Downie
Rhys Mainstone
Lennard Bremer
Adelaide Hart
Tommy Sucipto
Holly Barratt
Damian Fyfe
Tamsin Cook
Grace Hull
Eamon Sullivan
Jessica Pengelly
Brianna Throssell
Brett Fielding
Sacha Downing
Nicholas Brown
Emily Kayser

Australian Representatives

Rhys Mainstone – 2013, World Championships, Spain
Katherine Downie – 2013, IPC World Championships, Canada
Holly Barratt – 2013, World University Games, Russia
Major Title Winners

Coaching Achievements

Michael Palfrey – 2013, WA Swimming Coach of the Year

ADMINISTRATION AND FINANCE

STAFF

Throughout the year, there was a shift in the Administration Department employees, with Administration Manager, Mrs Natalie Jones, leaving the organisation, which saw Mrs Sharon Foster appointed to fulfil the role.

Ms Julie Arentz resigned from her position as Personal Assistant, and Ms Rebecca Robertson was appointed to fulfil this role.

The position of Resource Administration Officer was restructured to include administrative support to the Performance Enhancement Teams and Ms Eleonora Fazio's position title of Resource Administration Officer was re-named to Performance Enhancement Team Administrator to reflect the additional support provided to the Performance Enhancement Division.

Furthermore, Ms Rachel Mazza was appointed as a Finance Officer, moving on from her role as Receptionist. The Reception position was restructured to include additional Clinical Services Administration relevant to athlete scholarship services and thus the position title became Receptionist/Clinical Services Administrator. Ms Chrissie Banwell was appointed to fulfil this role upon the transition of Ms Rachel Mazza to the newly created Finance Officer Role.

At 30 June 2014, WAIS employed a total of forty five permanent full-time and seven permanent part-time staff.

ACCOMODATION COSTS

Accomodation costs during the year were managed within the budgetary framework for WAIS' premises although the improving general economic condition started pushing prices up. Due to the age of the building it is anticipated that the level of ongoing maintenance required will continue to increase.

The current WAIS facilities do not meet the standards for scope or size for preparing international athletes as is recorded in the WAIS strategic plan. WAIS submitted requests to the State Government on the requirement for a new state of the art facility which will enhance the development of future WA high performance athletes. In May 2012 the State Government announced that WAIS has been allocated \$32m towards the construction of a new facility. The planning process and architectural design was executed and managed by the Department of Building Management and Works with client input from the Department of Sport and Recreation and Venues West in conjunction with WAIS. Excavation at the site commenced in July 2013 and construction started in the fourth quarter of 2013. Construction practical completion of the facility is estimated to be late December 2014 or January 2015.

FINANCIAL SYSTEMS

The budgeting model was updated during the year in order to improve the financial management processes and reporting. Financial control was exercised throughout the year as the organisation continuously seeks to improve its internal processes, particularly in regard to effectiveness and efficiency. The payroll system was also successfully updated.

HUMAN RESOURCES

There has been an increased emphasis on Human Resource functions in the organisation over the course of the year. An additional focus on employee personal and professional development was introduced. All organisational policies were reviewed and updated to reflect legislative compliance and industry best practice. A number of new administration and human resource policies were introduced, including those that form the recently implemented WAIS Safe & Ethical Practice Policy Framework.

The WAIS Safe & Ethical Practice Policy Framework was introduced throughout the year, with the aim to provide a policy framework for safe and ethical coaching, scientific and medical practice within WAIS focussed around one of four of the WAIS Guiding Principles, Community Values.

In developing this policy framework WAIS acknowledges the AIS Sports Science/Sports Medicine Best Practice Principles of;

- Education,
- Detection and enforcement, and,
- Oversight and Monitoring.

Additionally, a review of the current Human Resources Information Management has also occurred, which will allow for improved practices and information management in the year ahead.

ADMINISTRATION

The Performance Management Information System - Peformax has undergone significant development throughout the year. This has seen a greater emphasis on scholarship administration and athlete data management throughout WAIS, with further development a strong focus for the year ahead. Recent development has increased the quality of information both distributed and captured, and allowed for presentation of this information in dashboard format for compliance reporting.

The introduction of new clinical service administration processes has seen that additional relevant athlete information is now captured and reported. This information can ensure policy compliance and manage medico-legal risk within the organisation.

INFORMATION TECHNOLOGY

Minor server infrastructure upgrades were performed to improve performance and stability for files and documents, emails and network services. A partial upgrade of the IT hardware held by the WAIS staff members also occurred. The objective of the infrastructure and system enhancements is to streamline workflow and information processing so as to continuously improve efficiency while making available or accessible the latest technologies to WAIS staff members.

CORPORATE
SERVICES

CORPORATE COMMUNICATIONS

The WAIS Corporate Communications department in 2013/14 was geared towards maximising athlete coverage and exposure through the media in the lead up to the 2014 Glasgow Commonwealth Games. Existing Partnerships continued to be strengthened, whilst the Go for 2&5 WAIS Community Development Program was once again highlighted by high profile WAIS athletes lending their support to the health promotion message.

New partnerships were forged with hydration supplier **Hydralyte** and compression garment supplier **2XU**, improving upon the existing services available to WAIS athletes in both areas.

PEOPLE

The WAIS Corporate Communications Department was again led by its single full-time staff member, Mr Chris Abbott, who in the role of Public Relations Coordinator oversaw all WAIS publications, website communications, media activations and management of the Go for 2&5 WAIS Community Development Program. Separate to this, Mr Abbott also took over the internal planning and event management of the 2013 WAIS Annual Dinner, in conjunction with external event management company Impact Communications, after WAIS Administration Manager Mrs Natalie Jones tendered her resignation.

Assistance was again provided to the Corporate Communications department throughout the year from casual contract Communications staff member Miss Olivia Vivian, who provided valuable support to the Public Relations Coordinator in the key areas of WAIS publications and in administration of the Go for 2&5 WAIS Community Development Program.

PARTNERSHIPS

The 2013/14 year saw the Institute's list of suppliers expand with two new suppliers coming on board in support of WAIS. Hydralyte became the official hydration supplier to the Institute whilst 2XU came on board as official compression gear supplier to WAIS. Our key strategic partners remain critical supporters of the Institute's operations while our corporate relationship with **Healthway** entered a sixth year, enabling WAIS to continue contributing to the Western Australian community through its Go for 2&5 WAIS Community Development Program.

Partners, sponsors and suppliers for the 2013/2014 period are detailed below.

PRINCIPAL PARTNER

The Government of Western Australia continues to provide unwavering support to WAIS and allows the Institute to achieve its purpose of assisting Western Australian athletes achieve excellence in their sporting pursuits. We thank the WA Government for its continued support of the high performance sporting system in WA.

STRATEGIC PARTNERS

The Department of Sport and Recreation for its strategic alliance in supporting athlete sporting pathways in Western Australia.

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

CORPORATE SPONSORS

Healthway promoting the Go for 2&5 message continue their support of WAIS through the successful Go for **2&5 WAIS Community Development Program**, enabling the Institute to promote healthy, active lifestyles to young people around Western Australia.

PROGRAM SPONSORS

The Carbine Club continued their support of our aspiring athletes through the Carbine Club International Scholarship Fund. This important initiative allocates funding to WAIS athletes to assist with travel to international competitions.

SUPPLIERS

Bekkers IT, official supplier of IT services, has continued its long-term relationship with WAIS.

Kukri remains the Institute's preferred apparel supplier on an agreement running through the 2016 Olympiad. As the current supplier for the Hockeyroos and Netball Australia they come with a good track record of supplying high quality athletic apparel to high performance athletes. **Hydralyte** entered into an initial one-year agreement with WAIS as the official hydration partner and **2XU** became the Institute's official compression garment supplier through the year.

WAIS is grateful to all its existing and new partners for their valuable contribution. The support of our partners plays a vital role in the journey our athletes follow to international success.

PUBLIC RELATIONS

A major focus for the WAIS Corporate Communications Department remains actively promoting the achievements of the Institute's athletes, coaches and staff to the wider community. This was particularly important in the 2013/14 period in the lead up to the 2014 Glasgow Commonwealth Games, which carried with it a great deal of public and media interest.

The Go for 2&5 WAIS Community Development Program continued to be a great success, with a core group of athletes contributing to this important activity throughout the year. The diligent work of Miss Vivian ensured this was again a productive year.

WEBSITE AND CORPORATE COMMUNICATIONS

The **WAIS Website** continues to be the coalface of information for the general public on the achievements of the Institute's staff and athletes. WAIS continued its growth across social media with higher interaction across Twitter and Facebook and a new presence via Instagram. The aim of each is to take news and information direct to interested parties, whilst also offering behind the scenes insights into the operations of the WA Institute of Sport. **The Weekly News Bulletin (WNB)**, a HTML e-newsletter, remains the Institute's major internal and external communication tool, with the document consisting of up-to-date news and results from WAIS athletes. An extensive subscriber list of sporting organizations, government, sponsors and media ensures WAIS stakeholders are kept up to date with all the latest on the achievements of our athletes. This information is also shared via social media extending the reach of the Institute's news service.

MEDIA

WAIS was again regularly featured across mainstream media organisations in 2013-14. The Corporate Communications department prepared a WA reference guide for the 2014 Glasgow Commonwealth Games, outlining strong media angles which was sent to key media contacts to ensure stakeholders were updated on prominent WAIS activities. The work undertaken with **The West Australian, The Sunday Times, ABC Radio, Sport FM, Channel 10, Channel 9, Channel 7 and Fox Sports News** ensured the public received regular and current information on WAIS athlete performances, selections for World Championships and Commonwealth Games as well as unique human interest stories. The interest and support of local media outlets is crucial to the WAIS brand being expanded and shared with the wider public. WAIS notes its appreciation to the local media outlets who continue to show strong interest and support.

PUBLICATIONS

The WAIS Annual Report was the major in house publication produced by the Institute.

The WAIS Corporate Communications department also assisted with the production of various department and program publications for presentations, seminars and events.

GO FOR 2&5 WAIS COMMUNITY DEVELOPMENT PROGRAM

The 2013/14 period was one of growth for the Go for 2&5 WAIS Community Development Program with new ideas and initiatives leveraged in partnership with **Healthway** to improve delivery of the program. Such innovations included a stronger social media presence, with school and club visits receiving strong promotion via WAIS facebook and twitter accounts. The success of Fruit and Month was again a particular highlight as the schools' competition continues to be very popular throughout Western Australia. A new line of athlete ambassador clothing also aided to the appeal of the program.

The three aspects of the program continue to be:-

- **Primary school visits**
- **Sporting club visits**
- **WAIS Tours**

Each part of the program sees athletes sharing aspects of their journey from budding young athletes to world class performers, hopefully inspiring the next generation to strive to follow a similar path whilst focusing on the importance of eating healthy and being active in everyday life.

Schools across Western Australia have been benefactors of the program, with tours of the WAIS facility also hosted by WAIS athletes.

A large number of athletes have been involved in the program in the past 12 months as either tour guides, club speakers or school presenters. Sports that have been represented include athletics, canoeing, gymnastics and water polo. The athletes' stories continue to resonate with audiences. Outside the Go for 2&5 WAIS Community Development Program WAIS athletes have once again been involved in appearances for a number of charities and not for profit groups.

WAIS WOULD LIKE TO THANK:

PRINCIPAL PARTNER



STRATEGIC PARTNERS



CORPORATE SPONSORS



PROGRAM SPONSORS



Community Development Program



International Scholarship Fund



Athlete Career & Education Scholarship

SUPPLIER/PROVIDER



IT Services



Sportswear



Hydration



Compression

TRAINING CENTRE STATUS



Australian Government
Australian Sports Commission

ENDORSED NATIONAL TRAINING CENTRE



An Olympic Training Centre
recognised by the
Australian Olympic Committee



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 2014, 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.

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

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.

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 2014 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.

Report on Controls

I have audited the controls exercised by the Western Australian Institute of Sport during the year ended 30 June 2014.

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.

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

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.

Opinion

In my opinion, 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 2014.

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 2014.

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

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.

Auditor's Responsibility

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.

Opinion

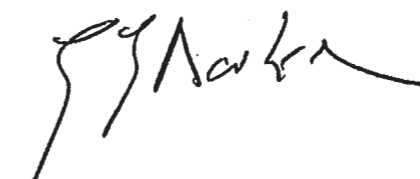
In my opinion, the key performance indicators of the Western Australian Institute of Sport are relevant and appropriate to assist users to assess the Institute's performance and fairly represent indicated performance for the year ended 30 June 2014.

Independence

In conducting this audit, 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 2014 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
29 August 2014



WESTERN AUSTRALIAN INSTITUTE OF SPORT (INC)
ANNUAL FINANCIAL STATEMENTS
YEAR ENDED 30 JUNE 2014

FINANCIAL INDEX

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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 2014 and the financial position as at 30 June 2014.

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 22nd of August 2014

Mr Grant Boyce
Chairman
Board Member
Western Australian Institute of Sport (Inc.)

Mr Steven Lawrence
Executive Director
Board Member
Western Australian Institute of Sport (Inc.)

Mr Ramon Falzon
Finance Manager
Chief Financial Officer
Western Australian Institute of Sport (Inc.)

Western Australian Institute of Sport (Inc.) Statement of Comprehensive Income for the year ended 30 June 2014			
	Note	2014 \$	2013 \$
COST OF SERVICES			
Expenses			
Employee benefits expense	6	4,734,260	4,553,088
Supplies and services	7	3,071,640	2,546,883
Depreciation and amortisation expense	8	315,055	318,038
Accommodation expenses	9	400,922	427,513
Other expenses	10	944,068	827,240
Total cost of services		9,465,945	8,672,762
Income			
Revenue			
Commonwealth grants and contributions	11	46,000	41,100
Interest revenue	12	127,404	143,116
Contribution from sporting bodies	13	1,528,337	1,434,223
Other revenue	14	234,401	141,402
Total Revenue		1,936,142	1,759,841
Gains			
Gain on disposal of non-current assets	15	4,661	22,531
Total Gains		4,661	22,531
Total income other than income from State Government		1,940,803	1,782,372
NET COST OF SERVICES		7,525,142	6,890,390
INCOME FROM STATE GOVERNMENT			
State grants	16	6,524,341	6,145,545
Services received free of charge	16	1,036,169	869,484
Total income from State Government		7,560,510	7,015,029
SURPLUS / (DEFICIT) FOR THE PERIOD		35,368	124,639
TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE PERIOD		35,368	124,639

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



Western Australian Institute of Sport (Inc.) Statement of Financial Position as at 30 June 2014			
	Note	2014 \$	2013 \$
ASSETS			
Current Assets			
Cash and cash equivalents	17	2,976,986	2,888,874
Receivables	19	131,540	84,808
Other current assets	20	95,252	108,742
Inventories	18	8,260	23,567
Total Current Assets		3,212,038	3,105,991
Non-Current Assets			
Property, plant and equipment	21	449,834	682,832
Total Non-Current Assets		449,834	682,832
Total Assets		3,661,872	3,788,823
LIABILITIES			
Current Liabilities			
Payables	23	311,421	537,334
Provisions	24	749,263	713,261
Other current liabilities	25	195,471	189,553
Total Current Liabilities		1,256,155	1,440,148
Non-Current Liabilities			
Provisions	24	138,779	117,105
Total Non-Current Liabilities		138,779	117,105
Total Liabilities		1,394,934	1,557,253
NET ASSETS		2,266,938	2,231,570
Equity			
Accumulated surplus	26	2,266,938	2,231,570
TOTAL EQUITY		2,266,938	2,231,570

The Statement of Financial Position should be read in conjunction with the accompanying notes.



Western Australian Institute of Sport (Inc.) Statement of Changes in Equity for the year ended 30 June 2014			
	Note	Accumulated surplus \$	Total equity \$
Balance at 1 July 2012	26	2,106,931	2,106,731
Total comprehensive income for the year		124,639	124,639
Balance at 30 June 2013		2,231,570	2,231,570
Balance at 1 July 2013		2,231,570	2,231,570
Total comprehensive income for the year		35,368	35,368
Balance at 30 June 2014		2,266,938	2,266,938

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.



Western Australian Institute of Sport (Inc.) Statement of Cash Flows for the year ended 30 June 2014			
	Note	2014 \$	2013 \$
CASH FLOWS FROM STATE GOVERNMENT			
State grants		6,524,341	6,145,545
Net cash provided by State Government		6,524,341	6,145,545
Utilised as follows:			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee benefits		(4,676,585)	(4,484,765)
Supplies and services		(2,591,378)	(1,895,749)
Accommodation		(52,306)	(51,840)
GST payments on purchases		(271,778)	(184,930)
Other payments		(937,226)	(830,861)
GST payments to the ATO		(601,462)	(622,599)
		<u>(9,130,735)</u>	<u>(8,070,744)</u>
Receipts			
Commonwealth grants and contributions		46,000	41,100
Interest received		127,404	143,116
GST receipts on sales		869,002	739,493
Other receipts		1,729,496	1,700,695
		<u>2,771,902</u>	<u>2,624,404</u>
Net cash used in operating activities	27	(6,358,833)	(5,446,340)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments			
Purchase of non-current physical assets		(83,396)	(187,466)
Receipts			
Proceeds from the sale of non-current physical assets		6000	29,142
Net cash used in investing activities		(77,396)	(158,324)
Net increase/(decrease) in cash and cash equivalents		88,112	540,881
Cash and cash equivalents at the beginning of the financial year		2,888,874	2,347,993
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR	17	2,976,986	2,888,874

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



Western Australian Institute of Sport (Inc.)
Notes to the Financial Statements
 For the year ended 30 June 2014

1 Australian Accounting Standards

General

The Western Australian Institute of Sport (Inc.)'s ('the Institute') financial statements for the year ended 30 June 2014 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 2014.

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.



Western Australian Institute of Sport (Inc.)
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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 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.



Western Australian Institute of Sport (Inc.)
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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 3-10 years
 Office equipment 3-10 years
 Leased improvements 20-40 years estimated useful lives till the end of April 2012. As from May 2012, upon announcement that the State Government has committed \$32m for the construction of the new WAIS High Performance Centre, the estimated useful life has been accelerated to be fully depreciated by November 2014 which is the expected month of delivery of the facility.

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 an 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 2014.

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.

Western Australian Institute of Sport (Inc.)
Notes to the Financial Statements
 For the year ended 30 June 2014

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 valued 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.

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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.

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

An external Superannuation institution administers the superannuation schemes.

Employees may contribute to the Pension Scheme. The Institute has no liabilities under the Pension Schemes.

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 are recognised as income at the fair value of the assets and/or the fair value of those services that can be reliably measured and the Institute would otherwise pay for. 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



Western Australian Institute of Sport (Inc.)
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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 2013 that impacted on the Institute.

AASB 13

Fair Value Measurement

This Standard defines fair value, sets out a framework for measuring fair value and requires additional disclosures for assets and liabilities measured at fair value. There is no financial impact.



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AASB 119	<i>Employee Benefits</i>
	This Standard supersedes AASB 119 (October 2010), making changes to the recognition, presentation and disclosure requirements.
	The Institute assessed employee leave patterns to determine whether annual leave is a short-term or other long-term employee benefit. The resultant discounting of annual leave liabilities that were previously measured at the undiscounted amounts is not material.
AASB 1048	<i>Interpretation of Standards</i>
	This Standard supersedes AASB 1048 (June 2012), enabling references to the Interpretations in all other Standards to be updated by reissuing the service Standard. There is no financial impact.
AASB 2011-8	<i>Amendments to Australian Accounting Standards arising from AASB 13 [AASB 1, 2, 3, 4, 5, 7, 9, 2009-11, 2010-7, 101, 102, 108, 110, 116, 117, 118, 119, 120, 121, 128, 131, 132, 133, 134, 136, 138, 139, 140, 141, 1004, 1023 & 1038 and Int 2, 4, 12, 13, 14, 17, 19, 131 & 132]</i>
	This Standard replaces the existing definition and fair value guidance in other Australian Accounting Standards and Interpretations as the result of issuing AASB 13 in September 2011. There is no financial impact.
AASB 2011-10	<i>Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) [AASB 1, 8, 101, 124, 134, 1049 & 2011-8 and Int 14]</i>
	This Standard makes amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 119 in September 2011. The resultant discounting of annual leave liabilities that were previously measured at the undiscounted amounts is not material.
AASB 2012-2	<i>Amendments to Australian Accounting Standards – Disclosures – Offsetting Financial Assets and Financial Liabilities [AASB 7 & 132]</i>
	This Standard amends the required disclosures in AASB 7 to include information that will enable users of an entity's financial statements to evaluate the effect or potential effect of netting arrangements, including rights of set-off associated with the entity's recognised financial assets and recognised financial liabilities, on the entity's financial position. There is no financial impact.
AASB 2012-5	<i>Amendments to Australian Accounting Standards arising from Annual Improvements 2009-11 Cycle [AASB 1, 101, 116, 132 & 134 and Int 2]</i>
	This Standard makes amendments to the Australian Accounting Standards and Interpretations as a consequence of the annual improvements process. There is no financial impact.



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AASB 2012-6	<i>Amendments to Australian Accounting Standards – Mandatory Effective Date of AASB 9 and Transition Disclosures [AASB 9, 2009-11, 2010-7, 2011-7 & 2011-8]</i>
	This Standard amends the mandatory effective date of AASB 9 Financial Instruments to 1 January 2015 (instead of 1 January 2013). Further amendments are also made to numerous consequential amendments arising from AASB 9 that will now apply from 1 January 2015. There is no financial impact.
AASB 2012-9	<i>Amendment to AASB 1048 arising from the Withdrawal of Australian Int 1039</i>
	The withdrawal of Int 1039 <i>Substantive Enactment of Major Tax Bills in Australia</i> has no financial impact for the Institute during the reporting period and at balance date. Measurement of tax assets and liabilities continues to be measured in accordance with enacted or substantively enacted tax law pursuant to AASB 112.46-47.
AASB 2012-10	<i>Amendments to Australian Accounting Standards – Transition Guidance and Other Amendments [AASB 1, 5, 7, 8, 10, 11, 12, 13, 101, 102, 108, 112, 118, 119, 127, 128, 132, 133, 134, 137, 1023, 1038, 1039, 1049 & 2011-7 and Int 12]</i>
	The Standard introduces a number of editorial alterations and amends the mandatory application date of Standards for not-for-profit entities accounting for interests in other entities. There is no financial impact.
AASB 2013-9	<i>Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments.</i>
	Part A of this omnibus Standard makes amendments to other Standards arising from revisions to the Australian Accounting Conceptual Framework for periods ending on or after 20 December 2013. Other Parts of this Standard become operative in later periods. There is no financial impact for Part A of the Standard.

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*. 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.

Int 21	<i>Levies</i>	Operative for reporting periods beginning on/after 1 Jan 2014
	This Interpretation clarifies the circumstances under which a liability to pay a government levy imposed should be recognised. There is no financial impact for the Authority at reporting date.	



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Notes to the Financial Statements
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AASB 9	<i>Financial Instruments</i>	1 Jan 2017
	<p>This Standard supersedes AASB 139 <i>Financial Instruments: Recognition and Measurement</i>, introducing a number of changes to accounting treatments.</p> <p>The mandatory application date of this Standard was amended to 1 January 2017. The Authority has not yet determined the application or the potential impact of the Standard.</p>	
AASB 10	<i>Consolidated Financial Statements</i>	1 Jan 2014
	<p>This Standard, issued in August 2011, supersedes AASB 127 <i>Consolidated and Separate Financial Statements</i> and Int 112 <i>Consolidation – Special Purpose Entities</i>, introducing a number of changes to accounting treatments.</p> <p>Mandatory application of this Standard was deferred for not-for-profit entities by AASB 2012-10 <i>Amendments to Australian Accounting Standards – Transition Guidance and Other Amendments</i>. The adoption of the new Standard has no financial impact for the Model Statutory Authority as it does not impact accounting for related bodies and the Authority has no interests in other entities.</p>	
AASB 11	<i>Joint Arrangements</i>	1 Jan 2014
	<p>This Standard, issued in August 2011, supersedes AASB 131 <i>Interests in Joint Ventures</i>, introduces new principles for determining the type of joint arrangement that exists, which are more aligned to the actual rights and obligations of the parties to the arrangement.</p> <p>Mandatory application of this Standard was deferred for not-for-profit entities by AASB 2012-10. There is no financial impact for the Model Statutory Authority as the new standard continues to require the recognition of the Authority's share of assets and share of liabilities for the unincorporated joint operation.</p>	
AASB 12	<i>Disclosure of Interests in Other Entities</i>	1 Jan 2014
	<p>This Standard, issued in August 2011, supersedes disclosure requirements under AASB 127 <i>Consolidated and Separate Financial Statements</i>, AASB 128 <i>Investments in Associates</i> and AASB 131 <i>Interests in Joint Ventures</i>. Mandatory application was deferred for not-for-profit entities by AASB 2012-10. There is no financial impact.</p>	
AASB 14	<i>Regulatory Deferral Accounts</i>	1 Jan 2016
	<p>The Authority has not yet determined the application or the potential impact of the Standard.</p>	

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AASB 127	<i>Separate Financial Statements</i>	1 Jan 2014
	<p>This Standard, issued in August 2011, supersedes AASB 127 <i>Consolidated and Separate Financial Statements</i>, removing the consolidation requirements of the earlier standard whilst retaining accounting and disclosure requirements for the preparation of separate financial statements. Mandatory application was deferred for not-for-profit entities by AASB 2012-10. There is no financial impact.</p>	
AASB 128	<i>Investments In Associates and Joint Ventures</i>	1 Jan 2014
	<p>This Standard issued in August 2011 <i>supersedes AASB 128 Investments in Associates</i>, introducing a number of clarifications for the accounting treatments of changed ownership interest.</p> <p>Mandatory application was deferred for not-for-profit entities by AASB 2012-10. The adoption of the new Standard has no financial impact for the Model Statutory Authority as it does not hold investments in associates and the accounting treatments for joint operations is consistent with current practice.</p>	
AASB 1031	<i>Materiality</i>	1 Jan 2014
	<p>This Standard supersedes AASB 1031 (February 2010), removing Australian guidance on materiality not available in IFRSs and refers to guidance on materiality in other Australian pronouncements. There is no financial impact.</p>	
AASB 1055	<i>Budgetary Reporting</i>	1 Jul 2014
	<p>This Standard requires specific budgetary disclosures in the financial statements of not-for-profit entities within the General Government Sector. The Authority will be required to disclose additional budgetary information and explanations of major variances between actual and budgeted amounts, though there is no financial impact.</p>	
AASB 2009-11	<i>Amendments to Australian Accounting Standards arising from AASB 9 [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 121, 127, 128, 131, 132, 136, 139, 1023 & 1038 and Int 10 & 12]</i>	1 Jan 2015
	<p>[modified by AASB 2010-7]</p>	
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>	1 Jan 2015
	<p>This Standard makes consequential amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 9 in December 2010. The Authority has not yet determined the application or the potential impact of the Standard.</p>	



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AASB 2011-7	<i>Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards [AASB 1, 2, 3, 5, 7, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Int 5, 9, 16 & 17]</i>	1 Jan 2014
	<p>This Standard gives effect to consequential changes arising from the issuance of AASB 10, AASB 11, AASB 127 <i>Separate Financial Statements</i> and AASB 128 <i>Investments in Associates and Joint Ventures</i>. Mandatory application was deferred for not-for-profit entities by AASB 2012-10. The Model Statutory Authority has analysed the suite of Consolidation and Joint Arrangements Standards and determined that no financial impact arises from adopting the various Standards.</p>	
AASB 2012-3	<i>Amendments to Australian Accounting Standards – Offsetting Financial Assets and Financial Liabilities [AASB 132]</i>	1 Jan 2014
	<p>This Standard adds application guidance to AASB 132 to address inconsistencies identified in applying some of the offsetting criteria, including clarifying the meaning of "currently has a legally enforceable right of set-off" and that some gross settlement systems may be considered equivalent to net settlement.</p> <p>The model Authority does not routinely hold financial assets and financial liabilities that it intends to settle on a net basis, therefore there is no financial impact.</p>	
AASB 2013-3	<i>Amendments to AASB 136 – Recoverable Amount Disclosures for Non-Financial Assets.</i>	1 Jan 2014
	<p>This Standard introduces editorial and disclosure changes. There is no financial impact.</p>	
AASB 2013-4	<i>Amendments to Australian Accounting Standards – Novation of Derivatives and Continuation of Hedge Accounting [AASB 139]</i>	1 Jan 2014
	<p>This Standard permits the continuation of hedge accounting in circumstances where a derivative, which has been designated as a hedging instrument, is novated from one counterparty to a central counterparty as a consequence of laws or regulations. The model Authority does not routinely enter into derivatives or hedges, therefore there is no financial impact.</p>	
AASB 2013-8	<i>Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities – Control and Structured Entities [AASB 10, 12 & 1049].</i>	1 Jan 2014
	<p>The amendments, issued in October 2013, provide significant guidance in determining whether a not-for-profit entity controls another entity when financial returns are not a key attribute of the investor's relationship. The Standard has no financial impact in its own right, rather the impact results from the adoption of the amended AASB 10.</p>	



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AASB 2013-9	<i>Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments.</i>	1 Jan 2014 1 Jan 2017
	<p>This omnibus Standard makes amendments to other Standards arising from the deletion of references to AASB 1031 in other Standards for periods beginning on or after 1 January 2014 (Part B), and, defers the application of AASB 9 to 1 January 2017 (Part C). The Authority has not yet determined the application or the potential impact of AASB 9, otherwise there is no financial impact for Part B.</p>	
AASB 2014-1	<i>Amendments to Australian Accounting Standards</i>	1 July 2014
	<p><i>The Authority has not yet determined the application or the potential impact of the Standard.</i></p> <p>1 Jan 2015 1 Jan 2016 1 Jan 2018</p>	

	2014	2013
	\$	\$
6 Employee benefits expense		
Wages and salaries ^(a)	3,961,698	3,609,732
Annual leave	290,579	319,417
Long service leave	91,848	269,394
Superannuation ^(b)	390,135	354,545
	4,734,260	4,553,088

- (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'.



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	2014	2013
	\$	\$
7 Supplies and services		
Travel	690,772	496,324
Consultants and contractors	486,556	458,595
Communication	43,116	53,566
Venue and sports related repairs and maintenance	1,347,395	1,152,134
Events	105,236	113,108
Training and development	64,956	42,122
Other	333,609	231,034
	<u>3,071,640</u>	<u>2,546,883</u>
8 Depreciation expense		
Leasehold improvements	123,218	123,222
Plant, equipment and vehicles	190,685	193,592
Office equipment	1,152	1,224
	<u>315,055</u>	<u>318,038</u>
9 Accommodation expense		
Lease rentals	400,922	427,513
	<u>400,922</u>	<u>427,513</u>
10 Other expenses		
Equipment repairs & maintenance	24,427	24,300
General administration expenses	64,000	50,577
Sport programs	421,352	396,021
Scholarships	4,835	8,235
Sport science	94,167	74,336
Marketing & promotion	34,126	14,373
Employment on-costs ^(a)	301,161	259,398
	<u>944,068</u>	<u>827,240</u>

(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.

	2014	2013
	\$	\$
11 Commonwealth grants and contributions		
Australian Sports Commission / AIS funding	46,000	41,100
	<u>46,000</u>	<u>41,100</u>

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.

Western Australian Institute of Sport (Inc.)
Notes to the Financial Statements
 For the year ended 30 June 2014

	2014	2013
	\$	\$
12 Interest revenue		
Interest received from deposits	127,404	143,116
	<u>127,404</u>	<u>143,116</u>
13 Contributions from sporting bodies		
Contributions from sporting bodies	1,528,337	1,434,223
	<u>1,528,337</u>	<u>1,434,223</u>
14 Other revenue		
Sponsorship	221,388	93,675
Other	13,013	47,727
	<u>234,401</u>	<u>141,402</u>
15 Net gain on disposal of non-current assets		
<u>Costs of Disposal of Non-Current Assets</u>		
Plant, equipment and vehicles	1,339	6,611
	<u>1,339</u>	<u>6,611</u>
<u>Proceeds from Disposal of Non-Current Assets</u>		
Plant, equipment and vehicles	6,000	29,142
	<u>6,000</u>	<u>29,142</u>
Net gain	4,661	22,531
	<u>4,661</u>	<u>22,531</u>
16 Income from State Government		
Sports Lotteries Funding grant	5,088,390	4,710,420
Consolidated Funding grant	1,435,951	1,435,125
	<u>6,524,341</u>	<u>6,145,545</u>
Services received free of charge from other State Government Agencies ^(a)		
Determined on the basis of the following estimates provided by agencies:		
VenuesWest – Accommodation	348,616	375,673
VenuesWest – Venue hire	687,553	493,811
	<u>1,036,169</u>	<u>869,484</u>
	<u>7,560,510</u>	<u>7,015,029</u>

(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.



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	2014	2013
	\$	\$
17 Cash and cash equivalents		
Deposits	2,062,150	818,699
Cash at Bank	914,136	2,069,475
Cash on hand	700	700
	<u>2,976,986</u>	<u>2,888,874</u>
18 Inventories		
<u>Current – Inventories held for resale:</u>		
- Finished goods		
At cost or net realisable value	8,260	23,567
Total Current	<u>8,260</u>	<u>23,567</u>
19 Receivables		
<u>Current</u>		
Receivables	138,471	88,282
Allowance for impairment of receivables ⁽¹⁾	<u>(6,931)</u>	<u>(3,474)</u>
Total Current	<u>131,540</u>	<u>84,808</u>
Reconciliation of changes in the allowance for impairment of receivables:		
Balance at start of period	3,474	2,369
Doubtful debts expense	6,931	3,474
Amounts recovered during the period	<u>(3,474)</u>	<u>(2,369)</u>
Total Current	<u>6,931</u>	<u>3,474</u>
(1) Receivables aged over 3 months are impaired. Hence an adequate provision has been made.		
20 Other assets		
<u>Current</u>		
Prepayments	88,667	101,854
Accrued income	6,585	6,888
Total Current	<u>95,252</u>	<u>108,742</u>
21 Property, plant and equipment		
Leasehold Improvements		
At cost	400,130	400,130
Accumulated Depreciation	<u>(349,042)</u>	<u>(225,824)</u>
	51,088	174,306
Plant, equipment and vehicles		
At cost	1,761,150	1,690,905
Accumulated Depreciation	<u>(1,364,346)</u>	<u>(1,185,473)</u>
	396,804	505,432
Office Equipment		
At cost	24,601	24,601
Accumulated Depreciation	<u>(22,659)</u>	<u>(21,507)</u>
	1,942	3,094
	<u>449,834</u>	<u>682,832</u>

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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	Total
	\$	\$	\$	\$
2014				
Carrying amount at start of year	174,305	505,433	3,094	682,832
Additions		83,396		83,396
Disposals		(1,339)		(1,339)
Depreciation	<u>(123,217)</u>	<u>(190,686)</u>	<u>(1,152)</u>	<u>(315,055)</u>
Carrying amount at end of year	<u>51,088</u>	<u>396,804</u>	<u>1,942</u>	<u>449,834</u>
2013				
Carrying amount at start of year	297,527	518,170	4,318	820,015
Additions	-	187,466	-	187,466
Disposals	-	(6,611)	-	(6,611)
Depreciation	<u>(123,222)</u>	<u>(193,592)</u>	<u>(1,224)</u>	<u>(318,038)</u>
Carrying amount at end of year	<u>174,305</u>	<u>505,433</u>	<u>3,094</u>	<u>682,832</u>

22 Impairment of assets

There were no indications of impairment to property, plant and equipment at 30 June 2014.

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 2014 have either been classified as assets held for sale or written-off.

	2014	2013
	\$	\$
23 Payables		
<u>Current</u>		
Trade payables	123,678	282,798
Other payables	187,743	254,536
Total Current	<u>311,421</u>	<u>537,334</u>

Western Australian Institute of Sport (Inc.)
Notes to the Financial Statements
 For the year ended 30 June 2014

	2014 \$	2013 \$
24 Provisions		
<u>Current</u>		
Employee benefits provision		
Annual leave ^(a)	318,205	304,654
Long service leave ^(b)	390,313	362,791
	<u>708,518</u>	<u>667,445</u>
Other provisions		
Employment on-costs ^(c)	40,745	45,816
	<u>40,745</u>	<u>45,816</u>
	<u>749,263</u>	<u>713,261</u>
<u>Non-current</u>		
Employee benefits provision		
Long service leave ^(b)	130,513	109,606
Other provisions		
Employment on-costs ^(c)	8,266	7,499
	<u>8,266</u>	<u>7,499</u>
	<u>138,779</u>	<u>117,105</u>
	<u>888,042</u>	<u>830,366</u>

(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 end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

Within 12 months of the end of the reporting period	190,641	212,476
More than 12 months after the end of the reporting period	127,564	92,179
	<u>318,205</u>	<u>304,655</u>

(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 end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

Within 12 months of the end of the reporting period	142,948	57,250
More than 12 months after the end of the reporting period	328,388	415,147
	<u>471,336</u>	<u>472,397</u>

(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 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 period, other than employee benefits, are set out below.

	2014 \$	2013 \$
<u>Employment on-cost provision</u>		
Carrying amount at start of period	53,315	36,605
Additional provisions recognized	16,777	34,353
Payments	(21,082)	(17,643)
Carrying amount at end of period	<u>49,010</u>	<u>53,315</u>



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	2014 \$	2013 \$
25 Other current liabilities		
Accrued salaries	111,238	115,505
Accrued expenses	84,233	74,048
Total	<u>195,471</u>	<u>189,553</u>
26 Equity		
Accumulated Surplus		
Balance at start of year	2,231,570	2,106,931
Result for the period	35,368	124,639
Balance at end of year ^(a)	<u>2,266,938</u>	<u>2,231,570</u>

(a) Refer to Statement of Changes in Equity on page 64

27 Notes to the Statement of Cash Flows

Reconciliation of Cash

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	2,976,986	2,888,874
	<u>2,976,986</u>	<u>2,888,874</u>

Reconciliation of net cost of services to net cash flows provided by / (used in) operating activities:

Net cost of services	(7,525,142)	(6,890,390)
Non-cash items:		
Depreciation and amortisation expense	315,055	318,038
Services received free of charge	1,036,169	869,484
Net gain on sale of property, plant and equipment	(4,661)	(22,531)
(Increase)/decrease in assets:		
Current receivables ^(a)	(46,733)	51,520
Current inventories	15,307	(7,175)
Other current assets	13,490	73,649
Increase/(decrease) in liabilities:		
Current payables ^(a)	(228,516)	239,785
Current provisions	36,002	82,448
Other current liabilities	5,919	(75,551)
Non-current provisions	21,674	(14,125)
Net GST payments ^(b)	(6,842)	3,722
Changes in GST receivables/payables	9,445	(75,214)
Net cash (used in) operating activities	<u>(6,358,833)</u>	<u>(5,446,340)</u>

(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.



Western Australian Institute of Sport (Inc.)
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 For the year ended 30 June 2014

	2014	2013
	\$	\$
28 Commitments		
Non-cancellable operating lease commitments		
Commitments for minimum lease payments are payable as follows:		
Within 1 year	55,111	53,542
Later than 1 year and not later than 5 years	236,133	227,330
Later than 5 years	783,712	907,079
	<u>1,074,956</u>	<u>1,187,951</u>

The Institute has entered into a property lease which is a non-cancellable lease with four terms of five years each, with rent payable in advance. Contingent rent provisions within the lease agreement require that the minimum lease payments shall be increased by CPI annually and by a current market rent valuation in the final year of each term.

The new WAIS High Performance Centre is expected to be delivered on December 2014 and a new operating lease will be drafted between WAIS and the current landlord. The new agreement is expected to maintain the current existing terms and the financial commitments will not be of a lesser amount than stated above.

As from May 2012, upon announcement that the State Government has committed \$32m for the construction of the new WAIS High Performance Centre, the estimated useful life of leasehold improvements in the current building has been accelerated to be fully depreciated by December 2014 which is the month of delivery of the facility.

The commitments below are exclusive of GST.

	2014	2013
	\$	\$
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	-	17,654
Later than 1 year and not later than 5 years	-	-
	<u>-</u>	<u>17,654</u>

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.

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Notes to the Financial Statements
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31 Explanatory statement

Significant variations between estimates and actual results for income and expense are shown below. Significant variations are considered to be those greater than 10% or \$20,000.

Significant variances between estimated and actual result for 2014

	2014	2014	
	Estimate	Actual	Variation
	\$	\$	\$
Income			
Interest revenue	110,001	127,404	17,403
Other revenue	165,140	234,401	69,261
Gain on disposal of non-current assets	24,750	4,661	(20,089)
Income from State Government	7,353,690	7,560,510	206,820
Expenses			
Employee benefits expense	5,200,059	4,734,260	465,799
Supplies and services	3,257,444	3,071,640	185,804

Interest revenue

Increase mainly due to extended tenure for which the deposits were kept and higher rates.

Other revenue

Higher revenue is represented by receipts covering more than one financial year arising from renewal of a sponsorship agreement.

Gain on disposal of non-current assets

The variance is mainly due to lower actual units sold as compared to the forecasted units for disposal.

Income from State Government

The increase represents a growth in funding as per amended service level agreement.

Employee benefits expense

The variance is mainly due to the full implementation of the 2013 organisational restructure.

Supplies and services

The variances in Supplies and services is arising from efficiency cost savings in travelling expenditure and from staff training and development foregone during the year.



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Significant variations between actual results for income and expense during 2014 and 2013 are shown below. Significant variations are considered to be those greater than 10% or \$20,000.

Significant variances between actual results for 2013 and 2014

	2014	2013	Variance
	\$	\$	\$
Income			
Commonwealth grants and contributions	46,000	41,100	4,900
Interest revenue	127,404	143,116	(15,712)
Contribution from sporting bodies	1,528,337	1,434,223	94,114
Other revenue	234,401	141,402	92,999
Gain on disposal of non-current assets	4,661	22,531	(17,870)
Income from State Government	7,560,510	7,015,029	545,481
Expenses			
Employee benefits expense	4,734,260	4,553,088	(181,172)
Supplies and services	3,071,640	2,546,883	(524,758)
Accommodation expenses	400,922	427,513	26,591
Other expenses	944,068	827,240	(116,828)

Commonwealth grants and contributions

The variance is mainly due to an increase in Australian Sports Commission funding relating to service delivery.

Interest revenue

A decrease mainly due to lower interest rates.

Contribution from sporting bodies

The variance is mainly due to an increase in Sporting Organisations funding.

Other revenue

Higher revenue is represented by receipts covering more than one financial year arising from the renewal of a sponsorship agreement.

Gain on disposal of non-current assets

The variance is arising from a lower number of assets, mainly canoeing boats, being sold during 2014.

Income from State Government

The variance is due to growth in funding as per amended service level agreement and an increase in the services received free of charge.

Employee benefits expense

The variance is mainly due to increase in wages and salaries during the year due to CPI increases, bonus payments and the full implementation of the 2013 organisational restructure.

Supplies and services

The variance reflects an increment in venue hire (including the portion of services received free of charge), travelling expenditure, medical and recruitment costs. The hike in costs directly relate to additional benefits being provided to athletes.

Accommodation expenses

The variance is mainly due to a reduction in the annual amount of the services received free of charge.

Other expenses

The variance is mainly due to higher employment on-costs and an increase in services delivered to athletes reflected by greater Sport Program expenses.

Western Australian Institute of Sport (Inc.)
Notes to the Financial Statements
For the year ended 30 June 2014

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.

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:

	2014	2013
	\$	\$
Financial Assets		
Cash and cash equivalents	2,976,986	2,888,874
Restricted cash and cash equivalents	-	-
Loans and receivables(a)	131,540	84,808
Financial Liabilities		
Bank overdraft	-	-
Financial liabilities measured at amortised cost	392,665	621,017

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

(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

Western Australian Institute of Sport (Inc.)

Notes to the Financial Statements

For the year ended 30 June 2014

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	More than 5 years	
	\$	\$	\$	\$	\$	\$	\$
2014							
Cash and cash equivalents	2,976,986	2,976,986	-	-	-	-	-
Receivables (a)	131,540	125,689	532	100	5,219	-	-
	3,108,526	3,102,675	532	100	5,219	-	-
2013							
Cash and cash equivalents	2,888,874	2,888,874	-	-	-	-	-
Receivables (a)	84,808	77,695	1,284	2,583	3,246	-	-
	2,973,682	2,966,569	1,284	2,583	3,246	-	-

(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.

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Notes to the Financial Statements
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Interest rate exposure and maturity analysis of financial assets and financial liabilities

	Weighted Average Effective Interest Rate %	Carrying Amount	Interest rate exposure			Maturity dates						
			Fixed interest rate	Variable Interest rate	Non-interest bearing	Nominal Amount	Up to 1 month	1 - 3 months to 1 year	1 - 5 years	More than 5 years		
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
2014												
Financial Assets												
Cash and cash equivalents	3.71%	2,976,986	2,062,150	914,136	700	2,976,986	914,836	1,300,000	762,150	-	-	-
Receivables (a)	-	131,540	-	-	131,540	131,540	131,540	-	-	-	-	-
		3,108,526	2,062,150	914,136	132,240	3,108,526	1,046,376	1,300,000	762,150	-	-	-
Financial Liabilities												
Payables	-	392,665	-	-	-	392,665	392,665	-	-	-	-	-
		392,665	-	-	-	392,665	392,665	-	-	-	-	-

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



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Notes to the Financial Statements
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Interest rate exposure and maturity analysis of financial assets and financial liabilities

	Weighted Average Interest Rate %	Interest rate exposure				Maturity dates						
		Carrying Amount \$	Fixed interest rate \$	Variable Interest rate \$	Non-interest bearing \$	Nominal Amount \$	Up to 1 month \$	1 - 3 months to 1 year \$	1 - 5 years \$	More than 5 years \$		
2013												
Financial Assets												
Cash and cash equivalents	4.78%	2,888,874	818,699	2,069,476	700	2,888,874	2,070,175	300,000	518,699	-	-	-
Receivables (a)	-	84,808	-	-	84,808	84,808	84,808	-	-	-	-	-
		2,973,682	818,699	2,069,476	85,508	2,973,682	2,154,984	300,000	518,699	-	-	-
Financial Liabilities												
Payables	-	621,017	-	-	621,017	621,017	621,017	-	-	-	-	-
		621,017	-	-	621,017	621,017	621,017	-	-	-	-	-

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

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Interest rate sensitivity analysis

The following table represents a summary of the interest rate sensitivity of the Institute's financial assets at the end of the reporting period on the surplus for the period and equity for a 1% change in interest rates. It is assumed that the change in interest rates is held constant throughout the reporting period. The Institute does not hold interest bearing financial liabilities at the end of the reporting period.

	Carrying amount \$	-100 basis points		+100 basis points	
		Surplus \$	Equity \$	Surplus \$	Equity \$
2014					
Financial Assets					
Cash and cash equivalents	2,976,286	(29,763)	(29,763)	29,763	29,763
	<u>2,976,286</u>	<u>(29,763)</u>	<u>(29,763)</u>	<u>29,763</u>	<u>29,763</u>
	Carrying amount \$	-100 basis points		+100 basis points	
		Surplus \$	Equity \$	Surplus \$	Equity \$
2013					
Financial Assets					
Cash and cash equivalents	2,888,174	(28,882)	(28,882)	28,882	28,882
	<u>2,888,174</u>	<u>(28,882)</u>	<u>(28,882)</u>	<u>28,882</u>	<u>28,882</u>

Fair values

All financial assets and liabilities recognised in the Statement of Financial Position, whether they are carried at cost or fair value, are recognised at amounts that represent a reasonable approximation of fair value unless otherwise stated in the applicable notes.



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Notes to the Financial Statements
 For the year ended 30 June 2014

33 Remuneration of members of the accountable authority and senior officers

Remuneration of Members of the Institute

The number of members of the Institute, whose total of fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:

\$	2014	2013
\$0 - \$10,000	8	8
\$210,001 - \$220,000	1	1

Base remuneration and superannuation	210,162	197,064
Annual leave and long service leave accruals	(5,292)	6,646
Other benefits	20,061	17,180
	<u>224,931</u>	<u>220,890</u>

The total remuneration includes the superannuation expense incurred by the Institute in respect of members of the accountable authority.

Remuneration of senior officers

The number of senior officers, other than senior officers reported as members of the Institute, whose total fees, salaries, superannuation, non-monetary benefits and other benefits for the financial year, fall within the following bands are:

\$	2014	2013
\$1 - \$10,000	1	-
\$10,001 - \$20,000	1	-
\$30,001 - \$40,000	-	1
\$80,001 - \$90,000	1	-
\$90,001 - \$100,000	1	-
\$100,001 - \$110,000	-	1
\$120,001 - \$130,000	-	2
\$130,001 - \$140,000	2	2
\$140,001 - \$150,000	1	-

Base remuneration and superannuation	613,113	591,041
Annual leave and long service leave accruals	(3,956)	38,781
Other benefits	751	39,009
	<u>609,908</u>	<u>668,831</u>

Two termination payments representing the settlement of annual leave and long service leave balances was paid in 2014 amounting to \$751 (2013: \$39,009).

The total remuneration includes the superannuation expense incurred by the Institute in respect of senior officers other than senior officers reported as members of the accountable authority.

34 Remuneration of Auditor

2014	2013
\$	\$

Remuneration 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	<u>50,500</u>	<u>54,400</u>
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Western Australian Institute of Sport (Inc.)
Notes to the Financial Statements
 For the year ended 30 June 2014

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, \$0 (2013: \$900) was written off the Institute's receivables under the authority of:

	2014	2013
	\$	\$
The accountable authority	<u>-</u>	<u>900</u>

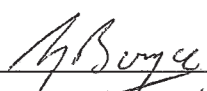


Western Australian Institute of Sport (Inc.)
Key Performance Indicators
 30 June 2014

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 2014.

Dated this 22nd of August 2014



 Mr Grant Boyce
 Chairman
 Board Member
 Western Australian Institute of Sport (Inc)



 Mr Steven Lawrence
 Executive Director
 Board Member
 Western Australian Institute of Sport (Inc)

Western Australian Institute of Sport (Inc.)
Key Performance Indicators
 30 June 2014

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.

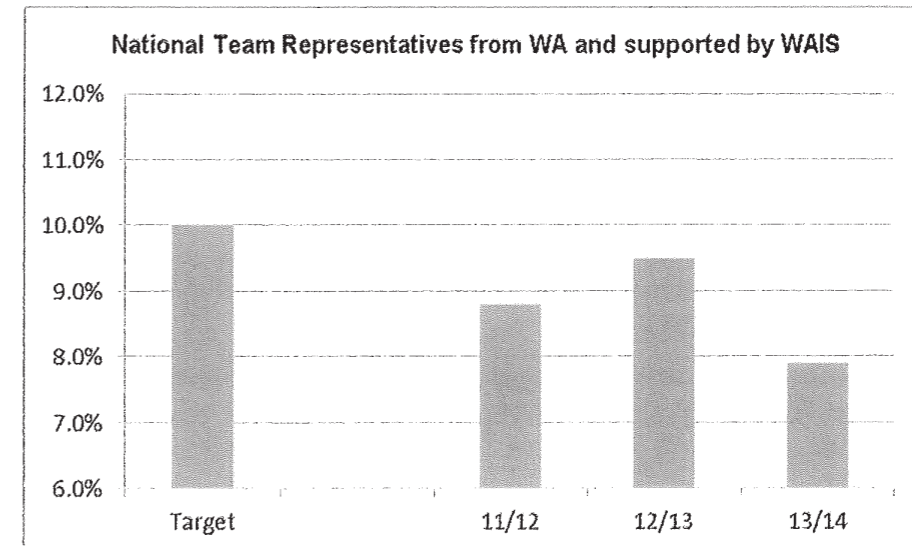
Australia aims to be an internationally competitive nation and the Australian Sports Commission has defined its goals and targets to measure our international success within its 2013 strategy 'Australia's Winning Edge'. WAIS is committed to supporting Australia's international competitiveness and has aligned its goals to supporting the targets (excluding Winter Olympic and Paralympic) set within Australia's Winning Edge.

Three indicators are used to measure the extent to which WAIS is meeting its purpose.

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

The aim is to achieve an average of ten per cent representation in major Australian Teams across sports identified by Australia's Winning Edge strategy. This figure is based on WA having approximately ten percent of the national population. The acceptable result range is 9 to 11%.

Each sport in which WAIS contributes support to athletes has a specific athlete target number to reach in each year. In the current year ten of thirteen assessable WAIS sports programs were considered to have reached or exceeded their target. The sport programs to miss the target were Athletics, Swimming and Men's Waterpolo. Additionally, the combined target for athletes supported through the WAIS Individual Athlete Support Program was met. The overall combined result equalled 7.9% (9.5% in 2013), therefore the WAIS target for national team representation was partially met during the current financial year. A major factor contributing to this result is due to WAIS not operating programs in the sports of Cricket and Rugby League.



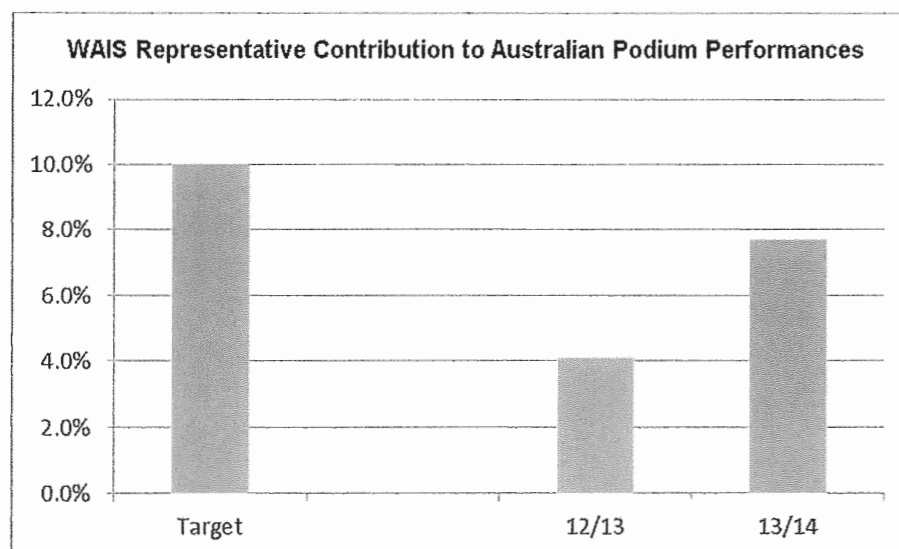
Western Australian Institute of Sport (Inc.)
Key Performance Indicators
 30 June 2014

International Success

In the previous Olympic Cycles, WAIS used to assess its contribution to Australia's international competitiveness by measuring World Class performances (top eight individual or top four team / multiple athlete event performance at a World Championship or Olympic Games) recorded by Western Australians. As from 2013/14, WAIS changed this KPI to align its outcomes with Australia's Winning Edge strategy. Therefore, WAIS will assess its contribution to Australia's international success by measuring the number of Podium Performances (top three performances) and the number of Gold Medal Athletes at the Australia's Winning Edge defined list of World Championship, Summer Olympic or Paralympic Games and the Commonwealth Games.

1.2 Percentage of Australian Podium Performances from WA and supported by WAIS

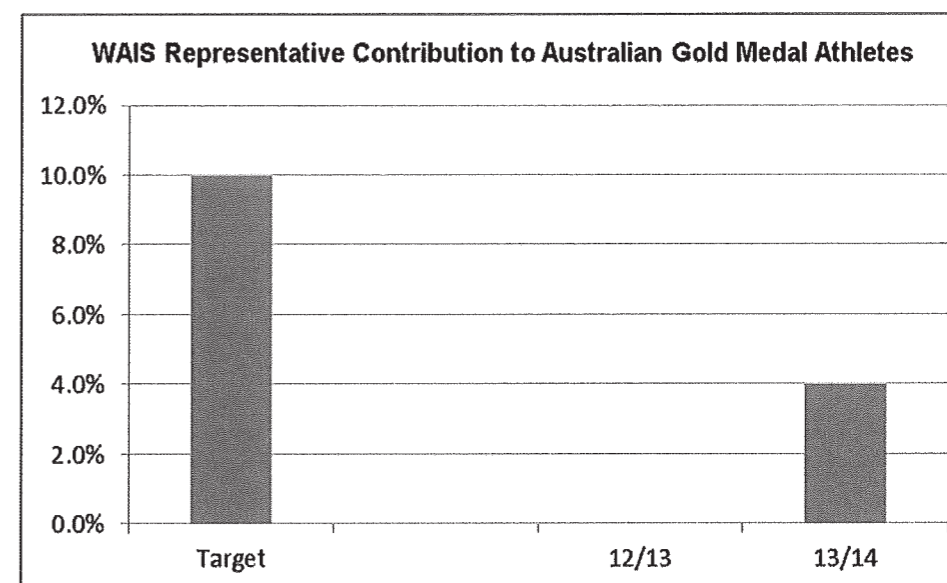
The quantification of Podium Performances is determined by the number of total gold, silver and bronze medallists. The Institute's aim is for athletes supported by WAIS to achieve ten percent of Australian Podium Performances across sports identified by Australia's Winning Edge strategy. In 2013/14 twelve WAIS sports programs had an event (2013 or 2014 World Championships) at which this indicator could be assessed. Australia recorded Podium Performances in ten WAIS sport program sports and in these, all WAIS programs met their target. The combined WAIS athlete Podium Performance results equalled 7.7% (4.1% in 2013) of Australian Podium Performances. Therefore the target for this measure was partially met during the current financial year. Again a major factor impacting this result was the lack of WAIS programs in the sports of Cricket and Rugby League.



Western Australian Institute of Sport (Inc.)
Key Performance Indicators
 30 June 2014

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

The Institute's aim is for athletes supported by WAIS to achieve ten percent of Australian Gold Medals. In 2013/14 Australia recorded Gold Medal performances in six WAIS sport program sports. The combined number of WAIS Gold Medallists equalled 4.0% (0% in 2013) of Australian Gold Medals. Therefore the result for this KPI was well below the acceptable range however, if the non-WAIS sport Gold Medallists (Cricket and Rugby League) are excluded then it can be seen that WAIS strongly contributed to the Australian Gold Medal total.



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

As from 2013/14, WAIS introduced another Key Effectiveness Indicator to measure the WAIS national representatives that reflect the personal values of champions. Athletes who represented the Institute on significant Australian Teams are internally assessed on the 'Personal Values' they exhibit in competition and within the community in general. The Institute's aim is for all WAIS national representatives behaviour to meet the defined expectations of a Champion. In 2013/14 WAIS had 45 WAIS athletes represented Australia; of these athletes, 42 reflected the personal values of champions, while the remaining athlete partially met expectations. Therefore the target for this measure was partially met during the current financial year.



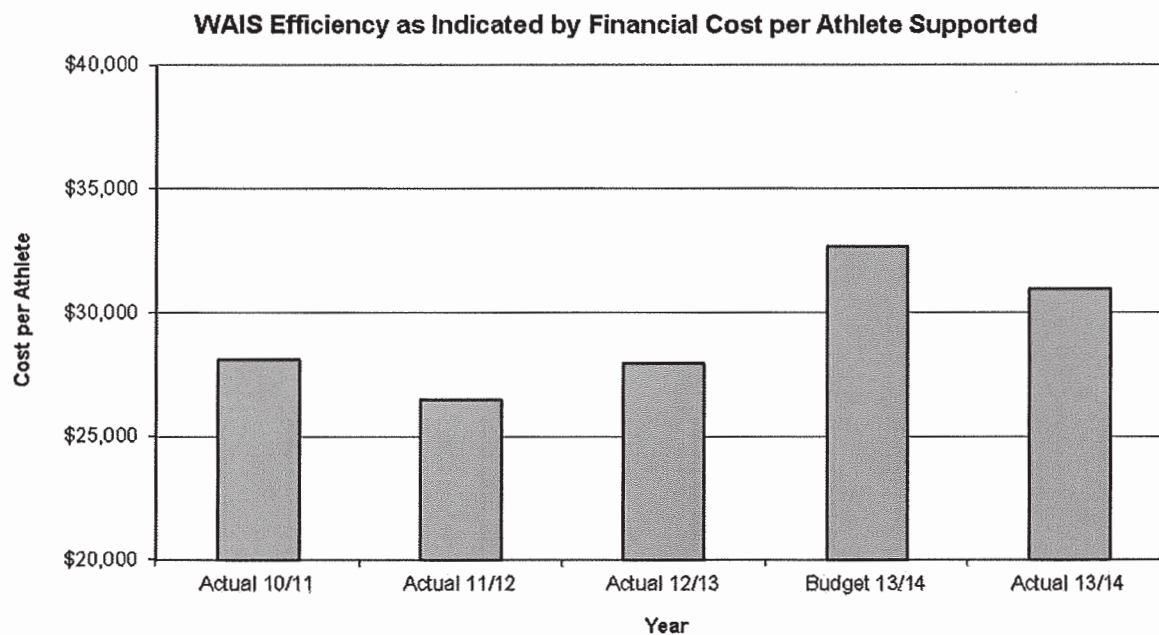
Western Australian Institute of Sport (Inc.)
Key Performance Indicators
 30 June 2014

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 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 prognostic 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 actual cost per athlete for the year ending 30 June 2014 was \$30,934, which is 5.4% lower than the target for the year which was established at \$32,686. The cost per athlete increased by 10.6% from the previous year. The sport programs focussed their efforts and resources towards athletes capable of representing Australia at the 2013/14 World Championships and 2014 Commonwealth Games. Employment benefits, travelling expenses and direct sport program costs have increased steadily in absolute terms when compared to the previous year. The total number of athletes is similar to the financial year 2012/13, which ultimately resulted in a slightly higher cost per athlete, since most of the main base overheads are of a fixed nature.

The cost per athlete is determined on the total operating expenditure of the Western Australian Institute of Sport.





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